



Subway Systems Australia Pty. Ltd.
ABN 79 009 277 034

Public Version

22 February 2012

Mr Richard Fleming
Acting General Manager
Adjudication Branch
Australian Competition and Consumer Commission
PO BOX 3131
CANBERRA ACT 2601

Dear Mr Fleming,

Subway Systems Australia Pty Ltd (SSA) – Exclusive Dealing Notification N96512

We refer to your correspondence dated 29 January 2013 requesting further information.

Before responding to your specific requests, we believe it is important to outline, by way of background, some of the central features of the Subway® franchise system. We believe that a proper understanding of the Subway® system will demonstrate that the concerns that have been raised with the ACCC are without substance.

The SUBWAY® franchise system

The proprietary Subway® system includes business systems, methods, procedures, formats, images, design and other intellectual property owned by Doctor's Associates, Inc. ("DAI"). SSA is licensed by DAI to use the SUBWAY® trade mark and system and to offer restaurant franchises in Australia.

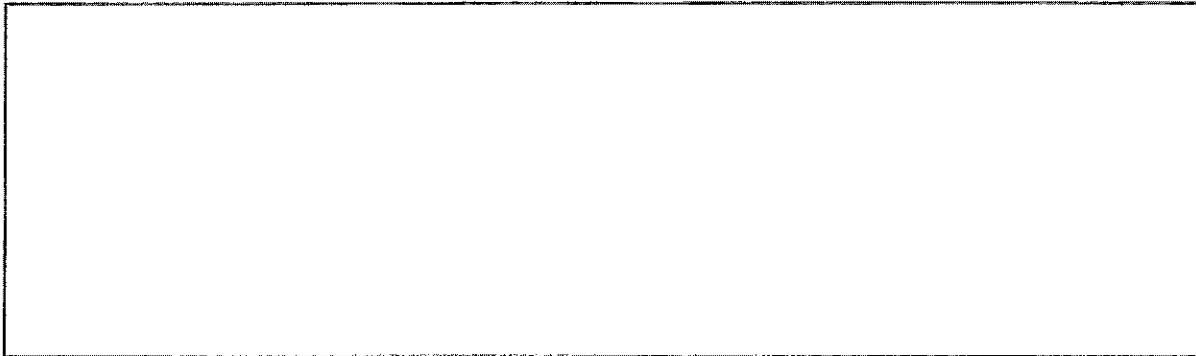
SSA offers qualified purchasers the right to establish and operate, from a single location, a retail establishment preparing and selling SUBWAY FOOTLONG® and SUBWAY SIX INCH® subs and specialty sandwiches, salads and other food items. SSA is the franchisor of the SUBWAY® franchisees that operate SUBWAY® restaurants.

The relationship between SSA and its franchisees is governed by the franchise agreement and the Subway® Operations Manual which franchisees are required to comply with. A copy of our current disclosure document has been forwarded to your office by way of post with a copy of this letter.

The critical points, in the context of the ACCC's consideration of SSA's notification (and the comments that have been received by the ACCC) are these:

1. SSA plays a role in approving Suppliers in order to maintain consistency and quality across all aspects of the Subway® system. This is a critical component of a franchise system operating in a highly competitive retail food market;
2. prices and other terms and conditions are negotiated by IPCA, which is owned by, and acts only in the interests of, franchisees. SSA has neither the ability nor the incentive to inflate prices for products used by Subway® franchisees.

Approval of suppliers by SSA



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The Subway® Operations Manual requires franchisees to acquire goods and services only from the approved suppliers, manufacturers, distributors and other vendors approved by SSA (the “Suppliers”). SSA reviews and approves Suppliers according to any standards and specifications established by DAI. There is no minimum or maximum number of suppliers who can be approved in each product category. Franchisees are not prevented from using a product from another supplier if the product or ingredient meets the specifications and standards of the SUBWAY® system and the franchisee has obtained prior approval in writing from SSA.

The requirement that franchisees purchase goods and services from approved suppliers is critical to the operation of a franchise system as it enables SSA, as franchisor, to maintain quality and consistency in each Subway® franchise restaurant. Consistency is critical for risk management, food safety and marketing purposes, and for promoting a uniform customer experience across the franchise system.

Specifically, the ability to review and approve suppliers enables SSA to:

- provide accurate information about Subway® products;
- achieve consistency across Subway® restaurants;
- work with others in the Subway® system to generate efficiencies through scale, promoting cost savings for franchisees; and
- maintain and improve quality in food preparation and customer service.

