

newrest

CATERING UNLIMITED



Activity Report

2016 · 2017





With origins in Group Catair in 1996, and founded by its Co-CEO's Olivier Sadran and Jonathan Stent-Torriani in Toulouse (France), Newrest is today a global leader in multi-sector catering. With 2016-17 revenues under management of almost 1.8 Billion Euros and more than 30,800 employees world-wide, Newrest is present in 49 countries.

Newrest is the only major catering company active in all catering and related hospitality segments including airline catering, Buy-on-Board, Duty-Free on-board, contract catering, remote site and support services, rail catering, airport and motorway retail.

▲
Winning picture of the Intern
Photography contest launch in
2017 on the theme 'Catering
Unlimited' by teams of
Newrest Liberia.

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Trolley preparation in Morocco. ▼



INTRODUCTION

Airplane's
delivery for
Qatar Airways
- Nice (NCE)
France.



2016-17 was a demanding year for Newrest Group, with tumultuous international markets and major political and economic shifts nevertheless providing ample opportunities for growth and development.

Despite the turbulent times, the Group was successful in further developing and diversifying international operations. For example, in Spain, where we were traditionally Inflight caterers, we have successfully begun the development of Catering sector including the health care Catering sector, with the award of an important hospital in Tenerife. In Oman we began our first Buy-on-Board operation on behalf of Salam Air, paving the way for the future potential expansion into the Inflight sector in Oman where we are already having more than 80 Catering and Remote site contracts.

We have further strengthened our Catering & Remote site operations in France with the acquisition of 100% of the capital of Coralys and its integration into our operations, building a new Catering 'challenger' in the French market. Our Catering unit in Liberia was re-opened with the start-up of renewed

operations on behalf of KLM. In New Caledonia we have already developed our operations and successfully developed our platform to include the Médipôle Hospital Centre in Noumea by Newrest Jacregal. We have also finalized the acquisition of Sodexo's Catering operations in New Caledonia. In Costa Rica we have opened a brand new Inflight catering unit at Liberia international airport. In United Kingdom we built 2 new Inflight catering units, in record time of 92-days, in London Heathrow and Manchester airports, and successfully started-up operations for United Airlines in UK, operating more than 25 long-haul flights per day in 5 locations.

We have recently entered the United States market and are in the midst of constructing a number of Catering units in key locations, taking advantage of accessible market conditions in the Inflight and industrial Catering markets. Finally we opened



▲ +9 %
Organic growth
in 2016-17

▲ +9.9 %
Increase of
operating profit

▲ +2.3 %
Increase of
net profit

16.2 M€
Net debt at year end
Very conservative
gearing of **0.11**

operations in Laos on behalf of the Nam Theun Power Company, providing a credible base, along with Newrest SOS Philippines for potential developments in South East Asia.

All in all, a rich and intense year for the Group in terms of development, expansion and diversification. Nevertheless, it is essential in this environment of significant expansion not to lose our DNA, to keep our feet firmly planted 'on the ground', and continue to focus on the basics of excellent service, rigorous cost controls & financial discipline, product innovation, entrepreneurial spirit, and training & people development as the key pillars of the modest success we have enjoyed to date.

Therefore we have strengthened our organisation, both centrally and locally in order to assure measured and controlled growth in combination with world class execution of operations. We have re-organised our regions into five main areas: Europe, North Africa & Middle East, Southern & Central Africa, Asia & Pacific, and the Americas, reflecting the very different and diverse challenges facing each of these areas.

We have reinforced Major Projects and Internal Audit, both to support and accompany the rapid development of the Group, but also to assure that our operations continue to meet the rigorous quality & operating standards we require from each of our subsidiaries. Emmanuelle Puig has been promoted to the important role of Senior Vice President Strategy in order to help coordinate, prioritise, track and support our strategic developments on a worldwide basis.

Finally we have invested heavily in our Digital capability, preparing the Group for the fast moving challenges occurring globally in Retail at all levels (Catering, Inflight, Rail, Concessions, online, pre-order, etc) and assuring that we have market

leading applications for our clients and customers. The above changes have been mirrored by similar adaptations in our local management structures to foster cohesion and to assure we remain versatile, reactive, innovative and entrepreneurial while retaining our discipline for quality, costs and financial security.

We have accelerated our international initiatives in ecology, environment, and reduction of waste; examples such as mandatory LED lighting in all our units/outlets globally, utilisation of solar power where feasible, as well as new technology for the significant reduction of waste and waste water in our units. Finally we have strengthened our capital structure and increased the number of manager-owners to more than 310 in the year, owning almost 89% of Newrest Group capital.

In the coming year we are anticipating further challenges as the development of various markets such as the United States, United Kingdom, South America and South Asia amongst others has created a number of attractive opportunities for the Group.

We would again like to thank our clients, colleagues, partners and stakeholders for their loyalty and dedication and look forward to a continued positive development of our Group in the future.

Olivier Sadran

Jonathan Stent-Torriani



NEWREST IS...

4

ACTIVITY SECTORS



Inflight



Catering & Remote site



Rail



Retail

30,800



EMPLOYEES

1,100,000



MEALS SERVED PER DAY

49



COUNTRIES ACROSS THE WORLD



TURNOVER

1,252.9 M€

Consolidated sales 2016-17

1,807.9 M€

Sales under management 2016-17

OUR VALUES

INNOVATION

SUSTAINABLE DEVELOPMENT

EMPLOYEES' WELL-BEING & DEVELOPPEMENT

SELF TRANSCENDENCE

PIONNIER SPIRIT

“Impossible is nothing, always believe in our dreams and follow through on all the challenges that we faced.”

Fabrice Amedeo, skipper

OUR PARTNERSHIPS

THE SKIPPER FABRICE AMEDEO

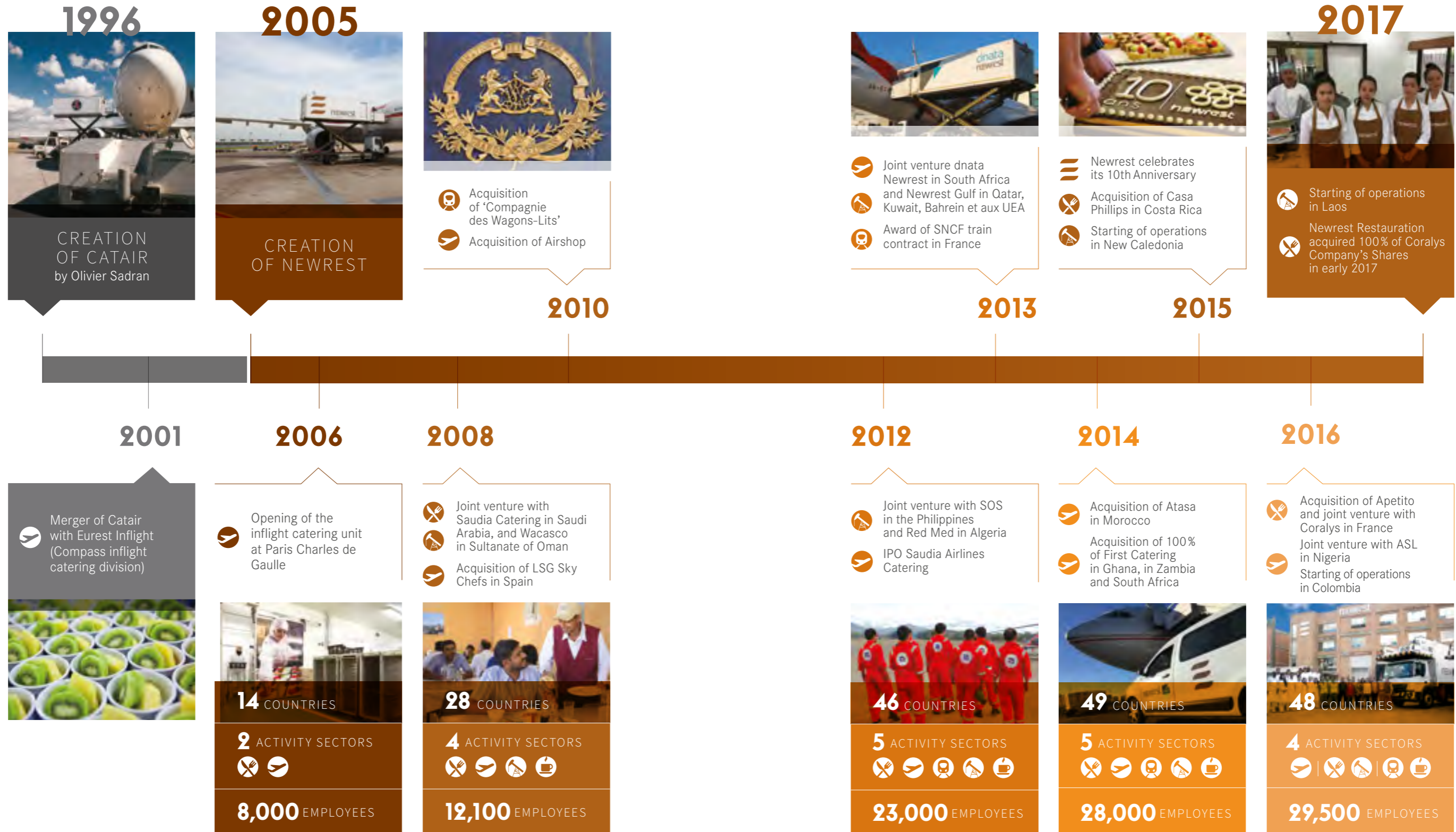
Newrest Group, Fabrice Amedeo's sponsor since 2014, decided to extend the partnership with the skipper and adventurer until Vendée Globe 2020-21. In 2016-17, Fabrice Amedeo succeeded in finishing the Vendée Globe race on the 11th position for his first participation.

TOULOUSE FOOTBALL CLUB

Newrest Group has supported the Toulouse Football Club since it was created. The club, based in the same city than Newrest's Headquarters, has played in the first division of the French Championship since 2003.



HISTORY



GROUP STRUCTURE

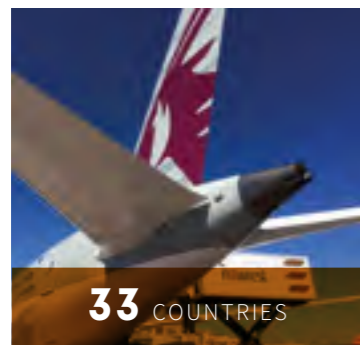
TURNOVER BY BUSINESS (Managed - excluding Saudia Catering)



ACTIVITY DISTRIBUTION (Distribution by activity sector in 2016 - 17)



INFLIGHT



516.7 M€
Turnover*

CATERING & REMOTE SITE

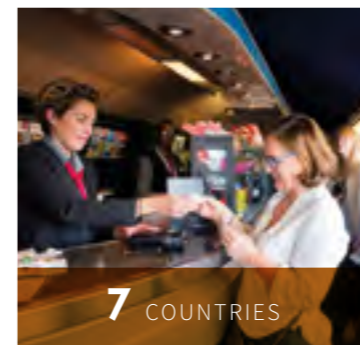


426.2 M€
Turnover*



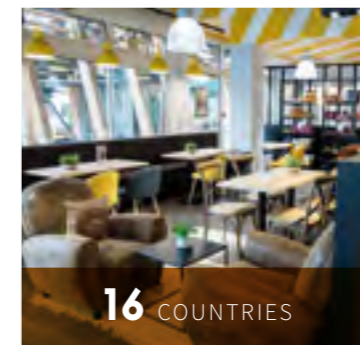
294.4 M€
Turnover*

RAIL



37.2 M€
Turnover*

RETAIL



37.2 M€
Turnover*

*Managed Turnover, excluding Saudia Catering

ACTIVITIES

- Catering
- VIP Catering
- Buy-on-Board
- Duty Free on-board
- Lounges
- Integrated management services
- Logistics

SUBSIDIARIES

- Newrest Inflight • TRE³
- Facilit'air
- Private Catering

ACTIVITIES

- Companies & Administration
- Defense & Security
- Penitentiary centres
- Health & medico social
- Education & local and territorial collectivities
- Meal delivery

SUBSIDIARIES

- Newrest Catering
- Newrest Restauration

ACTIVITIES

- Camp construction and management
- Hotel services
- Catering
- Leisure
- Facility management

SUBSIDIARY

Newrest Remote site

ACTIVITIES

- Catering
- Hotel services
- Logistics
- Services to passengers (B to C)
- Consulting and technical assistance (B to B)

SUBSIDIARIES

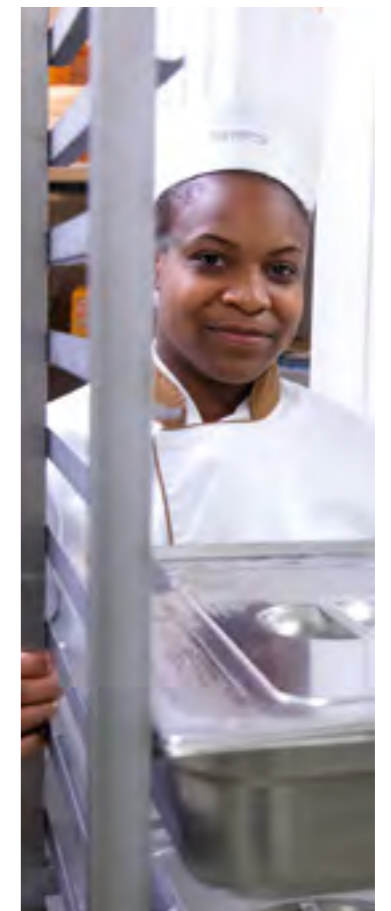
- Newrest Wagons-Lits
- Facilit'rail

ACTIVITIES

- Our Group brands
- International and local franchises
- Bars, restaurants and shops in airports, at highway service stations, on-board ships, inside museums and at bus terminals.

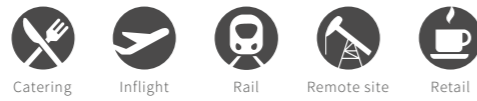
SUBSIDIARY

Newrest Retail



Service at Versailles CPAM by Newrest Restauration - France.

GLOBAL NETWORK



49
COUNTRIES

EUROPE

- Austria
- Belgium
- Croatia
- Cyprus
- France
- French West Indies
- Greece
- Netherlands
- Portugal
- Reunion Island
- Spain
- Switzerland
- United Kingdom

NORTH AFRICA & MIDDLE EAST

NORTH AFRICA

- Algeria
- Egypt
- Guinea-Conakry
- Liberia
- Morocco
- Nigeria
- Tunisia

MIDDLE EAST

- Bahrain
- Qatar
- Saudi Arabia
- Sultanate of Oman
- United Arab Emirates



AMERICAS

- Bolivia
- Canada
- Chile
- Colombia
- Costa Rica
- Mexico
- Panama
- Peru
- United States of America new

SOUTHERN AFRICA

- Angola
- Cameroon
- Congo-Brazzaville
- Gabon
- Ghana
- Madagascar
- Mozambique
- South Africa
- Tanzania
- Uganda
- Zambia

ASIA & PACIFIC

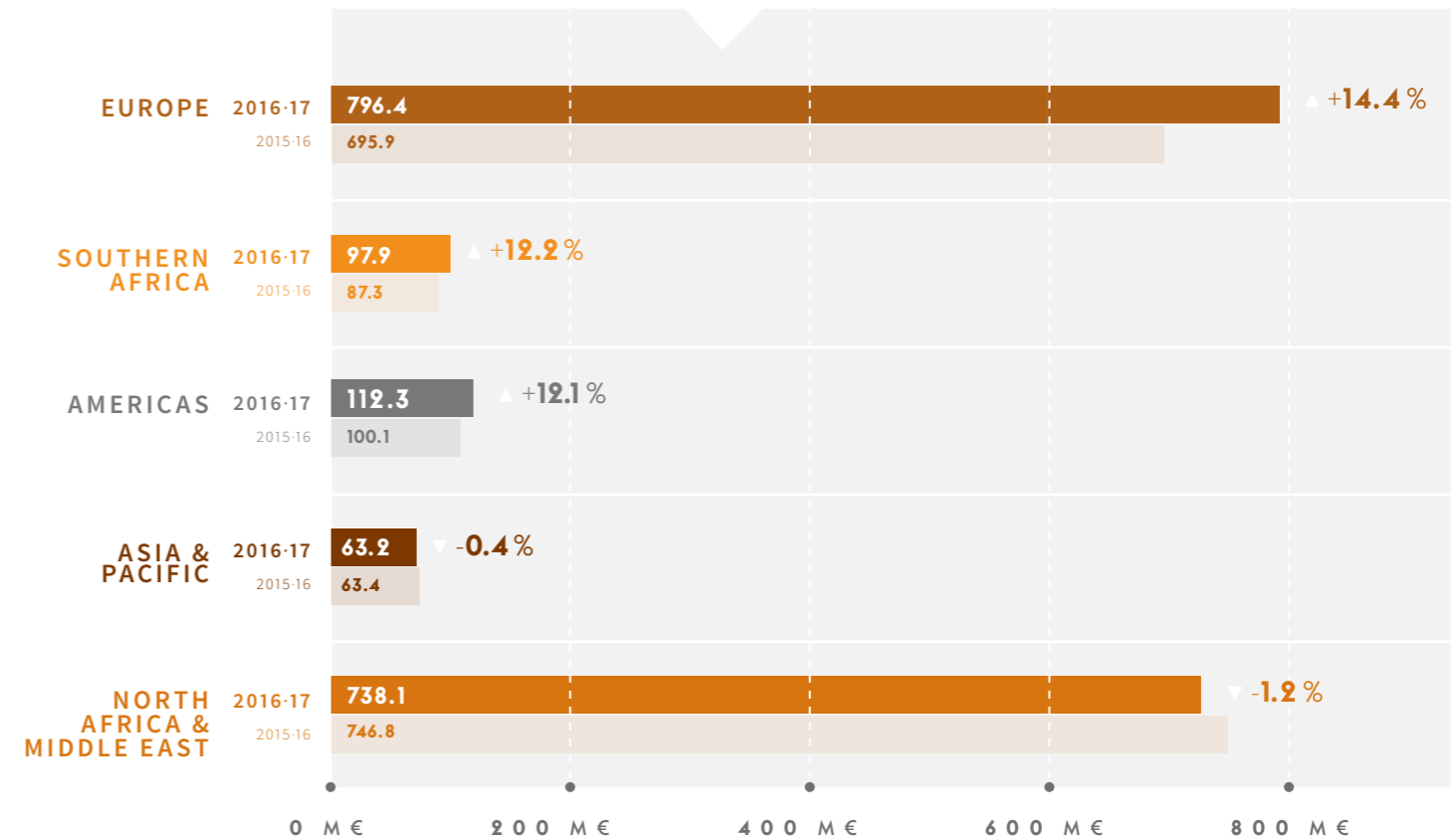
- French Polynesia
- Laos new
- New Caledonia
- Philippines

Loading of an A380 Emirates - Nice Airport (NCE), France.



GROUP TURNOVER EVOLUTION BY DIVISION

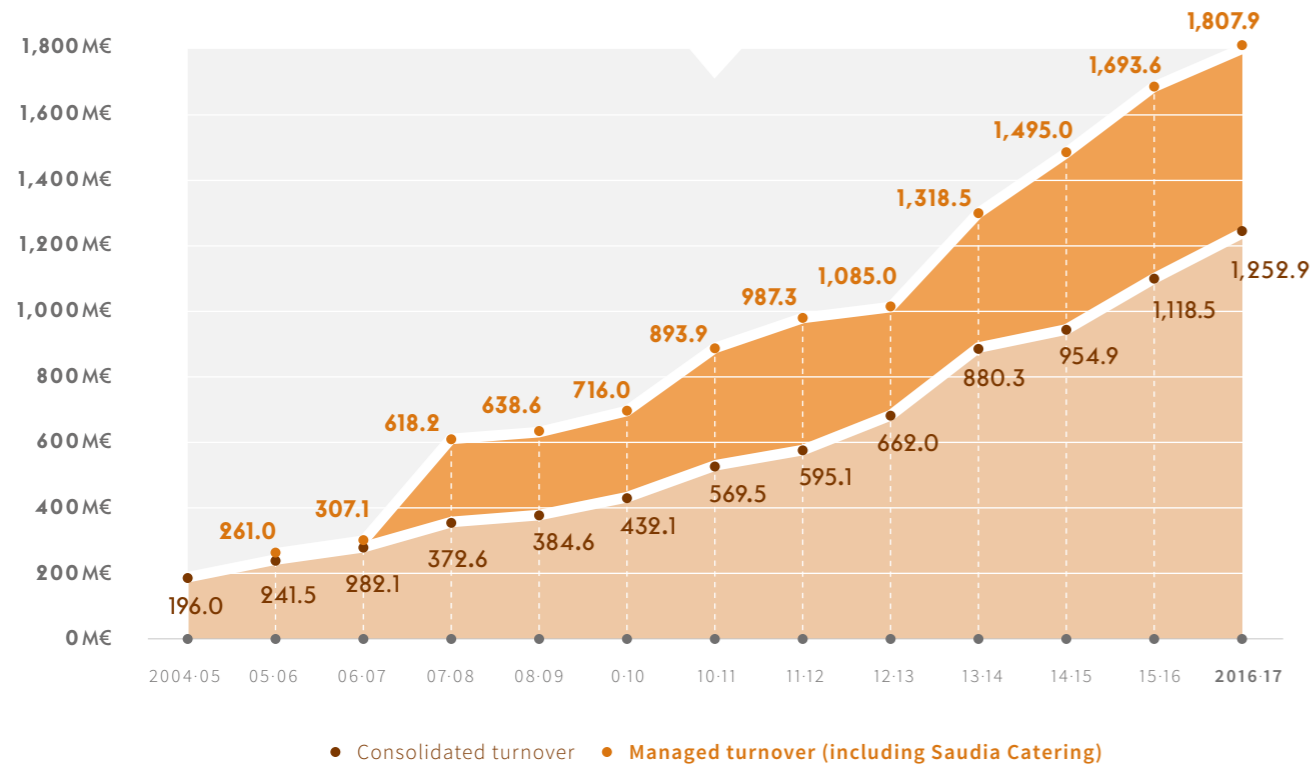
(Managed turnover between 2015-16 and 2016-17 - in million euros)



KEY FIGURES

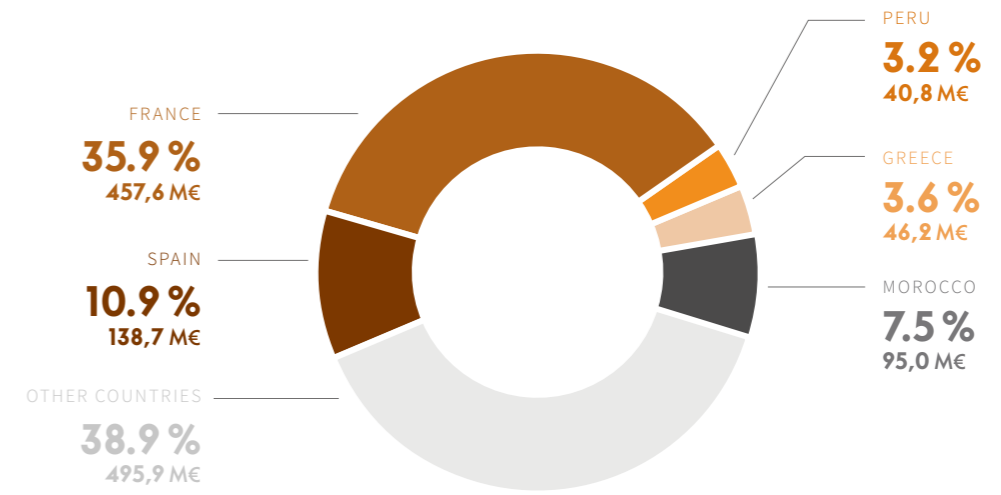
GROUP TURNOVER EVOLUTION

(in million euros)



