Module 1, Session 4

Slide 1 - Module 1

Introduction to Food Waste, Supply and Inventory Management

Slide 2 - Session 4

Session 4 is devoted to the ordering process and the effective management of food raw material deliveries. It covers the selection of suppliers based on their environmental impact, such as local sourcing, green products, and ethical supply chains, along with quantitative and qualitative evaluation of supplies. The session also includes training in Just-In-Time (JIT) inventory strategies, supplier rating, and inventory management technologies and systems.

Slide 3 - Order process

Order process is an organized system of planning, placing and executing orders for food raw materials, aimed at ensuring their timely availability in the right quantity and quality.
Effective supply management is about optimizing this process in such a way as to minimize costs, avoid overstock or shortage and prevent waste. From the point of view of reducing food waste in a catering establishment, it is a supply management strategy that focuses on minimizing food losses through precise planning, proper storage and optimization of raw material consumption. Such a process takes into account the needs of the premises, the anticipated number of guests and the life cycle of food products.

Slide 4 - Benefits of an efficient ordering process in gastronomy.

The key benefits of an efficient ordering process in food service include:

- Reduce costs associated with food waste. By precisely ordering only the necessary quantities of raw materials and effectively managing inventory, the establishment avoids losses due to spoilage or unused ingredients. Less waste means less spending on waste disposal and purchasing excess products, directly reducing operating costs.
- Increase profits through more efficient use of raw materials. Optimizing the ordering and storage process allows you to use available raw materials more efficiently. As a result, more dishes can be prepared without additional purchases. For example, leftover vegetables can be used to prepare broths and unfinished products can be used for special offerings of the day, increasing the profitability of each ingredient.
- Improving the establishment's image as responsible and eco-friendly. Customers are increasingly choosing dining establishments that operate in a sustainable and environmentally conscious manner. Communicating actions to reduce food waste, such as minimizing waste or using local ingredients, builds a positive image and attracts environmentally conscious consumers.
- Promoting sustainability and environmental protection. Reducing food waste reduces the environmental burden, including greenhouse gas emissions from decomposing organic waste in landfills. Working with local suppliers further

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reduces the carbon footprint of transportation. By operating sustainably, the eatery supports global environmental goals, which is important for the present and future generations.

Slide 5 - Key elements of the ordering process to reduce waste

Key elements of the ordering process to reduce waste include:

1. Needs analysis and sales forecasting. Based on historical data z, such as the Number of customers, most popular dishes, or seasonality of products, to avoid ordering excess quantities of raw materials.
2. Standardization of orders and precise quantity ordering. Development of order forms to improve communication with suppliers. Adjusting order quantities to the actual needs of the premises, considering storage limitations and shelf life.
3. Minimizing waste through menu planning. Create menus based on raw materials already in stock and creatively use leftovers (e.g., for soups, sauces, or desserts).

Slide 6 - Effective inventory management

Another important element of effective inventory management is Offer Planning using the FIFO ("First In, First Out") system. This food service inventory management strategy uses products in the order in which they are delivered, meaning the oldest inventory is used first. This system supports effective menu offer planning and reduces food waste, resulting in savings and increased dish quality. Key elements of planning an offering using FIFO include:

- Storage and kitchen organization. Products are stored so that the oldest raw materials are easily accessible and visible to staff. Newly delivered products are placed at the back or bottom of the warehouse, and older products are placed closer to the front.
- **Strict control of expiration dates.** Regularly checking expiration dates helps plan the use of products close to expiration. Such raw materials are included first in menu offerings.
- **Flexibility in menu development.** Planning dishes based on available inventory. For example, if you have vegetables with a short shelf life in stock, you can introduce soups, salads, or dishes of the day based on these ingredients.
- **Staff training.** The kitchen and storage team should be trained using the FIFO system, including proper labeling and product rotation.
- **Use of digital systems.** Digital tools, such as inventory management systems (ERP), allow for tracking deliveries and automatically assigning products to specific dishes according to the FIFO principle.

An example of the use of FIFO in menu offer planning:

A food service establishment has received a shipment of fresh tomatoes while tomatoes from a previous batch are still in stock. Instead of using the new delivery, the kitchen staff first uses the older tomatoes to prepare tomato soup and sauces. The newly delivered tomatoes are stored so they are only used once the older supply is exhausted.

