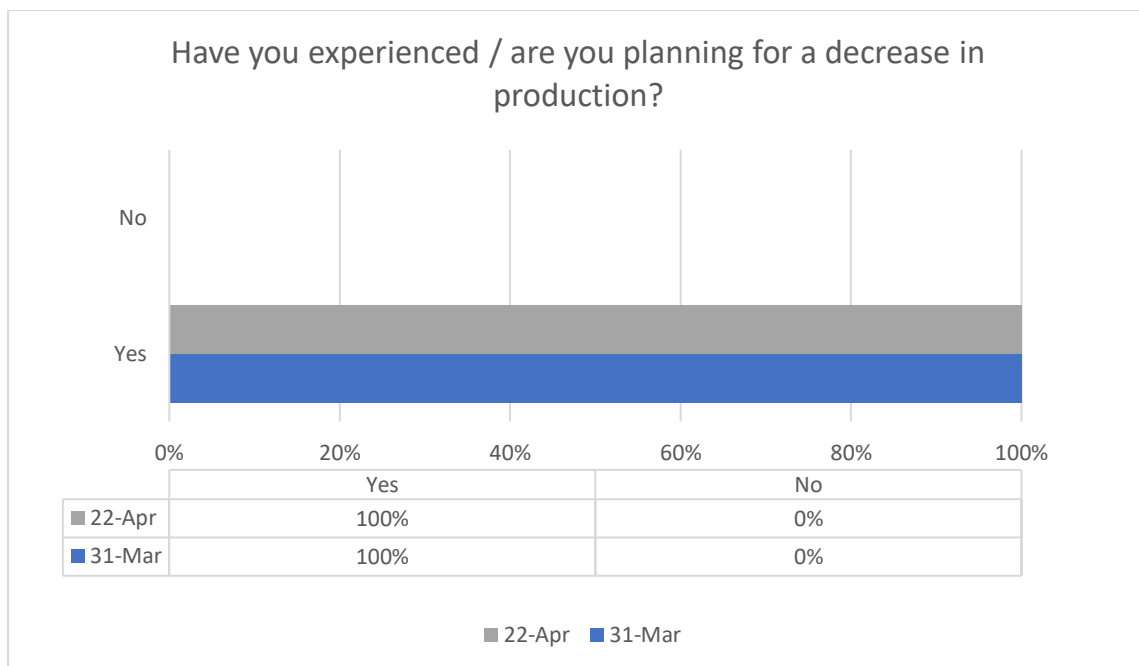


IFSA MEMBER COVID-19 BUSINESS IMPACT SURVEY

RESULTS UPDATE: 22.04.20

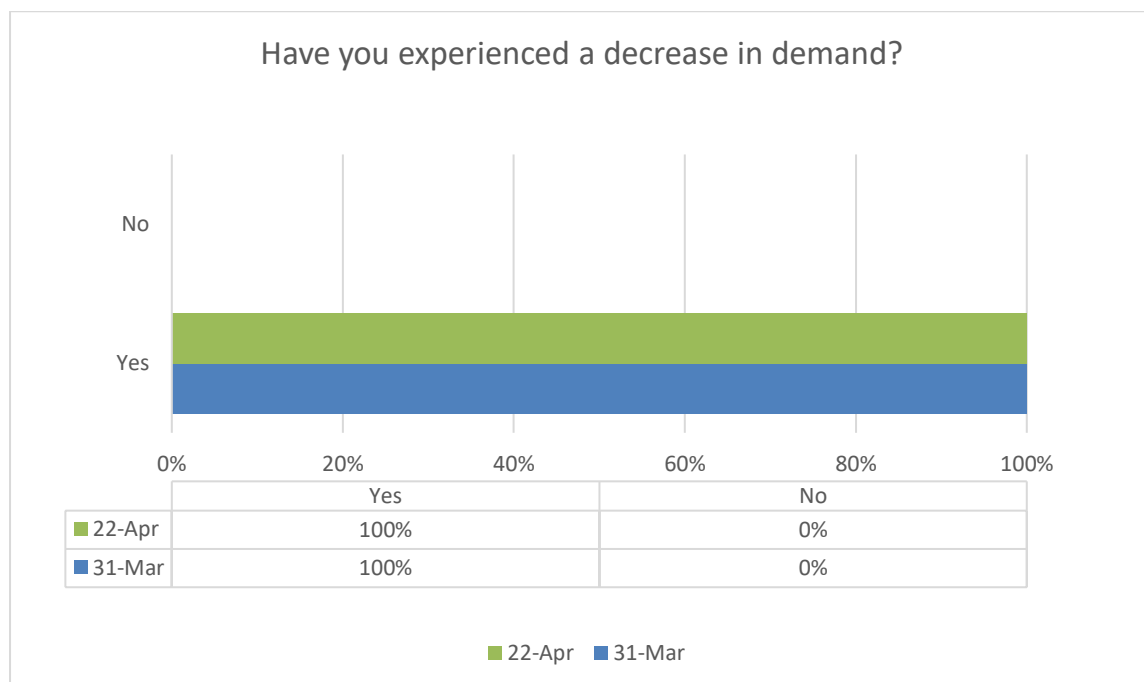


Comments 31.03.20

- Foodservice trade has ground to a halt! Wholesalers have stopped repurchasing
- We have temporarily let go our cleaning staff
- Yes, due to closure of Restaurants, Bars, Hotels etc
- Several customers are closed
- Problems with supply chain of parts (especially from the UK today). Problems with postponed orders (especially from UK today). Preparing for enforced production shut down in Ireland later this week.
- including reducing staff levels by temporary lay-off.
- We plan to reduce non-essential employees over the next weeks.

Comments 22.04.20

- Reducing Staff Resources
- Due to the fall off in the food service/Hospitality sector we expect to have less Used Cooking Oil to process