GROUP FIVE MAJOR COUNTRIES TURNOVERS

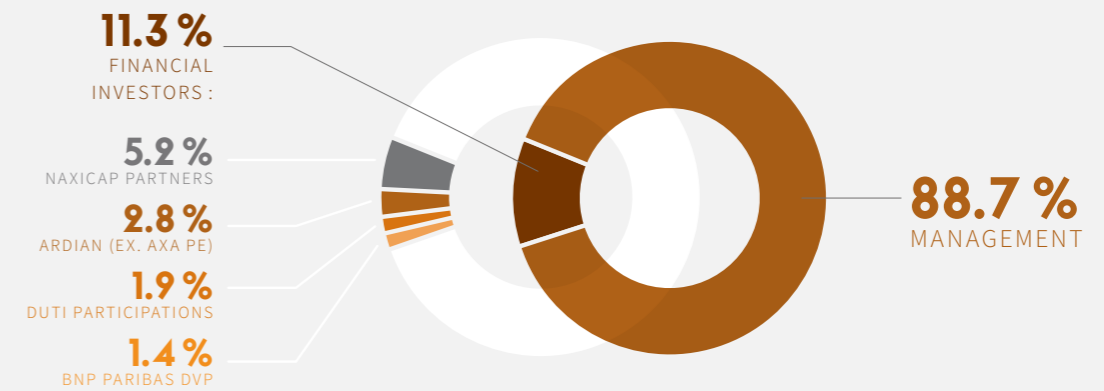
(% of Group total managed turnover 2016-17 - excluding Saudia Catering)



SHAREHOLDING STRUCTURE

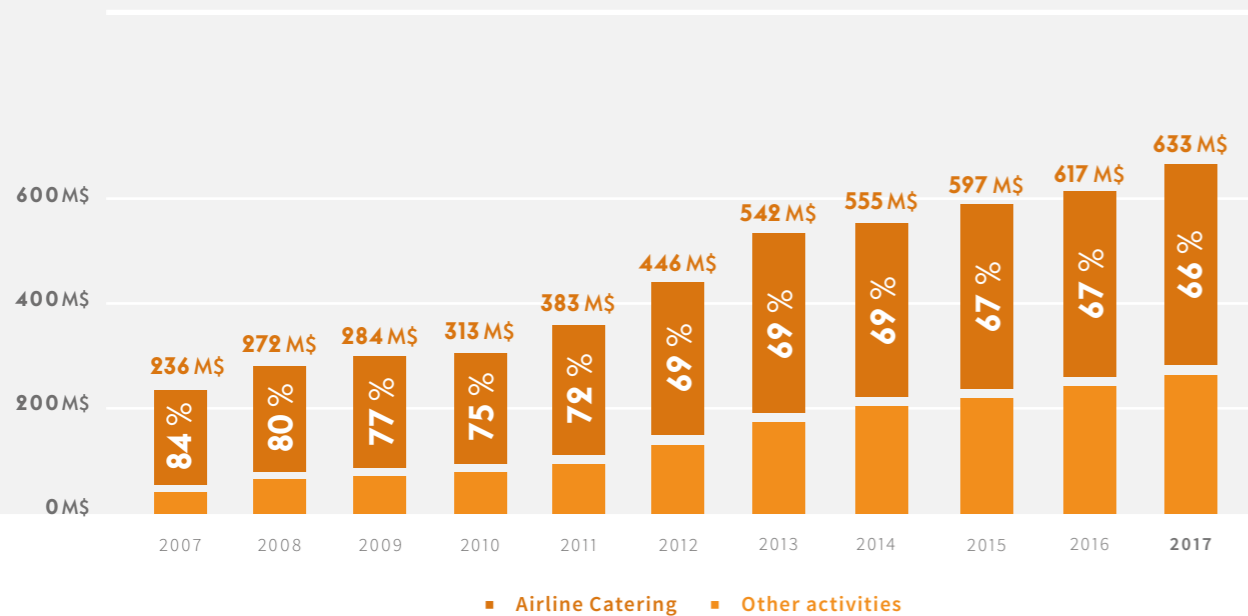
A solid economic development of a company requires a solid shareholding structure. Newrest Group capital is majority-owned by its management – 88.7% of shares are held by over 310 managers – with the

remaining shares held by trusted private investors. The company is therefore in control of its strategic choices – and shall continue to choose long-term sustainable development over short-term gains.



SAUDIA CATERING'S TURNOVER EVOLUTION

(Not consolidated, minority shareholding - under Newrest management - in million dollars US)



EXECUTIVE BOARD



OLIVIER SADRAN
CHIEF EXECUTIVE OFFICER

Olivier Sadran is the founder of Catair in France in 1996 and was principally responsible for the development of the company under the name of Eurest Inflight Services. French entrepreneur, he is the principal shareholder of several French companies in different sectors.



JONATHAN STENT-TORRIANI
CHIEF EXECUTIVE OFFICER

Previously CEO of Compass Group Southern Europe, and partner of Olivier Sadran in a number of ventures, he brings his strategic and senior management experience acquired over numerous years in the airline catering, industrial catering and hotel services industries to the Group.



Pierre BRUGÈRE
SENIOR VICE PRESIDENT
SALES & MARKETING

After many years of experience in airlines (United Airlines, Air France, UTA), airline catering and concession contract companies (LSG, Elior), Pierre Brugère joined Newrest in 2007. Previously VP of Europe, Pierre has now the commercial responsibility for all activity sectors. He is based in Toulouse, France.



Jessica HAYES
COMMERCIAL
DIRECTOR INFLIGHT

After having graduated from International Management and gathered years of experience in the hotel industry working for Marriot Hotels, Jessica joined Newrest – formerly Catair – in 2002. She held several financial and commercial positions before being promoted to Commercial Director for Inflight in 2015. Jessica is based in Toulouse, France.



Fabien REVOL
COMMUNICATION, OFFER
MARKETING & DIGITAL
DIRECTOR

Fabien is graduated in economics & marketing with a master in international business. His specialization in Asian cultures brought him to Asia before joining Newrest in 2010 as Operations Director. After having managed Qatar and Middle east & Asia division (excluding Saudi Arabia), Fabien has been promoted in 2017 as Communication, Offer Marketing & Digital Director. He is based in Toulouse, France.



Olivier SUAREZ
VICE PRESIDENT EUROPE
DIVISION

Olivier has worked for the Group since 1998. Graduated in International Public Law, he held several positions from Commercial and Country Manager (France, Spain) to Country Manager Morocco, in charge of North Africa Division and Vice President of Europe & North America division. Today, Olivier is Vice President Europe Division. He is based in Toulouse, France.



Marc STARKÉ
VICE PRESIDENT NORTH
AFRICA & MIDDLE EAST
DIVISION

Holding a MBA in Hospitality Business, Marc has developed his skills working in Asia, the Middle east and Africa. He joined Newrest Group in 2013 as Country Manager Angola before being named COO of Southern Africa Division. Today, Marc works as Vice President North Africa & Middle East Division. He is based in Casablanca, Morocco.



André RODIONOFF
VICE PRESIDENT
CATERING FRANCE

In 1981, André started his career as financial manager for a Publicis Group subsidiary. In 1991, he joined Sodexo to hold successive direction positions during 20 years. He was appointed as Vice President for Newrest Restauration in September 2016, in charge of Group catering activities development. André is based in Rungis, France.



Pascal REGIMBAUD
VICE PRESIDENT
REMOTE SITE

Pascal was in charge of operations and later of the commercial department for Universal Sodexo, before being in charge of the commercial division of CIS. He joined Newrest in 2008 in order to develop the Remote site Division, bringing new competence and know-how. Pascal is based in Toulouse, France.



Aurélie GUEGUEN RENE
VICE PRESIDENT
ASIA & PACIFIC DIVISION

Holding a MBA in Hospitality and Tourism, Aurélie held several operational positions in hospitality, including that of Operations Manager at Sodexo. Recruited in 2013 as part of the Omani subsidiary's General Management, in 2015 she opened the Group operations in New Caledonia. In 2017, Aurélie was promoted to Vice President Asia & Pacific Division, and is based in Manila, Philippines.



Olivier LAURAC
VICE PRESIDENT
AMERICAS DIVISION

Graduated of Science Specialization Finance, Olivier worked in several countries around the world. He was recruited in 2008, and held positions as Country Manager in Oman, Angola and COO in South Africa Division. Olivier is now Vice President Americas Division. He is based in Toronto, Canada.



Alexandre LELIÈVRE
VICE PRESIDENT
SOUTHERN AFRICA DIVISION

Graduated of finance at Rouen Business School, Alexandre worked 5 years as Senior Auditor for Ernst & Young. He joined Newrest in Zambia in 2012. In 2015, he was promoted to Country Managing Director for Newrest in Madagascar. Alexandre is now Vice President Southern Africa Division, and is based in Johannesburg, South Africa.



Emmanuelle BOCCARDO PUIG
SENIOR VICE PRESIDENT
STRATEGY

Graduated of ESSEC in 1991, Emmanuelle initially worked for Arthur Andersen and Ernst & Young. Recruited in 2000, she was in charge of Group Finance, Europe Division and Internal Audit Director before being named Vice President French Division. Today, Emmanuelle is Senior Vice President Strategy, based in Toulouse, France.



Matthieu JEANDEL
VICE PRESIDENT FINANCES
& ADMINISTRATION

Matthieu held various financial roles first with Thalès, then with Deloitte & Touche Corporate Finance. He joined Compass Group in 2003, based in Dubai with responsibility for finance in the Middle East and Africa. Joining Newrest in 2006, Matthieu is today in charge of Finance and Administration. He is based in Toulouse, France.



Xavier PALAISE
GENERAL SECRETARY

Xavier is graduated from Business Law at Panthéon Assas University. He worked several years as tax specialist for BNP Paribas Group. Joining Newrest in January 2013 as tax specialist, Xavier is now general secretary since November 2016. Responsible for legal and tax matters of the Group, he is based in Toulouse, France.



Marie CHINER
INTERNAL AUDIT & MAJOR
PROJECT DIRECTOR

Graduated from EM LYON in 2006, Marie started working for KMPG as an auditor. Her following experiences as a consultant and project manager, among others on behalf of Airbus, allowed her to develop a range of skills. Marie joined Newrest in January 2016 and is today Internal Audit and Major Project Director. She is based in Toulouse, France.

ORGANIZATION CHART

OLIVIER SADRAN
CO-CEO



JONATHAN STENT-TORRIANI
CO-CEO



Henri FISZER
PARTNER

Patrick TIMBART
COUNSEL TO THE CEOS

DIVISIONS



MATRICE





GROUP ACTIVITIES

Newrest is today a global leader in multi-sector catering. The Group is the only major Catering company active in all Catering and related hospitality segments including Inflight catering, Buy-on-Board, Rail catering, concession Retail, Duty-free, contract Catering, Remote site and support services. Newrest is committed to constant improvement and innovation for its clients, the well-being and progress of its employees and managers, a sustainable and durable development of the company, and total respect of social and environmental values in all of its activities.

02

Lunch service
at the 'l'Addict',
catering concept
for companies
located in Rungis
- France.

Airplane loading for Etihad Airways – Amsterdam airport (AMS), Netherlands.



516.7 M€

Managed turnover 2016-17 excluding Saudia Catering

33

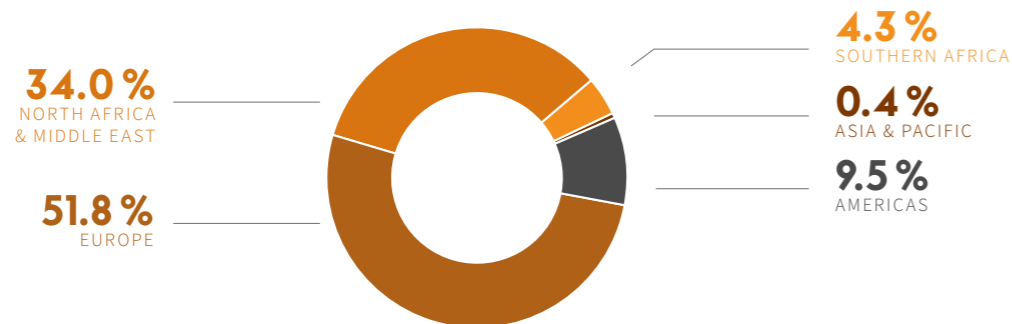
Countries around the world

77

Production units

MEALS SERVED BY DIVISIONS

(Meals served in Inflight business)



Newrest Inflight's international network counts **77 production units** and **55 airport lounges** located in **33 countries** all around the world.

Depending on its clients' needs, Newrest provide everything from menu design and culinary skills, logistic management, trolleys preparation, 'last mile' service and aircraft handling, as well as VIP flights.

TRADITIONAL INFLIGHT CATERING

Our culinary experts based at our Inflight kitchens around our network are skilled to create customized meals adapted to meet the high quality standards of our customers. Every day, our production units develop and execute recipes for the most prestigious airlines as well as traditional low-cost companies who have a more simplified catering service on-board.

Whether based on religious, cultural, medical, or health reasons, our passengers' dietary requests are always fulfilled. Our nutritionists offer advice and support in orienting airlines' requirements.

Health and quality experts are always available to ensure that quality, hygiene, and food safety standards are optimal. We rigorously implement HACCP standards and most of our units are ISO 9001-certified. Our teams have ongoing training to guarantee an excellent level of service on a constant basis.

Newrest is also proud to be a leader in Halal catering, with new units being built with certified Halal kitchen, double flow and purposely trained staff.

At the same time, we are focused on providing secure and on time services and respect local and international regulations in terms of security processes and ramp handling.

Via our TRE³ branch, we are also able to provide:

- Buy-on-Board and Duty Free concessions
- Supply management and commercial back office
- Menu card and catalogue design
- Crew commercial and hotel training
- Equipment (marketing and design)
- Entertainment (Airfi®...)

INFLIGHT/VIP CATERING UNIT & AIRPORT LOUNGE NETWORK



77
Inflight & VIP
Catering units

55
Airport
Lounges

AIRPORT LOUNGES

Newrest Inflight manages welcome lounges for airline companies and airports. As part of this service, we are able to manage all aspects of the lounge: from lounge concept, layout and design to welcoming travelers, as well as providing passengers

'À la carte' cooking at the lounge, provisioning and serving all types of food and beverage with or without dedicated personal, equipment supply, cleaning and maintenance. In summary: a tailor made solution for our customers' needs!

SOME REFERENCES



OUR AIRPORT LOUNGES

An airport lounge is a space reserved for premium passengers or with a fee who wish to access a range of personalized services in order to improve their travel experience.

Newrest role is to welcome the airlines' loyal and prestigious customers.

The aim is to take advantage of this period of relaxation to allow passengers to experience an exceptional and memorable moment. This period is thus capitalised on to welcome passengers into the world of the airline, the airport or the company, with the 'real' travel experience from their arrival in the lounge.

THE KEYS TO THE SUCCESS OF NEWREST'S EXPERTISE FOR AIRPORT LOUNGES

- Comprehensive understanding of air transport, including airports, airlines companies and passengers
- A high food and beverage standard in line with the standards of our customers
- Innovative services and regular events for the pleasure and comfort of passengers
- Responsiveness when unforeseen events occur to ensure continuity of service
- A professional, trained and dedicated staff, in constant coordination with the management, a genuine vector for feedback in the event of delays or incidents
- A competitive financial offer

Additional services, such as one-off events, express dry cleaning, press and magazines, personal services, entertainment and multimedia, business corners and games, are also offered.



GENEVA AIRPORT

Since December 2015, Newrest has set up three Swiss Lounges: First Class, Business Class & Senator.

A FEW FIGURES...

- Open from 5.30 am - 9.30 pm
- 275,000 passengers served per year
- Meals and 'À la carte' services for 760 passengers every day

SERVICES OFFERED...

- Catering and hospitality service
- Hot and cold buffet self-service for Business Class & Senator
- Table service for First class and VIP
- Lufthansa and Star Alliance frequent flyer passengers also have access to the lounges



AN OFFER ADAPTED TO DIFFERENT CONSUMER PROFILES

- Airline trade shows
- Joined / linked lounges
- Airport lounges
- Private company shows

TRE³

EQUIPMENT | ENTERTAINMENT | EXPERIENCE

TRE³ (pronounce as 'TRE-CUBE' for Travel Retail Equipment, Entertainment & Experience) is the new upcoming company created in 2016 and powered by Newrest Group that brings highly innovative on-board passenger and crew experiences and trends for the travel retail, environment, entertainment and equipment markets.

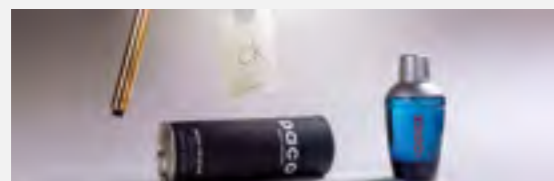
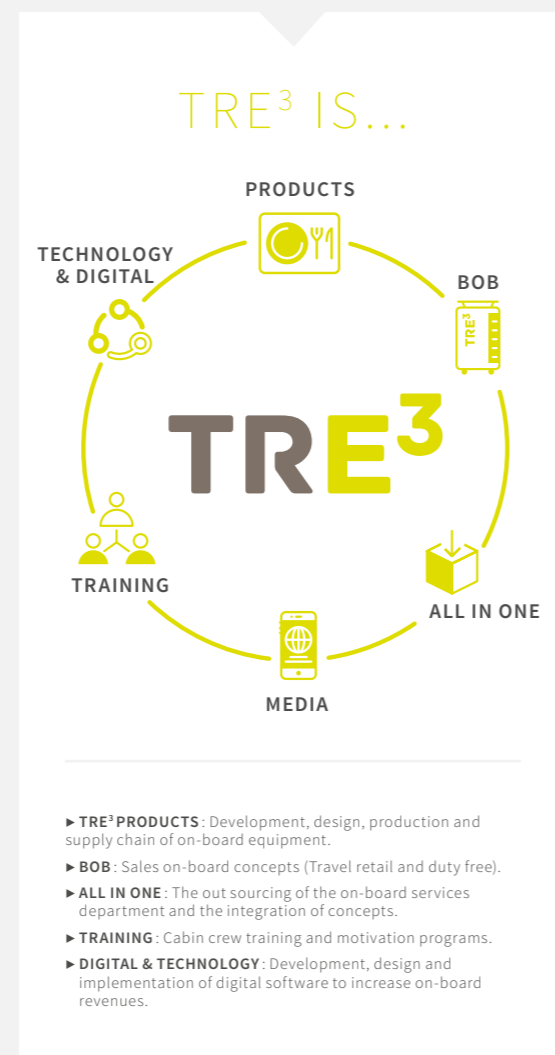
The management team has more than 20 years of experience in the on-board-service business. With a distribution network around the world and Headquarters in Toulouse. We are proud to mention that in the first year of TRE³ existing they have deployed: 11 different airline companies with their innovative tablet POS and payment solution and currently serving more than 10.000 crewmembers in 3 different continents over the world.

TRE³ purpose is to improve the on-board experience for their client's passengers and crew, who rely on their integral and personalized services.

TRE³ understands the client's needs and is able to transform them into all-round, data driven, flexible and dynamic solutions that will improve the clients'

value propositions and generate unique, innovative on-board experiences that will drive revenues.

TRE³ mission is to remain a unique partner to their clients, committed to technological progress, and to work alongside their clients to provide them with integral business solutions via their TRE³ formula.



TR – TRAVEL RETAIL

With their Travel Retail formula the teams generate coherent and effective communication between client passengers, crew, organizations and suppliers; through attractive menu card and catalogue design and marketing, clear sales strategy, efficient retail supply management and logistical & digital innovation.

E¹ – EQUIPMENT

TRE³ creates, develops, designs and produces concepts for the on-board services, adapting flexibly to the corporate identity in order to generate value for your company with elements such as rotatable, disposable, and hard equipment as well as incorporating the 'POS' and back office management.

E² – ENTERTAINMENT

TRE³ takes the concept of entertainment to new heights with the possibilities of the digital world. A new means of generating on-board income through integral services for digital media, strategic partners and numerous options in terms of software, contents and applications such as with the implementation of the Airfi® solution.

E³ – EXPERIENCE

TRE³ aim is to enhance all the experiences related to the whole concept of services that TRE³ can provide to their clients. Together with the clients we will make the passenger experience more comfortable & joyful via the entertainment options, purchasing via their own devices, pre-ordering options for their own ease and comfort and many more. When it's related to the crew, TRE³ engages the crew in the sales journey on-board to meet and exceed the expectations of today's modern passengers via crew training programs, rewarding programs, unique incentives, selling techniques and many more.

CATERING & REMOTE SITE

Local Restaurant
 'L'Addict' by Newrest
 - Rungis, France.



404.4 M€

Managed turnover 2016-17
 excluding Saudia Catering

536,745

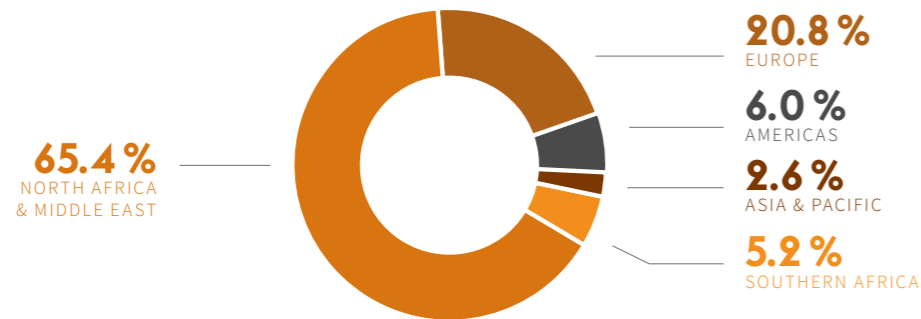
Meals served
 per day

34

Countries
 (concerned by one
 or both activities)

MEALS SERVED BY DIVISION

(Total number of Catering and Remote site meals served - excluding Saudia Catering)



Offering its know-how in **34 countries** all around the world: Newrest Catering in 30 countries, is **the reference of industrial Catering especially in North Africa**. Newrest Remote site is **located in 19 countries**, primarily in challenging work environments.

Every day around the world, our clients benefit from Newrest Catering expertise and trust them to manage their restaurants and food services.

HEALTH

Newrest Catering manages meals for patients and staff in hospital centers and clinics, as well as snacks, bars, and cafeterias for visitors (hospitality services). We believe that good meals improve health and help patients recover. This is why our teams are attentive to the needs of each patient and scrupulously comply with dietary requirements.

CATERING

CATERING COMPANIES & ADMINISTRATIONS

Several public and private companies, administrations and embassies have trusted Newrest Catering to manage their restaurant, cafeteria, or reception lounge. We are convinced that employees want to consume their daily meal in a pleasant environment, and choose from a selection of fresh, appetizing, and carefully presented products.

EDUCATION

Newrest Catering operates in teaching establishments including public and private elementary schools, secondary schools and universities. We know that children, teenagers and university students with a healthy, balanced, varied diet have a greater chance of intellectual success. We are fully aware of our responsibility to introduce children and youth to a variety of flavors and access to healthy choices.



Cooking chef
- Casablanca,
Maroc.



16,460

Employees in Catering
& Remote site sectors

900

Clients

DEFENSE

Newrest is today a Catering expert in the defense sector and serves a wide variety of guests daily: civilians, soldiers in garrison, maneuver or combat, providing them meals with very specific nutritional requirements, and freeing them from logistical constraints.

FACILITY MANAGEMENT

In companies and hospitals, we offer facility management. In every country, our production units are ready to provide catered food tailored to your needs: meal trays, sandwiches, and any other requested meal.

A SINGLE STANDARD

Newrest Catering believes in the vital importance of nutrition and healthy eating. To this end, we hire qualified staff to collaborate with our clients and develop diverse menus. Regarding food safety, continuous verification of all the food manufacturing processes ensures optimal quality. When we design our restaurants, our first priority is to make them as pleasant as possible. We believe that this aspect of our service expresses our ongoing passion for excellence about the standard of living.



L'ADDICT

Restaurant de proximité
by newrest

In September 2017, teams of Newrest Restauration in France opened the brand-new Catering concept at the Icade Park in Rungis, which hosts 15,000 employees every day. L'Addict, a 2,000m² Catering and services area, covers the needs of nearly 1,000 employees every day.

This new space brings together commercial Catering and inter-company Catering. It hosts both the employees of the Icade Park companies and the general public, by offering a very complete range of 100% fresh products, mostly from the 'Marché d'Intérêt National' in Rungis.

L'ADDICT BY NEWREST IS...

