

Siemens' vision to create London's first truly sustainable attraction is inspiring. A showpiece building to reflect your values and standards and for Restaurant Associates, the type of opportunity that doesn't come round too often. It's why we are so excited by your plans and as such, have committed the full weight of the Compass organisation to ensure our vision matches the scale and foresight of yours.

The USC gives us the opportunity to innovate and create our first ever Centre for Environmental Excellence. The USC will become a showcase for the entire global business, fully endorsed by Richard Cousins, our group CEO. This unheralded level of commitment to the centre will help establish its profile as the capital's sustainable venue of note.

Restaurant Associates is the ideal Compass brand to lead this bid as we deliver five star quality every day. Our highlights include:

- Strong relationships with the country's most renowned culinary talent, including Michel Roux Jnr, Gary Rhodes, Greg Wallace, Jason Atherton and Bryn Williams. These Michelin-starred chefs will help create the profile of your impressive new London landmark
- Active in the heart of the local community through our working relationship with the East London Business Alliance (ELBA). This will help support your stated desire to boost the local community
- Established links with many local schools through our 'Adopt a School' programme. We look forward to using the USC as a showcase venue for children to learn about the environment
- Working in partnership with a local farm in the area on a number of environmental initiatives in East London
- Operational stability in the East London region with existing client relationships at the O2, Excel and in Canary Wharf. This means we have the manpower and support to overcome any issues at mobilisation stage when flexibility is

paramount and service unknowns risky
→ Strong existing business partnerships with Siemens in the US and Europe
→ A comprehensive commitment to CSR, with a track record in delivering genuine local and sustainable sourcing
→ The balance and benefits of a niche quality caterer, backed up by the support of larger group that can withstand the challenges of food cost inflation.

Our bid is structured in two ways as requested – a hard copy and electronic version. This document follows the ITT response specification and our electronic copy is accessible at the following secured website - www.ra-presentations.co.uk

The website is structured to provide more interactivity for you so our proposal information can be accessed quickly and in a more user-friendly way. Most importantly it is paperless and in a format representative of current customer and client communication trends.

Before we detail our response, we have a provided a bid overview that summarises our proposal in each of the areas important to Siemens.

Café

Focusing on local sourcing, wellbeing, education and efficiency, the café will become an enjoyable and friendly hub of activity for visitors, staff, guests and passers-by. There will be a real sense of best environmental practice with the exclusive use of innovative recycled products, like hessian coffee sack sleeves, and furniture to tell a similar story. The food will be fresh, quintessentially seasonal, local and with a wellbeing angle supported and endorsed by Max Tomlinson, celebrity nutritionist and health food expert.

Homebaked products will bring a real rustic touch to the all day food offer and will be underpinned by a great range of cold drinks and the all important full barista-style coffee service. This will excite the most discerning of bean to cup enthusiasts. A place for friends, a place for children, a place for the local community, a place for all.

Restaurant

Developed with innovation in mind, the restaurant will be an exciting, brasserie-style venue - the building's epicentre for culinary excellence. We propose to embrace the new 'pop-up' restaurant trend that is currently rocking the restaurant world by seasonally changing the menu in conjunction with a celebrity chef, or local restaurant. Each new resident chef will create a menu, based on their style, capturing seasonal produce and bringing a fresh, innovative approach to a service that will reflect the dynamism of the rest of the building. This will generate great PR on an ongoing basis and completely eradicate menu fatigue.

Hospitality and Events

Built on a quarterly changing menu and a service reflective of our five star standard in our nearby Canary Wharf contracts, the hospitality and events service will be the cornerstone of revenue generation for Siemens and Restaurant Associates. Flexibility and consistency will be absolutely key to success in this area as we will compete with other venues head-

on, in terms of quality, customer service standards, professionalism and value. Our menus will be used as a guide, however we anticipate being able to meet specific requests from internal Siemens hospitality to annual gala events that showcase the USC as an iconic London venue.

Additional Outlets

We propose to build a bespoke mobile unit that can be used for a innovative filter coffee pod in the internal street, if building volumes permit, a dispense bar for evening events, or a centrepiece for an attractive buffet service in the Atrium. During the summer months, we can engage local dairy farms to provide a mobile ice cream service outside and we would certainly develop bbq's and grills for weekends and external events. We see this part of the service as an excellent growth opportunity.

Marketing

Firstly we ensure a joined up, partnership approach with Continuum so we deliver one consistent message to all prospective user groups, the local community, clients and visitors. We have established relationships within the City and our existing corporate clients will be interested in booking day delegate packages. We also have strong links at the O2 and Excel which we utilise for referral business, such as conferencing, or add-on services promoted with the Emirates cable car attraction.

Our internal sales service, Lime Venues will provide additional support for conference promotion for Continuum and can support in upselling cable car and restaurant packages for VIP events at the O2 and Excel. Online promotion and booking facilities are undeniably important and both the café and the restaurant, will be well represented online, with strategic involvement in social media mediums like Twitter, Foursquare and Facebook to encourage loyalty.

CSR

Through our supply chain we will ensure the following. The furniture we use will be built from renewable sources, the food we produce will be as 'food mile' efficient as possible, the disposables we use will be the latest in bioware and wherever possible we will use fairly traded products. We will use our past and present work with East London Business Association and our Adopt a School programme to engage local employees, offering interactive work either in our proposed wormery, or vegetable garden. Our aim is to bring all the work we do, in and around East London, together as a Centre for Excellence that captures truly local, quality catering.

Financial

Our commercial proposal includes investment of £200k, with a concession return on all non-discounted sales, with room for steady growth of 10 per cent year on year. Our proposal is based on a five year contract term. We believe our approach to the financial forecast is sensible, reflecting a partnership approach based on delivery and meeting, if not exceeding, expectation.

We view this project as too important for both Siemens and Restaurant Associates to overstate financial commitment. Compass has robust resources and specialist expertise when forecasting and mobilising greenfield projects.

Account Management

The account management structure proposed is built around an operations manager who has strong hands-on, commercial experience in iconic London commercial venues. They will be supported by the vast network of resources available to the entire Compass Group. Key figureheads who will drive our support include our head of corporate responsibility and environment for Compass, our extremely well connected culinary director and our director of business excellence. Everything will be endorsed by Restaurant Associates managing director and Compass UK CEO, Ian Sarson.