- Probably on short time from beginning of May
- Due to a complete falloff of Foodservice orders we are running at about 5% production V March 2019
- Skeleton staff of 1 person (manager usually) in attendance in areas of warehouse, workshop, spare parts, purchasing / credit control, accounts and service call administration. 8 Field Service Engineers retained out of 17. 8 Sales Staff retained for cash / debtor collections

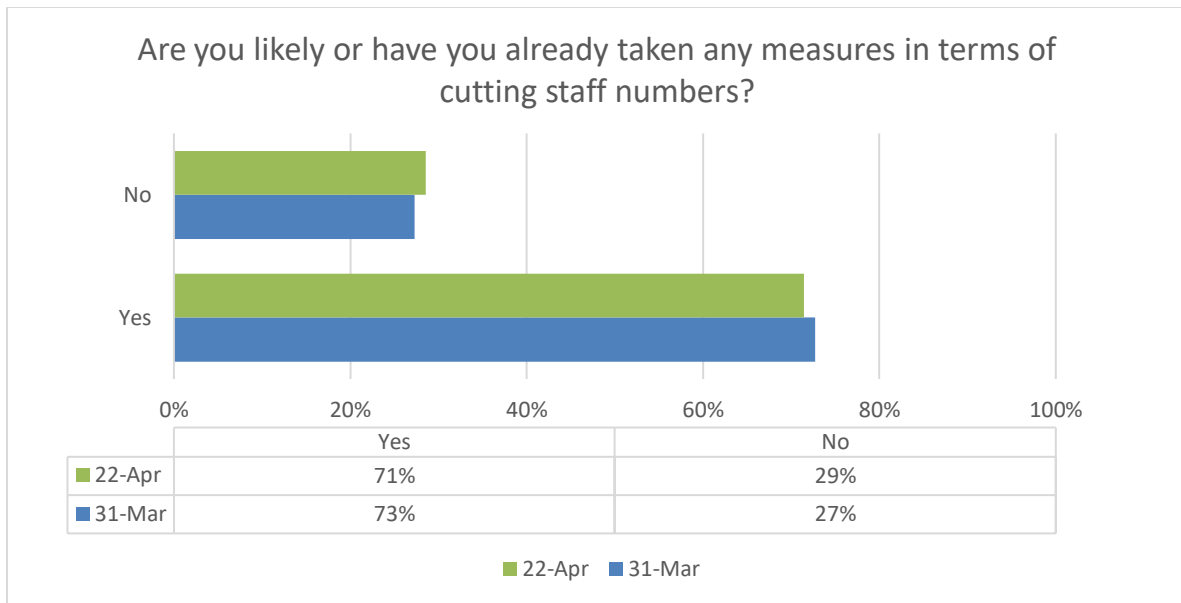


Comments 31.03.20

- Foodservice trade has ground to a halt! Wholesalers have stopped repurchasing
- No demand whatsoever
- As above
- Planning for April demand decrease between 50 to 80%
- Projects put on hold / postponed
- In some areas like equipment sales we have experienced a 70% drop in demand