- **A total area of 2,000m²**
- **6 themed kiosks**
- **A coffee shop** 'Columbus Café & Co'
- **A space** 'le A' that can be rented for meetings and waiter-service catering
- **A shop** of products from the 'Marché d'Intérêt National' in Rungis
- **Reservation, delivery and event services**

L'ADDICT BY NEWREST, THE NEW FACE OF CORPORATE CATERING

In collaboration with Icade, Newrest has devised a warm and innovative concept that meets both the requirements of corporate catering (social catering at affordable prices, completely different items offered every day, speed of service, ISO standard certifications, etc.) and those of commercial Catering (clever arrangements, integration of current trends, commercial spirit and better sense of the customer, flexibility, risk taking, quality of products, etc.).

To access their products, guests can choose between 3 options: on-site catering, takeaway or delivery via 'Dynam'eat', an exclusive service developed by Newrest Restauration.

FOODTECH FOR CATERING CONCESSIONS

To offer the Icade Park employees an optimal dining experience, Newrest has developed a simple and effective mobile application that allows diners to check out quickly and independently thanks to the 'Self Check-out' feature.

The 'l'Addict' by Newrest application is designed as a real 'electronic wallet', which allows everyone to recharge their account and pay their meals directly through the application.

For simplicity, diners can directly order their meal online or on their smartphone with the 'Click & Delivery' feature and then pick it up at the restaurant or have it delivered directly to the office.

To ensure maximum fluidity during busy hours, Newrest has equipped the 'l'Addict' staff with digital tablets to speed up order taking and check-out.



REMOTE SITE

Since its founding, Newrest Remote site has expanded its activities geographically by entering lands that are ever farther away and more hazardous, and can now offer a full network in many countries. Our staff have also gained new skills, both to enhance our processes and to better meet the needs of our customers. As the months passed, Newrest Remote site's offering thus evolved fundamentally and now gives us standing as a reference in many new sectors.

ENGINEERING FOR INDUSTRIAL PROJECTS

Assisting companies in the extractive sectors is part of Newrest Remote site's DNA. Nothing could therefore be more natural than for us to contribute our expertise during the preparatory phases of major projects: designs for kitchens and restaurants, budget analyses, and support for local staff, among other things. All of these services come to form part of the assistance provided to the engineering staff of our future clients.

CLIENT DIVERSITY

Newrest Remote site offers expertise first and foremost: we provide hotel management services, in the broadest sense, to anyone who has to work at mining sites, on oil platforms, and on huge construction projects. More recently, our staff have also provided their expertise to armed forces in circumstances that are increasingly complex but always under control.

QUALITY OF LIFE

Our line of business can no longer be characterized as merely preparing meals at a Remote site. Our customers and our guests now expect our staff to take charge of anything that enhances the quality of life where they reside.

The Remote site concept has existed since the early 1960s, and it is no longer a surprise to anyone that such facilities exist at the farthest reaches of the earth. Every day of the year, our staff now ensure that our guests enjoy a level of comfort, an atmosphere and a responsiveness comparable to what anyone could experience in a more familiar environment.



DIGITAL FOCUS

2,900 METERS

This is the highest altitude where Newrest digital solutions are deployed:

ALMA BASE CAMP IN CHILE

At this base camp, located at the ALMA Observatory, in the Atacama desert, all the Group digital solutions are deployed: Newrest application, digital signage, digitisation of the household organisation and maintenance on the site.



Constantly online and interconnected, our guests benefit from the latest applications developed by Newrest staff to check menus or view events programming. At various locations, they can add their own review of our services at interactive terminals. They also can take part in activities organised by our staff, focused Aboveics everyone is familiar with, such as cooking contests.

All of this motivation can be put to good use since our professional staff working in the background have ensured that every operation is properly set up.

SOME REFERENCES



Opposite:
Lunch service
in a school
restaurant
in the Roanne's
county - France.

Left:
Delivery
for a Newrest
mining truck
- Peru.

Newrest Wagons-Lits on-board representative managing the First Class Service – Paris, France.



294.4 M€
Turnover
2016 · 17

55,863
Meals served
per day

7 Countries
La Business
II PREMIÈRE

TURNOVER BY BUSINESS
(Total consolidated 2016 · 17 Rail turnover)



Newrest Wagons-Lits 2,750 employees offer services to 11 railway companies in **7 different countries**.

Newrest Wagons-Lits is the European leader in the train service market with 750 daily trips. Its aim is to help rail operators in their quest for the best on-board service at the right price for their customers.

Because every trip counts, Newrest Wagons-Lits is eager to create an exceptional experience by offering the best day and night train services for the 17 million passengers served each year. Experienced teams are able to offer supply chain management as well as advanced technologies.

ON-BOARD CATERING
Newrest Wagons-Lits offers a full range of services

on-board: a bar, a dining car, integrated first class services, sales cart, online pre-ordering and on-board entertainment. 9 million passengers have consumed a catering service at the bar this year, another 7 million sipped coffee and over a million guests were delighted to be waited on at their seats. Finally, more and more of them have pre-ordered comfortably from their homes or directly from their seat while they were on the trains.

HOTEL SERVICES
As the comfort and the safety of the passengers are our primary concern, we have versatile teams accompanying them. They provide maintenance and cleaning of trains and ensure peace of mind for the travellers. We are the only operator to offer a global concept, combining the functions of rail safety and on-board service.

Facilit'rail unit of Charenton - Paris, France.



LOGISTIC SERVICES

Newrest Wagons-Lits, which is responsible for equipping the trains, prepares, manages and stores all the necessary products for the smooth operation of the services on-board and for assuring passenger comfort. Thus, the teams offer rail operators a complete and coherent supply chain: purchase and inventory management; synchronised loading and unloading of products, containers and materials; and diagnostic and control services before departure.

The Group Rail services follow all loading processes for commercial and sound reasons and guarantee the most efficient installation for rail operators.

Where appropriate, we suggest to our client that we outsource part of the supply chain with obvious advantages in terms of process standards, working conditions and mutual financial benefits, as we did recently in Paris.

Newrest Group know-how in complex logistics operations, applied to the railway environment, enables it to design and develop specific logistics facilities and equipment for our operations. Facilit'rail, the dedicated subsidiary, has positioned itself as the leader in this field.

facilit' rail

- **587 employees**
- **5 customers in France and international** · SNCF CRM Services (TGV and IC), SNCF Mobility (Alleo), Ferrovial, Thalys and Eurostar
- **14 proprietary sites** located in Lille, Paris, Lyon, Marseille, Nice, Bordeaux
- **9 sub-contracted bases**
- **259,000 logistical transport operations** per year
- **4 million food containers** prepared and shipped annually
- **700 trains** processed per day

FOCUS ON THE FACILIT'RAIL UNIT OF CHARENTON, AN 'NDC' (NATIONAL DISTRIBUTION CENTRE) CENTRAL LOGISTICS SITE FOR FRANCE

THE FACILIT'RAIL UNIT OF CHARENTON CONSISTS OF...

2,400 M²



TOTAL SURFACE AREA

2,000 M² warehouse
400 M² of offices

150



EMPLOYEES

Receptionists, storekeepers, delivery men, accountants, operational staff, etc.

2



GRAND PRIZES

1st Prize

of the 'Lauriers de la Prévention' in the category of Musculoskeletal disorders in June 2017

3rd Prize

Most innovative caterer in 2017 decerned by the International Rail Catering group

6



TRUCKS

delivering daily to 3 large Parisian stations: Gare de l'Est, Gare Montparnasse, Gare de Lyon

30



ROTATIONS

performed daily by these 6 trucks between the unit and the Parisian stations

104,000

BEVERAGE CONTAINERS EACH MONTH



2,500

ROLLING BASES PER DAY



280

TRAINS PREPARED DAILY



Digital solutions ...

MANAGEMENT WITH DEDICATED AND CUSTOMIZED WMS SPECIFICALLY FOR 'WINLOG'



TOUCH MODULE FOR RECORDING RETURNS



Opposite:
Counter service
within TGV (High
speed Trains).

Below:
Seated service
within
'Intercités' Trains.

Services provided
by Newrest
Wagons-Lits France
for the SNCF.



325,000
trains served
per day

2,750
employees
in the world

OTHER PASSENGER SERVICES

The full range of services offered by Newrest Wagons-Lits covers each part of the journey: reception, assistance, information, sales and ticket checks, access control, luggage assistance, hotel and taxi reservations. We also accompany passengers with special needs: children, the elderly and people with reduced mobility.

ADVICE & TECHNICAL ASSISTANCE TO RAILWAY OPERATORS

Newrest Wagons-Lits offers rail operators support services and advice and technical assistance services: definition of innovative concepts for on-board sales and service, design, choice of product ranges in line with customer expectations, and optimal organisation of on-board services and logistic operations.



OUR REFERENCES

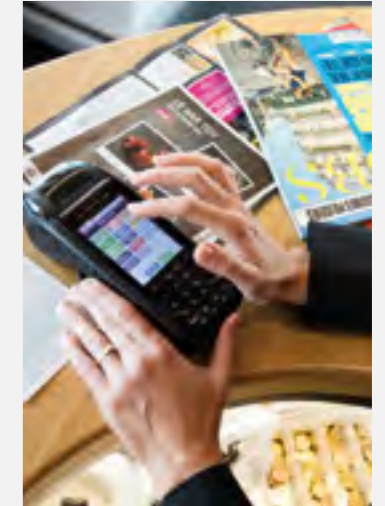


DIGITAL REVOLUTION

The railway division benefits from the Group digital on-board experience.

New POS solutions allow teams on-board trains with a tablet and a payment device to accept all the latest payment options like Apple Pay and contactless payments. Sale data is collected in real time and administrative tasks are minimized thanks to the special Newrest Wagons-Lits application.

These applications can be extended with powerful features such as pre-order solutions and product ordering via passenger devices. These innovative new features can be combined with our wireless entertainment solutions, which were made available to the Rail industry in late 2017, providing a fully immersive digital experience platform for passengers.



In a few figures...

600 POINTS OF SALE
where meals can be ordered online

86 % SATISFACTION RATE
of French TGV passengers who benefited from the online ordering service

+50 % AVERAGE DIGITAL TICKET VS PHYSICAL TICKET
The average digital ticket is 50% higher than the average ticket resulting from physical orders

+20 % INCREASE IN MONTHLY TURNOVER
for online orders

7 POINTS OF DIGITAL CONTACT

The online order is accessible from the website lebartgv.sncf.com or lebartgv.oui.com, by SMS or email, via the SNCF and TGV PRO app, on the website www.oui.sncf and finally via the SNCF WIFI connexion portal.

Above:
Using
of a wireless
payment device.

Below:
The sale agent
checks the on-going
orders with the
touchscreen
tablet through
lebartgv.sncf.com.



Morocco
Point of sale
'La Croissanterie'
managed by Newrest
- Total motor service
area located in
Chichaoua, Morocco



37.2 M€

Managed turnover 2016 -17
excluding Saudia Catering

43,692

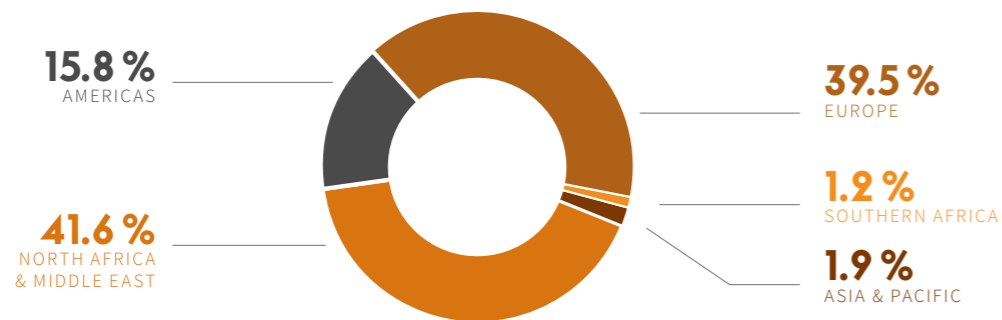
Transactions made
per day

170

Points
of sale

MEALS SERVED BY DIVISION

(Total number of served clients - excluding Saudia Catering)



Newrest Retail has **own-brands as well as international and local franchises**. Our retail restaurants, bars and shops are located in **16 countries** all around the globe.

Inside airports or museums, at highway service stations, on-board ships and at bus terminals, Newrest Retail offers a very large range of food services designed to meet the expectations of both travelers and customers.

To manage these outlets, Newrest Retail structured three chains to best satisfy market demand: selection of specific brands to Newrest Retail, international franchises and local franchises or partnerships.

PROPRIETARY BRANDS

To meet consumer expectations, Newrest Retail has designed a portfolio of internal brands such as Le RDV, Daily Break, Caffé Lindo, Sky Shop and The Lunch. The marketing policy for these brands targets harmonization of points of sale. In each country,

Newrest Retail adapts part of the offering to precisely match specific regional consumer practices. We manage a portfolio of brands specially selected for each country as Malinche in Costa Rica, Timgad Café in Algeria and Seagull in Croatia.

INTERNATIONAL & LOCAL FRANCHISES

For its franchise brand development, Newrest Retail has relied on the services of international groups to provide popular choices for customers looking for familiarity such as Paul, illy Café, Pomme de Pain, La Croissanterie, Columbus Café & Co, Beijing 8 ...

Through partnership with outstanding national brands, we ensure to our customers a dedicate local experience able to share with the specific regional environment.

The inclusion of local franchise brands is one of the tools used, for example Medina in Morocco or recently, Cap Méchant in Reunion Island.



Opposite:
Newrest is
currently deploying
'Columbus Café
& Co' retail point
of sale.

Below:
Retail points of sale
'Pomme de Pain'
and 'Casa del Caffè'
- Total gas station in
Grombalia, Tunisia.



35
Brands

16
Countries

A-Z MANAGEMENT

Before opening a Food & Beverage Outlet, Newrest Retail manages the entire creation process. We rigorously analyze the constraints and advantages of the future concept in accordance with its location, visitor traffic, and the number and profile of potential customers. We define the interior design, the furniture, decor, uniforms and communication visuals, and monitor the construction of the premises.

We select the range of products that will best suit our clientele of international or national travelers, while taking into account local traditions in terms of taste preferences and the mandatory requirements of franchise brands.

Once the outlets have opened, we take over full management of the premises, which includes purchasing and selling the products at the best quality/price ratio. This service also includes occasional events and promotions to boost traffic, avoid monotony, favor impulse buying and thereby offer a dynamic image of our points of sale. This management also obviously includes maintenance and cleaning. The site director, technical management team and all of the employees are Newrest personnel. To ensure the quality of our service is always optimal, we provide continuous training to our teams.

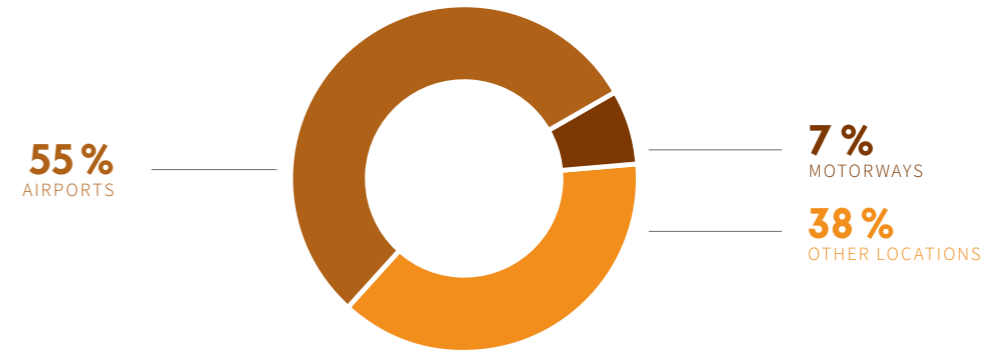
CREATIVE EXPERTISE

The expertise acquired by Newrest Retail allows it to continue to create other customized retail concepts for new markets and to negotiate partnership contracts with prestigious local partners and international famous brands based on the development of franchises.



TYPOLGY OF LOCATIONS

(Total number of points of sale by country - excluding Saudia Catering)



Newrest Retail counts **170 points of sale** specially developed for the different needs of our clients.

SOME FRANCHISES & OWN BRANDS



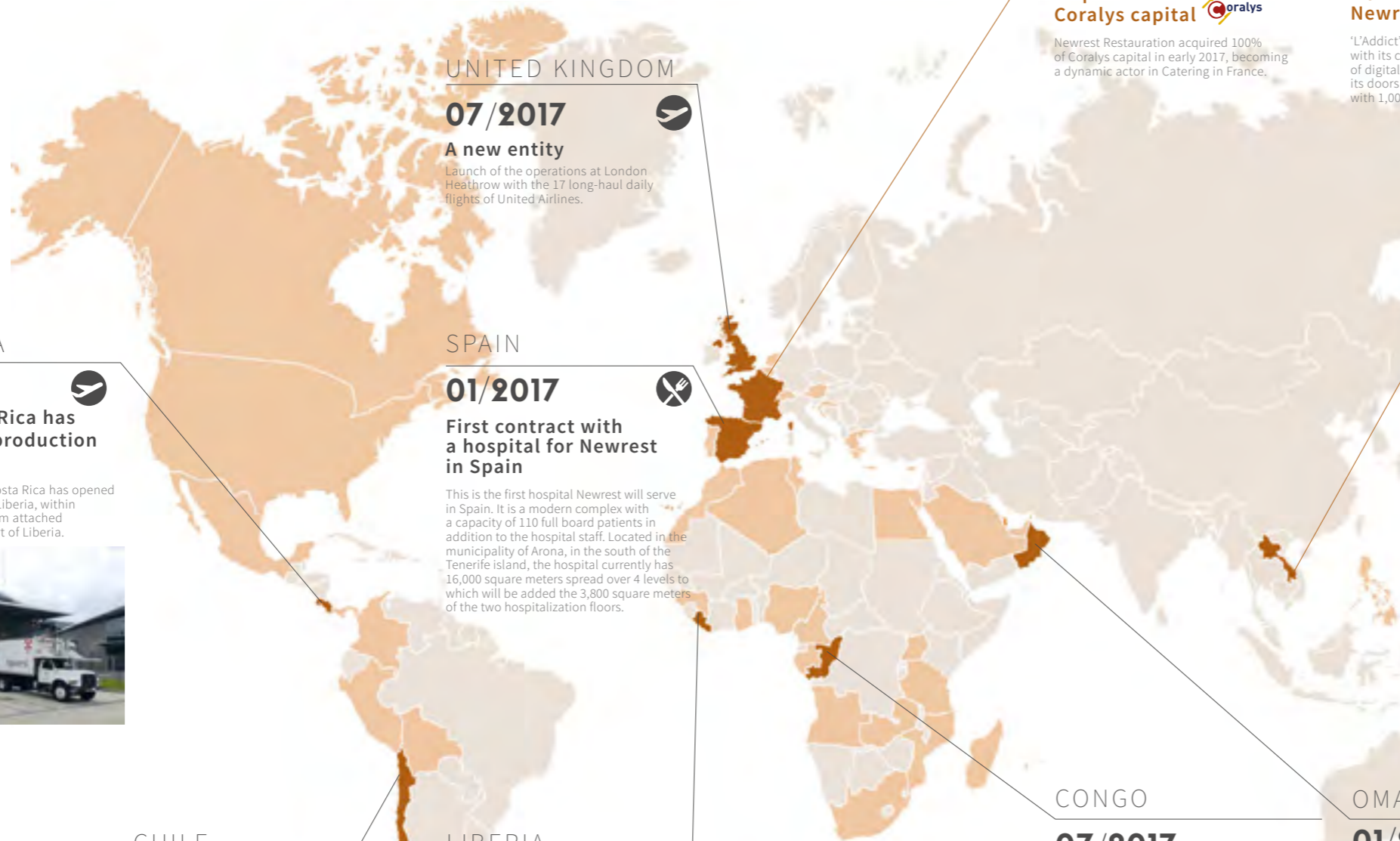
SOME REFERENCES





Airplane loading
for Etihad Airways
- Amsterdam
Airport (AMS),
Netherlands.

KEY EVENTS 2016 · 17



UNITED KINGDOM

07/2017

A new entity

Launch of the operations at London Heathrow with the 17 long-haul daily flights of United Airlines.

SPAIN

01/2017

First contract with a hospital for Newrest in Spain

This is the first hospital Newrest will serve in Spain. It is a modern complex with a capacity of 110 full board patients in addition to the hospital staff. Located in the municipality of Arona, in the south of the Tenerife island, the hospital currently has 16,000 square meters spread over 4 levels to which will be added the 3,800 square meters of the two hospitalization floors.

FRANCE

01/2017

Acquisition of Coralys capital

Newrest Restauration acquired 100% of Coralys capital in early 2017, becoming a dynamic actor in Catering in France.

09/2017

New contract for Newrest Restauration

'L'Addict' restaurant with its comprehensive panel of digital solutions has opened its doors at Rungis (Paris suburb) with 1,000 daily satisfied gourmets.

LAOS

07/2017

Launch of operations for Newrest Laos on the Nam Theun 2 Power Company camp

Since July 1st, 2017, Newrest Laos has begun the management of Nam Theun 2 Power Company Remote site in Khammouane province, providing catering (including a grocery shop), hotel and laundry services, gardening and animation to the Residence Nam Theun2 (RNT) and Nakai Resident Camp (NRC) camps.

COSTA RICA

08/2017

Newrest Costa Rica has opened a new production unit in Liberia

On August 1st, Newrest Costa Rica has opened a new production unit in Liberia, within the logistic hub of Solarium attached to the international airport of Liberia.



CHILE

08/2017

Newrest Chile has renewed its collaboration with ALMA Observatory

Newrest Chile has renewed its collaboration with ALMA Observatory, contract started on 2012 where nearly 300 persons are served each day at 5,100 meters in altitude.



LIBERIA

03/2017

First contract for Newrest in Liberia

On March 29th, teams of Newrest in Liberia have served the first KLM flight. The company operates 3 flights per week that teams of Newrest will be gladly serving from now on. Thanks to this new contract, the production unit in Monrovia has relaunched its activities.

CONGO

07/2017

Bourbon Group has entrusted Newrest Congo with its guest house management

Since July 20th, teams of Newrest Congo have managed the guest house of the Bourbon Group in Pointe-Noire.



OMAN

01/2017

New contract for Newrest Wacasco

On Sunday, January 29th, teams of Newrest Wacasco have started services for Salam Air company. Teams of Newrest Wacasco have had two weeks to set up points of sale, products, and to train Salam Air staff.



NEW CALEDONIA

11/2016

Newrest Jacrégal opened the employee's cafeteria of the Médipôle in Noumea

Since November 1st, 2016, Newrest Jacrégal has managed the Catering of the employees' cafeteria of the brand-new hospital center in Noumea.



NEWREST GROUP

02/2017

Fabrice Amedeo 11th at the 'Vendée Globe' race 2016-17

On February 18th, 2017, Fabrice Amedeo finished his first solitary world tour, nonstop and without assistance, after 103 days, 21 hours and 01 minute on the sea. The skipper, second junior of this edition, did a great performance to conclude this 'amazing' adventure.