The use of the FIFO system in offering planning allows catering establishments to operate more sustainably, reduce losses, and offer quality dishes to guests.

Slide 7 - Benefits of using FIFO in offer planning:

Among the benefits of using FIFO in bid planning are the following:

- Reducing food waste. Products are used before they lose their freshness, minimizing food waste.

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- Improving the quality and freshness of dishes. By using the oldest products first, guests receive dishes prepared from the highest quality raw materials.
- Reduction of operating costs. Avoiding financial losses resulting from the need to dispose of expired products.
- Improving storage efficiency. Storage space is better managed because raw materials are rotated regularly, preventing accumulation.
- Increasing the flexibility of offerings. Locals can adjust menus according to the availability of raw materials, promoting seasonal dishes or "dishes of the day" based on products close to expiration.

Slide 8 - Efficient inventory management

Monitoring the freshness of inventory involves developing a system for marking and recording products. The table includes examples of marking and recording products in the warehouse. Among others

- Product labeling. Products are labeled with labels containing key information such as expiration date, delivery date, product lot, and food category. In addition, color coding can help quickly identify priority products.
- Stock cards

For example, color-coded stickers, barcodes, manual descriptions with markers, date stamps, or stickers can be used to label products. Each product has a sticker with the delivery date and expiration date. In the case of the Logbook, the delivery date, product name, quantity, and assignment to a specific zone in the warehouse are written in the notebook.

For example, green labels indicate fresh products with a long shelf life. Yellow labels indicate products with a medium expiration date, which require use within a few days. Red labels products close to the expiration date that should be used first.

Another marking group is Stock Cards, where employees record information about the supplier, quantity, and batch. These cards are completed with each delivery and consumption of raw materials.

Barcodes and scanners are the next way to mark and record products. Each product in the warehouse is given a unique barcode, which can be scanned using mobile devices or stationary scanners. The system automatically records the date of receipt, quantity, category, and product location in the warehouse. For example, the Restaurant uses an ERP system where, after scanning the barcode, the staff sees the product information, quantity, and expiration date on the screen. The system automatically reminds them of the products that must be consumed first.

Similarly, a board in the warehouse shows the list of products, date of receipt, and priority of consumption, while a control sheet is updated daily by staff. The daily schedule of product consumption is based on a board that informs cooks of the most important raw materials to use for the day.

Slide 9 - Efficient inventory management

A zone system can also be used to facilitate food monitoring in warehouses, where products are divided into zones by category (e.g., vegetables, meat, dairy) and expiration dates. Each zone has a designation and stock rotation instructions. For example:

- Zone 1 indicates products to be consumed within 1-3 days.
- Zone 2 indicates products with a medium shelf life.

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- Zone 3 stands for long-term products.

With alphanumeric tagging, each product in the warehouse receives a unique alphanumeric code that indicates its category, delivery date, and location in the warehouse. An example of a code is M-2024-01-001. M stands for meat, 2024-01 is the January 2024 delivery, and 001 is the delivery number. Products are stored according to the order of the codes, making it easier to follow FIFO rules.

A digital system with reminders is also noteworthy. Digital record-keeping systems, such as inventory management apps, keep track of all products in stock and send notifications when they must be consumed before expiration. For example, a food service app like MarketMan or FoodDocs records the receipt of goods, generates inventory reports, and sends reminders when products are about to expire.

Each of these systems can be tailored to the size of the food service establishment and its human and technological resources. Effective product labeling and record-keeping minimize the risk of loss and support the smooth operation of the kitchen.

Slide 10 - Efficient inventory management

Ineffective inventory management makes it crucial to work with suppliers who allow more frequent, smaller deliveries. This helps keep products fresh and reduces the risk of spoilage.

Just in Time (JIT) is an inventory and production management method that aims to deliver raw materials or goods exactly when they are needed, eliminating the need to store large amounts of inventory. Widely used in industry, logistics, and food service, this concept helps reduce operating costs, minimize waste, and increase process efficiency.

In food service, the JIT system allows you to Provide fresh ingredients: Raw materials are ordered and delivered on an on-demand basis according to planned menu needs. On-demand delivery minimizes the risk that products will expire or spoil. In addition, the JIT system reduces the need to store large inventories, making better use of kitchen or warehouse space. For example, a restaurant serving a daily changing menu works with a local vegetable supplier to deliver ingredients every morning according to the demand for the day. As a result, products are always fresh, and storage is kept to a minimum.