Comments 22.04.20

- Most projects we have been working on are now suspended / postponed. Service is at a minimum of calls out. Generally very quiet.
- Massive decrease. The phone is not ringing. Our customers are terrified
- 90% of our customer base has closed or reduced working hours
- Sales orders are down 80%
- Equipment sales reduced by 90%. Consumables sales reduced by 80%

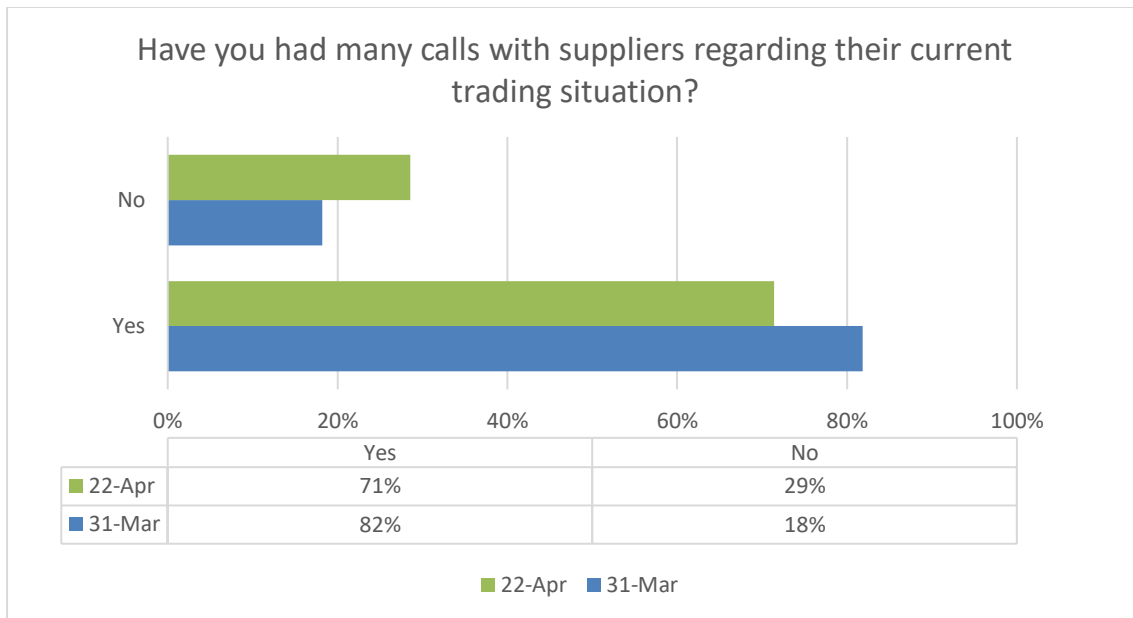


Comments 31.03.20:

- No action at present however in coming weeks without an end in sight this will be inevitable
- All cleaning staff let go. 1 office staff member to go next week
- Not yet but will be as upcoming works already in pipeline dry up or we are told to stop
- We have reduced staff numbers by 12
- All staff paid until end of March...then who knows.
- 60% of our staff temporary lay off
- Not finalised but non-essential staff numbers in temporary lay off

Comments 22.04.20:

- Hopefully only temporary lay-off. Currently 75% of overall staff have been lay off
- Not yet but will likely happen
- We are forecasting for year 20/21- 21/22- 22/23 and estimating on how and if the food service sector recovers will depend on what staff levels we need. At the moment we are looking at reductions in 20/21 21/22 with growth in 22/23
- Using the Government subsidy until end April and will then review
- Retail side of the business is compensating for Foodservice deficit
- 39 people on temporary layoff - Pandemic government payment of €350. 29 people retained (for now) on 70% government wage subsidy



Comments 31.03.20:

- We have spoken to and e mailed all our suppliers to explain our business operations and assure our support for our partner suppliers on return to normal operations
- It is ongoing as we deal with each supplier one at a time
- Daily and weekly communications with all primary suppliers and clients.
- Trying to work our payments terms etc.
- Equipment supply out of Italy will be problematic. Our stocks are good given demand

Comments 22.04.20:

- Our suppliers have been in contact. Most will be affected short term but we are satisfied this will have no impact on our business
- Cut-backs throughout the supply chain. Some are closed.
- Accounts team and management divided all suppliers and each took a list to engage with. Providing suppliers with visibility of our debtor receipts connected to sale of their equipment. Getting cooperation where we can demonstrate that our customers premises are closed - extended credit terms.