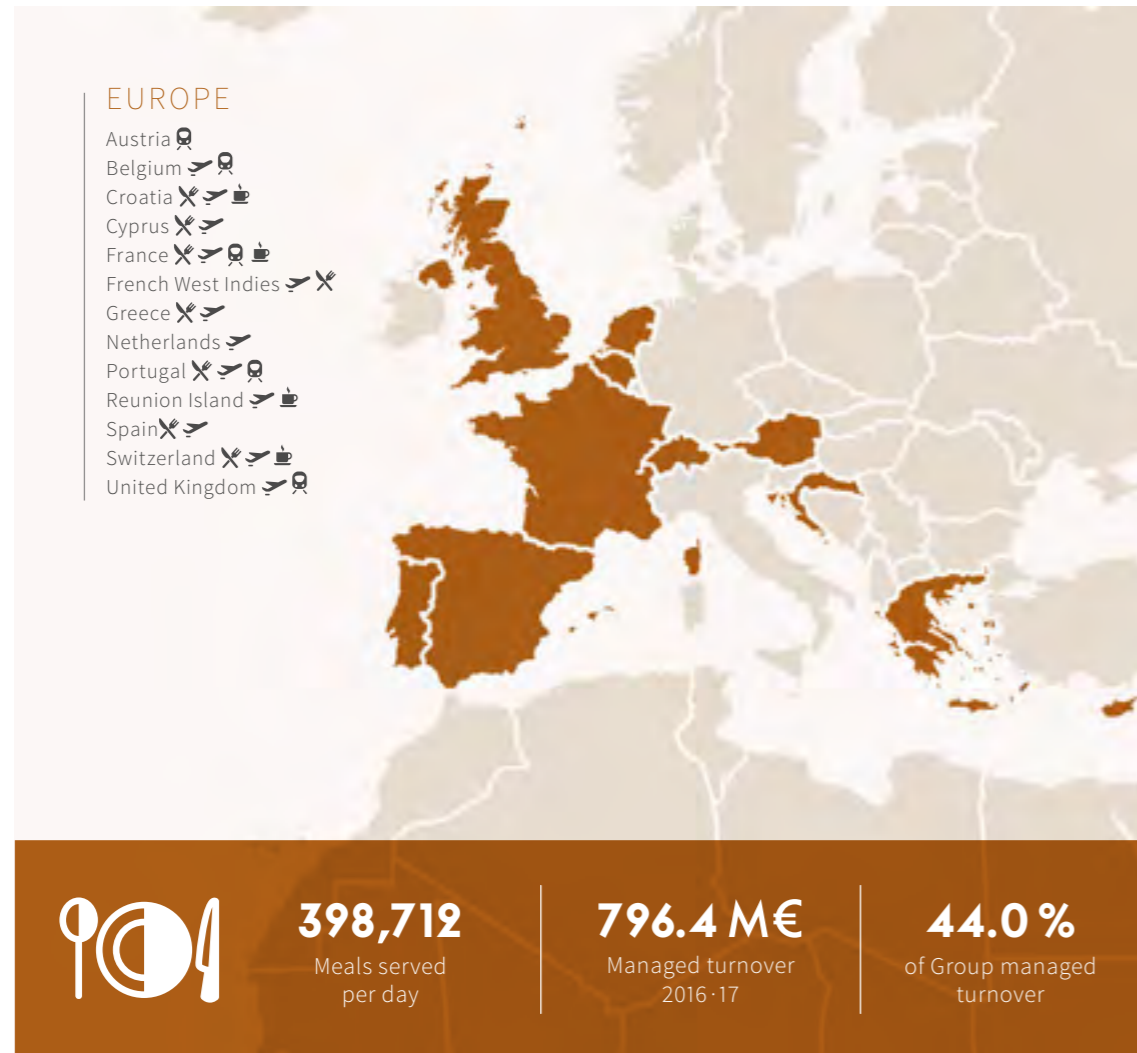
06/2017

#SAVEFOOD Hackathon

From June 30th to July 1st, Newrest organized the #SAVEFOOD Hackathon in partnership with the 2017 CPA promotion - Toulouse Business School around the theme: *Fighting food waste in Catering thanks to digital.*

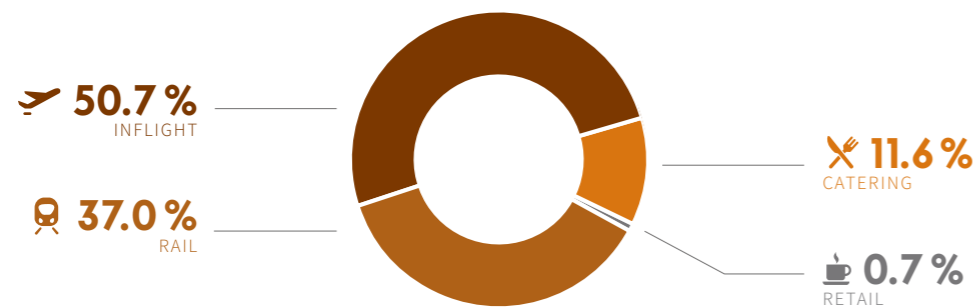


EUROPE DIVISION



TURNOVER DISTRIBUTION

(Total managed turnover 2016-17 - excluding Saudia Catering)



VICE PRESIDENT EUROPE DIVISION
Olivier SUAREZ

The Europe division had a good 2016-17, with sales volume up by around 13%.

Spain and Greece account for over 50% of the zone's income and results; indeed, their respective tourist activities continue to take advantage of the geopolitical crises in countries in North Africa and Turkey.

In Spain, Madrid welcomed Air India, Barcelona served Cathay Pacific's seasonal flights, assisted Korean's flights and strengthened its partnership with Norwegian Airlines, serving the first long-haul low-cost flights.

In Greece, Emirates opened direct flights from Athens to New York and Aegean continued its international growth. These two main factors, combined with the Asian long-haul low-cost carrier Scoot launching operations from Athens, enabled the Group to register 8% growth in this country.

In Cyprus, sales leapt by 9%, in particular thanks to the opening of the Cobalt, Rossiya and Ellinair contracts. Our subsidiary TRE³ strengthened its partnership with its Small Planet customer and coordinated its Buy-on-Board activities out of Larnaca in Cyprus.

The Group activities in Belgium and the Netherlands registered significant growth. In fact, turnover in Belgium increased by nearly 30% with the opening of three-class long-haul airlines such as Thai Airways, Hainan Airlines and Emirates.

The growth in activities in the Netherlands, was confirmed with the assistance to Etihad and Cathay Pacific.

In the United Kingdom, the opening of new units at London Heathrow, Manchester, Birmingham and London City materializes the Group expansion strategy. This strategy has been a successful one since they opened, Manchester has been serving Saudi Arabian Airlines and London Heathrow won the United Airlines contract. The teams have also diversified their activities by offering cabin cleaning services at all regional airports.

In Portugal, the project to modernise the Lisbon

unit will be completed in December 2017, enabling the Group network customers to be offered a high quality alternative out of the Portuguese capital. This investment reinforces the cost control work which was initiated last year and enables Newrest Portugal to launch a new commercial campaign. In terms of Rail activities, the Group saw its contract extended until 2018, rewarding the work carried out for on-board service quality and turnover optimisation.

In Switzerland, while the year was a satisfactory one for Inflight activities, the situation is more mixed for Catering. Indeed, Inflight activities rose by 10%, in particular with the signature of the Turkish Airlines contract and the change in on-board service at United Airlines for its forward classes. Despite a good start to the year, the Swiss Catering subsidiary was unable to renew its partnership with the World Trade Organisation in particular. In terms of airport lounges, the Group is proud to have won the Swiss lounge, enabling it to become the only lounge operator for GVA airport.

Newrest Croatia renewed all its contract and won all the points of sale for the new terminal at Dubrovnik airport, the renewal of Airport concessions and the airport's staff restaurant. Inflight grew slightly, in particular thanks to charter flight programmes, which made up most of the country's growth, exceeding the 16% achieved last year.

In Austria, the Nightjets launched by ÖBB have been a great success with passengers, and the growth announced last year was enhanced, with the opening of international lines to Switzerland and Germany in particular.

Newrest Wagons-Lits Austria saw its turnover increase by 45% this year.

In France, teams had to face critical events with courage, such as the fire at the Charles de Gaulle production unit and the bad weather in the Caribbean. Major breakthrough innovations were put in place, whether for Rail with digital solutions ('click and collect' for example), logistics with the introduction of the Charenton platform, Catering with concepts such as 'l'Addict' or 'La Ferme Coralys' and also with the reorganisation of production units for Inflight activities.

AUSTRIA

COUNTRY MANAGER Pierre MAGNARD

New lines ÖBB
Wagons-Lits
- Austria.



Newrest Wagons-Lits Austria saw its turnover increase by 43 % this year.

Newrest Wagons-Lits Austria has nearly doubled its routes with our client ÖBB (Austrian federal railways). Teams are now on-board 32 trains a day with new routes between Salzburg, Munich, Rome, Milan and Venice and also Innsbruck, Munich and Hamburg. Moreover, the first route that does not pass through Austria was being opened with Zurich, Berlin and Hamburg. This new possibility created lots of new jobs, as the company grew from 250 employees to 640 within 12 months.

For this new big contract, we had to open new units in Salzburg and Innsbruck and get additional space at our existing unit in Graz. All of them are either situated directly at the railway stations or very close by. Those units are a new backbone for logistics and for the on-board employees to support upcoming growth.

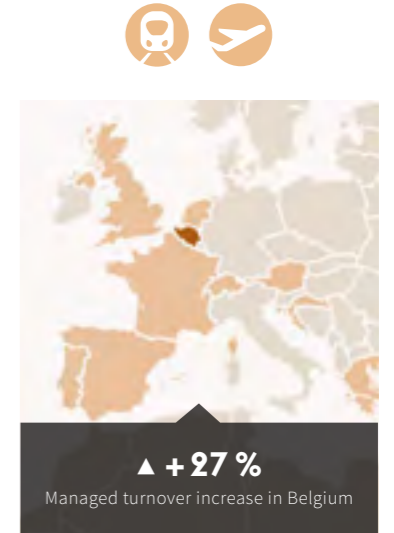


CERTIFICATIONS



BELGIUM

COUNTRY MANAGER Zied MANOUBI



The Inflight activity developed strongly in 2016-17 with contracts won from Hainan Airlines, Thai Airways, Ethiopian Airlines, Qeshm Air and Emirates.

The teams also signed a prestigious contract with Brussels Airlines, winning the service for the Loft lounge at Brussels airport.

To enable them to meet their customers' expectations, the Belgian teams have invested €200,000 to improve Halal and Non Halal flow separation and so obtain the Halal certification for the Brussels production unit.

To pursue this strong development, Newrest Servair in Belgium is studying a project to extend its storage capacities and maintain its strong development. This extension could enable it to meet the needs of its current customers, such as the TUI group, and also meet the requirements of our future customers.

Deployment of the Airport lounge activity is also a major objective for 2017-18.

To control this significant increase in activity, processes have been launched to obtain ISO 9001:2015 certification.



▲ Photo above:
Airplane loading
for Hainan
Airlines
- Belgium.



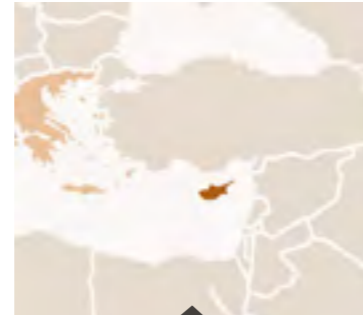
NEWS

Since April 1st, 2017, **Newrest Servair in Belgium started serving the SNCF**. Newrest Servair in Belgium will load and unload trolleys on-board SNCF trains between Brussels and Paris.

CYPRUS

COUNTRY MANAGER Manuella HAJJAR KAPAGIANNIDI

Start of operations with the company Rossiya Airlines – Cyprus.



▲ +6%
Managed turnover increase in Cyprus

In 2016-17, sales leapt by 6%, in particular thanks to the opening of the Cobalt, Rossiya and Ellinair contracts.

In keeping with its quality development and its position on the island, Newrest Cyprus won the Inflight contract for Rossiya Airlines and also appealed to Cobalt Airlines, the largest airline in Cyprus operating daily in Europe with the Newrest Buy-on-Board concept. In addition, Newrest Cyprus began its operations with TRE³ Netherlands for Small Planets, which started operating with one plane this summer in Larnaca with flights to Germany, Scandinavia, Poland and Lithuania.

2017 was marked by the renewal of Quality, Food safety and Environmental management systems certification renewal, in accordance with the requirements in ISO 9001:2015, ISO 22000:2005 and ISO 14001:2015 standards, as well as the Halal certificate at the Larnaca unit.

-  Meals served per day
3,155
-  Contracts
46
-  Employees
72
-  Founded in
2000

CERTIFICATIONS

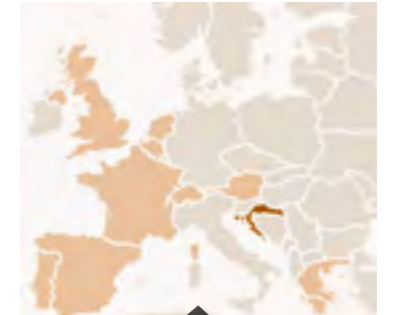


NEWS

In April 2017, **TRE³ Netherlands and Newrest Cyprus jointed forces to work with Small Planet Airlines** on the daily flight service between Larnaca and Northern Europe for the summer programme.

CROATIA

COUNTRY MANAGER Michal DEBRECENI



▲ +16%
Managed turnover increase in Croatia



Newrest Croatia lived a year full of commercial challenges by wining the tenders to renew all its activities.

Despite fierce competition for most of the contracts up for renewal this year, Newrest Croatia secured 100% of its activity and won a 7-year concession contract in the new Terminal C at Dubrovnik airport. Newrest is operating 3 new points of sale in this terminal - cafés, 2 kiosks, an outdoor terrace with a coffee station and a 160 m² kitchen - added to the points of sale which already exist. This translates into over 2,000 m² of points of sale operated just by Newrest teams in Dubrovnik.

Over winter 2017, Newrest landed a short-term contract for Inflight services on Titan Airways and served over 50 flights out of Dubrovnik.

With its consistent quality system approach, the subsidiary successfully renewed its ISO 9001:2008 for the 3rd consecutive time.

-  Meals served per day
2,472
-  Contracts
20
-  Employees
97
-  Founded in
2006

CERTIFICATIONS



NEWS

In its October edition, **Moodie Davitt Interactive talked about Newrest Croatia's activities at Dubrovnik airport** in its article 'Maximising the F&B opportunity'.

SPAIN

COUNTRY MANAGER Pierre MARTENS

The economic dynamic of the country is reflected in the performances of Newrest Spain.

In 2016, the country saw its gross domestic product rise by 3.2%, maintaining the same rate as in 2015.

This figure is much higher than the figure for the Euro zone, which was 1.7% on average over the year. With this good performance, the fourth-largest economy in the Euro zone has recorded its thirteenth consecutive quarter of growth since the end of 2013. This dynamic is also reflected in the performances of Newrest Spain, with the acquisition of major contracts such as Air India and Ethiopian Airlines from Madrid, Cathay Pacific, Korean Air and Norwegian Airlines from Barcelona, for example, or the development of Buy-on-Board services for Easy Jet and Eurowings from our Palma de Majorca base.

These commercial gains have been strengthened by quality work from the teams, enabling 95% contract retention and recognition from the sector, with, for example, AirEuropa, which won the On-board Hospitality 2017 Award for its innovation with the Newrest menus described by its judges as “elegant, stylish, cool and modern. The Spanish menu’s theme is balanced, delicate on the palate with a tray layout which is pleasing to the consumer and practical from a crew point of view”.

The Madrid and Barcelona units answered the call during the Rio Olympics, serving charter flights for the Asian airlines ANA, Asiana, China Eastern and Air China.

In keeping with the expansion in relation services which was initiated in 2015 with the Catering service for hotel employees, Newrest Spain extended its offer to shipping companies and certain administrative centres.

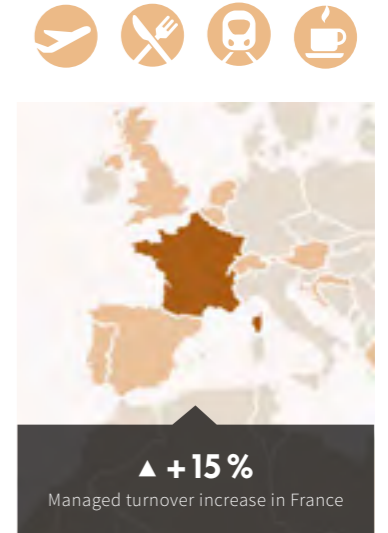


NEWS

→ In February, **Newrest Spain won a new contract: to provide meals at the Southern Tenerife Hospital (the new hospital on the island of Tenerife) in the Canaries.** This is the first hospital to be served by Newrest in Spain. It is a modern complex with capacity of 110 patients in full board in addition to hospital staff. Located in the commune of Arona in the south of the island of Tenerife, the hospital currently has 16,000 square metres divided over 4 floors, with an additional 3,800 square metres for two hospitalisation floors.

→ In September, **teams of Newrest Spain in Madrid and Barcelona provided on-board services of 4 charter flights for the Japanese airline ANA (All Nippon Airways) to Kansai, Nagoya, Narita and Shin-Chitose airports.** The teams provided a complete service (2 main services + snack) to Economy and Business class passengers.

METROPOLITAN FRANCE



NEWREST INFLIGHT FRANCE

GENERAL MANAGER Fabrice CUVILLIEZ

2016-17 was a particularly difficult year for the Inflight activity in France with the accident which occurred at the CDG production unit, putting it completely out of operation. This is Newrest France’s largest Catering unit and one of the largest in the whole Newrest network. Fortunately no-one was injured. Thanks to the exceptional commitment of our teams, Newrest was able to start work again within 24 hours by moving the production intended for the Newrest Inflight production units to Le Bourget and Orly and by using sub-contractors. A new 7,000 m² unit located at Compans is currently being built and is scheduled to open in February 2018.

The arrival of Fabrice Cuvilliez at the head of the Inflight scope in France assisted the introduction of several structural projects, such as the roll-out of the Winrest group IT solution.

Outside Paris such as in Nice, new lines are being operated with Qatar Airways and Emirates A 380s, for example.

In Toulouse, Newrest Group is innovating by optimising its production facilities with the introduction of the Catering activity for Newrest Restauration, and in Lyon, where the teams are now supplying the lounges at Saint Exupéry Airport for Air Canada and Air Austral.

Tourist traffic to Marseilles is enabling activity to stabilise, with charter flights from Korean Air and Air Canada to Mediterranean cruise departures.

To capitalise on this team reorganisation, Newrest Inflight in France launched an operational training programme for all staff in order to obtain ISO 9001:2015 certification.



▲ Photo above: **Newrest loading for Qatar Airways** – Nice Airport (NCE), France.

⁽¹⁾ Example of TRE³ products.
⁽²⁾ CREPS opening
 – Toulouse, France.



TRE³ FRANCE

GENERAL MANAGER Catherine CHAPLAIN

In a rapidly-changing context, where models are reinventing themselves (increased competition at airport shops and websites), TRE³ experienced stable growth by providing innovative and economical integrated solutions.

This is also the approach taken by TRE³ Sea which continued to renovate the shops present on the 12 Corsica Ferries ships and the TRE³ Solutions France subsidiary, for example by helping Corsair to create a 3rd class, Business, the opening of two new regular destinations, Havana and Varadero, and the creation of connection routes out of Reunion Island.

NEWREST RESTAURATION

GENERAL MANAGER André RODIONOFF

The strength of a major and the agility of a challenger

In a very competitive market, Newrest Restauration is continuing its sensible development strategy and acquired 100% of Coralys capital at the start of 2017, so becoming a dynamic player in Catering in France. Integrating the Newrest Coralys teams brings major expertise in Catering in schools and retirement homes.

This 15% growth can be explained by the high level of satisfaction from existing customers (translating into a retention rate of 98%), and the ability to attract new customers in all market segments (Business, Health, Education, Defence) thanks to a tailor-made offer.

As a newcomer into the Catering market in France, Newrest Restauration is supported by the Group international know-how and power to provide innovative solutions and turn the market in France upside down, while giving the utmost importance to nutrition and healthy eating.

Openings such as 'l'Addict' at the Icade park in Rungis, the CREPS in Toulouse or the Charles de Foucauld school complex in Lyon all call on 'Unlimited' innovative Group expertise, including digital, enabling customers to access information directly (future menus, animations, events and promotions and options: online ordering, special menu ordering).

Newrest Restauration examines each step from an economic, but also a quality, ecological and social point of view. In doing so, Newrest Restauration places the emphasis more on what happens before and after the food reaches the plate rather than price adjustment variables: true creativity and inventiveness without limits.

The teams are therefore continuing the major processes which have been launched since 2016 to develop short circuit supply and regular events and awareness campaigns for health eating.



All begins with a handful of die-hard cultivators of taste in the Roanne country side, filled with the ambition to **help their guests rediscover the local, seasonal products, to stimulate the local economy and to do good to our beautiful planet.** In 2012, 'La Ferme Coralys' was developed with local producers of other types of products such as vegetables and organic farm yoghurt, Charolais beef, or local poultry.

The distinction (like a label) 'La Ferme Coralys' validates the quality of all our procedures and commitments to our producers, our customers and our employees, through 3 aspects:

- Quality commitment
- Food safety
- Communication

OUR QUALITY COMMITMENTS TOWARDS ...



OUR PRODUCERS

Moral guarantee on the volume, prices and the flow of seasonal products.

To promote the loop of distribution and organisation of harvesting/rotation.



OUR CLIENTS

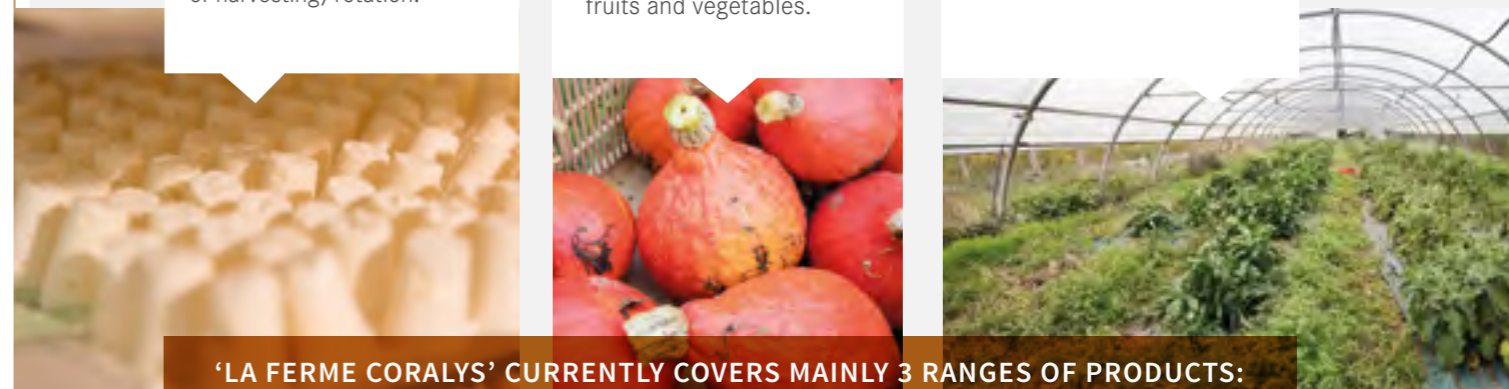
To promote buying local products (+/- 100km).

70% of local products of which at least 20% organic products for fresh and quality seasonal fruits and vegetables.



OUR COLLABORATORS

The initiative is managed locally by local teams - area manager, manager, chief, ...



'LA FERME CORALYS' CURRENTLY COVERS MAINLY 3 RANGES OF PRODUCTS:



Meat & cold meats



Egg & dairy products



Fruits & vegetables

NEWREST WAGONS-LITS

GENERAL MANAGER Benoît VIGNON

2017 was a vital year for Newrest Wagons-Lits, which helped with the production launch for the Sud Europe Atlantique high speed line, which places Rennes at 1 hr 25 from Paris and Bordeaux at 2 hr 04, on July 2nd 2017. To mark this occasion, Newrest Wagons-Lits France strengthened its co-operation with the SNCF by providing two additional services: one service offer on the platform for Business Pro 1st customers and one on-board service for delivery to seat.

In 2017, Newrest Wagons-Lits France obtained ISO 14001 certification for its environmental quality approach. This is the result of a huge amount of work by the quality department, which launched an overall waste and environment management policy. The marketing department is also certified for its environmental approach to the choice of products sold on-board TGVs and Intercités.

'Click & collect' on-board TGVs is accounting for more and more business and Newrest Wagons-Lits has invested significantly in this innovative digital service. Today, passengers can order online on all trains and skip the queues.

In 'INOUI'-branded TGVs, Newrest Wagons-Lits is joining forces with the SNCF's premium service image by delivering digital orders to seats. In keeping with the online ordering service which has been active since June 2016, 2018 will be the year of the company's digitisation, with over one million Euro investment in:

- A high performance payment terminal combined with a touch tablet
- Virtualisation of operating documents
- The development of internal apps for on-board sales agents and sales development

Finally, in marketing terms, Newrest Wagons-Lits brought together the Michelin-starred chef Michel Sarran to develop recipes and Newrest Inflight to produce them, in order to develop the 'Bistro de Chef' concept on-board TGVs. This is a significant new innovation for our customers, after bringing on major brands in 2013.

For Intercités, Newrest Wagons-Lits joined forces with the Mercotte food critic to produce a menu of health, regional products for passengers.

NEWS

On July 1st, 2017, **Newrest Wagons-Lits began a new partnership with Mercotte**, the famous food reviewer and entertainment presenter ('Le Meilleur Pâtissier') for Intercités. The Newrest Wagons-Lits teams present Mercotte with products to test. If these meet her commitments, including being preservative-free, high quality, crafted and made with love, the reviewer validates them. These products, which have the mark below, are then added to the menu or offered during events.



