



Dêlifrance

LIVE EVERYDAY DELICIOUS

F R A N C H I S E
FRENCH BAKERY CAFÉ CONCEPT

Baking a little bit of France into every day



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Manifesto

At Délifrance, we believe that every day doesn't have to taste like the everyday. That's why our philosophy is based on enjoying the sweeter things in life, down to the last bite.

Putting this into practise, we throw our know-how and passion into crafting delicious bakery products that re-awaken your senses and renew your delight for the everyday. Each of our employees put care and attention into what they do, from farmers to millers, bakers to our employees, right up to our customers. It is this human chain that drives us to seek new and pioneering ways to constantly improve, while observing the highest respect for our heritage and the willingness to hand it over. This is not only transmitted through the quality of our products, but the respect for every single person and the sourcing of our products, including the promotion of sustainable farming.

*Because when you strive to bake better each day,
you live better every day.*

Délifrance
LIVE EVERYDAY DELICIOUS

Our Story

Délicrance has over **36 years of experience**, but the roots of the company started at the beginning of the 20th century, with our affiliated company, The Great Mills of Paris.





DÉLIFRANCE HAS OVER **36 YEARS' EXPERIENCE**, INCLUDING SOME KEY HIGHLIGHTS:

The Great Mills of Paris began in 1919 as a family founded business specializing in flour production. Now over 100 years later, the company is the leading French miller and a major player within the European frozen bakery industry.

In **1929**, The Great Mills of Paris opened the Ecole de Boulangerie (EBP) et de Pâtisserie de Paris. This school is a place for future bakers and pâtisseries to learn industry relevant skills in a renowned setting.

In **1935**, the school was recognized with the status "Public utility" by State degree and in **1995** became the first bakery and patisserie school to promote the Professional Baccalauréat in France.

In **1984**, the first DéliFrance stores opened in Amsterdam, Holland and Antwerp, Belgium and the company rapidly expanded, bringing a taste of France to countries across the world.

DéliFrance and the Ecole de Boulangerie de Paris are proud to **be part of the Grands Moulins de Paris (The Great Mills of Paris), Vivescia Group**. Thanks to this affiliation, DéliFrance is able to benefit from the leading French grain cooperative group, ensuring that the grain in DéliFrance's products is of the very best quality. Vivescia works hard to promote sustainable farming, which means DéliFrance benefits from an environment driven approach to sourcing our ingredients.



1984

The first DéliFrance store opens in Amsterdam, Holland



**1985
1986**

DéliFrance boutiques open in Singapore and Hong Kong



**2008
2019**

DéliFrance stores open across the world, including Japan, Sri Lanka, India, Italy and Dubai

Our concept

The way Délifrance works
is driven by our key values;

creativity, passion and sharing.

Our ethos means we ensure we respect past
and future generations as well as the
environment around us.

We are constantly striving to improve
our service and the quality of our products,
as well as ensuring that
our mark on the world is as
sustainable as possible.

Creativity, passion and sharing !



WORKING WITH MASTER FRANCHISE PARTNERS

With each and every master franchise partner, we are
committed to providing on-going support including:

- Being there for the set-up of the franchise
- Providing the opportunity for bakers
to be trained at the Ecole de Boulangerie de Paris
- Continued support and sharing
of **our best practises**



OUR COMMITMENT TO A BETTER WORLD

We believe in looking after the world around us in
order to ensure that everyone is able to benefit from
it fairly.

For our farmers, looking after the environment means
preserving the quality of wheat. **By investing in
cutting edge technology such as big data and drone
surveillance**, we are able to support our farmers look
after their crops.

For our Délifrance franchises, we offer three different
formats. We work hand in hand with you to decide which
format works best, basing the decision on the market,
location, customers and culture.



**DÉLIFRANCE
AWARDED
WITH JANUS LABEL**



**Délicrance was incredibly proud to be awarded the
JANUS label by the French Institute of Design.**

The label recognises creative approaches to restaurants.
Délicrance was recognised for our ability to translate French
values through our products, as well as valuing our bakers
and presenting our history in a compelling manner.



**INSTITUT
FRANÇAIS
DU DESIGN**

Corporate Social Responsibility

Corporate Social Responsibility is woven into our foundations, through respect for all generations and the environment.

From 1919, The Great Mills of Paris provided flour to those in need. This tradition continues to this day with the Ecole de Boulangerie de Paris donating bread and pastries baked by the students to Petites Sœurs des Pauvres.



This sentiment extends to providing our customers with products that promote **the good of our planet**. Enjoying the everyday also means ensuring that our footprint remains sustainable and environmental, whilst traceability is key. **The products we create are of the best quality** but that doesn't stop us continually improving our recipes and practises.

This is why we launched our initiative, Go Clean which aims to make our recipes and products as simple as possible, which as little impact on the planet as possible.