We discuss each of these below.

Providing accurate information about Subway® products

Over the years, SSA (together with DAI) has made a number of changes to the Subway® menu, which SSA and its affiliates promote heavily through its marketing.¹ Many promotions for the Subway® system focus strongly on the build and final appearance of Subway® products.

Similarly, the Subway® system publishes nutritional information relating to its products.² Various nutritional and ingredient claims are made in advertising by the Subway® system from time to time, such as promoting a range of “6 grams of fat or less” sandwiches or that eggs are “poached eggs”. Since

¹ In Australia, advertising for the Subway® system is the responsibility of the Subway Franchisee Advertising Fund of Australia Pty Ltd ABN 21 071 190 317.

² This information can be found on our website at www.subway.com.au.

allergen information is also provided to customers by SSA, accuracy in relation to ingredients is critical for customer safety.

The specification of ingredients means that SSA can provide accurate and reliable nutritional, allergen and operational information. Franchisees could not reliably provide such information on an ad hoc basis. It is only because SSA sets specifications, and regularly and continuously monitors compliance, that it is able to provide reliable nutritional and allergen information about the products. If SSA does not know where franchisees are buying product from, what quality controls are in place with that supplier or what is being delivered to store, then food safety and consistency issues arise. Having a supplier approval process in place benefits all participants within the system and the end consumer.

Providing information of this type is only possible if SSA is confident that the product displayed is an accurate representation of what can be purchased in each Subway® restaurant. This is only possible if restaurants use ingredients, sourced from approved suppliers, that meet specification guidelines.

SSA views compliance by franchisees with all operational aspects of system (including recipes and presentation of approved menu products) as being an important element of complying with the Subway® system. If SSA and/or DAI did not control specifications of products used by franchisees, it would be extremely difficult to provide consumers with accurate and reliable information relating to nutrition and other product features. Consistency of products, wherever purchased by customers in Australia, is absolutely paramount to ensure that our customers know what is being communicated by SSA, trust the Subway® brand, and have an outstanding customer experience.

Consistency across Subway® restaurants

The consistent quality of menu items, coupled with the use of Approved Equipment and restaurant fit out, is essential to producing a consistent customer experience across the Subway® chain. Customers should be able to assume that each time they visit a Subway® restaurant, irrespective of its location, that they will receive the high standard of service expected at a Subway® restaurant in similar surrounds.

Customers expect a Subway® restaurant to have a certain "look and feel", which is only achieved by the use of the same or similar fit out and decor elements (including design, lighting and colour schemes). Some variations do occur due to landlord requirements or other reasons but consistency is the goal. Customers also expect their meals to be delivered within specific time frames made the way they like it, and in a certain type of packaging (such as the distinctive subwrap that facilitates take away eating). These expectations can only be met where restaurants utilise ingredients and equipment of a consistent quality, and prepare menu items using the same recipes and delivery specifications. We discuss Subway's commitments in relation to corporate social responsibility, including its commitments under the Australian Packaging Covenant, further below.

Consistent customer experience encompasses all facets of the customer experience and will not be achieved if one part of a customer's visit does not meet his or her expectation of a Subway® restaurant. It is also dependent upon all restaurants within the Subway® system providing a consistent Subway® experience to their customers.

Generating efficiencies and cost savings

The Subway® system's marketing strategy focuses strongly on value; ensuring customers are continually delighted with the quality of the food that they receive, balanced with the price that they pay. The use of approved or nominated suppliers helps to generate efficiencies and cost savings for the franchise system, which are passed on to franchisees and ultimately consumers. By identifying and approving Suppliers who are able to deliver goods and services, to the requisite specifications, across the entire Subway® system, SSA and IPCA can take advantage of economies of scale that produce lower prices for individual franchisees. The process of negotiating terms and conditions with Suppliers is discussed below.

Under the Subway® system, franchisees are free to determine their own menu pricing for items at a price point that represents good value for the customer. If franchisees do not receive the benefits of efficiencies in the supply chain structure, they will be unable to continue to deliver a value proposition for their customers in a very competitive retail food market.

Maintaining and improving quality in food preparation and customer service

While obtaining low prices for products is an important consideration, it is not the only one. The decision to award business to a particular supplier or suppliers can also be heavily influenced by quality control and supply chain management considerations. These considerations include the ability of a supplier to deliver assured supply, which is important to franchisee operations. It is the relationship with suppliers that enables Subway® restaurants to serve consistent high quality food.