FACILIT'RAIL

GENERAL MANAGER Jacky FIORE

In order to modernise and optimise the logistic operations, the decision was made to centralise TGV and Alléo train production at a single site at Charenton-le-Pont for all Paris stations within a single, protected and secure building (security - alarm, video, access control and marking under control). The new logistic base is equipped with new technologies monitored by a WMS, Newrest Winlog® return and Winrail® flow management system and ergonomic equipment to guarantee an optimised and professional working environment. The Charenton site won 1st Prize at the 'Lauriers de la Prévention' awarded by 'Service aux Entreprises pour la Santé au Travail' (SEST) for professional risk prevention.

FRENCH WEST INDIES

COUNTRY MANAGER Thomas GINOUVES



▲ +7%
Managed turnover increase in French West Indies

The Caribbean region was devastated by multiple hurricanes which made the international media.

Although damaged, the structures stood up to the test and restarted under particularly difficult conditions. The Caribbean teams carried out an exceptional amount of work, enabling flights to be loaded and services to be provided to passengers. The Newrest teams in the Caribbean have activated two new contracts for Norwegian and Condor airlines for Martinique and Guadeloupe.

In applying the Group activity diversification strategy, Newrest also won the call for tenders for company catering for SARA (Société Anonyme de la Raffinerie des Antilles), an activity which strengthens its presence as a major player on the island.

- Meals served per day **4,623**
- Contracts **5**
- Employees **146**
- Founded in **2010**

Photo above: Plane loading for Condor - Fort-de-France, Martinique.

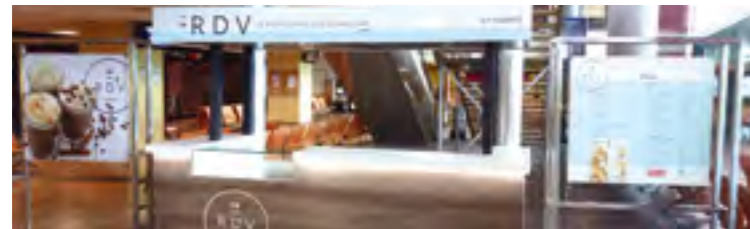
NEWS

On Friday, November 11th, 2016, Newrest teams in the Caribbean started services for Norwegian and Condor. Buy-on-Board services are offered to passengers on-board Norwegian daily flights to the United States out of Fort-de-France and Pointe-à-Pitre. Condor's first weekly flight on the Fort-de-France-Frankfurt was made on Sunday, November 13th, 2016.

REUNION ISLAND

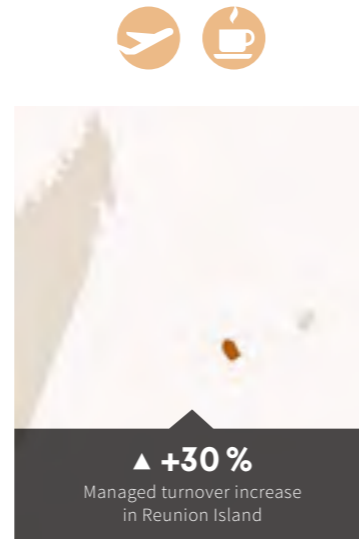
COUNTRY MANAGER Louis MALIKITÉ

The point of sale 'Le RDV' opening at Roland Garros Airport - Reunion Island.



On Reunion Island, Newrest is developing its Inflight activities with French Blue on its low-cost line, as well as in Retail.

Since June 2017, the Newrest Reunion teams have been delighted to serve French Blue, the first low-cost airline to fly to the Indian Ocean from Paris. Newrest also won the call for tenders to run the bars and restaurants at Roland Garros airport on Reunion Island. This 10-year concession will see the opening and operation of 4 points of sale from the end of 2017.



- Meals served per day **13,831**
- Contracts **4**
- Employees **73**
- Founded in **2004**

NEWS

Since June 17th, Newrest Reunion Island teams have been providing services on-board French Blue flights. With this new contract, Newrest will serve the low-cost airline's 8 weekly flights (capacity of 375 passengers per flight) on the Reunion Island-Paris line.

GREECE

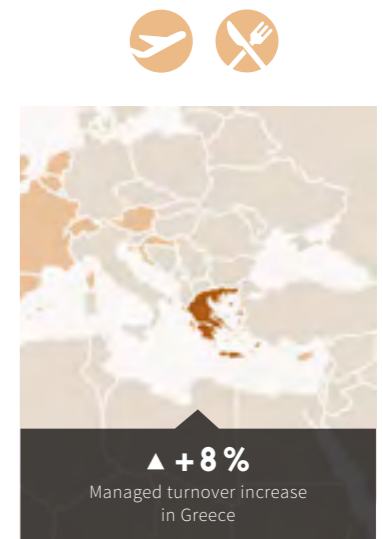
COUNTRY MANAGER Manuella HAJJAR KAPAGIANNIDI

In an economic context which is still tough, the teams of Newrest Greece have been able to capitalise on the sales force to extend Inflight services to national flights for Astra Airlines from Thessalonika, Bluebird Airlines or Ellinair, as well as through Buy-on-Board for Jet Effective/Correndon from Heraklion.

Development on long-haul flights also took advantage of this dynamic with new contracts such as Scoot out of Athens (Singapore Airlines low-cost airline) or with the extension of services for long-standing customers such as Air China, Royal Flight, Lufthansa, American Airlines or Qatar Airways (making use of Newrest Halal-certified production unit at Athens).

Newrest Greece activity portfolio remains well-balanced with VIP flight services for VistaJet and Gainjet recently but also with Newrest Greece Catering services, which successfully won two major contracts with Theseus Rehab Center and Cosmote E-Value.

Newrest Greece renewed all its Quality, Food Safety, Environmental and Health & Safety Management Systems certifications (ISO 9001:2015, ISO 22000:2005, ISO 14001:2015 and OHSAS 18001:2007). This quality-based approach should benefit the fruitful development of Newrest Greece Catering services over the coming months, as well as B&I in the schools sector.



- Meals served per day **32,828**
- Contracts **105**
- Employees **827**
- Founded in **1996**

CERTIFICATIONS



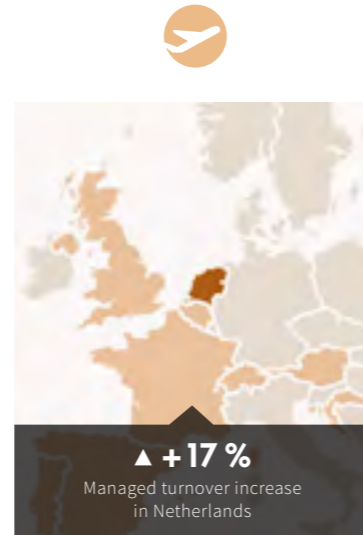
NEWS

In Athens on June 12th, 2017, Newrest Greece inaugurated the staff restaurant in the newly-built premises of Cosmote E-Value, a member of the Cosmote group, the leading mobile telecommunication provider in Greece. Cosmote E-Value provides telephone assistance services (for example, customer service, technical assistance, consultation services), 365 days a year on a 24-hour basis. The staff restaurant serves up to 1,400 people each day.

NETHERLANDS

COUNTRY MANAGER Jurgen VAN DE PORT

Services on the
airline company
Cathay Pacific
- Amsterdam
Airport (AMS),
Netherlands.



The Group activities in the Netherlands registered significant growth.

Despite difficulties in recruiting C-licence qualified drivers, the Inflight activity continued to develop with prestigious customers such as Cathay Pacific, Etihad Airways, Small Planet or Corendon.

To meet the imperatives related to the growth of their Inflight activities over the last few years, the Newrest Netherlands teams opened a new pick and pack unit in January. This flow optimisation enabled the subsidiary to end the year on a positive note.



CERTIFICATIONS

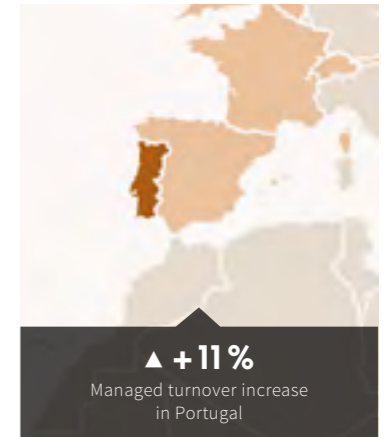


NEWS

Small Planet Airlines opened a new base in the Netherlands in December 2016 and choose the services of Newrest. For next season, Small Planet Airlines will be providing flights under the Neckermann – for Thomas Cook name, to the most popular destinations such as Las Palmas, Tenerife Sur, Lanzarote, Crete, the island of Kos, Rhodes, Salit, and Palma de Majorca. Like this winter, the airline is operating with an Airbus A320 from the Netherlands base and is planning to increase its Dutch air fleet to 2 planes for next year. TRE³ will propose an assortment of on-board sales (food, drinks and shop) including points of sale.

PORTUGAL

COUNTRY MANAGER Alexis de MONPLANET



The 2017 fiscal year for the Newrest Portugal teams was a year of consolidation with the reworking of internal procedures, particularly on management control. The subsidiary is mainly dedicated to the Inflight and Rail sectors (62 % and 36 % of turnover respectively).

In the Inflight business, sales increased by 10%, benefiting in particular from the increase in traffic on its two main customers, Ryanair and United. An important contract with EVELOP / ORBEST has been signed on Lisbon. The higher turnover was accompanied by positive results, due to better costs control and productivity, resulting from the restructuring initiated last year. The ISO 9001 Certification was obtained in Lisbon and will be sought for Faro in 2017. The commercial development and the modernization of the production tools are now the priorities.

The activity remains stable in Catering: the contract for the airport catering in Faro has been renewed, for approximately 150 meals a day.

In the Rail sector, the Portuguese subsidiary is currently operating on three contracts for the 'Comboios de Portugal' company: Alfa Pendular high-speed trains, International and Intercités. The year 2015-16 helped to maintain constant revenue growth (IC + International): +2% compared to the previous year. The Alfa Pendular launch contract on October 1st, 2015 provoked a multi-million euro jump in terms of turnover. The difficulties related to the launch and integration of this new contract have had the effect of degrading the profitability of the subsidiary. The year 2017 will be an opportunity to fully benefit from the synergies created by pooling the 3 contracts.



CERTIFICATIONS



NEWS

Since July 26th, 2017, **teams of Newrest Portugal have been providing services on-board Beijing Capital Airlines planes from Lisbon to Beijing.** This new line, served by Newrest Portugal, is the first link between Portugal and China. The connection is operated 3 times per week all year round with a new Airbus A330-200 for 18 passengers in Business Class and 242 in Economy Class. The successful launch of the service was made possible thanks to the dedication of the Lisbon team and the precious support of Newrest Netherlands chefs.

UNITED KINGDOM

COUNTRY MANAGER Peter BERKELEY

2016-17 was another record year for the United Kingdom.

The teams extended their activities to larger installations at Edinburgh, Manchester and London City and we opened a new production unit at London Heathrow, taking the number of production units in the United Kingdom to 9, and the number of British airports served each day to 15.

Newrest United Kingdom has gone from regional operations to premium long-haul flights, now working for airline companies such as Delta Airlines with seasonal daily long-haul flights out of Glasgow, Saudi Airlines with 3 daily flights from Heathrow and Manchester (two new units), United Airlines with 17 daily flights from Heathrow or Turkish airlines in Edinburgh, Manchester and Birmingham.

From Manchester, Newrest United Kingdom serves Royal Air Maroc and British Airways City Flyer in Birmingham, Bristol and Manchester. The operations in our regional units have been extended to plane cleaning. This expanding complementary activity enables teams to provide their customers with greater value by deepening their relationship.

The assignment of the ISO 9001 standard to all units is essential for maintaining the subsidiary's concentration on conformity, which enables it to continue to offer excellent service to its customers. The 5 * hygiene rating was awarded by the British local authorities.



- Meals served per day **8,324**
- Contracts **15**
- Employees **465**
- Founded in **2008**

CERTIFICATIONS

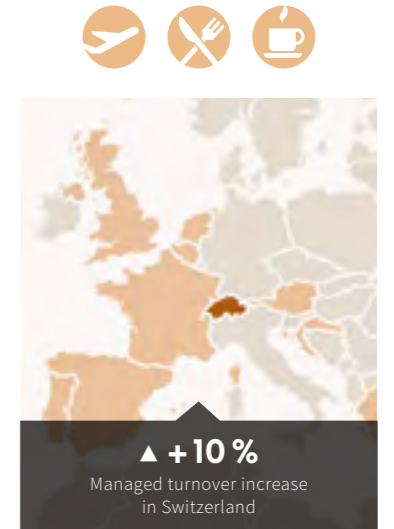


NEWS

- **Newrest United Kingdom is proud to have passed the ISO 9001 standard audit for its 9 units:** Birmingham, Bristol, Edinburgh, Exeter, Glasgow, London-Cit Airport, London Heathrow, Manchester and Southampton. The teams worked hard to achieve this objective in keeping with the Newrest 2016-17 objective. Newrest United Kingdom is pleased to have a management system which will enable the country to continue to grow in a controlled and sustainable way.
- **The Newrest United Kingdom teams at Heathrow are proud to have been serving the 17 daily United Airlines flights** since October 19th, 2017.

SWITZERLAND

COUNTRY MANAGER Paul SCHVARTZ



The Newrest teams have had fine success in Catering in several segments and cantons.

Newrest Restauration in Switzerland develop its Catering activities with the Inter-Company Restaurant MIC (Marly Innovation Center) located in the canton of Fribourg which places the emphasis on fresh and creative cooking. This restaurant, which is open to the public, will also act as a central kitchen for our catering and delivery services in this canton.

With the Renens school Catering site in the canton of Vaud, the Swiss teams have completely reviewed the food offer to expand the product ranges and give students back choice in how they consume. Pride of place will be given to digital in 2018 with the integration of the range of tools deployed by the Group (APP, click and collect, etc.), to maximise the customer experience and optimise sales.

Finally, the signature of the catering services contract for the 'Foyer Rose d'automne' retirement home enables Newrest Switzerland to serve its first establishment in the medical and social segment. Located in the canton of Fribourg, it will be supplied by the MIC production centre.

Newrest Switzerland maintains its 'Fourchette Verte' (3 units) and GRT (Genève Région Terre Avenir) certifications for 2 units.

The Switzerland teams want to certify all the Catering sites under GRTA specifications (guarantee mark created in 2004 by the State of Geneva which highlights local produce).

- Meals served per day **5,635**
- Contracts **21**
- Employees **203**
- Founded in **2010**

CERTIFICATIONS



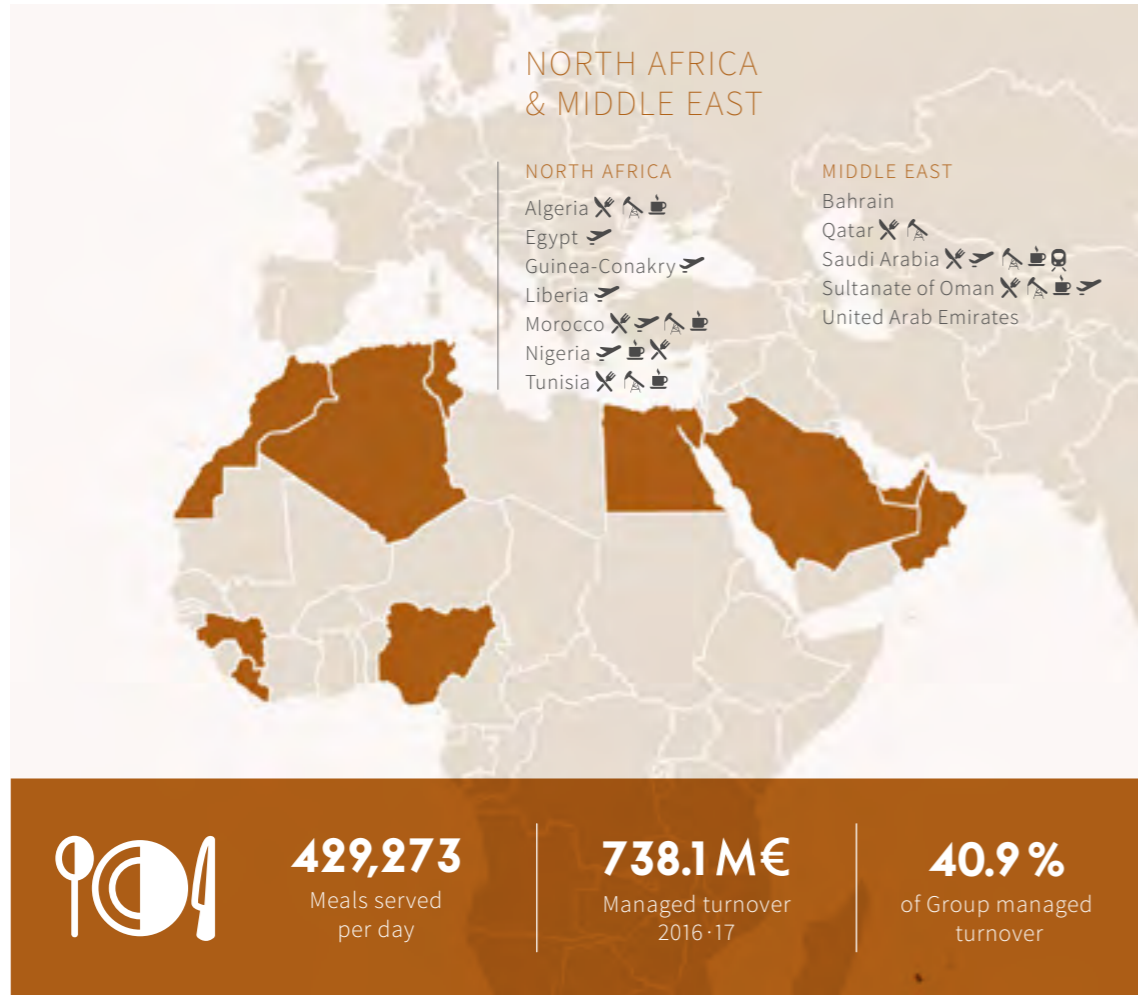
▲ Photo above: Service for the Swiss Airlines' lounge - Geneva Airport (GVA), Switzerland.



NEWS

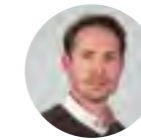
Since June 1st, 2017, the Newrest Switzerland teams have been pleased to provide services in Swiss Airlines' lounge at Geneva airport.

NORTH AFRICA & MIDDLE EAST DIVISION



TURNOVER DISTRIBUTION

(Total managed turnover 2016-17 - excluding Saudia Catering)



VICE PRESIDENT
NORTH AFRICA & MIDDLE EAST DIVISION
Marc STARKE

The deployment of the Group strategy in the North Africa and Middle east region is bearing fruit. The countries in North Africa are showing sustained productivity. In sub-Saharan Africa, the action plans put in place in anticipation of tough times have generated the expected results.

In the Middle east, the development of Qatar is compensating for the contraction in activity in the Sultanate of Oman.

Morocco remains the driving force for the zone, with a situation boosted this year by the signature of a major contract in Catering, significant investment in new production units for Inflight catering and the completion of two years of opening franchises. The teams are preparing for the future with a great deal of humility with the objective of maintaining their position as leader.

Making Newrest Algeria a reference actor was the priority. Delivering a quality service is the watch-word. This applies to all sectors of activity. The effort to rationalise costs is enabling us to handle our development better, accompanied by major investment to provide us with modern and innovative production tools.

The Tunisian teams achieved a performance that deserves recognition. In a context which is still unstable in the North (airport Retail) and in the South (Remote site management), the subsidiary obtained an incredible result in increasing turnover by over 10% and guaranteeing profitability that had never been seen since Newrest arrived in Tunisia. The country now has a central kitchen worthy of the

Group ambitions in Tunis and a modern logistics centre in Djerba.

Despite the difficult economic situation in Nigeria related to the oil crisis (suspension of several air lines) and the closure of Abuja airport, Newrest remained focussed on repositioning its airport Retail activities (restaurant, airport lounges and duty free), upgrading its production facility in Lagos and developing new activities such as Catering.

Challenge met in Guinea-Conakry too! Turnover and productivity both increased by over 20%. New airlines are planning to open new lines by the end of 2018. This all bodes well before we start looking into the Remote site management sector.

In Liberia, after staying patient for two years the Group has finally been able to start up its central kitchen at Monrovia airport. KLM has placed its trust in the subsidiary in opening its new line. The 47% increase in turnover generated numerous challenges that the teams were able to meet. The start-up of the central kitchen provides Newrest Liberia with the arguments it needs to keep up the pace of its development.

In the Arabian peninsula, the Sultanate of Oman is an oil-producing target which remains a key target in the Remote site management sector. Strong competitive pressure is leading the joint-venture to review its fundamentals and the teams have been able to carry out the Group diversification strategy in the Inflight sector with Buy-on-Board services for the new Salam Air airline.

In a tense geopolitical context in Qatar, the teams have been able to find efficient supply alternatives enabling their activities to continue to grow in several segments, such as schools and B&I with Catering for Total's headquarters, for instance.



Newrest Algeria organised a 'Lunch on the loan' for 230 students of the 'Petite Ecole d'Hydra' - Algiers, Algeria.

ALGERIA

COUNTRY MANAGER Bruno HERICHÉ

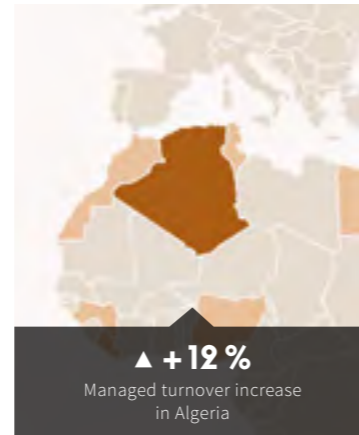
Newrest Algeria finished with turnover up 12 % and an improvement in financial operating margin of + 2,4 %.

For the Remote site activity, the 15% increase in turnover compared to the previous year were obtained despite the contraction in the Oil & Gas market, which forced the Newrest Remote site teams to be stricter with recovery from its customers and a reorganisation of the operational team rotation model.

The Sinotharwa, Technicas Réunidas, KCA, Petrofac and Lead customers renewed their confidence in the subsidiary, which started to work with new customers NPS and Dialgrupo for full Catering management for their sites at In Amenas.

In the Retail sector the turnover at Algiers Airport increased slightly by 3%. The improved performance is mainly due to the reorganisation of the product offer and the commercial strategy to differentiate between the duty-free and non-duty free zones.

In Catering, new customers have placed their trust in Newrest Algeria: 'The Lunch' was opened at Société Générale's head office in Algiers, at the Industrie Médico-Chirurgicale in Rouiba and at the head office of Renault in Algiers: 1,500 covers per day. The strategy to increase the professionalism of this activity by setting up the themed animation programme, the deployment of the Digital application for parents of children in schools and the programme to value skills with the CESI Training organisation throughout the year enabled Newrest Algeria to strengthen its position as a recognised reference actor and to keep 100% of its existing customers. The contracts at the Lycée International and the Alexandre Dumas school in Algiers - 1,600 covers/day - were renewed.



Meals served per day
15,751

Contracts
24

Employees
1,011

Founded in
2006

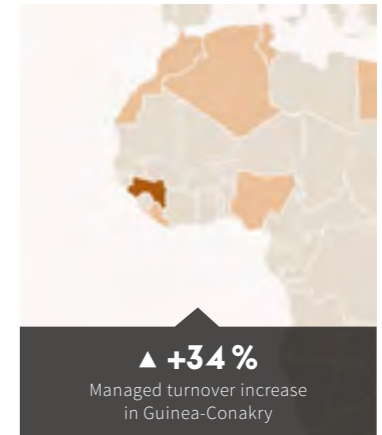


NEWS

- On May 24th, 2017, **Newrest Algeria organised lunch on the lawn for 230 children at the 'Petite École d'Hydra' in Algiers.** With bales of straw, vegetables from the garden, wheelbarrows, watering cans, rabbits, cows and flowers from the fields, all the ingredients were there under the Algerian sun, for a relaxed, outdoor buffet in the school yard.
- On March 21st, 2017, **the restaurant 'The Lunch' opened at Renault Algeria's head office.** After Renault's factory in Oran, Renault Algeria has entrusted Newrest Algeria with the management of Catering for staff at its head office. Teams of Newrest Algeria worked alongside the restaurant's team to successfully open this new site. The services proposed at the Oued Smar Renault restaurant: 1 self-service restaurant (150 meals per day), 1 cafeteria, related services.