Slide 11 - Advantages and challenges of a JIT inventory strategy

The Just in Time (JIT) inventory strategy is to minimize the amount of warehouse inventory by delivering raw materials or products exactly when they are needed for current production or sales. This keeps inventory to an absolute minimum, reducing costs associated with storage and management. Among the advantages of a JIT inventory strategy are: Reduced warehousing costs by requiring less storage space and lower operating costs. Increased efficiency, as the current supply of raw materials eliminates the time and resources associated with managing large inventories. Better quality control of ordered raw materials. Frequent deliveries allow the use of fresher products. Reduced losses mean there is less risk of out-of-date or damaged products in the warehouse.

On the other hand, dependence on suppliers is cited most frequently among the major challenges of implementing a JIT system. Unforeseen delivery delays can lead to raw material shortages and production disruptions, resulting in order delays and loss of customer confidence. Another challenge is building partnerships, relying on

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cooperation, mutual trust, and joint achievement of goals between restaurateurs and suppliers. In addition, accurate delivery planning requires careful inventory and order management. If demand estimates are erroneous, kitchens may experience interruptions or product shortages. Minimal inventories mean unforeseen spikes in demand can lead to shortages of raw materials. Another challenge associated with a JIT inventory strategy is High organizational requirements: This strategy requires precise planning, reliable record-keeping systems, and flexibility to adapt to changes in demand.
JIT is an effective strategy for companies seeking to minimize costs and increase efficiency, but it requires efficient process management and reliable supply chain partners. In food service, its use helps keep products fresh and reduce waste.

Slide 12 - Efficient inventory management

When **selecting suppliers** of raw food materials, selection criteria such as quality of products, width of offer, reliability and flexibility of delivery, and prices are taken into account. In addition, the form and type of contract entered into with the supplier is important, e.g., Supply Agreement, Continuous Supply Agreement, Just-in-Time Agreement, Framework Agreement, Contract for supply according to a certain specification, Exclusive Contract, Performance-Based Agreement. It is worth considering alternative sources, i.e., having several suppliers for key products to avoid delays. You should choose proven and loyal suppliers. The choice of the form and type of agreement with a supplier depends on the business's specifics, the company's needs, and the cooperation's length and nature. Written and framework agreements are often used for long-term relationships, providing flexibility, security, and clarity of terms. Continuous or on-demand (JIT) supply contracts are suitable for companies that operate based on inventory minimization and efficiency of delivery processes.

Slide 13 - Ethical supply chains

Ethical supply chains are a concept based on ensuring social, environmental, and economic responsibility at every stage of the supply chain, from sourcing raw materials to delivering final products to consumers. This means conducting operations in a way that is consistent with fair trade, protecting workers' rights, and minimizing negative environmental impacts. Key advantages of using ethical supply chains include:

- Increasing consumer confidence. Customers are increasingly choosing brands that care about social responsibility and environmental protection.
- Supporting sustainable development. Contribute to global goals such as fighting poverty, promoting equality, and protecting the climate.
- Better cooperation with suppliers: Building long-term and partnership relationships based on integrity and trust.
- Reputation protection. Minimizing the risk of scandals involving employee abuse or environmental damage.

Slide 14- Key features of ethical supply chains

Key features of ethical supply chains include:

- Respect for workers' rights. Ensuring decent working conditions, fair wages, adherence to health and safety standards, and eliminating forced and child labor.

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- Sustainability. Minimize environmental impact by using green technologies, reducing emissions, reducing waste, and supporting a closed-loop economy.
- Transparency. Clear and open information about the origin of raw materials, production conditions, and business practices of suppliers.
- Business Ethics. Avoiding corruption, fraud, and unfair business practices in supplier-customer relations.
- Supporting local communities, collaborating with local suppliers, and investing in the development of regions where supply chain players operate.
- Certifications and standards**.** Use of certified products and services, such as Fair Trade, Rainforest Alliance, or FSC (Forest Stewardship Council), confirms compliance with ethical standards.

Slide 15- Selecting of suppliers based on their environmental impact

Selecting suppliers based on their environmental impact is becoming an increasingly important part of companies' sustainability strategies, especially in food service, manufacturing, and retail industries. Companies that incorporate environmental considerations into their supplier selection process are helping to reduce their carbon footprint, reduce waste, and minimize the negative impact of their operations on the planet.