Acquiring and using approved equipment is essential to the proper functioning of the system of food preparation that is implemented in Subway® restaurants across Australia. SSA and the global Subway® chain is continuing to work on technological and other improvements to the system to ensure that it is highly integrated, easy to use for franchisees, and to help customers enjoy visiting a Subway® restaurant (for example, efficient point of sales software to help reduce customer lines and improve reporting, and reduction of back of house and administrative burdens). It is important that SSA is aware of each element being used in a restaurant. The use of suppliers who are familiar with Subway® systems, and who are able to manage large scale projects and volumes, can assist in changes to the system being implemented quickly, efficiently and cost effectively.

SSA has many stringent food safety audit procedures in place with regards to the supply chain. Procurement of products and goods which require auditing through a supply network enable cost efficiencies to be achieved with auditing processes. SSA's auditing and safety processes have been developed over many years and are tailored to the Subway® system. These processes are fundamental to SSA's ability to achieve quality control, food safety and sanitation.

SSA requires many suppliers to provide ingredients or products that meet tight specifications and that the suppliers participate in a regular audit program. The recipes, equipment and operational instructions are designed for ingredients that meet those specifications. If out-of-specification ingredients were used, not only would the finished product not have the necessary consistent quality, but issues of food safety might arise. For example, the heating of out-of-specification chicken portions or the use of out-of-specification equipment might result in under-heating. In the case of our bread, which is baked in store, the equipment and ingredient consistency is necessary to maintain product quality. Processes are broken down into easy steps for franchisees to follow, but if equipment and ingredients are changed then processes will be inconsistent. Equipment standardisation is extremely important for safety of ingredients (food must be kept sufficiently cold or heated as the case may be within food safety zones to protect our customers).

Elements such as food safety recall processes are also an important consideration. It is critical that the system is able to trace back through the supply chain any ingredients used in store back to a particular batch. Providing customers with safe food is and always has been of paramount importance for SSA. SSA also requires consistent and high standards of cleaning in the restaurants as part of its overall sanitation requirements. Cleaning products, related consumables and services (particularly for areas used for food preparation or consumption) must meet Subway® system standards as this forms part of the Subway® system.

It is also via the careful specification of Approved Equipment and restaurant design that the Subway® system is able to promote restaurant safety. Extensive research and testing of Approved Equipment and restaurant design also takes place in the Subway® system. The system aims for good designed and fitted out restaurants to assist with minimization of accident risks (such as burns, trips and falls) and compliance with laws.

Both SSA and the Independent Purchasing Company (Australasia) Limited ("**IPCA**") regularly work with suppliers on projects such as sodium reduction, sustainability initiatives for packaging and energy

efficiency opportunities. More about SSA's corporate social responsibility efforts can be found on our website (<http://www.subway.com.au/info/AboutUs/CSR/>). Global efforts include sustainable sourcing of certain ingredients, and participation in the Australian Packaging Covenant ("**APC**"). The APC is a voluntary initiative by government and industry to reduce the environmental effects of packaging. It is designed to minimise the environmental impacts arising from the disposal of used packaging, conserve resources through better design and production processes and facilitate the re-use and recycling of used packaging materials. Subway® Restaurants are a voluntary signatory to the covenant, working to improve our environmental impact in line with our corporate goals. Our APC Action Plan specifies action items to review our packaging materials in order to minimise the impact of our packaging. Achieving the objectives of the APC necessarily requires SSA to review and approve suppliers of packaging materials to ensure they are consistent with the specifications outlined in our APC Action Plan.

Approving additional Suppliers

SSA may be asked, either by a franchisee or by IPCA, for a supplier to be added to the approved supplier list. Each such request is considered separately and is dependent upon the supplier meeting any specification requirements for the relevant product. In making a decision, SSA will consider any constraints or impacting factors upon franchisees, together with any system specification requirements relating to the product.

There are relatively few product lines for which SSA receives requests to approve additional suppliers. One of the products for such requests are commonly received is signage. SSA has approved requests to alternative suppliers for these goods and services, despite the signage provider not having been through SSA's supplier approval process. This can be for many reasons such as regional locality of the store, ready availability of a local supplier who may be able to supply signage or familiarity of supplier use by a franchisee.

