

HEALTHY GROWTH AT ATRIA RUSSIA

Strategy enablers	Strategic focal points	Realisation of focal points in 2019
<p>1. Sufficient scale Atria is the most significant foreign player in its field.</p>	<p>Market insight</p>	<ul style="list-style-type: none"> The acquisition of information was enhanced to support decision-making and planning, as well as sales, marketing and category management.
<p>2. Strong competitive position Atria is one of the best-known players in certain retail product categories in St. Petersburg. Sibylla is strong in the fast food segment across Russia. In the food service sector, Atria is regarded as one of the most reliable operators in its categories.</p>	<p>Category and brand management</p>	<ul style="list-style-type: none"> The most significant investment was the complete revamping of the Pit-Product brand and product groups in response to demand from new customer and consumer groups.
	<p>Commercial excellence</p>	<ul style="list-style-type: none"> Sales within the Sibylla fast food concept increased by 14.3%. The number of sales outlets increased to around 4,100. Food service sales grew by around 16%. Growth was driven by new partnerships and more reliable deliveries.
	<p>Daily operational efficiency</p>	<ul style="list-style-type: none"> The organisation was streamlined as a whole to achieve strategic goals. Increased delivery volumes improved the production utilisation rate.
<p>3. Strong and valued brands The continuous development of strong brands and product selections enables Atria to maintain its market position and introduce new markets.</p>	<p>Resource optimisation</p>	<ul style="list-style-type: none"> Atria made progress in its key energy and resource efficiency goals by improving its material efficiency, for example.
<p>4. Efficiency Efficient production and accurately targeted resources in all operations improve productivity.</p>	<p>Atria Way of Leading</p>	<ul style="list-style-type: none"> Cooperation between the Group's business operations increased and improved significantly. Training on the Atria Way of Leading and the Atria Way of Work had a positive impact on job satisfaction and customer service.