We are therefore working to use sustainable products that promote the well-being of animals and the planet.

CHANGES TO OUR PRODUCTS INCLUDE:



Reducing the ingredients of our croissants and pain au chocolat made **in Europe to a strict minimum**



Ensuring **100% of the eggs** used in products manufactured in Europe come from **cage-free farms**



Reducing the salt in our products by **5% in 2021** and by **10% in 2025**



Continuing to develop **organic, gluten free, vegan** and **vegetarian** menu options



By implementing the Go Clean initiative, we aim to provide our clients with more choice and flexibility without compromising on taste.

Supporting our partner's daily restaurant operations

We support master franchises in every step of the opening of a new boutique. Our know-how and expertise means we can provide relevant and insightful support in order to ensure the franchise has the best chance of becoming a success.



1

SET-UP

Working with you to understand the market and the right franchise format for you. We take the time to go through many factors and support you in the major decisions. **This extends to helping with the shop design, construction and fitting.**



2

TRAINING

Training your bakers means that they feel empowered to create the best possible products, tailored to your customers' taste and desires. We therefore offer bakers the opportunity to take on a training course at the EBP.

Upon the signature of a Master franchise Agreement (MFA), we provide the following training courses, led by:

- Professional French culinary workshop (Atelier de chefs)
- Professional bakery training – Ecole de Boulangerie Paris (Paris Bakery and Patisserie School)
- Délicrance culinary and bakery consultant (e.g. Michelin-starred chef)
- International tools and store equipments partners



3

OPENING

Our operations team will be on site to assist in the opening of the store, including evaluating the products and the touch points of a customer journey.



4

POST OPENING

Once the store is open, we are still on hand for daily operational advice and new product development workshops. We also provide marketing and communications materials such as visuals, templates and digital and print materials.



Our ambition

Becoming a Délifrance master franchise means joining a reputable and world-renowned company.

As the world around us continues to change, we know the importance of constant innovation

Thanks to our relationships with Grands Moulins de Paris (The Great Mills of Paris), Vivescia and the Ecole de Boulangerie de Paris, we are able to ensure the quality and consistency of our value chain, from field to fork. This means bringing good quality products, adapted for each location to customers, whilst always ensuring those products promote a taste of France.

This business model is one that is recognized across the world thanks to a replicable and well-formulated franchise formula. No matter where in the world a franchise is set up, **we are able to provide the support needed to make the boutique recognizable** whilst also ensuring it is positioned appropriately for the market, with locally inspired products and an adapted menu.

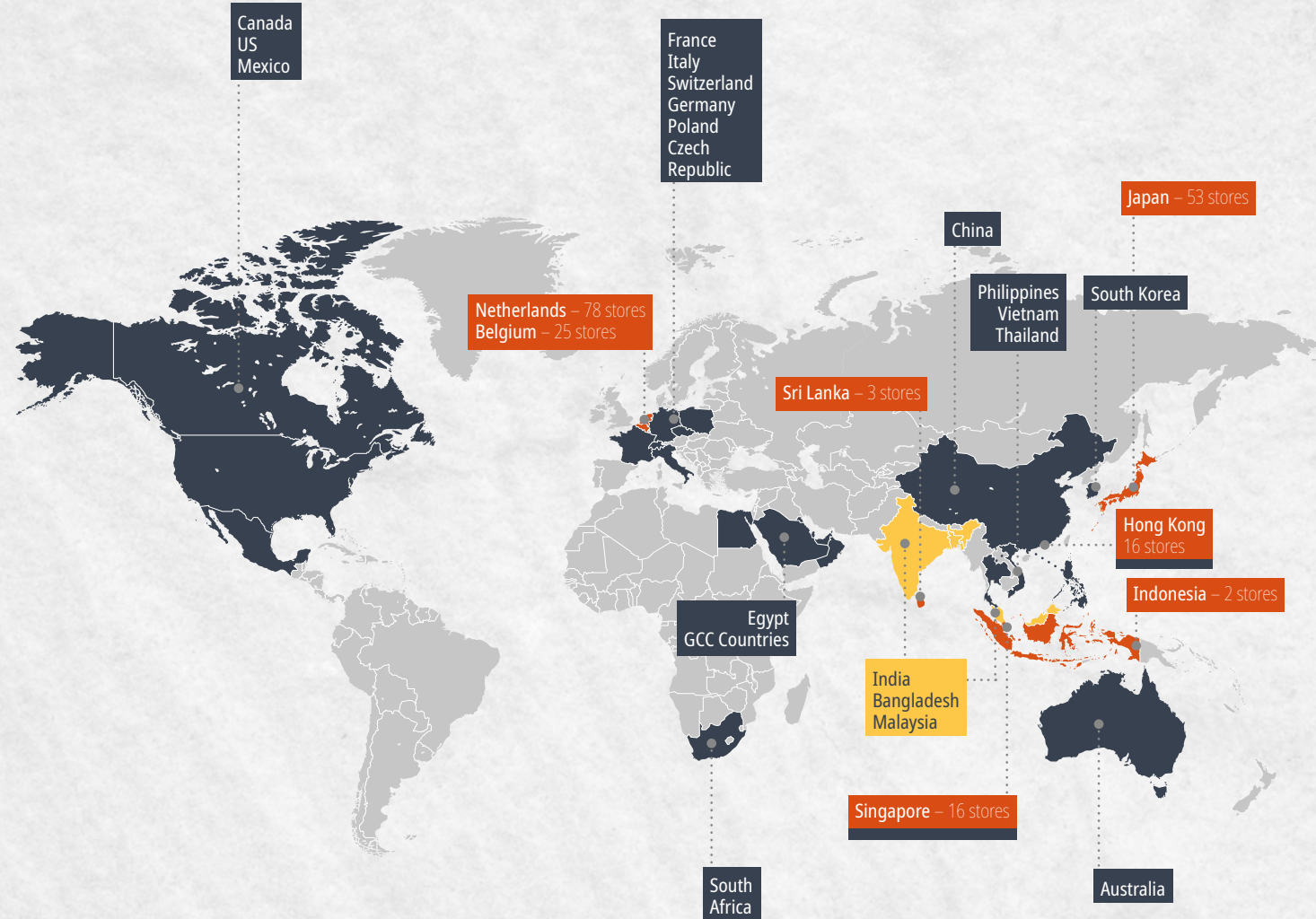
As the world around us continues to change, we know the importance of constant innovation, which is why at Délifrance we have made steps to be more digital, reaching our customers through food ordering applications and ensuring information is easily found through our digital channels.