GUINEA-CONAKRY

COUNTRY MANAGER Jean-Luc SADRAN



Meals served per day
384

Contracts
4

Employees
30

Founded in
2012

The country is slowly recovering from the Ebola epidemic, helped by a major international aid effort.

This re-start in growth is being felt in the increase in commercial and VIP air traffic. Among its new customers this year, Newrest Guinea can already count Ethiopian Airlines and Royal Air Maroc.

New airline companies are planning to open new lines: Turkish Airlines and Rwandair should be the first in 2018 to inaugurate their Conakry services.

Newrest Guinea's turnover took advantage of this dynamic while combining background work on productivity elements. This all bodes well before we start looking into the Remote site management sector, which after several years of severe contraction is also showing significant signs of reorganisation and recovery.

Worldwide demand for bauxite, of which Guinea has the largest proven reserves, is sustained unlike most other products extracted by mining for which prices are still at their lowest.

The Group is also seeing that numerous large projects, hydraulic dams, road networks and port infrastructures for mineral export have been financed recently, which in 2018 should boost demand for support and Remote site management services across all of Guinea.

▲
Photo above:
Teams are serving
the 4 weekly flights
of Ethiopian Airlines
company
- Guinea-Conakry.



NEWS

Since February 3rd, 2017, **teams of CGA Newrest are serving the 4 weekly flights for the Ethiopian Airlines company, on the Conakry-Abidjan line.**

LIBERIA

COUNTRY MANAGER Heni ZLITNI

Operation starting with KLM - Monrovia, Liberia.



The task facing the new authorities, led by the only female president in Africa, is immense and expectations are large.

The country has very little transport infrastructure (barely 200 km of paved roads) worthy of the name. And yet natural riches, especially diamonds and gold, are abundant underground.

The recovery is continuing nevertheless and the international community is supporting this effort. Step by step, Liberia is continuing its resurgence and is recovering from the Ebola epidemic. The tenaciousness of the local teams enabled the central kitchen at Monrovia airport to be started up again after two years and serve KLM bi-class flights. This increase of nearly 50% in turnover was accompanied by training plans for crews and allows the subsidiary a glimpse of a new commercial dynamic in complementary segments, with Catering B&I in the capital as well as for airport Retail.

The introduction of structures to encourage the exploitation of mining resources could in the medium term open the possibility of developing Newrest Liberia's activities in this segment also.

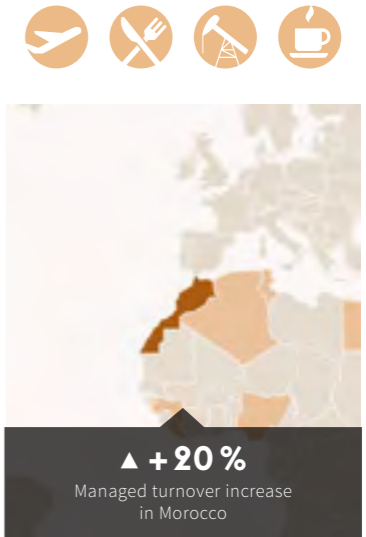


NEWS

On March 29th, 2017, **teams of Newrest Liberia served their first KLM flight**. The airline operates 3 flights per week, which the Newrest teams are delighted to serve. This contract enabled the Monrovia production unit to restart its activities.

MOROCCO

COUNTRY MANAGER Marc GIRAUD



Newrest Morocco managed to save the day by showing organic growth in its turnover of 20%.

This growth was possible thanks to a high retention rate for all contracts up for renewal and the signature of new contracts in Catering, in particular:

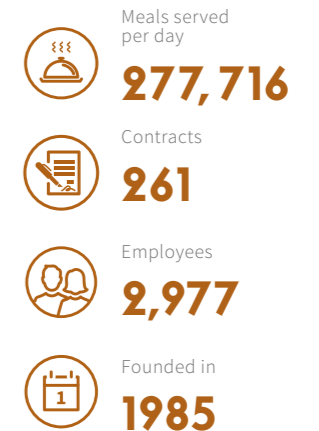
- Prisons sector
- Education sector: signature of the University of Fes, Casablanca International University with The Lunch concept, 'l'Ecole Centrale' and 3 schools with the Sana Education group
- B&I sector

The Retail offer was completed with new franchises (Paul, illy, Médina,...) in Marrakesh, Rabat, Fes and Casablanca airports. The Group also increased its presence in Inflight catering with the construction and opening of the Marrakesh production unit.

Faithful to its strategy of becoming the quality reference for the profession in Morocco, Newrest was ISO 9001:2015-certified in May 2017. The company's quality department now has 27 government-qualified quality engineers whose role is to provide training and check the introduction and monitoring of good hygiene practice. The country also strengthened its training manager brigade, of whom there are now 8 and whose mission is to work on meal quality in all establishments.

The Newrest Academy enabled the integration of 14 new graduates from the hotel and catering college into training manager positions and trained over 600 employees from restaurants managed by the Group in Morocco.

The Newrest app which enables consumers, families and students to interact with their restaurant has been deployed over 14 sites.



CERTIFICATIONS



NEWS

The 'École Française Internationale de Casablanca (EFI)', which opened in September 2017, has chosen Newrest Morocco to provide Catering services. The Newrest teams provide Catering services adapted to meet the nutritional requirements of young children and the Madeleine concept.

NIGERIA

COUNTRY MANAGER Laurent MOUSSARD

The Nigerian economy continues to cope with major macroeconomic challenges and is in recession for the first time in decades.

The rate of inflation has remained above 13%, affecting the prices of basic local and imported products, such as rice, millet, maize and sorghum.

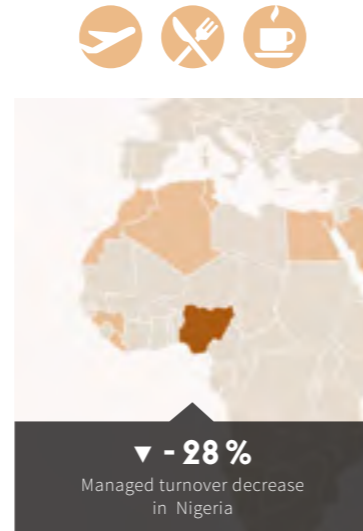
The recession may be put down to a series of shocks, including among others and beyond the insecurity in certain regions in the country, the persistent fall in oil prices, the lack of currency, disruption to the fuel supply and falling oil production.

Against this background, and by putting strict operational procedures in place, the Newrest ASL teams in Nigeria have renewed 100% of their contracts and have started to serve new customers such as Qatar Airways. The future start of by Lufthansa out of Lagos at the end of 2017 should be noted.

Newrest ASL has also developed VIP Inflight catering activities with the Bristow Group, a major player in industrial aviation services.

2016-17 was also a good year for Newrest ASL as its two production units at Lagos and Abuja are now ISO 22000-certified.

In parallel to the work to be continued in the Inflight segment, the Newrest ASL teams are already implementing an activity development plan in the Catering segment for schools, businesses and the oil and gas industry, anticipating a recovery of this activity in 2018.



Meals served per day
3,221

Contracts
12

Employees
362

Founded in
2015

NEWS

On November 19th, 2017 **Newrest ASL started on-board services for Bristow in Nigeria, out of Lagos and Abuja, with a return Catering service for Port Harcourt.** The Newrest ASL teams provide a breakfast/lunch and dinner service for all flights operating in Nigeria, 10 flights per day from Monday to Friday and 4 flights at the weekend with 2 Embraer 135 planes, 37 and 50 seats respectively, which provide the link between 3 towns. Bristow Nigeria Limited, which is known for its helicopter services in Nigeria, expanded its jet charter service (fixed wing) on December 5th, 2016, adding new flights between Lagos and Abuja, in Nigeria, and completing its current charter service between Lagos and Port Harcourt. The services are mainly intended for customers in the oil and gas industry, based in the triangle of the three towns. Newrest ASL is proud to mention that it is its first domestic flight Catering contract and that it opens up more business opportunities in industry.

LED TECHNOLOGY

IN **80%** OF ITS PRODUCTION UNITS AROUND THE WORLD

Newrest has switched its lighting systems to LED technology.

The goal is to halve energy consumption, and in most cases to get even better results.



+ 50%
OF ENERGY SAVINGS

IMPROVED
ILLUMINATION
AND WORKING
CONDITIONS

3 GWH = 3,000 MWH = **3,000,000 KWH SAVED IN ONE YEAR**

1 KWH = 0.5 Kg OF FIREWOOD

→ **EQUIVALENT OF 1,500 TONNES OF HEATING WOOD SAVED**

77%



OF THE SITES are equipped or in the process of being equipped (60 on 77)

23%



OF THE SITES abandoned the project for technical or economic reasons



Increasing numbers: all new sites are equipped by default

TUNISIA

COUNTRY MANAGER Nicolas LETELLIER

In an unstable Tunisian environment with no clear restart in investment the Tunisian teams were able to generate a commercial and operational dynamic, leading to an increase of over 10 % in turnover at the same time as a significant increase in profitability.

Newrest Catering Tunisia won several contracts, such as with 'Laboratoires Teriak' in B&I, the coverage of Catering for staff at the new Four Seasons Hotel in Gammarth, the contract for the Clinique Ophtalmologique du Lac and finally several major contracts in the school environment: The Laghmani private institutions, the Canadian School of Tunis and finally the ISC Carthage, the largest private establishment in Tunisia, with over 2,500 students.

The new Remote site contract with Geoseis (seismic operator) was appreciated in a market segment which has been quiet over the last few months.

Newrest Catering Tunisia renewed its full certification portfolio with the Shell Hannibal site (ISO 22000) and the triple ISO 9001, ISO 14001 and OHSAS 18001 certification for head office and all operations. Newrest Retail Tunisia also obtained ISO 22000 certification for the Tunis Carthage Airport site.

After several months of work, at the end of 2017, Newrest Catering Tunisia had a new production unit. The building, which has over 1,000 m² on two floors, comprising storage, cold and hot production and administration, completed by a training room and a product presentation room for customers, has a capacity of 7,500 meals per day and may extend to Tunis and its surrounding area.

The new logistic unit at Djerba completes the industrial facility network in Tunisia.



SAUDI ARABIA

COUNTRY MANAGER Wadjy M. AL-GHABBAN



In keeping with the kingdom's 2030 vision, SACC (Saudi Airlines Catering Company) strengthened its positions in 2017 enabling it to sustain regular growth.

All activities were able to benefit from a consolidation dynamic, starting with Inflight, and the Jeddah production unit which beat all previous records, handling 302 flights per day on September 9th, 2017, and 122,056 meals on September 7th.

These figures also highlight the operational efficiency developed by the SACC teams, which also encouraged the development of hotel services for paying airport lounges, such as Wellcome Lounge (with the opening of the third location at Prince Mohammed international airport in Medina) or the Lounge Café now open in Riyadh, Majmaa and Qassim SAR Train stations.

Regional commercial development for the Inflight activity in 2017 saw promising success with Flynas, Oman Air, Flyadeal and Himalaya Airlines in particular.

We should also note that unlike the worldwide trend, duty free sales saw a significant increase following reorganisation of the offer, in particular through the Skysales brand and openings in the duty-free spaces and duty paid shops at Al Qaqqim, Hail, Tabuk and Al Baha airports and in more original places such as King Abdulziz university in Jeddah.

In the Catering & Facilities segments, the Saudi Laundry activity reached its cruising speed after the setting up of its complex (capacity of 40 tonnes of laundry per day) serving the Jeddah and Mecca markets. True to their tradition as an innovative actor, after several months of tests and development, the Newrest Saudi teams had government authorities validated a digital solution to assist meal service for pilgrims during the Hajj and Umrah periods.

To finish this year, we should note the arrival of SACC on-board trains for the SROT operating on the line between Riyadh, Hofu and Dammam, enabling them to position themselves well for future developments in the kingdom in this sector of activity.

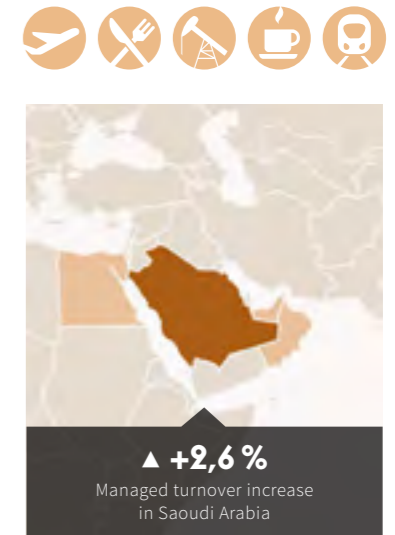


Photo above:
The Lounge Café
- Riyadh, Saudi Arabia.

NEWS

After Béja, La Marsa, Gafsa and Tunis, **the Amen Santé group and Newrest Tunisia are continuing to develop their partnership with the opening of the Nabeul and Bizerte clinics of the Amen Group.** The two new establishments have just been inaugurated by the Tunisian Minister for Health, have a capacity of 160 and 126 beds respectively and are multi-discipline.

QATAR

COUNTRY MANAGER Olivier BILLEREY

In an extremely competitive environment, Newrest approach in Qatar has paid off. 2016-17 was a year of consolidation for purchasing and operational structures.

With the arrival from Newrest Angola of Krishnen Venkatachellum at the logistics chain department, the purchasing process was structured, with development of imports in particular.

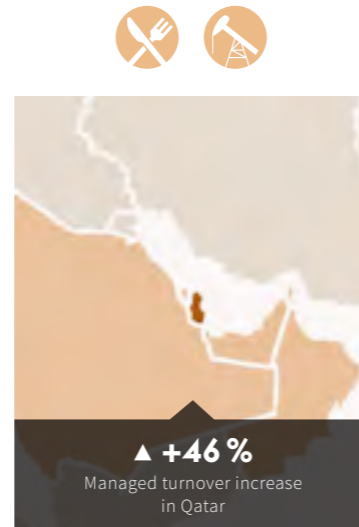
Newrest Gulf continued operationally, with the arrival of Arezki Amir as Deputy Country Director and the consolidation of its activities by accompanying the growth of several of its key contracts for which service had begun the previous year.

Among others, the WASEEF Facility Management company saw its staff numbers increase, requiring the Newrest Gulf teams to organise themselves logistically to serve 15,000 meals per day.

This trend was also encountered with the Ministry of the Interior through the Police College and Police Academy sites.

From June 2017, diplomatic tensions with its neighbours generated heavy inflation on imported products and transport costs for the Qatari teams, which had to be countered with new supply routes and the re-engineering of menus and services with our customers. This work was carried out in complete transparency with our partners. In these delicate times, Jaswant Pujara's team at finance were able to work closely with customers to ensure them that mutual commitments would be respected and to ensure there was no drift in cash flow.

After the start of Catering activities for the 'Lycée Français de Doha Bonaparte', the teams were also pleased to win the Catering contract for Total's head office in Doha, where a varied choice served as a buffet caters to employees from the local, European and Asian communities. The start of the new production unit with a capacity of 20,000 meals per day at the start of 2018 will strengthen our position as a major player in this market.



Meals served per day
38,226

Contracts
7

Employees
620

Founded in
2013

CERTIFICATIONS

ISO 9001 ISO 22000



NEWS

On June 5th, 2017, **Newrest Gulf started to provide Catering services for Total head office in Doha.** Each day, the Newrest teams prepare an international buffet to delight Total staff.

SULTANATE OF OMAN

COUNTRY MANAGER Nicolas PAULY

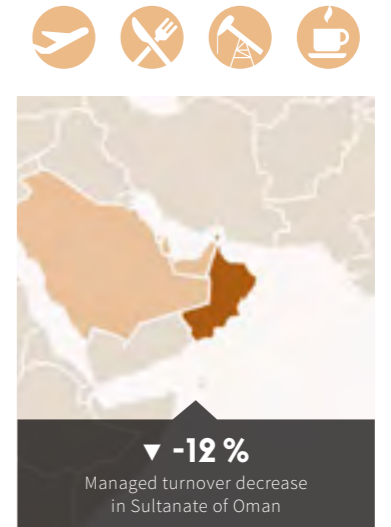
The Sultanate of Oman continues to suffer from weak prices for a barrel of oil.

Most major infrastructure projects are still on standby, slowing down both activity relation to construction sites and activity related to oil extraction. The arrival of regional competitors on the market has turned over the joint-venture's positions and has forced the Newrest Wacasco teams to be even tougher in their productivity management. In this context, Newrest Wacasco has still managed to win contracts with new customers such as National Drilling Services, Sarooj and Truck Oman. At the same time, Newrest Wacasco has continued to assist the expansion of its customers, in particular BGP, Shaleem, Al Shawamikh, Al Baraka, and Schlumberger.

In keeping with the Group strategy to develop all of its activities in a complementary way, the Oman teams are now providing Buy-on-Board services from the first flight of the new Omani low-cost airline Salam Air.

Following the work carried out to adapt its offer to new demands and the constant improvement in its processes (such as the OHSAS certification obtained this year by the Oman teams), Newrest Wacasco is in a good position to develop its customer portfolio with the expected recovery in oil activity in 2018.

Despite an extremely complex year in terms of business opportunities, Newrest Wacasco achieved a retention rate of 97%, but also signed new contracts thanks to offers combining quality and optimised cost for its customers.



Meals served per day
64,738

Contracts
87

Employees
1,601

Founded in
2008

CERTIFICATIONS

ISO 9001 ISO 22000 OHSAS 18001

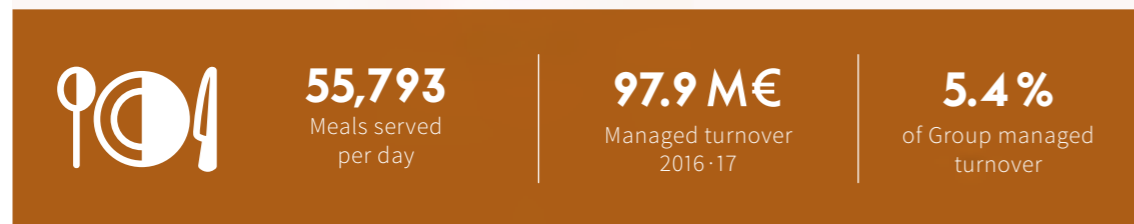


NEWS

→ **This is the start of a long partnership between Newrest Wacasco and Truck Oman,** one of the leading companies in the logistics market, which started on February 1st, 2017. The Newrest Wacasco services will be providing hotel and Catering services for nearly 200 people at their base at Haima, 850 km from Mascate.

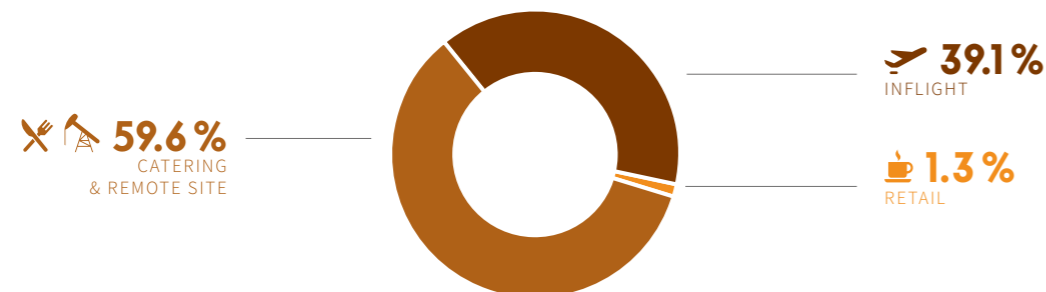
→ On Sunday, January 29th, **Newrest Wacasco started services for Salam Air the Newrest Wacasco teams had two weeks to set up the points of sale and products and train Salam Air staff.** This inaugural flight between Salalah and Muscat was a success for the Oman teams.

SOUTHERN AFRICA DIVISION



TURNOVER DISTRIBUTION

(Total managed turnover 2016-17 - excluding Saudia Catering)



VICE PRESIDENT SOUTHERN AFRICA DIVISION
Alexandre LELIÈVRE

On the West African coast, our service portfolio is mainly targeted at the oil and gas industry.

During this crisis period which is continuing to affect this sector, the Newrest teams in Angola, Cameroon, Congo and Gabon continued to help customers and prospects who are seeking to reduce costs. These efforts enabled us to secure many of our current contracts and to win new ones in 2016-17, while major competitors pulled out of some of these countries. The growth in activity also includes Catering for businesses, in particular in Angola where Newrest has significantly increased its presence in the local market. The three countries which are dedicated to Inflight activities – South Africa, Uganda and Zambia – are now well-established and have a solid image in their respective markets. Competitiveness once again stood out as one of the priorities for Newrest in 2016-17. It enabled the Group to win major contracts, to diversify its product line in Uganda and to build two new production units (in Durban in South Africa and in Lusaka in Zambia). These new buildings will be operational during the 4th quarter of 2017 and the 1st quarter of 2018 respectively. Newrest is now well placed to launch a new phase in its development. The Group is the leading local actor for regional airlines, at the same time as assisting its international customers with their deployment strategy in the region.

The work carried out by the teams of Newrest Madagascar with the Ambatovy camps continues

to be a key reference in the mining industry. The company's scope has expanded since 2012, while innovations are constantly being put in place to improve residents' quality of life. At the same time, the teams in this country have significantly expanded their activities in the Catering sector in Antananarivo. Around 2,000 additional meals are now served in Madagascar's capital to business, in particular in the call centre sector.

In the area of QHSE, Cameroon, Gabon and Madagascar are ISO 9001-certified, Uganda is ISO 22000-certified and dnata Newrest in South Africa has both of these certifications. A great deal of work has been carried out in the region in terms of health and safety at work management, and Madagascar obtained OHSAS 18001:2007 certification during this year.

For 2017-18, the objectives first of all are for consolidation of activities in Angola, Gabon and Congo and the reinforcement of management processes following a 2016-17 which experienced strong growth. Next, the opening of the production unit in Durban and the maintenance of the commercial dynamic in the Inflight sector in South Africa are forecast.

The development of the Remote site activity has not been forgotten, particularly in Uganda, where work must be extended to maintain service quality levels in the Inflight sector. In Zambia, after the migration to the new unit, the teams will assist Lusaka airport transfer the airport lounge activity to the new international terminal. Finally, a commercial development plan in Cameroon, Ghana and Madagascar has been initiated to strengthen local footprints.



Service on-board the FPU Likouf continuing its journey to Pointe-Noire - Congo.

SOUTH AFRICA

COUNTRY MANAGER Emmanuel LEPRÉTRE

Growth in South Africa appears to be on an upward slope again, driven by slightly stronger worldwide growth, a more stable social climate and the stabilisation in the price of basic products.

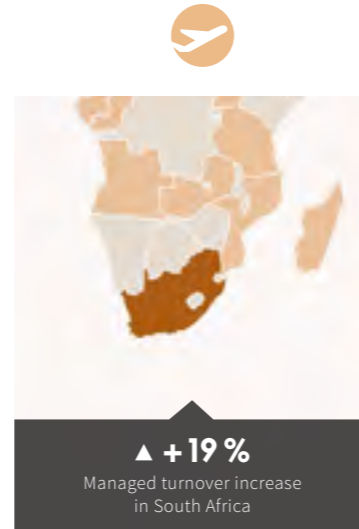
As part of this trend, in 2016-17 the South African dnata Newrest teams at the Johannesburg production unit were delighted to host the Australian airline Qantas, which operates a daily Johannesburg / Sydney flight by B747. The launch of the high season with a second A380 large capacity aircraft from British Airways was also an important moment for this major customers and ensured success for the dnata Newrest teams.

The new Durban production unit is now complete. The joint venture now operates Inflight catering in South Africa from 3 production units: Johannesburg, Cape Town and Durban.

In human resource terms, dnata Newrest is carrying out an ambitious programme to train young managers in the long-haul Inflight domain with:

- 3 juniors of different nationalities, as part of the graduate program, integrated in 2017 into the teams at the Johannesburg and Cape Town units.
- 4 juniors selected from the best South African colleges integrated in Johannesburg as part of this same Graduate Program.

The cornerstone of the Group long-term growth, constant attention to putting QHSE standards into practice remains a daily challenge. This work is paying off. The Johannesburg unit successfully obtained ISO 9001 and 22000 certification in May 2017 and the Cape Town teams are now seeking to obtain ISO 9001 and 22000 with the objective of June 2018.