The main criteria for selecting suppliers in terms of environmental impact are:

- Sustainable production and sourcing of raw materials. Suppliers that use recycled or sustainably sourced materials (e.g., certified wood, organic crops, responsibly farmed raw materials). Preference for suppliers with environmental certifications, such as FSC (Forest Stewardship Council), Fair Trade, or Global GAP.
- Energy and water consumption management. Suppliers that implement solutions to reduce energy and water consumption in their production processes. Examples include using renewable energy sources, upgrading equipment to use energy more efficiently, and reducing the amount of water used in production. In addition, Sustainable Water Management. Companies that supply water-intensive products (e.g., farmers or the food industry) can be evaluated on how they manage water in production and adapt to local water resources. Suppliers must implement systems to conserve water and use it efficiently.
- Greenhouse gas emissions and sustainable transportation. Prefer suppliers that monitor and reduce greenhouse gas emissions in the production process. Companies implementing green production technologies invest in low-carbon transportation (e.g., electric vehicles, mass transit) and optimize delivery routes. Selecting suppliers that offer transportation that has minimal environmental impact, such as by using electric vehicles or low-emission vehicles.
- Waste and recycling. Suppliers that apply waste reduction policies (e.g., reducing packaging and recovering raw materials) ensure proper waste segregation, recycling, or composting of organic waste. Companies that strive to minimize waste at every production stage and use environmentally friendly packaging (e.g., biodegradable, recycled).
- Green chemistry and low toxicity. Suppliers that use environmentally friendly or low-toxic chemicals that do not cause negative impacts on human health or ecosystems. Examples include companies involved in the production of cleaning

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products or cosmetics that use ingredients of natural origin that are certified organic.

- CSR (Corporate Social Responsibility) Policies. Selecting suppliers that have social responsibility policies to support environmental and social initiatives. Examples include working with suppliers supporting local communities, investing in environmental education, or carrying out biodiversity conservation activities.
- Environmental certifications and industry standards. Select suppliers that have relevant environmental certifications, such as ISO 14001 (environmental management), ISO 50001 (energy management), or EMAS (Eco-Management and Audit Scheme). These certifications prove that the company operates in accordance with environmental standards.

Slide 16 - **Benefits of choosing environmentally conscious suppliers:**

Reducing environmental impact is among the most important benefits of choosing environmentally conscious suppliers. Selecting sustainable suppliers reduces negative effects on the planet, such as reducing CO2 emissions, using less water, and managing waste efficiently. In addition, improving the company's image. Companies that work with environmentally conscious suppliers gain a reputation for being responsible and environmentally friendly, which can attract loyal customers and increase their competitiveness in the market. There are also Cost Savings. A company can reduce operating costs and gain long-term financial benefits by working with suppliers that use more efficient technologies (e.g., saving energy, water, or materials). Compliance with laws and regulations. Compliance with laws and regulations. Choosing suppliers that comply with environmental and sustainability standards helps companies avoid legal risks, especially with increasing environmental regulations.

Slide 17 - MONITORING OF RAW MATERIAL SUPPLIES

Monitoring the supply of raw materials is a key element of supply chain management in companies, including food service establishments. It involves systematically tracking and analyzing the process of supplying raw materials, from ordering to receipt and storage. The purpose of monitoring is to ensure continuity of supply, high product quality, and minimize losses and costs.

Standardizing deliveries to a food service establishment involves introducing consistent procedures and policies for ordering, receiving, and storing products. This makes the delivery process more predictable, efficient, and aligned with the premises' requirements, thus maintaining quality service and reducing waste**.**

Tools and techniques for monitoring the supply of raw materials include:

Electronic delivery management systems (ERP, WMS) to automate ordering, receiving, and recording delivery data processes and generate supplier performance reports. Then Checksheets, or Checklists for warehouse employees to evaluate delivery compliance. Tracking technologies, such as GPS or RFID (*Radio-Frequency Identification*) satellite navigation systems, are used to monitor the location of deliveries in real-time and identify potential delays. Finally, Supplier Assessment Cards are used to evaluate suppliers based on timeliness, delivery quality and flexibility, and order compliance**.**

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Slide 18 - QUANTITATIVE EVALUATION OF DELIVERIES