It is this winning combination of elements that mean our franchises achieve brand awareness and profitability.



Our global presence

Since 1984, Délifrance has begun its mission to deliver convenient and exceptional dining experiences for all occasions, crafted at a price and served at a pace everyone can enjoy every day. With 36 years of experience working with our master franchisees from different countries, **we are proud to take authentic and cravable "cuisine de boulanger" to Délifrance outlet around the world.**



- Our stores
- New store opening
- Our Plans to enter New Market

Customer Journey

Understanding **the customer journey and their experience** in a Délicrance store is crucial to the store's success.

Without taking the time to fully understand how a customer interacts with a store, their pain points and what they benefit from, the store is unlikely to achieve its full potential. Customers are varied and have different needs but we must always **strive to link the customer journey to Délicrance's brand values** to give each customer the most adapted products and experience.



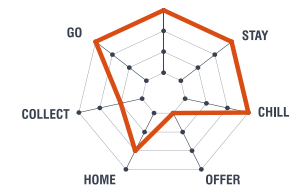
At Délicrance, we have taken the time to understand the customer journey depending on the type of store. We have built a complete experience whereby consumers interact with the Délicrance brand.

This experience ranges from 5-40 minutes depending on the customer's intentions, mood and time constraints.

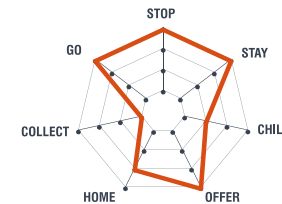
By considering the type of store (whether it's in a hospital, university or shopping mall), the time spent and the location of the store we are able to build up a picture of the customer and best serve them with Délicrance products in the most appropriate manner.



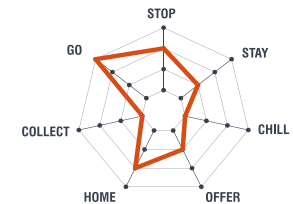
Our Formats & Targeted consumer journeys: flexibility to increase turnover



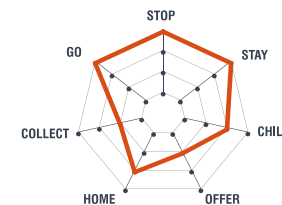
UNIVERSITY



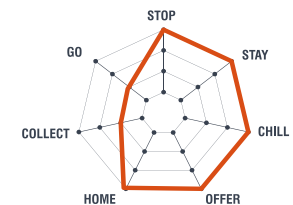
HOSPITAL



TRAVEL RETAIL



CBD



SHOPPING MALL RESIDENTIAL

Customer Mix

At Délifrance, we offer products that satisfy customers' wants or needs that are convenient, accessible, delicious at any moment of the day. Our team thoughtfully design our product offerings according to the local culture, consumption habits, taste preferences and current consumption trends in each country in order to ensure the profitability of our Délifrance stores.

In addition, we carefully analyze the customer profile in each and every location where we operate our stores, in order to identify our potential customers in the targeted market and reach out to them through customized promotional strategies according to the customer profile.