Additionally, where "Acts of God", such as flooding or weather, has severely impacted crop supply, SSA has approved products or substitute products to be sourced from other non-approved sources where emergency shortages arise or specific geographic constraints exist. An example of this is approval of use of whole head lettuce sourced from suppliers other than the usual shredded lettuce supplier approved by SSA. Requests of this type are typically made by IPCA, which will usually consult with SSA before sourcing a product from a supplier outside of the supply chain to ensure any quality control requirements are satisfied. Such instances are generally quite limited in practice but, when they do arise, verifying "one off" suppliers can create an administrative burden, and pricing and quality standards can vary than if sourced from approved suppliers.

SSA is always willing to consider suppliers sourced by franchisees or others (including IPCA) for Approved Products and Approved Equipment. We will separately forward to the ACCC a copy of the Supplier Approved Process Outline that is completed for existing and new suppliers. This document summarises the steps that must be undertaken by a supplier who wishes to be added to SSA's approved supplier list. ***Please note that this document is commercially confidential and SSA requests that it not be placed on the public register.***

However, sometimes a prospective supplier will not be approved as they may be viewed as not being a good fit for the system or indeed they may not be capable of meeting any applicable audit or volume requirements due to limited processing facilities. By negotiating with a manageable number of suppliers, IPCA is able to obtain volume discounts that reflect economies of scale, which are passed onto franchisees.

Negotiating terms and conditions with Suppliers

SSA enters into a Supplier Approval agreement with approved suppliers after the suppliers have completed SSA's supplier approval process. However, it is important to recognise that negotiation of the terms and conditions on which approved Suppliers will supply goods or services to franchisees is undertaken, for the benefit of Subway® franchisees, by IPCA. IPCA is owned entirely by Subway®

franchisees. SSA has no proprietary interest in this company. Nor is SSA involved in the management of IPCA.

IPCA negotiates supply arrangements and manages distribution for the benefit of Subway® franchisees in Australia. While franchisees are not obligated to acquire goods or services on terms negotiated by IPCA, they generally do as IPCA is able to procure more favourable terms and conditions with approved Suppliers than an individual franchisee could achieve by himself. IPCA's bargaining power with Suppliers is influenced by store count and estimated product volumes that will be ordered and sold by stores.

IPCA normally enters into supply contracts after it has conducted a tender process, with suppliers being assessed on criteria such as lead times, costs, previous experience and capacity to service volume. SSA plays a key role in the relationships with Suppliers on matters such as standard of operation, continuity and conformity of product to be supplied, as well as assistance with product development if and when required. IPCA and SSA work together to ensure that Suppliers are delivering goods and services in conformance with SSA's specifications. However, it is also important to recognise that the roles of SSA and IPCA, while co-dependant, are separate. SSA is chiefly concerned with specifications and achieving consistency through supplier processes, while IPCA is concerned with the terms and conditions on which Suppliers will supply products to franchisees in accordance with those specifications.

Once terms and conditions have been agreed with IPCA, franchisees deal directly with Suppliers for the acquisition of goods and services in approved terms, although IPCA remains involved in managing the relationship between Suppliers and franchisees. In managing Suppliers, IPCA applies guiding performance criteria to the supply network and for the goods and services supplied through it. These are as follows:

- Continuity and timeliness of supply;
- Supply chain management (resulting in cost savings and efficiencies that are passed through the supply chain);
- Consistency in high standards of quality (critical for food safety and promoting a consistent customer experience for marketing of the Subway® system);
- Value for money.

IPCA has dedicated procurement teams, whose functions are to negotiate with existing and prospective suppliers. SSA understands that IPCA regularly benchmarks the costs of products and services supplied through the Subway® supply chain (the nature of this benchmarking being dependent on the nature of the product or service involved).

Some of SSA's leading Suppliers include companies in Australia such as Coca-Cola, Inghams, Sunny Queen, Colonial Farms and Tegel. IPCA is generally able to secure prices for approved products and equipment that are significantly lower than any individual store would be able to obtain through negotiations outside of the Subway® system taking into account SSA's and/or DAI's specifications. Some products are not available "off the shelf" and are designed specifically for the Subway® system such as Subway® bread, meatballs, diced steak, chicken strips, marinara sauce, teriyaki glaze, cookies, roast beef, and diced steak. While other items (such as produce) might be easier to obtain, they can carry a higher risk due to source of supply.