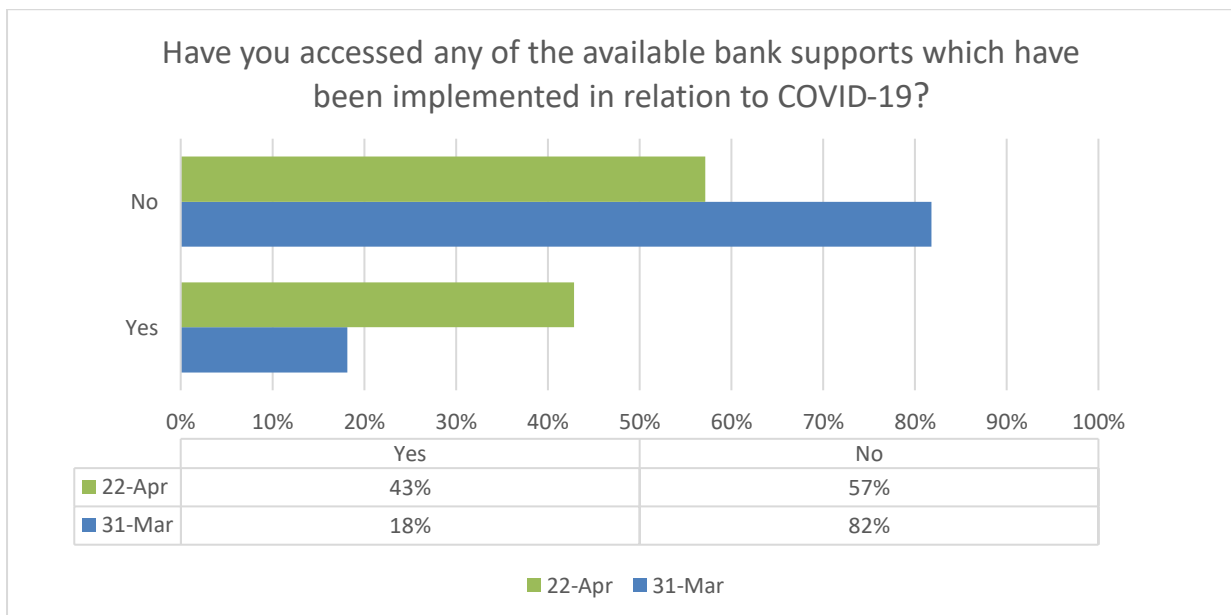
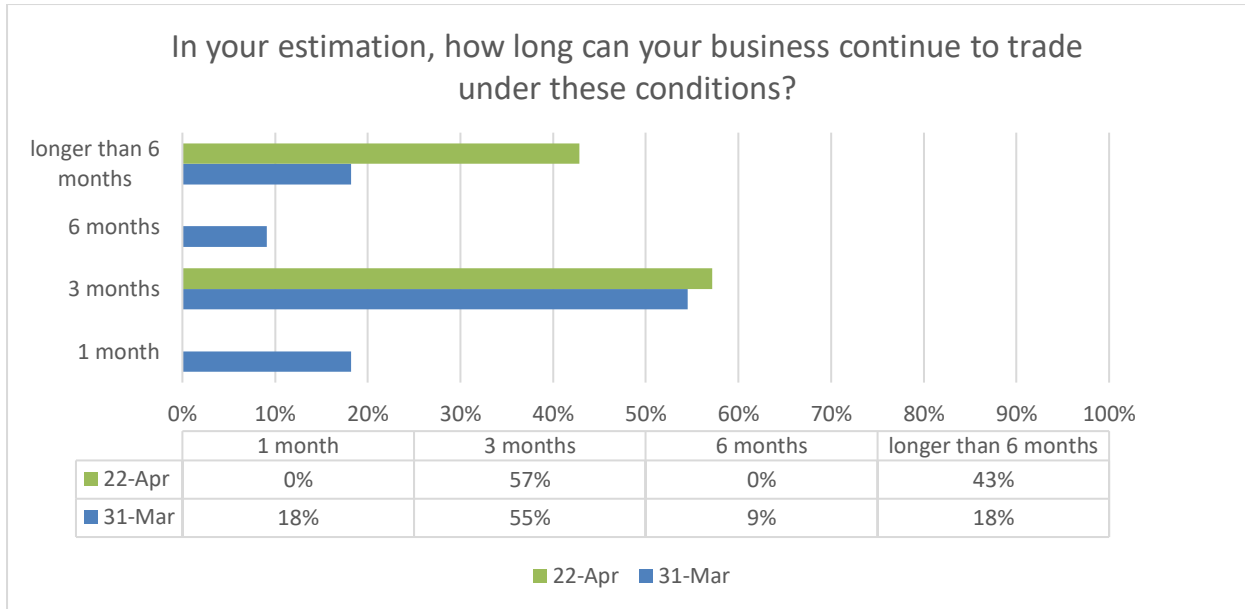
Are your service teams still in a position to enter customer facilities to carry out their work ?