Millennials

CONSUMER PROFILE

Who are they:

Young professionals, students, entrepreneurs, travellers.

Psychographic Profile:

Active, sociable, savvy shoppers, time crunched, highly health conscious, know how to make the best out of available options, informed, good cultural level.

DEMOGRAPHIC PROFILE:

1981 - 1996

Ages 37 - 22

Gender:

Both (Primarily female as our customer base is dominantly female).

STANDARD
LOCATION

PREMIUM
LOCATION



Gen X

CONSUMER PROFILE

Who are they:

Professionals, high flyers (participating in workforce).

Psychographic Profile:

Active, cultivated, sophisticated shoppers, expecting premium products, good cultural level, high/ comfortable disposable income.

DEMOGRAPHIC PROFILE:

1965 - 1980

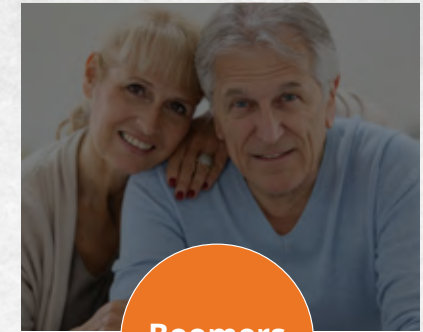
Ages 53 - 38

Gender:

Both (Primarily female as our customer base is dominantly female).

STANDARD
LOCATION

PREMIUM
LOCATION



Boomers

CONSUMER PROFILE

Who are they:

Pensioners, housewives, elderly people.

Psychographic Profile:

Self-assured, loyal customer of Délifrance, caring for young children and parents (family oriented).

DEMOGRAPHIC PROFILE:

1946 - 1964

Ages 72 - 54

Gender:

Both (Primarily female as our customer base is dominantly female).

PREMIUM
LOCATION

Our products and menus

Our products are carefully selected in order to respond to what our consumers are looking for. We know that these tastes and desires are influenced by many factors; customer demographics, the location of the store and changes throughout the year. This is why we have created a product-mapping tool that is the result of in-depth research into these factors. This tool means each store is able to understand the best product menus and prices to implement in order to respond adequately to their customers.

PRODUCT MAPPING

Délicrance's product mapping tool ensures the brand is able to adapt according to consumer needs, and therefore optimize its menu offering as well as guidance on in-store promotion and pricing strategy.

Products can be classified according to:

1. Ways of Consumption

- **One Handed**
Food on-the-go
- **Two Handed**
Dine-in food

2. Product positioning

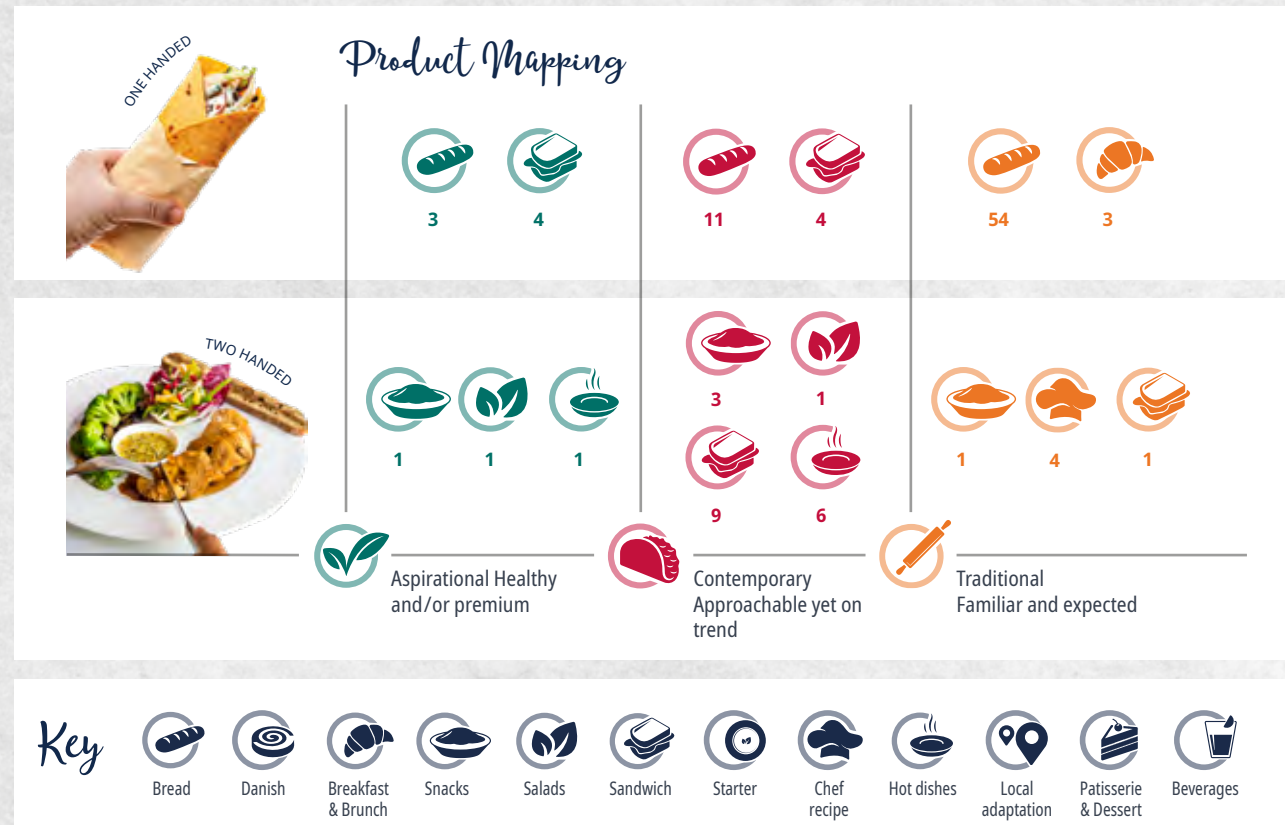
- **Aspirational:** Premium and/or healthful. Slim-line, vegetarian & vegan ranges
- **Contemporary:** Accessible cuisine style, adapted to recent trends
- **Traditional:** Expected French product. Using French regional produce, via historical methods