CERTIFICATIONS



ANGOLA

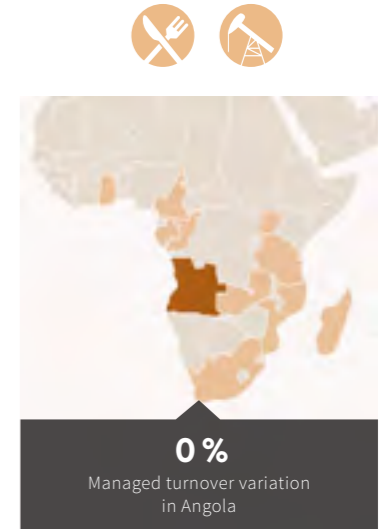
COUNTRY MANAGER Erik DELFOUR

Angola economy grew by 1.1 % in 2016, but it should rise to 2.3 % in 2017 due to the forecast increase in public spending and better exchange rates with the price of oil which is rising again.

In this context, 2016-17 was a year of consolidation for Newrest Angola and a slight contraction in turnover. Although the Remote site customer portfolio remains stable, certain projects have been stopped. The development in Catering activity is confirmed. The consequence of this is that the distribution in turnover has gone from 100% from oil activity to a balance between oil and Catering activities (51 % in Catering & Guest House management and 49% related to the oil industry).

The Angolan subsidiary expanded its activity in B&I by winning new contracts, continuing to apply action plans to reduce costs. This has enabled Newrest Angola to win 6 major contracts with Castel Group and Sodiba in the drinks industry and signed a new contract with Nestlé and Barloworld. These contracts enabled the subsidiary to expand its influence in the B&I industry and to help achieve its activity diversification strategic plan and increase its presence on the local market.

For the coming year, despite a gloomy economic context with the shutting down of several sub-contractors in the oil sector and operational challenges due to fierce competition, Newrest Angola will maintain its ambition of improving the quality perceived by our customers on-site every day. To achieve this, Newrest Angola Management will have the objective of standardising its organisation via ISO 9001:2005 management system quality certification. This certification would enable the subsidiary to improve its quality control, optimise its productivity and develop its reputation in the country.



NEWS

dnata Newrest South Africa is pleased and proud to announce that it has won the Saudi Airlines contract from March 1st, 2017, in Johannesburg. Saudi Airlines will be operating 4 flights a week on B777-200s out of Johannesburg and will be launching an A330 in this sector on June 1st. We are looking forward to a fruitful working relationship which will enable our company to improve its growth.

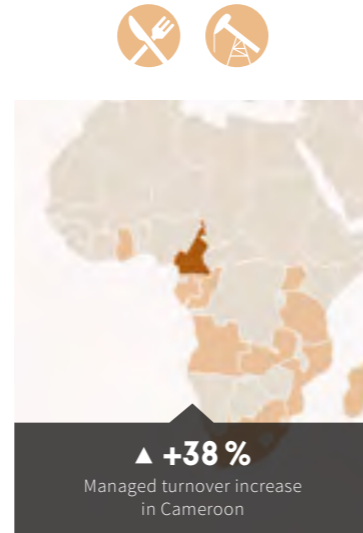
NEWS

In April 2017, Newrest Angola received the 'Reference company for catering and related services for the offshore industry in Angola' certification from the CAE (Centro de Apoio Empresarial), the single certification body created by the Angola and Sonangol Chamber of Commerce and Industry.

CAMEROON

COUNTRY MANAGER Olivier GIRARD

Launch of the 'Catering Unlimited' app at the OMBE-ENEO training centre - Cameroon



During 2016-17, Newrest Cameroon continued to help customers and prospects in the oil and gas industry with their search to reduce costs.

In February 2017, Newrest Cameroon won contracts with Borr Drilling Rigs Frigg & Norve, first of all in Limbé then in other regions with the extension in operations.

From its arrival in Congo, teams of Newrest Cameroon provided services on-board Protis (Geocean - Vinci), until its departure for Singapore in August with Newrest staff on-board for towing.

In June 2017, the Cameroon subsidiary began Catering operations in Singapore for Golar's Hilli Episeyo LNG which arrived in Cameroon in November.

The teams also renewed the annual contract with the Eneo Training centre in July 2017.

This operational dynamic bore fruit with the achievement of ISO 9001:2015 certification in 2017 and enabled Newrest Cameroon to be the first company to obtain it in this version.



CERTIFICATIONS

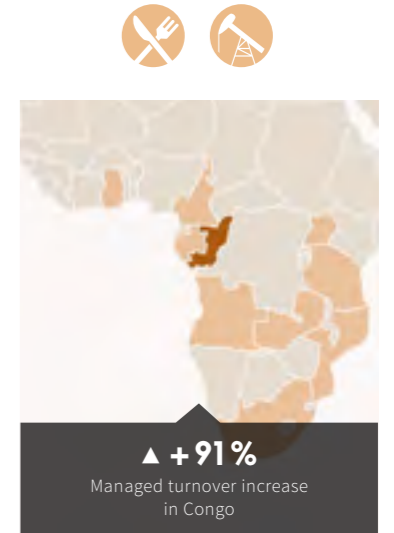


NEWS

As part of continuous improvement and in order to provide its customers with innovative solutions, **Newrest in Cameroon set up its 'Catering Unlimited' application in November 2016 for customers at the OMBE - ENEO Training Centre (CFOMBE) restaurant.** Thanks to this application, customers can pre-order meals, get an overview of the week's Menu and be informed of the special events the CFOMBE covers.

CONGO

COUNTRY MANAGER Abraham BALIMA



Significant growth for Newrest Congo in a difficult international background, marked by the sharp drop in oil prices.

Despite this situation, the local teams with the Group matrix support were able to find growth elements in new activities. In 2016, Newrest Congo won a contract with TEPC for catering for the Likouf from South Korea as well as for three other units: Halani, Yanga and Chancellor. A multi-cultural Newrest team (5 nationalities including Congolese) provided on-board services while the Likouf was being towed between South Korea and Congo. As soon as it arrived in Congo, a local team successfully took over to provide services on-board the Likouf FPU.

2017 also saw Newrest Congo efforts rewarded by Bourbon Offshore Surf which placed its trust in it to manage their Guest House: the Congolese teams provide catering from the dedicated kitchen for around forty places at the Guest House and meals for Bourbon teams in the Surfer boats.

Newrest Congo objectives for 2017-18 are geared towards more aggressive conquest of the market while controlling costs.

The new operational team and the QHSE department enabled Newrest Congo to maintain a high level of customer satisfaction, which should help to guarantee a long-term future for current contracts and to reach other potential customers.



▲ Photo above: Teams of Newrest Congo providing services for the Bourbon Offshore Surf Guest House - Pointe-Noire, Congo.



NEWS

On November 10th, 2016, **Newrest teams are currently on-board the Likouf FPU which is continuing its journey to Pointe-Noire in Congo,** after leaving Ulsan in South Korea in early October. Newrest is assisting Total with this project, which was the subject of an article in 'Le Parisien' newspaper on November 10th, 2016. The Newrest teams are providing catering, hotel and laundry services for all personnel present on-board.

GABON

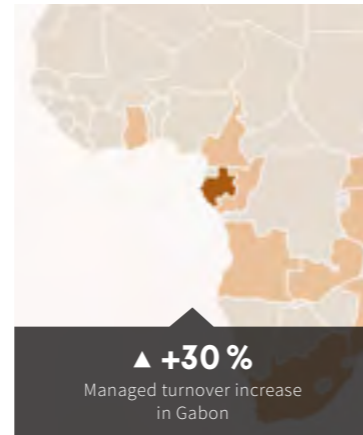
COUNTRY MANAGER Sylvain MOUNIER

Affected by the weak oil price, the Government has placed specific emphasis on developing professional skills and a series of initiatives to maintain a relative economic dynamic in the country.

Newrest Gabon 2016-17 performances must be welcomed against this background. It was actually a fruitful year in terms of contract openings.

In February 2017, Newrest Gabon started to manage the catering, housekeeping and laundry for the Gamba Friedlander on-shore site and was able to meet the logistical challenges imposed by one of the furthest sites from its base. Finally, thanks to very good co-operation with Bourbon, in March 2017 the teams began to manage their Guest House at Port Gentil, with catering, housekeeping, laundry and concierge services. Finally, winning the Perenco contract in May 2017 positioned Newrest once and for all as the off-shore reference, and the Gabon subsidiary is now managing 4 off-shore sites for this customer: Barbara, Fernan-Vaz, Tchatamba and Magda.

Newrest Gabon obtained ISO 9001:2015 quality certification following the audit carried out in August 2017 by Bureau Veritas Certification. With this certification the subsidiary is demonstrating its ability to provide products and services which comply with the customer's requirements and with regulatory requirements and places the customer at the centre of concerns for all of the company's teams.



-  Meals served per day **707**
-  Contracts **4**
-  Employees **352**
-  Founded in **2009**

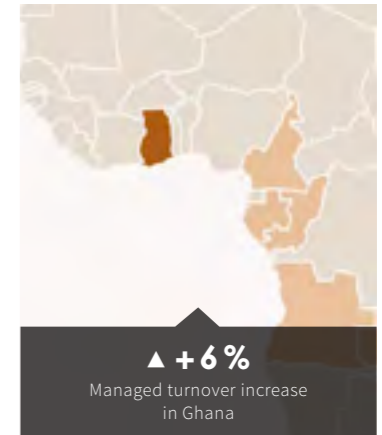
CERTIFICATIONS



- **The Newrest team in Gabon has taken its place in the restaurant at the Missala hotel in Gamba.** Newrest Gabon mission is to serve 45 POB breakfast, lunch and dinner and to manage room occupancy.
- Since May 2017, **teams of Newrest Gabon have been working to serve meals and maintain several living quarters for Perenco Gabon.** The sites covered are the 4 Krill, MUPU, Pelican and Barbara and Fernanvaz off-shore platforms and one Floating, Storage & Offloading (FSO) site.

GHANA

COUNTRY MANAGER Nicolas BLAKE



Ghana had a busy political year with the elections in December 2016 and the development for Newrest Ghana of its Inflight and Catering activities.

The growth in actual GDP slowed down for the fifth year in succession, in particular due to the tightening of monetary and budgetary policies, but it should bounce back in 2017 and 2018 in favour of a boost in the non-oil based economy and the entry into production of new oil wells.

After two consecutive years of inflation at over 15%, there were many challenges to secure Ghana supplies at the best cost.

Despite everything, it was a very interesting year in terms of development for Newrest Ghana which won its first contracts with regional airlines and at the same time launched operations in Catering via its first contract: Lycée Français of Accra.

These performances must be welcomed in an environment where training remains a priority. The Newrest Ghana teams doubled their training budget between 2016 and 2017 for this. This now accounts for 5% of total salary costs. Training is mainly provided in safety, QHSE (Quality Health Safety Environment) and the subsidiary now is developing a more specific training programme to meet its needs and enable its teams to increase their skill levels.

-  Meals served per day **4,994**
-  Contracts **6**
-  Employees **254**
-  Founded in **1998**

CERTIFICATIONS



Photo above: Service at the 'Lycée Français Jacques Prévert' - Accra, Ghana.



Since September 5th, 2017, **the 150 students and teachers at the 'Lycée Français Jacques Prévert' in Accra have been enjoying Newrest Ghana Catering services.** The local teams dressed the establishment's dining room in the colours of Entre 2 Cours, the concept created by Newrest for the 7-14 year olds. This new concept enables the Ghanaian teams to start a new activity: Catering.

MADAGASCAR

COUNTRY MANAGER François TACK

2016-17 was a year of change for Newrest Madagascar.

On August 15th., 2017, the teams began to serve breakfast and lunch at the American School of Antananarivo. Around 180 students and teachers have their meals there each day.

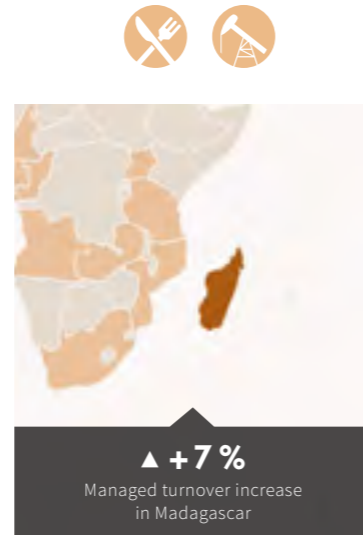
Newrest Madagascar is continuing to assist Ambatovy with its requests for innovation and efforts to reduce costs. In November 2017, the teams served the 10,000,000th meal for Ambatovy since the contract started in December 2012.

The subsidiary also started a new contract with the Outremer Telecom call centre in Antanarivo, where the teams serve lunch and dinner.

In terms of recruitment, Newrest will be integrating two recruits into the local 'Malagasy Graduate Program' to promote local managers in its activity with Ambatovy.

In August 2017, the subsidiary renewed ISO 9001:2015 certification for customer satisfaction management and for the first time obtained OHSAS 18001:2007 certification for health and safety at work management.

The teams were also proud to help the 'Entendre le Monde' organisation with organisational and logistical support.



CERTIFICATIONS



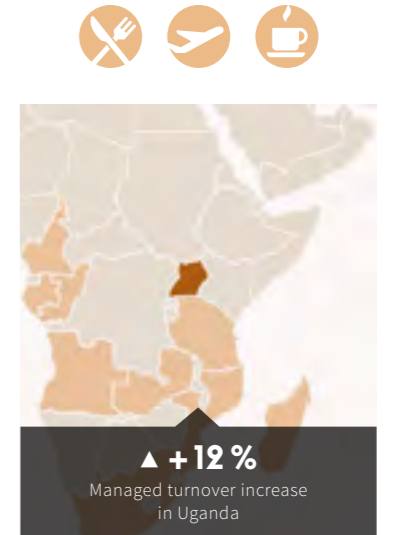
NEWS

→ **On October 24th, 2016, Newrest in Madagascar began to serve a new site for Outremer Telecom, a call centre in Antananarivo.** This site is the second site for this company for which the Newrest teams serve lunch and dinner. Around 1,000 meals have been served at the first site since the start of March 2016. Around 400 customers are served per day at the new Tanjombato site. This figure should reach 1,200 over the next 6 months.

→ **The 'Entendre Le Monde' association, in partnership with Newrest in Ambatovy, undertook a mission to Madagascar from January 16th to 20th, 2017.** Newrest Madagascar, which manages catering and the camp at Ambatovy, provided logistical, financial and human support to this mission. Doctor Bertrand Gardini, the President of the 'Entendre le Monde' association, went to the Be hospital and the Semato school in Tamatave with two other doctors. Their objectives were: to train the medical teams, detect any hearing problems (mainly in children), operate on certain diseases, improve medical coverage and supply equipment.

UGANDA

COUNTRY MANAGER Gaël LOKOSSOU



CERTIFICATIONS



This dynamic country continues to have annual growth of nearly 5 %.

With a significant share of its working population (35.5%) made up of entrepreneurs, Uganda is one of the most entrepreneurial countries in the world. The Newrest UIS teams have worked hard to be part of this movement and 2016-17 was a year which saw the start of new contracts, translating to an increase in its turnover of 12%.

In 2016, the Newrest teams started to serve Pizza Hut with products which are part of the pizza giant's offer. In March 2017, Newrest UIS won the contract for the 'Ecole des Grands Lacs' French school in Kampala where 190 children are served each day by local teams.

In keeping with its quality plan, Newrest UIS renewed its ISO 22000 and Halal certifications and maintains its premises conformity certificate, issued by Entebbe Town Council's specialist hygiene doctor. The joint-venture also passed Yum! certification in September 2017, confirming our quality commitments to our partners.

Newrest IUS was awarded the prize of best employer in Entebbe for 2016 by the National Social Security Fund, for its constant desire to ensure the well-being of its employees and its proactive approach to improve working and career development conditions.

Strengthening our ambitions for next year, Newrest UIS has been registered by the Ugandan Oil Authority, which will enable us to consider projects in the oil exploration sector.

NEWS

On October 12th, 2016, **Newrest UIS was awarded the prize of Best employer in Entebbe.** This prize was awarded by the NSSF (National Social Security Fund). It rewards respect for social regulations by companies in Entebbe district.

Photo above:
Lunch service for the
'Ecole des Grands Lacs'
french school
- Kampala, Uganda.

MOZAMBIQUE

In Mozambique, the Group has strengthened its local partnerships despite the lack of activity in order to be able to best meet the future demands of major contractors.

Uncertainties still hang over the timing of major projects related to Mozambique gigantic gas reserves. It is still too early to determine when the long-awaited market will take off but the teams will be ready to respond to all requests, particularly in the field of Remote site. The Group remains confident about the potential of Mozambique and its natural resources.



TANZANIA

In Tanzania, the Group has met its objectives and is continuing its approach phase of the market.

Since the Group installation in Tanzania, teams have completed several drilling contracts that have enabled them to acquire the know-how and experience they need to manage Remote sites. They are listening to the market and are ready to seize any development opportunities envisioned, especially around the pipeline project from Uganda.



ZAMBIA

COUNTRY MANAGER Julien VENDRELL



▼ - 18 %
Managed turnover decrease in Zambia

2016-17 was a vital year for Newrest Zambia in consolidating its position as the main Inflight catering actor.

The teams secured a large part of Newrest Zambia turnover until 2020 following tough negotiations with Emirates. This step enables services to be extended with this main customer for the Lusaka-Harare-Lusaka and Lusaka-Dubai routes.

The arrival of the new local airline Mahogany Air enabled Newrest Zambia to continue its development and consolidate its leadership at Lusaka airport. Mahogany Air carries out domestic flights to Lusaka-Ndola and Lusaka-Livingstone, strategic towns for business in Zambia. The Newrest Zambia is proud to provide its support to young local companies, enabling them to take advantage of our know-how and our experience.

Newrest Zambia has managed to ensure the loyalty and satisfaction of its traditional customers, whether for all the airport lounges at Kenneth Kaunda International Airport (FNB, Kenya Airways and Star Alliance) or for local and international airlines such as Proflight and South African Airways. The government team and the Zambian president have placed their trust in Newrest Zambia once again to provide catering for all of their professional travel.

The dynamic launched this year is continuing through the construction of a new Inflight unit which should enable Newrest Zambia to be ready for the arrival of the new airport in 2018 with significant commercial objectives.

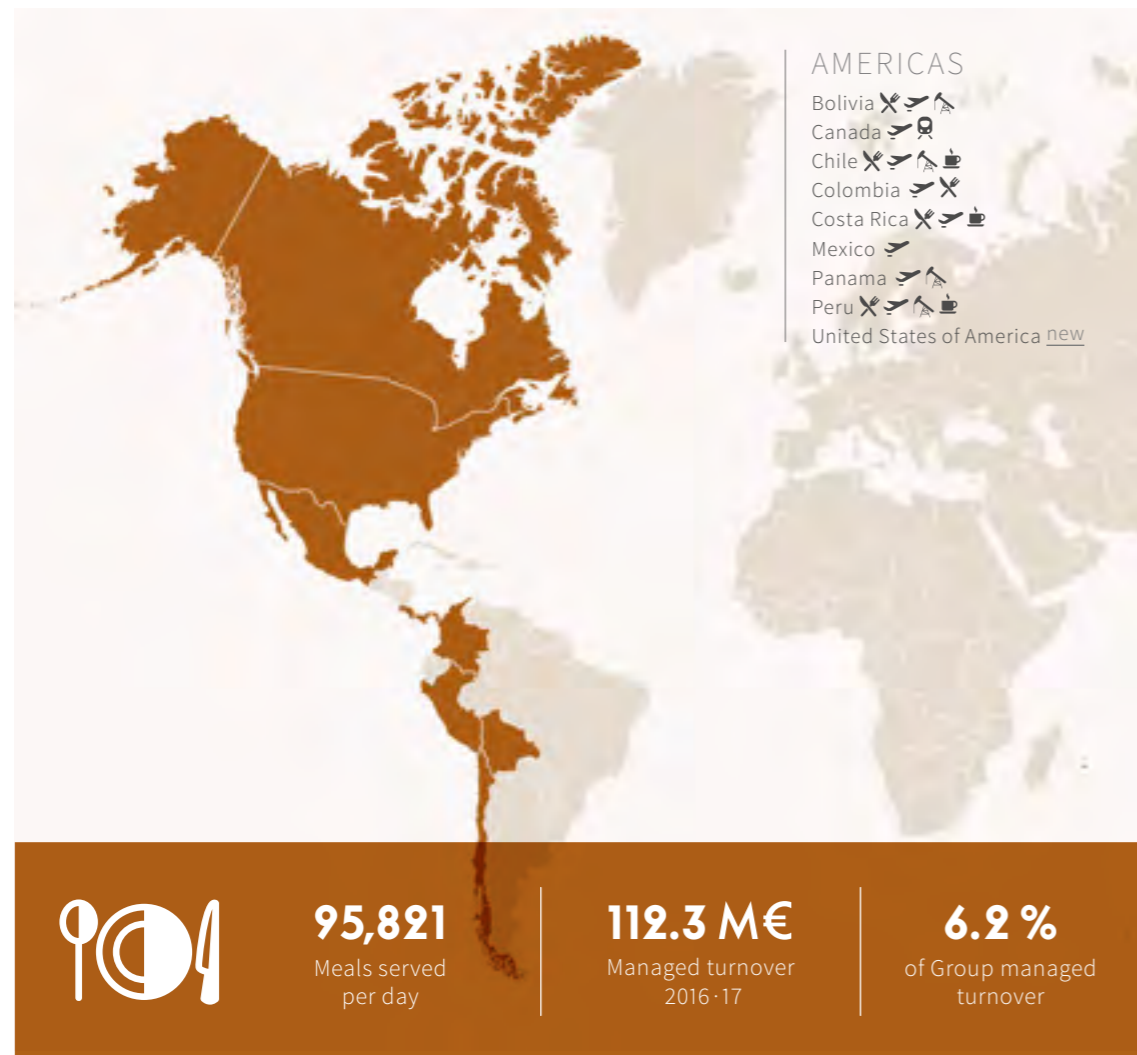
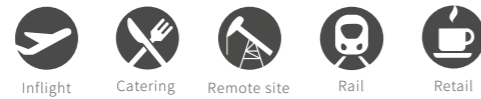
In keeping with the countries in the zone, the Lusaka production unit was Halal-certified in 2017.

As ISO 9001 was one of our main objectives for the coming year, all of our processes have been reviewed to meet this ambitious challenge once the new production unit is set up.

- Meals served per day **1,934**
- Contracts **5**
- Employees **89**
- Founded in **2010**

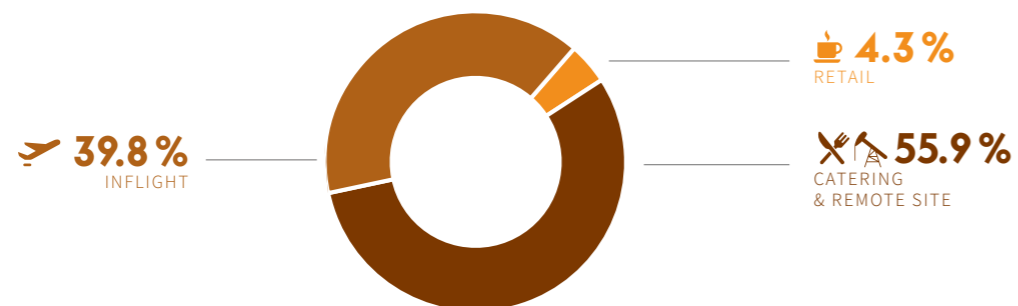
▲ Photo above: Consolidation of contracts with local and international companies - Zambia..

AMERICAS DIVISION



TURNOVER DISTRIBUTION

(Total managed turnover 2016-17 - excluding Saudia Catering)



VICE PRESIDENT AMERICAS DIVISION
Olivier LAURAC

Despite a still sluggish market, the economic context has remained favourable; the revenue of the Americas Division thus increased by 12%. The work undertaken last year on costs has made it possible to sustain the results and will have to be continued in 2018 to improve productivity and competitiveness.

In Mexico, the year was commercially very good as Newrest won the Thomas Cook Airlines, Condor, Edelweiss, United Airlines and Southwest Airlines contracts, requiring it to review its entire unit and rebuild our entire fleet in 4 months. The Cancún team now operates up to 40 flights a day, and has gained the satisfaction of its customers.