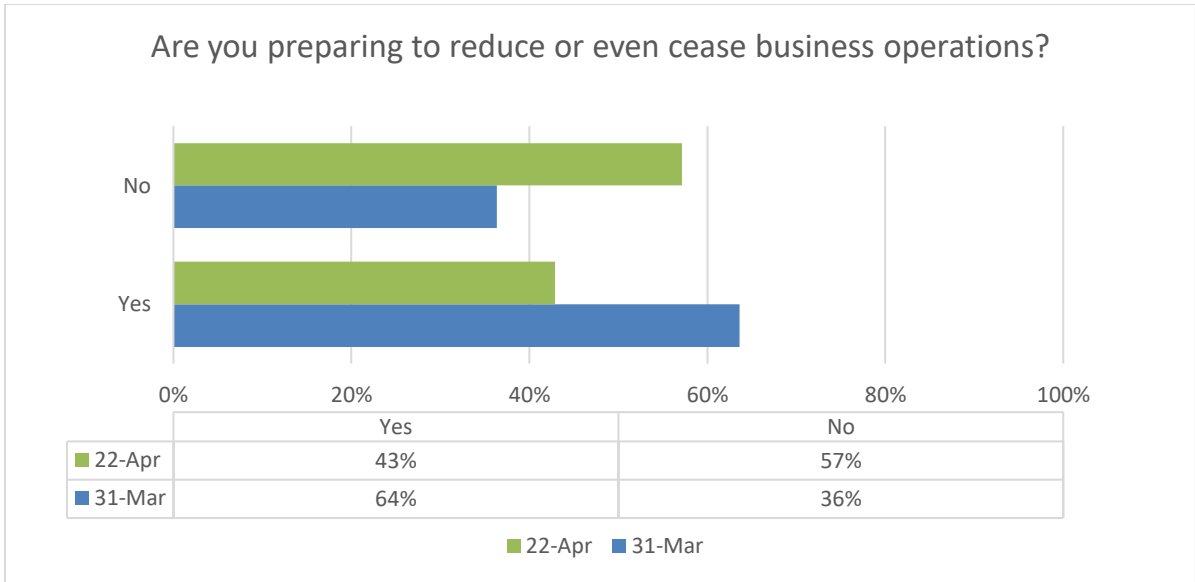
Comments 31.03.20:

- We can recall cleaning staff should we have enough work to fill 2 or 3 days
- Yes, for those customers who are still open
- Our contracts with the various health board are continuing with our engineers attending site under there strict protocol.

Comments 22.04.20:

- We have service contracts within the HSE and our engineers team are currently committed to carrying out any required service work.
- Yes all our delivery drivers have been retrained in social distancing and personal hygiene before and after entering customers premises