3. Product categories

Details on the next page

4. Consumer profiles:

- **Standard location:** Gen X, Millennials
- **Premium location:** Boomers, Gen X, Millennials



Our menus

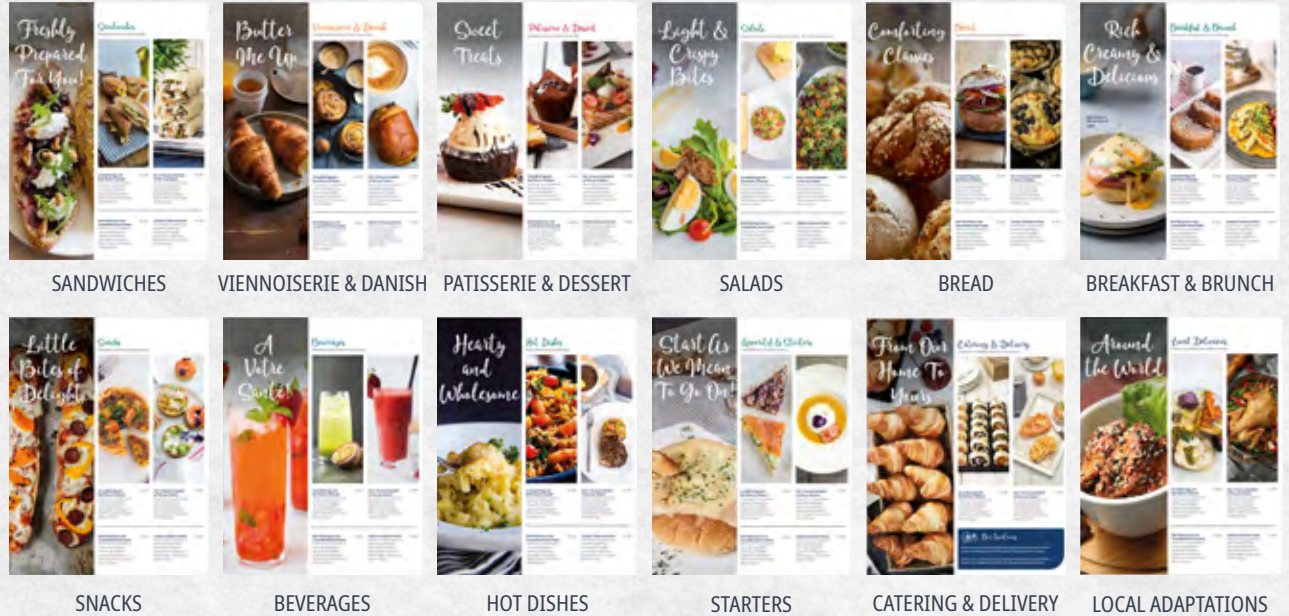
Our menu style is a blend of classics with the best local ingredients, balancing occasional indulgence with fresh healthy food, and all designed by Délicfrance's bakers and famous chefs.

Our all day dining menus are available in the local outlet or delivered right to your door through our food order agregators.