SSA acknowledges that, from time to time, a specific supplier might be able to offer short-term discounts or "special" prices that are lower than the rates secured by IPCA through its processes. However, SSA doubts that heavily discounted prices would be sustainable. If IPCA's benchmarking reveals that medium or long term cost savings may be achievable, IPCA has the ability seek to change suppliers or to negotiate better terms from an existing supplier, subject to other factors including consistency of quality and continuity of supply.

To re-cap our earlier comments, the critical points, in the context of the ACCC's consideration of SSA's notification (and the comments that have been received by the ACCC) are these:

1. SSA plays a role in approving Suppliers in order to maintain consistency and quality across all aspects of the Subway® system. This is a critical component of a franchise system operating in a highly competitive retail food market;
2. prices and other terms and conditions are negotiated by IPCA, which is owned by, and acts only in the interests of, franchisees. SSA has neither the ability nor the incentive to inflate prices for products used by Subway® franchises.

Against this background, we provide the following additional information in response to your numbered requests outlined below.

Request 1 – A copy of Subway’s current franchise agreements and disclosure documents

We will separately forward to the ACCC a copy of our current disclosure document, which incorporates our current form of franchise agreement. ***Please note that this document is commercially confidential and SSA requests that it not be placed on the public register.***

Request 2 – A list of Subway’s approved suppliers, manufacturers and distributors including a contact name, the position title of the contact, telephone number and email address (where available)

We will separately forward to the ACCC a list of our current Suppliers. ***Please note that this document is commercially confidential and SSA requests that it not be placed on the public register.***

The list also includes a number of additional suppliers of goods and services who are preferred by franchisees and who SSA currently permits franchisees to use in their restaurants.



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Request 3 – For each of Subway's approved suppliers, manufacturers and distributors, please provide details of any payments made by the supplier, manufacturer or distributor to Subway or Independent Purchasing Company (Australasia) Limited (IPCA) and the reason for the payment. If the payments are not a defined sum, include the method of calculation of those payments.

Suppliers sometimes provide rebates and financial benefits relating to the supply of products or services to the Subway® system. Suppliers may also offer financial benefits to the Subway® system to participate in joint promotional activities (eg. a joint Coca-Cola/Subway® promotion). These payments are negotiated by IPCA or other entities within the Subway® system for the benefit of franchisee members.

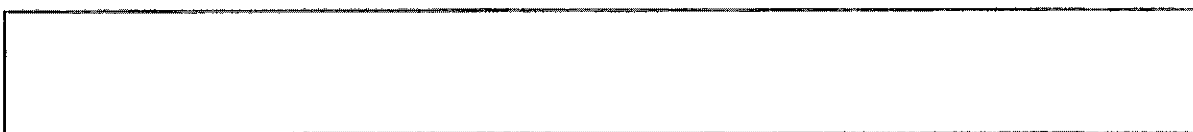
IPCA's declaration of dividend to its members includes a proportion of supplier rebates received. There is a high level of transparency and communication with franchisees about the supply network. The IPCA has a website where franchisees are able to obtain information, commodity news and other quality and specific purchasing information. That website is www.ipca.biz (with franchisees receiving a login to access). Prospective franchisees are made aware of the IPCA's role well in advance of signing a franchise agreement through completion of SSA's training program and through SSA's disclosure document.

SSA is unable to provide further particulars relating to payments to the IPCA. In this regard we refer you to the IPCA for further information. Mr Duane Barber of the IPCA is contactable on (02) 8908 7900.

From time to time certain suppliers, such as Coke, may also make marketing contributions to the Subway Franchisee Advertising Fund of Australia. IPCA may also be able to provide further information on arrangements with specific suppliers relating to such contributions.

In a limited number of cases, a rebate or financial benefit may be shared with SSA in the form of a contribution to a research and development fund, which is used for product development improvements, research and other projects that may benefit franchisees or the system as a whole.

The R&D fund was created in or around 2007, and was administered by IPCA until June 2011. Since that time, the fund has been administered by SSA. Contributions to the R&D fund are negotiated between IPCA and the relevant Suppliers. Again, IPCA is able to provide further information relating to the specific arrangements to contribute to the fund.



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Request 4 – For each of the products listed in in Annexure A to Subway’s notification (Annexure A products), note the supplier/s, manufacturer/s and distributor/s that Subway has approved to supply the item to its franchisees. If some suppliers, manufacturers and distributors are approved to supply only a limited group of franchisees, please note this as well.

