

# | Concessions



# Product On-site



## Price to consumer:

Brahma 473ml

**R\$ 10**

Budweiser 473ml

**R\$ 13**

Brahma 0,0% 350ml

**R\$ 6\***

\*Coke

R\$ 7

# On-site Overview

Initiative		Quantities	Where
Regular POC		473	All Stadiums
Temporary POC		775	All Stadiums
Hawker		1.398	All Stadiums
Beer Garden		12	All Stadiums
Cups		5.035.800	All Stadiums
Team & Logistics		265	All Stadiums

# Stadium Cups

City	# of cups
SP	613 k
RJ	842 k
BH	590 k
POA	284 k
BSB	697 k
MAN	218 k
CUI	171 k
CWB	162 k
FTZ	664 k
NAT	222 k
SSA	468 k
REC	269 k
<b>TOTAL</b>	<b>5.200 M</b>

<b>5M +</b>	Cups total
<b>64</b>	Brahma Cup models
<b>5</b>	Budweiser Cup models
<b>1</b>	Brahma Zero model





# Stadium Cups – Execution Plan

## Cups handling:

Match day - 2

**All Brahma  
cups removed  
from  
concessions**

Match day - 1

**Next match cup  
distributed in  
the concessions**

Match day

**Final  
arrangements**

Match day +1

**Cup delivery at  
the stadium**

## Cups distribution:

Match cup

**100% of  
forecast**

Standard cup

**+ 25% on top  
of the forecast**

# Concession Equipment - Fridges

City	# of reg. fridges	# of TV fridges	# of T. boxes
SP	105	36	254
RJ	167	49	259
BH	100	44	208
POA	83	62	173
BSB	88	47	263
MAN	74	25	162
CUI	29	33	183
CWB	53	38	158
FTZ	62	42	225
NAT	87	23	150
SSA	88	40	185
REC	91	34	156
<b>TOTAL</b>	<b>1027</b>	<b>473</b>	<b>2376</b>

Reg. Fridges



Concession artwork



Thermal box

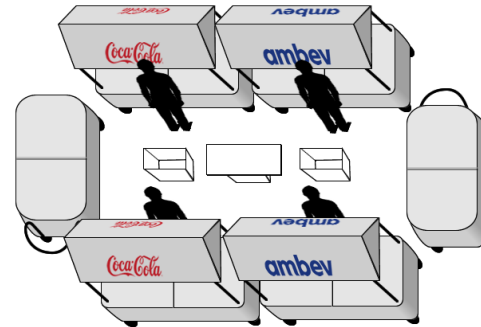


# Concession Equipment – Mobile Units

City	# of hawkers	# of carts	# of m. units
SP	60	88	65
RJ	60	82	92
BH	60	97	70
POA	40	58	30
BSB	45	71	121
MAN	40	55	62
CUI	40	53	48
CWB	40	56	46
FTZ	60	86	60
NAT	40	50	64
SSA	50	69	54
REC	40	58	63
<b>TOTAL</b>	<b>575</b>	<b>823</b>	<b>775</b>