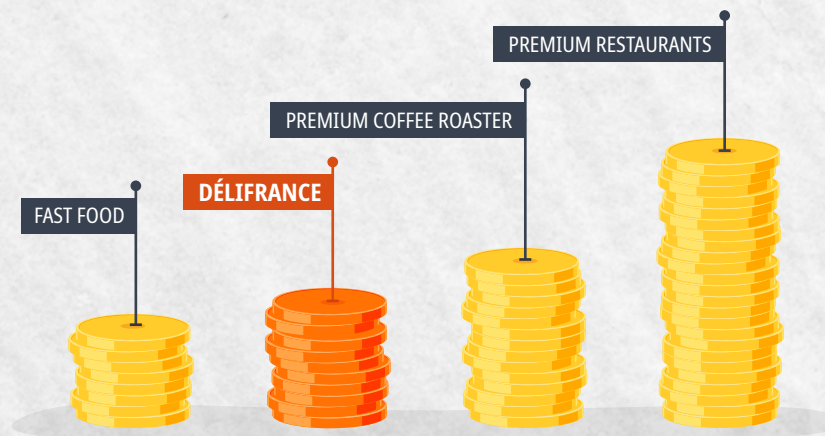
ALL PRODUCTS AVAILABLE ON ONLINE ORDERING APPLICATIONS SUCH AS



OUR MENUS



PRICE LEVEL



At Délicfrance, we assist our master franchisees and franchisees to create menus according to locally customized pricing level strategies, ensuring price set for a specific products or range of products contribute to the revenue growth.

Outlet design

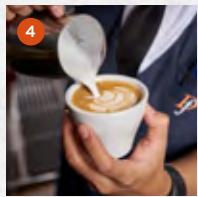
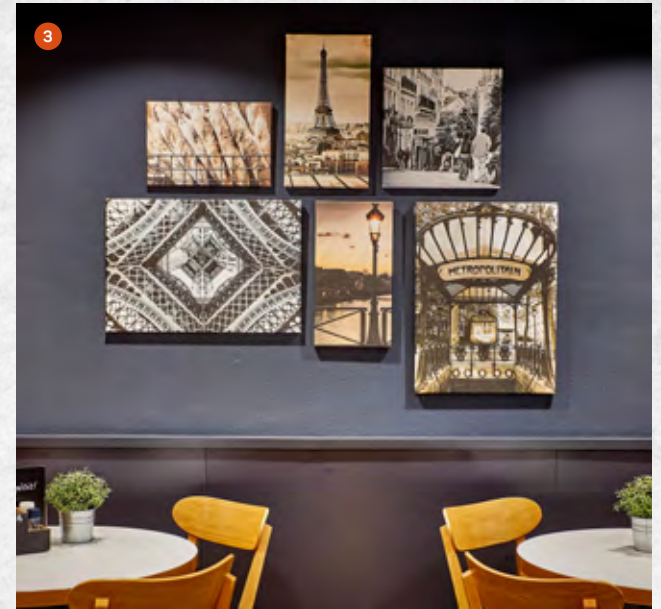
More than just a makeover,
an in-depth approach.

**We revisited the customer pathway
and how we serve products to make
our concept as versatile as possible.**

The look and feel of our outlets are
inspired by the French way of life with
a resemblance of a Parisian-style café that
is cosy yet elegant at the same time.

We also offer the possibility of integrating
bakery workshop in the boutique
to accentuate the know-how
of our bakers on site.