The list provided in response to question 2 contains this information. *Please note that this document is commercially confidential and SSA requests that it not be placed on the public register.*

Request 5 – Subway’s notification indicates that IPCA conducts tenders and negotiates supply contracts with each approved supplier, manufacturer and distributor and that price is a factor upon which suppliers, manufacturers and distributors are evaluated. Accordingly, for each Annexure A product for which a retail equivalent is also available, please provide details of how each approved supplier, manufacturer and distributor prices in comparison to the retail equivalent.

As noted above, SSA owns no interest in IPCA and has no role in its management. SSA is unable to provide information about the prices that IPCA has negotiated for each Annexure A product and how these compare to retail prices. We suggest that you contact IPCA directly for such information. Contact details for IPCA are set above.

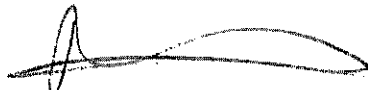
Request 6 – For each Annexure A product, please provide details of each of the instances in the past three years where a franchisee has requested that it be given approval to source a product from a supplier not previously approved by Subway. Please note in each instance where Subway gave its approval.

Records of *each* approval granted by SSA over the last three years have not been collated and are not readily obtainable. As noted above, SSA has received, and approved, requests for different providers of signage products. Approval forms for a number of these requests will be separately forwarded to the ACCC. *Please note that this document is commercially confidential and SSA requests that it not be placed on the public register.*

Request 7 – Details of the commercial relationship between IPCA and Subway, including any corporate ties or payments between Subway (or its directors, officers or owners) and IPCA (or its directors, officers or owners)

As noted above, SSA owns no interest in IPCA and has no role in its management. Clause 9.1(j) and (k) of our disclosure document lists a number of firms which may pay rebates to SSA or its affiliates. However, apart from contributions to the R&D fund, these rebates are paid to IPCA and are returned to IPCA's members. They are not forwarded to SSA. Further information in relation to such payments should be sought from IPCA.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Brian Tap', with a long horizontal flourish extending to the right.

Brian Tap
Subway Systems Australia Pty Ltd
Director

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Annexure A

Approved Products

Food & Beverages Products	Suppliers
Chicken (<i>including but not limited to: chicken breast, chicken strips and chicken schnitzel</i>)	Restriction of Publication of Part Claimed
Meatballs	Restriction of Publication of Part Claimed
Pepperoni	Restriction of Publication of Part Claimed
Bacon	Restriction of Publication of Part Claimed
Roast Beef	Restriction of Publication of Part Claimed
Salami	Restriction of Publication of Part Claimed
Seafood	Restriction of Publication of Part Claimed
Beef Steak	Restriction of Publication of Part Claimed
Tuna	Restriction of Publication of Part Claimed
Turkey	Restriction of Publication of Part Claimed
Ham	Restriction of Publication of Part Claimed
Veggie Patty	Restriction of Publication of Part Claimed
Egg products (<i>including but not limited to: omelette and poached egg</i>)	Restriction of Publication of Part Claimed
Bread (<i>including but not limited to: bread dough to make white, wheat and multi grain</i>) and bread toppings	Restriction of Publication of Part Claimed
Wraps	Restriction of Publication of Part Claimed
Cookies	Restriction of Publication of Part Claimed
Bakery items (<i>including but not limited to: muffins, scrolls and baked bars</i>)	Restriction of Publication of Part Claimed
Cheese	Restriction of Publication of Part Claimed
Yogurt	Restriction of Publication of Part Claimed
Sauces and relishes	Restriction of Publication of Part Claimed
Salads, vegetables and toppings (<i>including but not limited to: avocado, olives, jalapenos, pickles, capsicum, carrot, cucumber, lettuce, tomato, onion, pineapple and beetroot</i>)	Restriction of Publication of Part Claimed
Fruit (<i>including but not limited to: apples</i>)	Restriction of Publication of Part Claimed
Snack Items (<i>including but not limited to: packaged potato chips</i>)	Restriction of Publication of Part Claimed
Condiments (<i>including but not limited to: salt, pepper and mayonnaise</i>)	Restriction of Publication of Part Claimed
Cold beverages (<i>including but not limited to: juice, water, energy drinks, soft drinks and smoothies</i>)	Restriction of Publication of Part Claimed
Packaging	Supplier
Platter trays	Restriction of Publication of Part Claimed
Drink trays	Restriction of Publication of Part Claimed
Cups for hot and cold beverages	Restriction of Publication of Part Claimed
Cup lids	Restriction of Publication of Part Claimed
Paper bags	Restriction of Publication of Part Claimed