## Temporary POCs:

Island



Mobile units



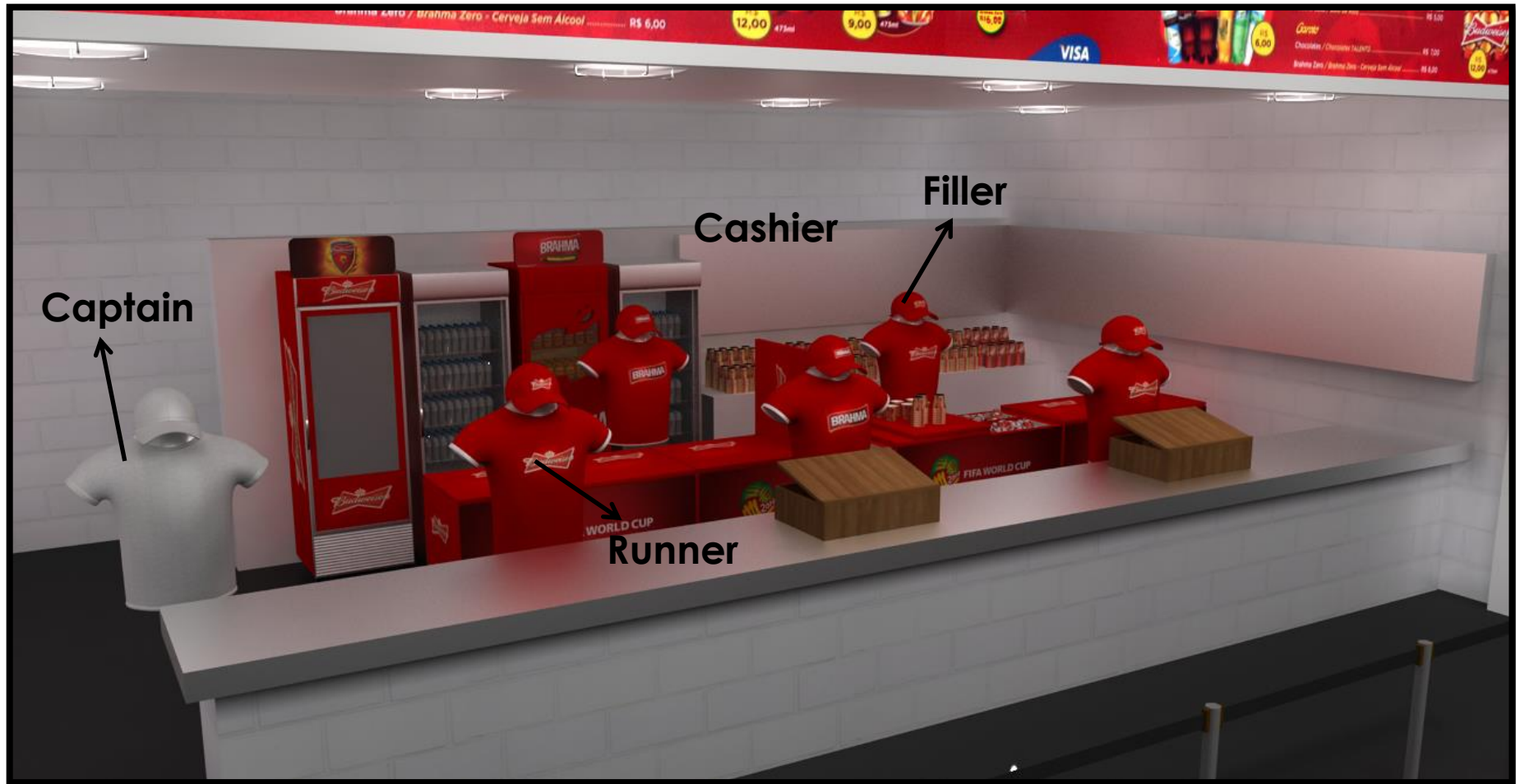
Carts



Hawker bag



# Stadium Staffing Plan





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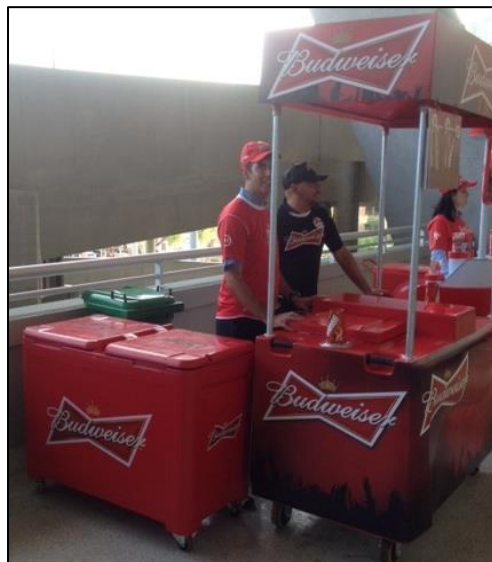


# Concession Branding





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# Operations Staffing Plan

<b>25</b>	Trainees + Talentos
<b>240</b>	Stadium workers (external)
<b>12</b>	Containers
<b>8</b>	Dedicated warehouses
✓	KPIs w/ Aramark (pricing bonus)



## 25 interns total

SPC: 3 RJ: 3 BH: 3 NO: 4  
CO: 4 SPI: 2 SUL: 2: NE: 4

MAN/NTL/CUI: 1  
SSA/REC/BSB/CW/POA: 2  
RJ/BH/SP/FTZ: 3

## 20 trainees + 4 talents

Venue Coordinator  
100% focused on stadium

- ☐ KPI validation (price)
- ☐ Coordinate stadium team
- ☐ Point of contact for FIFA and Aramark
- ☐ Stadium rounds
- ☐ Check product distribution

## 240 workers

20 workers per stadium  
Responsible for  
Equipment/structure



# Operations Team KPIs – Tournament



KPI	Pillar	Description	Target
1	Cups	Right cups served in right matches	No issues - 90% g. stage games + all knock-out stages
2		Brands served in respective cups	5+ issues invalidates match. No more than 6 matches.
3		No concession running out of stock - cups	No issues - 95% stage games + all knock-out stages
4	Filling & Service	Equipment filling on match day -1	No issues - 95% g. stage games + all knock-out stages
5		No concession running out of stock - product	No issues - 95% g. stage games + all knock-out stages
6		POS service – accorded # of POS	No issues - 95% g. stage games + all knock-out stages
7		Beer Garden – fully loaded on match day -1	No issues
8	Staff	Full concession staff (cashier, filler, runner & captain)	No issues - 95% g. stage games + all knock-out stages
9		Right # of people per Mob. Unit (recruiting program)	No issues - 95% g. stage games + all knock-out stages
10		2 people per hawker cart	No issues - 95% g. stage games + all knock-out stages
11		Uniform split with Coke	No issues - 95% g. stage games + all knock-out stages
12		Beer Garden staff according to plan	No issues
13	Cut-off	Stop selling at agreed cut-off	No issues

# Operations Team KPIs – Onsite



## KPIs validation (match day):

- ✓ Measured by Ambev on site team
- ✓ Any issue will be reported to Aramark Venue Manager for validation
- ✓ Daily meetings and prize incentives will be on top of these KPIs

Round time	KPI Check – Trainee 1	KPI Check – Trainee 2
Kick-off -5	3. Cups / 4.Equipment filling / 6. POS Service	7. Beer Garden filling / 12. Beer Garden staff
Kick off -1	All staff KPIs – 8. 9. 10.	Same as above
During half time	5. Out of stock / 11. Uniforms	All cups KPIs – 1. 2. 3
Cut off point (TBD)	13. Cut off check	13. Cut off check