1 The French «Art de vivre»: The typical Parisian Terrace

2 Bakery Theatre: Showcasing the bread making process in front of our customers

3 Storytelling: Our tailor made solutions, showing our brand origin and history

4 French Elegance and Comfort: Merchandising display with French iconic houndstooth print

5 Coffee Concept: A grab and go counter concept that offer freshly brewed coffee

6 Retail Product shelving: Displaying wide range of French classics to locally customized bakeries

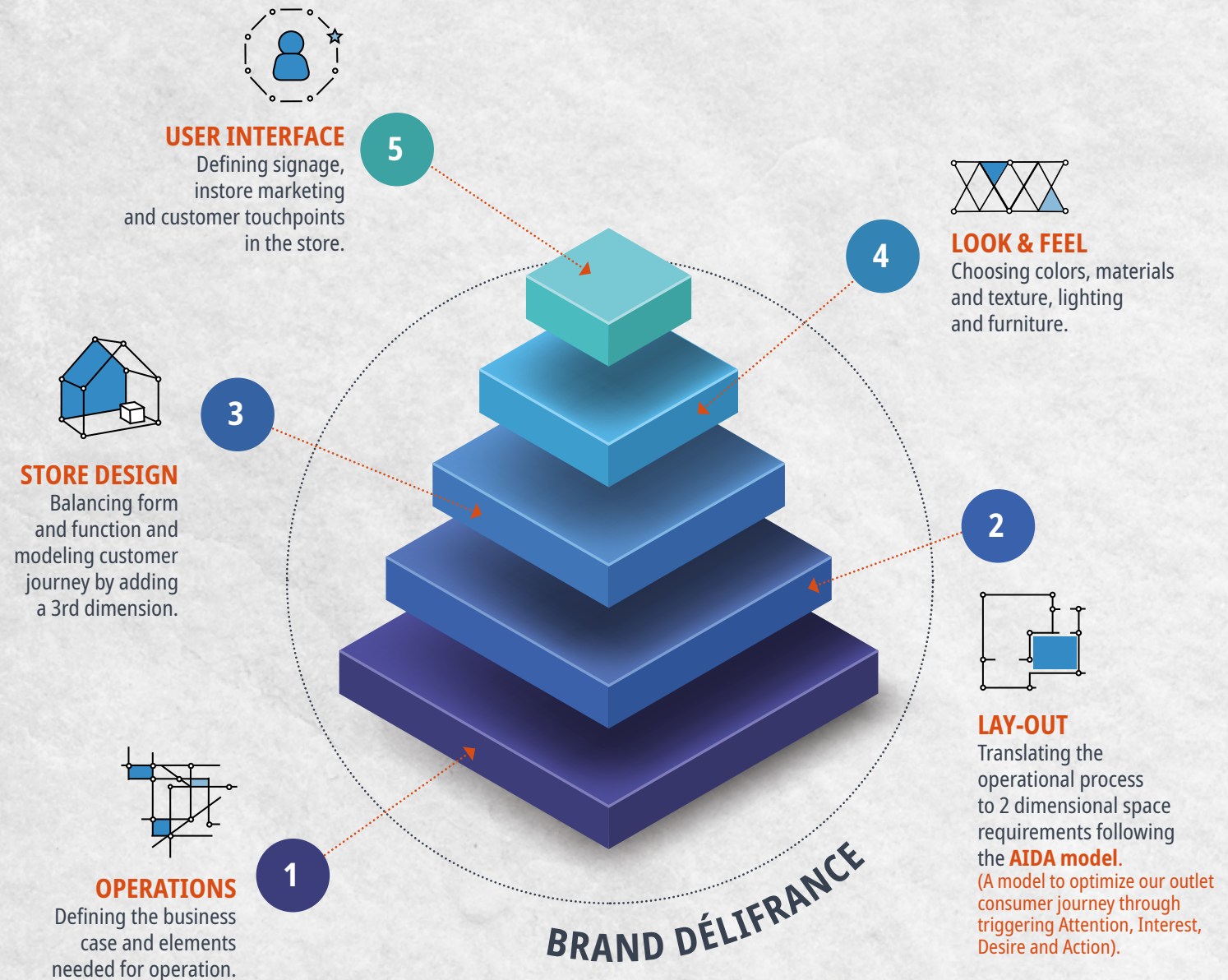
The formats

Each Délicrance format has its own USP, depending on its location, customer base and local trends.

Before setting up a Délicrance franchise, we need to consider:

- The customer journey
- Customer demographics
- The brand value and how this will appeal to customers in the selected location
- How to adapt the Délicrance concept and brand to the franchise.

THE FIVE LAYER FORMULA



FUNCTIONS



- + SPECIALS**
- + GRAB & GO
- + CHILL OUT-BAR
- + PRIVATE DINNING
- + INSTAGRAMMABLE CORNER

Case study

An overview of the outlet key figures and the locations of our Délifrance outlet in the strongest established territories, The Netherlands and Japan, where we have more than 50 outlets.

DÉLIFRANCE, THE NETHERLANDS



High Street

- Near city centre and commercial/transport hub
- Large window/seating area
- Salad and sandwich preparation area
- TA: Tourist

Mode of service

- Table and counter service
- Take away and delivery available

WEEKLY FOOTFALL	AVERAGE TICKET	SPACE	ESTIMATED INVESTMENT (construction)
420,000	AM: €11 PM: €10 Evening: €9	192 M ²	€250k

Commercial Shopping Mall

- Large seating areas with different zoning for different occasions/events
- Salad and sandwich preparation area
- Wide window display
- TA: Families, boomers

Mode of service

- Table and counter service
- Take away and delivery available

WEEKLY FOOTFALL	AVERAGE TICKET	SPACE	ESTIMATED INVESTMENT (construction)
250,000	€12	130 M ²	€242k



DÉLIFRANCE JAPAN

Commercial Shopping Mall

+ Entrance of Railway station

- Turn over 2019 = €1.5m
- Large Grab&Go area
- Ready made sandwiches and drinks at counter service
- Business - Shopping- Railway all customer mix

Mode of service

- Grab&Go 80 %
- Seating area 20% - Counter service

WEEKLY FOOTFALL	AVERAGE TICKET	SPACE	ESTIMATED INVESTMENT (construction)
-	€6.45	145 m ²	€650k



Railway Station

- Turn over 2016 = €1.052m
- Full outlet Renovation/Rebuilt 2017 to Phoenix
- Turn over per year (2018, 2019): €1.490m

Mode of service

- Grab&Go
- Customer Millennials and Gen X

WEEKLY FOOTFALL	AVERAGE TICKET	SPACE	ESTIMATED INVESTMENT (construction)
-	€4.32	88m ²	€550k Complete store renovation



In-store Communications

Building up our brand image through the communication of messages in-store is all part of how our customers get to know us better and recognize both the Délifrance brand and our brand values.