Deli style paper and sub paper	Restriction of Publication of Part Claimed
knife and fork set	Restriction of Publication of Part Claimed
Napkins	Restriction of Publication of Part Claimed
Plastic carry bags	Restriction of Publication of Part Claimed
Salad bowls and lids	Restriction of Publication of Part Claimed
Veltone trays	Restriction of Publication of Part Claimed
Straws	Restriction of Publication of Part Claimed
Catering boxes	Restriction of Publication of Part Claimed
Cleaning products and equipment	Suppliers
Cleaning equipment (including but not limited to: panliners, wipes, garbage liner, gloves, food safety labels & other labels, paper rolls & towels, glad wrap, spray bottles, broom, mop, bucket, hand brush, dustpan and wet floor sign)	Restriction of Publication of Part Claimed
Chemical cleaning products (Including but not limited to: Glass cleaner, multi-purpose cleaner, Multi-surface cleaner, stainless steel cleaner & polish, sink detergent, oven cleaner, sink sanitiser & detergent, degreaser, soap, floor cleaner and dish washer detergent)	Restriction of Publication of Part Claimed
Décor and operational equipment	Suppliers
Décor equipment (including but not limited to: wall coverings, wall art, please order here sign, clock, chairs, stools, lights, tables, benches, menu boards, floor stands, tiles, door buzzer, hot water system, phone, fax machine, fire extinguisher, work tables, sink, front counters, cabinets, beverage counter, back counters, beverage dispenser & other dispensers and shelving)	Restriction of Publication of Part Claimed
Signage (including but not limited to: outdoor signs, under awning sign and LED signage)	Restriction of Publication of Part Claimed
Oven (including but not limited to: baking oven, proofer, speed oven, retarder, microwave oven and associated equipment such as baskets and bread forms)	Restriction of Publication of Part Claimed
Dishwasher	Restriction of Publication of Part Claimed
Smallwares (including but not limited to: baking sheet, can opener, measuring jug, cookie display, cutlery holder, first aid kit, garbage bin, napkin holder, sauce bottles, food utensils, step ladder, knives & tongs, serving trays, food pans, drain shelf, pan covers, scales, thermometers & timers, cutting boards, blender)	Restriction of Publication of Part Claimed
Open air trolley and other trolleys	Restriction of Publication of Part Claimed
Slicer	Restriction of Publication of Part Claimed
Cool room	Restriction of Publication of Part Claimed
Freezer room	Restriction of Publication of Part Claimed
POS Hardware (including but not limited to: printer, terminals, printer ribbon, thermal printer, rolls)	Restriction of Publication of Part Claimed

Cleaning tools and accessories (<i>including but not limited to: floor broom, mop, hook, bottle brush, hand brush, dustpan and scrubbing brush</i>)	Restriction of Publication of Part Claimed
Uniforms (<i>including but not limited to: name badges, cap, visor, apron, shirts and pants</i>)	Restriction of Publication of Part Claimed

OUTSIDE SUPPLIERS

Hot beverage ingredients (<i>including but not limited to: coffee beans, hot chocolate and tea</i>)	Restriction of Publication of Part Claimed
Coffee Machine	Restriction of Publication of Part Claimed
Signage (<i>including but not limited to: outdoor signs, under awning sign and LED signage</i>)	Restriction of Publication of Part Claimed
Oven (<i>including but not limited to: baking oven, proofer, speed oven, retarder, microwave oven and associated equipment such as baskets and bread forms</i>)	Restriction of Publication of Part Claimed
Smallwares (<i>including but not limited to: baking sheet, can opener, measuring jug, cookie display, cutlery holder, first aid kit, garbage bin, napkin holder, sauce bottles, food utensils, step ladder, knives & tongs, serving trays, food pans, drain shelf, pan covers, scales, thermometers & timers, cutting boards, blender</i>)	Restriction of Publication of Part Claimed
Cool room	Restriction of Publication of Part Claimed
Freezer room	Restriction of Publication of Part Claimed

DISTRIBUTORS

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Supplier Contact Details

Supplier	Contact First Name	Contact Last Name	Contact Title	Address 1	Address 2	Supplier	State	Post Code	Country	Phone Number	Fax Number	Mobile Number	Email
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IPCA PREFERRED SUPPLIERS

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