Supply assessment, both quantitative and qualitative, is key to ensuring effective supply chain management in companies, including food service. Both forms of evaluation allow for monitoring the efficiency of supply processes, identifying potential problems, and improving cooperation with suppliers.
Quantitative assessment focuses on measuring and evaluating parameters related to product quantity and delivery times. The most important quantitative indicators include Accuracy of Delivery, which checks whether the supplier has delivered the ordered amount of products. For this purpose, indicators such as the Number of deliveries in line with the order, the percentage of deliveries meeting the full order, and the Number of deliveries with a shortage or excess products are used. Next, Delivery Time (Delivery Time). Measures whether deliveries are taking place according to the agreed schedule. Here, indicators such **as** the percentage of deliveries that arrived on time, Average Delivery Delay Time, and Percentage of Delayed Deliveries can be used. The quantitative assessment also examines Order Accuracy, whether the supplier delivers exactly what was ordered. Here, indicators such as the percentage of deliveries with a full range of products and the number of deliveries with errors (such as wrong products) are used. The next parameter is Delivery Cost. An assessment of the delivery cost per unit of products or transportation cost relative to the value of the order. Delivery Flexibility (Delivery Flexibility) measures how flexible the supplier is in case of changes in the order (e.g., change in quantity) - here, the percentage of orders that have been changed and adjusted in a short time is calculated.

Slide 19 - QUALITATIVE EVALUATION OF DELIVERIES

The quality assessment of supplies refers to the characteristics of the products and the quality of the supplier's service, as well as their compliance with the requirements and expectations of the customer. The most important quality indicator is Product Quality, which assesses the quality of delivered products, including freshness, technical condition (in the case of industrial goods), and compliance with certain standards. Indicators such as the percentage of products complying with quality requirements, the number of complaints related to product quality, and the Percentage of products damaged during transport are used for full analysis here. Similarly, Compliance with Specifications is checked to see if the delivered products meet all requirements, such as certification, environmental, health, or technological standards. The percentage of deliveries that comply with quality, ecological, or health requirements and the number of deliveries that do not meet standards and require additional inspection are used here. Another aspect is Response to Complaints, which assesses how quickly a supplier responds to complaints and whether it resolves them effectively. This uses Complaint Response Time, Percentage of Complaints Resolved in a Specified Time, or Number of Complaints Successfully Resolved. It is also important to assess Supplier Support, i.e., the supplier's level of customer service, including communication, assistance with problems, and availability. Indicators such as purchasing staff's supplier ratings, the Number of inquiries, and response time can be used here. Finally, Sustainability and Environmental Compliance assesses whether suppliers comply with standards related to sustainability, environmental protection, and social responsibility. Here, you can check the Number of suppliers that meet environmental standards (e.g., whether they have ecological certifications) or the compliance of supplies with "green" transportation, recycling, and waste reduction policies**.**

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Slide 20 - QUALITATIVE EVALUATION OF DELIVERIES

The table shows the quality specifications for selected foodstuffs; among other things, vegetables, and fruits should be healthy, sprouted, firm, and fresh, without signs of loss of firmness. Without cavities and damage, without fresh cracks, abrasions, or damage. Non-humid. Clean, without dirt or pests. Pieces with signs of decay or spoilage are unacceptable. Pasta should be uniform in color, light cream, with a fresh smell and texture, should be firm, turn glassy, and surface smooth. Flour should have a pleasant, peculiar odor and uniform color without streaks. Without impurities. Rennet cheeses should have a smooth rind and elastic texture and be firm, soft, and plastic. The color is light yellow, yellow. Taste and smell depend on the species; they are delicate, sweet, mild, and sour. The disadvantages of cheese are excessive brittleness, gumminess, improper texture, uneven mesh, non-uniform color, blotchiness, and musty and putrid smell.

To summarize this thread, the best approach to evaluating suppliers is to integrate both quantitative and qualitative indicators to get a complete picture of the effectiveness of the cooperation. Even if a supplier delivers products on time (quantitative indicator), but the quality of those products is unsatisfactory (qualitative indicator), this may indicate problems that need improvement. On the other hand, suppliers that offer excellent product quality but deliver late may require attention to optimize logistics processes.