Communications methods used in-store help create a joined-up customer experience through digital, product and in-store messages.

In-store communication is an opportunity to build up our consumers' knowledge of Délifrance, giving them background information on the brand, its heritage and ambitions.

By providing consistent and enticing communication materials in-store the customer is able to understand the history of Délifrance as well as our affiliation with Vivescia and the Ecole de Boulangerie de Paris.

By adding key messages and information throughout the store, consumers get a full impression of the brand and are likely to be more loyal and return to the store.

This is why each franchise is offered templates and communication material to optimize their communication with their consumers. **Such materials include:**



Store exterior:
what to include on the outside of the store depending on the format and menu options



Bakery and counter display:
how will products be marketed?



Menu types and options:
how will information about the type of products and the menu combinations be displayed?



Cash desk:
what information is prioritized at the till? What are the key messages that customers need?



Dining area:
are there promotions or extra information you want to provide the customer with?



Promotions:
at certain times which promotions will be displayed? How are they prioritized?





Promotions



Dining area



Menu types and options



Bakery and counter display



Packaging



Cash desk

Join us now

Becoming a Délifrance franchise is an exciting and fulfilling challenge. Throughout the whole process we **support the set-up, implementation and day-to-day running of the store**, meaning your franchise has the support of a trusted and recognizable brand.

If you are looking to operate multi-unit franchise stores in our targeted territories and have a passion for Délifrance and what we do, we would be excited to welcome you on our franchise journey.

OUR COMMITMENTS TO YOU:

- To provide you with **an initial training session** designed to impart our expert knowledge and ways of working, to ensure an effective store operation
- To provide you with on-going support with franchise operations
- To provide **constant feedback** and **new ways of working suggestions** to ensure you achieve returns on the investment of your time, money and effort

YOUR COMMITMENT TO US:

- To be a **loyal ambassador** of our brand through local franchise implementation
- To respect your responsibilities as a brand ambassador, **ensuring the coherence of our brand identity** throughout the store, products and communication tools

COMMERCIAL CONDITIONS

An exclusive 20-year renewable term contract following the completion of your rollout plan and agreement of the conditions.

TERRITORY FEE (estimate only)

€250-500K
(subject to the number of stores, formats and size of territory)

ENTRY FEES:
€25K PER RESTAURANT AND **€15K** PER COMPTOIR EXPRESS

ROYALTIES
5%

MARKETING FEES

3%
Recommended amount within the territory for brand building, advertising and LSM.



Services we provide

Following the signing of a Major Franchise Agreement (MFA) our operational team will provide you with personalized support in order for you to start your franchise journey.



1

FEASIBILITY STUDIES

- Product supply
- Site assessment (following approval from the DFI)
- Financial Feasibility agreement



2

PROJECT DEVELOPMENT

- Project design
- Product mapping & menu engineering
- Technical/equipments specifications
- Construction and shop fitting



3

TRAINING & STAFF RECRUITMENT

- Pre-opening preparation
- Academy training
- On-site training (duration subject to location, shop size and individual requirements)



Key figures

Let the figures speak for themselves!
Here we provide you a summary of key figures of our entire master franchise network, from the number of baguettes and croissants sold per year to the capital expenditure of each outlet format.


250 
STORES

62  **NEW CONCEPT STORES**
SINCE **MAY 2015**

↑ 9 
MILLION
baguettes
SOLD PER YEAR

41 
MILLION CUSTOMERS
PER YEAR

↑ 2 
MILLION
croissants
SOLD PER YEAR

+25% 
AVERAGE TURNOVER
INCREASE AFTER
RENOVATION

30%
FOOD COST
(ON AVERAGE)


6,74 €  AVERAGE TICKET
PER CUSTOMER

84% BRAND
AWARENESS
IN HONG KONG



CAPEX SPLIT FOR A BAKERY RESTAURANT

42% WORK LOTS
37% EQUIPMENTS
18% SHOPFITTING
8% MANAGEMENT FEES PROVIDER
6% INITIAL COSTS



33% DRINKS
27% SANDWICHES
22% HOT DISHES
9% SALADS & SAVOURES
9% BREAKFAST MENUS
4% PASTRY & VIENNOISERIE



CAPEX SPLIT FOR A COMPTOIR

42% WORK LOTS
23% EQUIPMENTS
20% SHOPFITTING
8% MANAGEMENT FEES PROVIDER
2% INITIAL COSTS



Délifrance

LIVE EVERYDAY DELICIOUS

DÉLIFRANCE FRANCHISE INTERNATIONALE

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