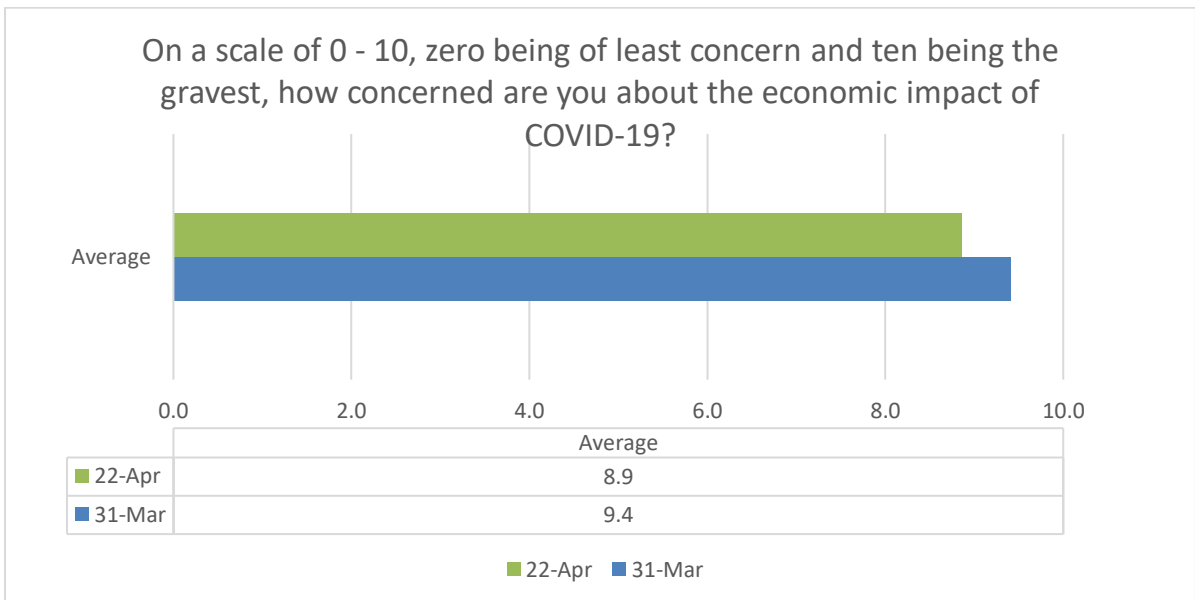


Comments 31.03.20:

- Yes, it all depends on what measures are brought in to curtail the public from purchases
- The situation is so fluid...we can continue in business is we are allowed to do so, albeit at a lower production and staffing level, but if production is banned then production ceases.
- Reduce non-essential services as demand is very low

Comments 22.04.20:

- Our turnover we expect to fall considerably during year 20/21
- Planning short time working and lay-offs from end of Government subsidy in June.....based on slow recovery over 18 months.
- Temporary reduction in all activities. Skeletal staff basically keeping essential services going at minimum cost to the company for negligible revenue.



What supports in addition to those already put in place by the government do you want to see implemented to alleviate the effects of COVID-19?

Comments 31.03.20:

- Support from Banks/Lending Institutions
- All though there are supports at the moment, I feel that the focus should now change to putting in place supports post this crisis. Even when hotels, pubs, restaurants re open it will still take them time and money to get around to hiring and paying most service providers
- More needs to be done to supplement wages during the emergency
- To get the bank to help with cash flow. ASAP
- Close the boarders and airports
- Need more support for the supply chain and its associated service companies
- I am not clear what supports are available or how to avail of them....clarity in communication would help. I would like to have subsidy of continuing payroll rather than unemployment benefit. i.e. keep the team together and not disband it. Not sure how this could work.
- increase in employee pay-out from 203 euro up. possible announce lockdown to ensure everyone is complying with the rules
- I think it would be better if all non-essential services were stood down

Comments 22.04.20

- Our customers need cash flow
- Our business and I am sure others will need long term support this year in terms of employee financial support, rent & rates relief not just the 3 months
- Working capital availability...support to the Out of Home and inward tourism industry
- Introduction of a €350 minimum payment under the 70% wage subsidy scheme.

What else would you like IFSA to do on behalf of the membership?

Comments 31.03.20

- Lobby
- Not much you can do. were all in the same boat
- Keep lobbying the Banks to provide finance to business that could weather this storm and maintain jobs
- Rally the government to support Hospitality more
- Keep the communication going
- Keep members informed about what is happening in our out of home community.....can we have a portal like Chefs Network....or have daily updates from members?
- continuous communication
- Increased support for staff temporarily laid off - €203 increase to €300

Comments 22.04.20

- IFSA are doing a fantastic job and best to keep full communication / updates going to all members
- Good job so far

- Highlight the need for people to pay their bills
- Help us market our businesses sending positive messages to our customers
- Regular communication and update on OOH industry sector status
- Share opportunities / Good news stories

New Questions

Have you implemented innovations in your business model in order to pivot and adapt to current trading conditions?

Comments 22.04.20

- Just to prepare for the aftermath of the situation within our company to ensure new proposals to our customers
- Training, new data bases
- We have looked at every cost line in our business and how we can do things better making our business more compact, lean and healthy to help us recover quicker - things like our IT systems for better reporting helping us to make more accurate decisions based on customer trends
- As a manufacturer of commercial equipment it is difficult to "pivot" to domestic sales or alternative products in a short time span.
- Looking outside the box to see if there are other channels for current product range
- Working from home and virtual meetings. Much more efficient use of time.

Are there learnings / efficiencies achieved during this reduced trading period which you will retain and carry through to your business model in the post-COVID period?

Comments 22.04.20

- Yes. How important life & business is. It has given us time to reflect and prepare for the better from this Covid 19. We will be changing our models to suit a new environment
- Capability to work from home when needed
- Credit control is a lesson
- No obvious learnings
- Greater emphasis on debtor management. Tighten credit given.