Evaluating supplies in a quantitative and qualitative context helps companies, especially in the food service sector, to make informed decisions about working with suppliers, optimizing costs, and improving the efficiency of procurement processes.

Slide 21 - The supply control card

The supply control card is integral to effective quality management in food service establishments. The benefits of using an inspection card are increased control over supplies, thanks to the ability to respond quickly to problems. In addition, compliance with sanitary standards ensures guaranteed food safety. Regular evaluation and analysis of service quality improve cooperation with suppliers. Finally, early detection of nonconformities and complaints minimizes the loss of raw materials, reducing food waste throughout the supply chain.

Slide 22 - Technologies and information systems for Inventory management

Inventory management technologies and information systems are IT tools and solutions that support monitoring, controlling, optimizing, and tracking inventory to minimize costs and increase operational efficiency. Here is an overview of inventory management technologies and systems that can be used in a variety of industries, including food service, retail, and manufacturing:

1. Inventory management information systems:
    - ERP (Enterprise Resource Planning): Comprehensive systems that integrate inventory management with other functions such as accounting, sales, and logistics, e.g., SAP, Oracle NetSuite, and Microsoft Dynamics.
    - WMS (Warehouse Management System): Warehouse management systems that optimize warehouse processes, including receiving, issuing, product

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location, and inventory, e.g., Manhattan Associates, Blue Yonder, and Infor WMS.
- IMS (Inventory Management Software): Dedicated inventory management systems, often integrated with sales (POS) systems, e.g., TradeGecko, Zoho Inventory, Fishbowl.

2. Product identification and tracking technologies:
- RFID (Radio-Frequency Identification). A technology that uses radio waves to track products and manage inventory in real-time.
- Barcodes and Scanners. A standard tool for identifying and recording product movement. Examples: Zebra Technologies, Honeywell.
- IoT (Internet of Things). Sensors and internet-connected devices monitor product conditions (e.g., temperature, humidity) and send data to management systems.

3. Automated storage systems:
- Automated Storage and Retrieval Systems (AS/RS). Robots facilitate the storage and retrieval of products from warehouses.
- Pick-to-light and put-to-light systems. Technology that assists in picking orders using light signals.
- Warehouse drones. Used for inventory and inventory monitoring in large warehouses.

Slide 23 - Technologies and information systems for Inventory management

Technologies and information systems that support inventory management include:

4. Mobile and cloud technologies:
- Mobile apps for inventory management. Enable inventory management via mobile devices. Examples: Sortly, EZOfficeInventory.
- Cloud-based inventory management systems. Flexible solutions that enable inventory management from anywhere. Examples: Cin7, Unleashed, QuickBooks Commerce.

5 Artificial intelligence and data analytics:
- AI and machine learning. Predictive tools for demand forecasting, inventory optimization, and excess minimization. Examples: Slimstock, EazyStock.
- BI (Business Intelligence): Analyze inventory and sales data to make better business decisions. Examples: Tableau and Power BI.

6 Point of Sale (POS) systems. POS systems with an inventory management function integrate sales with inventory control, enabling automatic inventory updates. Examples: Square, Lightspeed, Toast.

7 Blockchain. Technology that provides transparency and security in the supply chain, tracking the flow of products from supplier to consumer.

8. inventory planning tools
- EOQ (Economic Order Quantity). A mathematical model for optimizing order quantities to minimize storage and ordering costs.
- MRP (Material Requirements Planning) systems. Tools that plan material requirements based on production forecasts.

Among the Benefits of using these technologies, the most commonly cited are:
- Cost optimization. Help reduce excess inventory and minimize waste.
- Increase efficiency by automating warehouse and ordering processes.
- Accuracy of data and minimization of errors in inventory recording and reporting.
- Improve forecasting and enable accurate inventory planning.

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- Tracking in real-time and providing full control over inventory.

Slide 24 - Good practices around the world: We need standardise this message in each module?

1.**Inventory Food and Track Food Waste:**
https://www.youtube.com/watch?v=mhbRrjzwK80

2.**Receiving and Storing:** https://www.youtube.com/watch?v=lrv6EYea

3.**Daydots™ Food Rotation Labels:**

https://www.youtube.com/watch?v=Av2j2Gde5cA

4. Food Rotation/Food Safety Labels and Portion Bags

https://www.youtube.com/watch?v=jOImwh86hPs

Slide 25 - Thank you

Thank you for your attention.

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