In Bolivia, the Remote site activity was beginning to recover, and the teams won two new major contracts, as well as the renewal of the flagship mining contract with Minera San Cristóbal, which will allow Newrest to continue this collaboration which began 9 years ago.

The subsidiary in Chile, for its part, had a year marked by a growth of 26%. The Inflight teams rallied to start the contract with British Airways, Plus Ultra Líneas Aéreas and Jetsmart through its client Versilia Solutions. The other challenge for 2017 was the transition from the ALMA Observatory project phase to

the exploitation phase. All of the contracts were renewed, and numerous partnerships in specialised cleaning helped to increase the subsidiary's turnover.

This year was the year of consolidation for Peru. Beyond the many managerial changes that occurred in the same year, the teams will still have leveraged many new contracts such as those of Gloria or Backus, or renewed contracts like the one with the Lindley company or the Hubday mining base. The next challenge will be to grow at the right price.

While Costa Rica continued its grow, in San José with contracts such as Thomas Cook Airlines, Edelweiss and Air France, in Liberia a new unit complying with all the latest hygiene standards was built. The teams continue their development in Catering with Fujitsu, the British College of San José, Clorox or Alajuela Hospital.

In Canada, the Montreal production unit has retained all of its customers after winning numerous tenders and winning contracts with the Royal Jordanian & Interjet companies. The teams received the bronze medal at the 2016 QSAI Excellence Awards Ceremony. Teams of Newrest Calgary won the contract with Edelweiss and Aeromexico, while the Toronto teams expanded their customer base with the arrival of Ethiopian Airlines, Interjet & Saudia Airlines.

Finally, on February 1st, 2017, the activities in Colombia officially started, with a daily flight between Madrid and Bogota, operated by Air Europa. The Colombian teams have been carrying out the final loading of the aircraft for a few months now.



Airplane delivery for United Airlines at Cancún Airport (CUN) - Mexico.

BOLIVIA

COUNTRY MANAGER Yvon MARTINEZ

Churrasco for the Community of San Vicente - Bolivia.



The year 2016-17 saw the Remote activity resumed for Newrest in Bolivia.

Minera San Vicente, a 120 POB mine site, exemplifies perfectly the Remote site activity. The figures speak for themselves: Newrest activities are carried out under extreme conditions, at an altitude of 4,700 m and with temperatures down to -20°C.

27 hours of travel on a road with very impracticable sections is required to reach the site, which implies an anticipation of unforeseen circumstances, backup and support solutions and established processes.

Newrest in Bolivia renewed several certifications in the 2016-17 financial year: ISO 22000 for the production unit for the Inflight activity, ISO 22000 for the Remote site activity (at the Minera San Cristóbal), ISO 18000, ISO 14000 and ISO 9001.

The teams also renewed their collaboration with Minera San Cristóbal, its main client, the Minera Manquiri, Starbucks and Yanbal.



NEWS

On April 29th, 2017, the teams mobilised themselves very early in the morning, at a temperature of -10 degrees and at an altitude of 4,500 metres, to start the activities on the Minera San Vicente. From the beginning of the activities, on May 1st, 2017, the teams of Newrest Bolivia organised a churrasco for the Community of San Vicente.

CANADA

COUNTRY MANAGER Gérard CAPELLE



The year 2016-17 was one of much commercial development on Canada.

The majority of Newrest Canada development took place on the Toronto unit with arrivals from American Airlines, Saudia Airlines, Interjet, and Turkish Airlines. The Calgary teams started the on-board service for Edelweiss.

On February 22nd, 2017, Newrest Montréal received the bronze medal at the 2016 QSAI Excellence Awards Ceremony in Athens. The ceremony honoured the 9 finalists in on-board catering for food safety and quality around the world by awarding bronze, silver and gold awards to 3 regions, as well as the Platinum Award to the global winner.

The Newrest production unit in Montreal was also awarded by Qatar Airways for its services in the America zone in 2016, and was awarded the best caterer award for the North America/Latin America zone by Qatar Airways for 2016.

All 3 Newrest units in Canada are ISO 9001-certified and the Calgary unit was ISO 22000-certified last September. The objectives in terms of certification will be to obtain ISO 22000 in Montreal and Toronto in the current 2017-18 year.



Photo above: Newrest Montréal received the bronze medal at the 2016 QSAI Excellence Awards Ceremony in Athens, Greece.

NEWS

In October 2016, the Newrest Servair production unit in Calgary started serving a new customer outside the Inflight sector: the Injanation Company. The latter used the Newrest production unit in Calgary for cafeteria services (lunch box, sandwiches, fruit and veggie boxes, yoghurt parfaits) and for pizza deliveries during event evenings. This 'fun & fitness' entertainment company is based on the concept of Ninja Warrior (an American TV show) offering obstacle courses, training, trampolining and climbing walls for adults and children, as well as the organisation of birthday parties.

CHILE

COUNTRY MANAGER Oriane MARRAUD DES GROTTES

ALMA Observatory
- San Pedro de
Atacama, Chile



In 2017, Newrest Chile initially strengthened its presence in northern Chile in the business segment B&I and Cleaning and through the opening of a 5th restaurant at Komatsu, of the restaurant Kaufmann Antofagasta with start of a plant maintenance contract with AES Gener, reinforcing Newrest relationship with the AES Group.

The subsidiary renewed more than 50% of its turnover, including ALMA Remote site contract and Komatsu and ENGIE B&I contracts.

On the other hand, in the Inflight segment, Newrest Chile started serving 3 new airlines at the Arturo Merino Benitez airport in the course of the year: British Airways on its new route to Heathrow, Plus Ultra on its new route to Madrid and JetSmart, the first low-cost airline operating in Chile.

Several projects were finalised during the 2016-17 financial year. At ALMA, the teams implemented digitisation of the organisation and control of household and maintenance in the Residence, through a tablet system for each of the housekeeping agents and supervisors, allowing better control and instant and standardised reporting. A digester for organic items was installed at the Santiago unit to limit waste and transport and this has consequently had a direct impact on the reduction of the carbon footprint.

The ISO 9001 certification has been renewed for the Remote site, B&I and Inflight businesses.

Today, 100% of Newrest Chile sites are operational following the successful migration of the new WinRest internal system, both in Catering, Remote site and Inflight. This tool is used for the management of planning, purchasing and production.

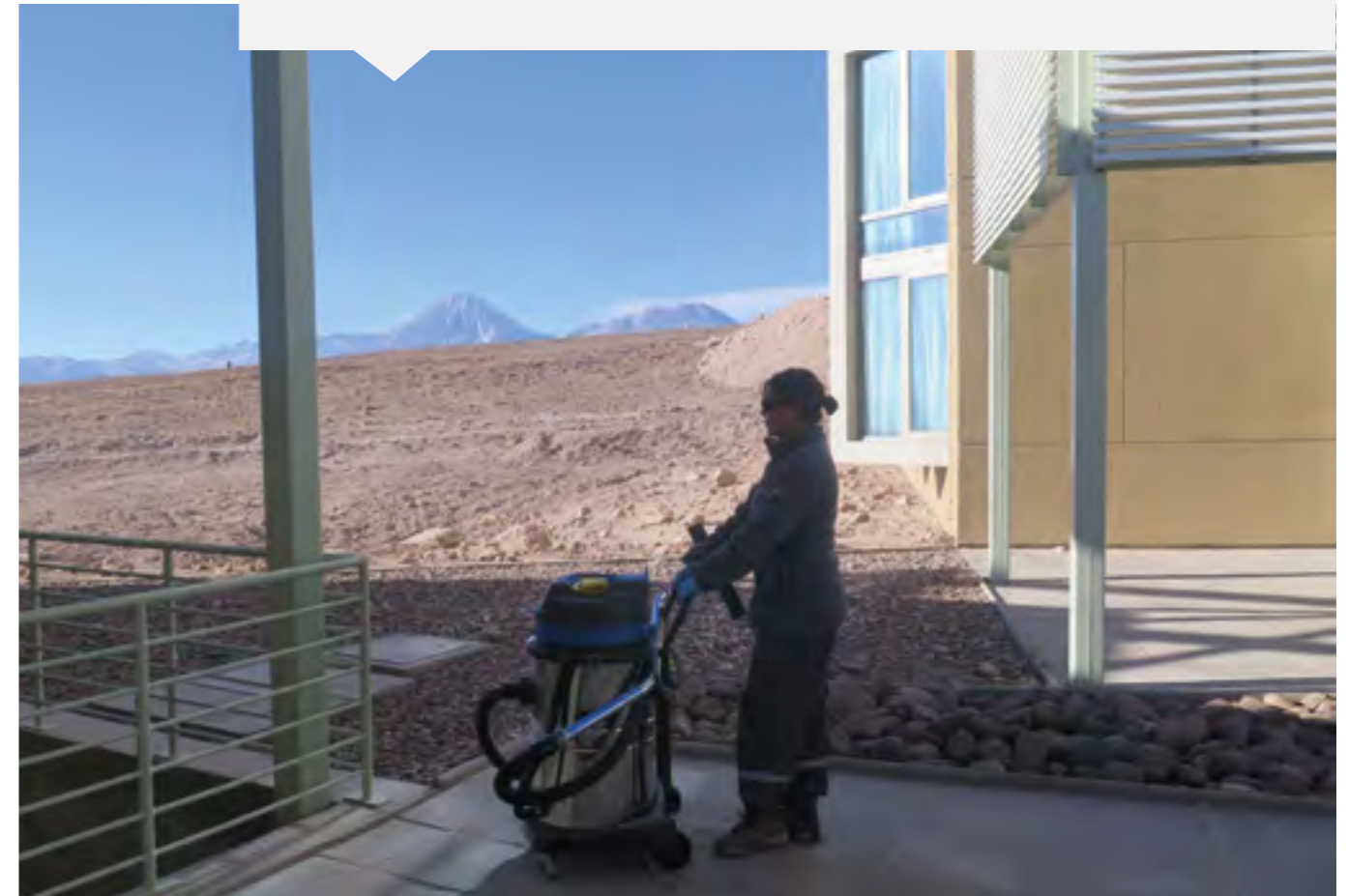


CERTIFICATIONS



NEWS

- On August 1st, 2017, **Newrest Chile began providing services for the new residence of the ALMA Observatory, a high-level hotel building for astronomers and observatory staff.** The service is provided by 90 employees of Newrest Chile. Newrest decided to integrate innovation and technology into this building to highlight the one-check hotel system as well as the Newrest app to improve communication with its users, totems with food and nutrition information and online surveys to measure the satisfaction of our customers.
- On August 1st, 2017, **Newrest Chile began industrial cleaning services for AES Gener in the Angamos plant and the Cochrane plant, located in the town of Mejillones, in the Antofagasta region.** Newrest Chile manages the cleaning and hygiene of the operating areas and production areas of the factories. These cleaning tasks are performed by 33 new Newrest employees. This award is in line with our client's development and retention strategy, for which we now provide catering services for approximately 650 people per day, cleaning services for general facilities, minimum maintenance and gardening. Now we will have 95 Newrest employees in the operation. AES Gener is the second largest generation company in Chile in terms of installed capacity, with 5795 MW in operation in December 2016, including joint-ventures and subsidiaries abroad. It is a company that leverages its electricity platforms and knowledge to provide energy and infrastructure solutions in the markets it operates: Chile, Argentina and Colombia.



Start of cleaning services for the new residence of ALMA Observatory - San Pedro de Atacama, Chile.

COLOMBIA

COUNTRY MANAGER Julian ATEHORTUA



Inauguration of the new production unit in Bogota - Bogota, Colombia.



The year 2016-17 was marked by the construction of a production unit in Colombia and the start of the Inflight business.

This year, the Newrest unit in Bogota was inaugurated, allowing AirEuropa to start operating on February 1st with a daily flight between Bogota and Madrid.

On September 1st, Newrest Colombia signed a contract for the provision of daily snacks to operational staff at the Geopak Station in Bogota, located in the Fontibón free zone. Geopak is a multinational company that manufactures flexible packaging for the export of polyethylene, paper and fabric flowers. This contract allows the subsidiary to develop the B&I segment with a projection for growth with the same customer, since Geopak is building a production unit in the suburbs of Bogota, an industrial sector in the region.

The Colombian subsidiary holds the certifications of Invima and Secretaria de Salud, which are regulatory authorities for the food industry in Colombia, and is engaged in the ISO 2000 certification process.



COSTA RICA

COUNTRY MANAGER Bernard MARTINEZ



In 2016-17, Newrest in Costa Rica strongly balanced its portfolio of activities by obtaining several contracts of Inflight and Catering.

On August 1st, 2017, the subsidiary opened a new production facility in Liberia, in the Guanacaste region. This unit is located less than 10 minutes from the Daniel Oduber International Airport. This new construction will increase services not only at the airport, but also for the local Catering market.

In the Inflight business, Air France and Edelweiss started operations in October 2016 and March 2017 respectively. The subsidiary also obtained the KLM launch contract in October 2017.

In addition to the B&I market, Newrest in Costa Rica has obtained two contracts: the British College of San José and the Clorox company.

Finally, three contracts were concluded with three public hospitals, the Alajuela Hospital and the Hospital for Patients with Terminal Illness for patient service and the Children Hospital for service to its partners.

Newrest Costa Rica objective in 2017-18 is to continue this balanced growth between its various activities



CERTIFICATIONS



Photo above: Catering and cleaning services for the Clorox company - Costa Rica.



NEWS

On February 1st, 2017, Newrest opened a new production unit in Bogota, Colombia and started its services for Air Europa. The Group is expanding its presence in Latin America.



NEWS

Since September 18th, 2017, **Newrest Costa Rica has been managing Clorox's employee restaurant and Clorox office and production facility cleaning services.** The Catering service is provided daily from morning to evening: breakfast, lunches, coffee for the afternoon and dinners for the 150 employees of the company. Weekly cleaning and gardening services are also provided by the Newrest Costa Rica teams.

MEXICO

COUNTRY MANAGER Felicia GASPARI

After several years of steady decline in air traffic on Cancún, activity is resuming and teams of Newrest Mexico have not failed to join this new trend.

This revival began with the winning of the contract with Thomas Cook Airlines Scandinavia in November 2016, with 315 flights per year. In April 2017, the teams, through their client Condor, started the services on-board Edelweiss two weekly flights.

In May, a new production unit was born with the aim of providing Inflight services for the 40 daily flights of the airline company United Airlines. This building has been specially designed to carry out the 7,700 operations a year, and has been the subject of investments such as new trucks, new machines, and the recruitment of new employees, to adapt to our new work programme and thus improve our services to customers. Cancún is now the largest United Airlines base outside the United States.

In June and July, the subsidiary also began managing new contracts such as services for Southwest airline crew members through its Air Culinaire client and, for Thomas Cook Airlines UK, container exchange and water supply.

ISO 9001 certification was renewed in the 2016-17 year with the new 2015 version, that the subsidiary obtained on July 17th.



CERTIFICATIONS



NEWS

On May 1st, 2017, **Newrest teams in Cancún began serving United Airlines from Cancún, Mexico.** After a very short mobilisation and rehabilitation of the Cancún unit, the Newrest teams in Cancún started implementing the new United Airlines contract. The airline operates more than 20 daily flights from Cancún. Newrest congratulates the Mexican teams on their work, and those who came to support them to ensure the start of the contract.

PERU

COUNTRY MANAGER Federico ALVAREZ



With several changes in Peru management team, fundamental work has been initiated on the quality-related and management procedures and the improvement of the response time to our customers.

During the 2016-17 fiscal year, Newrest in Peru won several major contracts in Inflight and Catering.

In March, Newrest in Peru started a new contract with the corporate restaurant of the Teva laboratory in Lima, where the teams provide breakfast, lunch and dinner services for 250 employees. This laboratory, which is one of the 10 largest pharmaceutical companies in the world, is located on the same street as the restaurant for Atento (a call centre managed by Newrest since last year).

Newrest in Peru began serving Viva Air, the first low-cost operator operating in Peru from May 9th. This is the first Buy-on-Board transaction for the Newrest Group in Latin America. In line with the Group strategy of developing a balanced portfolio of activities, teams of Newrest Peru opened a Caffè Lindo Express at Jorge Chavez airport in Lima, for passengers.

The ISO 9001 certification has been renewed for the Inflight business.



CERTIFICATIONS



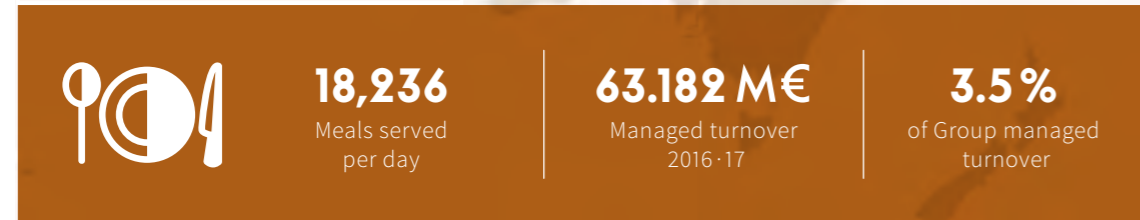
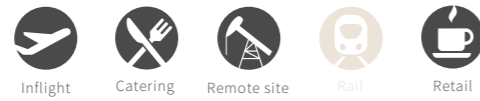
▲
Photo above:
Newrest starts its services for Viva Air, first low-cost operator in Peru – Lima, Peru.



NEWS

Following torrential rains, mudslides and floods linked to the 'El Niño' phenomenon that hit Peru very hard, **Newrest Peru joined the solidarity drive in the country to help local populations.** From the Inflight production unit, Newrest teams have delivered nearly half a ton of food (rice, pasta, water, equipment) to help those most affected by this natural disaster which is affecting the entire coastal area of the country.

ASIA & PACIFIC DIVISION



TURNOVER DISTRIBUTION

(Total managed turnover 2016-17 - excluding Saudia Catering)



VICE PRESIDENT ASIA & PACIFIC DIVISION
Aurélie GUEGUEN RENE

The dynamic of the zone was due to the development and the strengthening of the bases, especially with Laos opening in July 2017.

In French Polynesia, in a very well-established economic environment, development opportunities remained limited and Newrest turnover remained relatively stable over 2016-17.

The subsidiary's performance related to improvement in its productivity, thanks to the strict application of action plans and restructuring defined for the year. A new contract EDT was launched at the start of the year and enabled Newrest to show its know-how through quick and controlled activation.

For the second year, New Caledonia continued to strengthen its operations and its relationship with its main Remote site customer VALE, while the teams

worked with their partners and suppliers to guarantee a long-term future for the contract in a very difficult economic context. Finally, the Médipôle Catering deal started in November 2016 and enabled Newrest in New Caledonia to demonstrate its ability to build and also operate in a competitive way for its customer in a country which is still new for Newrest.

In July 2017, Newrest was pleased to open a second Asian location, in Laos, and to start hotel services (catering, cleaning, laundry and park maintenance) for NTPC (Nam Theun 2 Power Company). This hydroelectric dam is the largest project of its kind in South East Asia and is intended to supply the region, and more particularly Thailand, with electricity.

Finally, Newrest SOS in the Philippines managed to maintain its activity despite the crisis in the oil sector and accelerate its diversification towards Catering services.



Caledonian theme evening in VALE Remote Site - New Caledonia.

LAOS

COUNTRY MANAGER Jean REVILLON

Welcome party at the Nam Theun 2 Power Company Remote Site – Khammouane province, Laos.



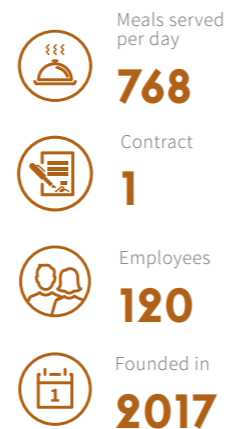
In 2016-17 Newrest started its activities with the NTPC contract in Laos. Neighbour of Thailand, Cambodia, Myanmar, Vietnam and China, this country represents a crossroads in the peninsula.

One of the youngest countries in the world (with an average age of 22), Laos has committed to a series of major work to speed up its development, such as roads and railways.

Most investment comes from China, Vietnam and Thailand and applies to tourism (hotels, catering, services), the mining sector (coal, zinc, copper) and a few major projects such as the Nam Theun 2 (NTPC) hydroelectric dam, for which EDF is one of the main partners.

Our NTPC customer's hydroelectric dam project is the largest in South East Asia. The site is relatively isolated, 7 hours away from the capital Vientiane. NTPS employees work as engineers, technicians and administrators and for the development of the region's populations. In all there are 350 people across 3 sites: RNT main site (administration and residences), RO site dedicated to sustainable development and the Power House which since July 2017 have been benefiting from the range of services proposed by Newrest Laos 125-people team: catering, laundry, gardening, events at the different sites and even pizza delivery!

Newrest Laos has introduced English classes for all its employees to improve in-house communication and communication with the customer. 88% come from neighbouring villages (Khammouane Province) and 96% of Newrest Laos employees are Lao. The subsidiary is currently studying the feasibility of using certain certified organic producers to support local activity.



NEW CALEDONIA

COUNTRY MANAGER Sountou BOUSSO

After a first extremely busy year, teams of Newrest Caledonia and Newrest Jacrégal consolidated their operations.

In an economic context which is still delicate, the teams continued to work hand in hand with customer and supplier partners to put long-lasting and efficient economic models in place.

The catering, laundry, cleaning, maintenance and gardening services for Vale at the Goro Mine enable a training and expertise exchange platform between the teams which proves its worth every day.

The Catering activities continued to develop, in particular with the opening of the cafeteria, newspaper kiosk and gift shop at the Médipôle. This point of sale, which is essentially dedicated to patients' visitors, has been developed gradually since February 1st, 2017.

To enable the whole Caledonian community to take advantage of a long-term economic model with optimum service quality, Newrest purchased shares in Sodexo in the Restauration Française company and de facto took over a new production unit. With 261 employees, Restauration Française provides 18,000 meals per day in the schools of the Nouméa, Païta, Dumbéa and Mont-Dore districts.

From the start of the year, the Caledonian teams will be responsible for providing Catering services at the 3 clinics in Nouméa (Magnins, Baie des Citrons and Anse Vata). This transition and staff integration phase will enable the company to plan and organise the transfer in September 2018 to the Nouvelle clinic which will group the 3 clinics together.



NEWS

Newrest Jacrégal opened in November 2016 the staff restaurant for the brand new Médipôle hospital in Nouméa. The New Caledonia teams designed the restaurant and kitchen and also built them. The restaurant can serve up to 500 covers per day. A plate service is proposed. Guests can choose between several starters, several main courses including one international dish and several desserts. A salad bar, a dessert bar and a snack service with sandwiches, panini and salads are also available to hospital staff. Newrest Jacrégal was selected for the construction of the snack bar in the reception hall which opened on January 15th, 2017.

PHILIPPINES

COUNTRY MANAGER Aurélie GUEGUEN RENE

Newrest SOS cleaning services - Philippines.



Despite a contraction of activity in 2016-17, Newrest SOS was able to mobilize new contracts.

The year was a relatively fruitful one for the joint venture on a commercial and operational level. The teams supported major oil drilling projects with Otto Energy, Polyard, Total, Galoc Production, the French Navy, Atwood, Rubicon and many more.

The range of services proposed by Newrest SOS remains incredibly diverse: administrative work, obtaining oil authorisations, staff transport, explosives transport, safety and environmental assistance, office rental, staff recruitment and supply, travel agency, ship supply, maintenance and cleaning and, of course, catering.

In terms of quality and hygiene, Newrest SOS renewed all of its ISO 9001 and OSHAS 18001 certification and committed to a global training plan to ensure all employees receive training in first aid, fatigue management and fire-fighting.

The joint venture also continued its commitment to lower the environmental impact of its operations.

To secure all journeys for employees and customers, Newrest SOS is finalising the installation of a geolocation system for its entire fleet.

The work carried out this year should enable 2017-18 to be approached with a lot of ambition in commercial, operational and financial terms. The main road map for the managerial change initiated for the new year 2017-18 in coordination with all teams will be to restore the subsidiary's economic performances of the previous years, develop the Newrest Group traditional activities and capitalise on the strength of our network to share Newrest SOS long-standing know-how in support services.



Employees **91**

Founded in **2010**

CERTIFICATIONS

ISO **9001** OSHAS **18001**

FRENCH POLYNESIA

COUNTRY MANAGER Arnaud PRADEL

In 2016-17, Newrest Group continue to progress in French Polynesia, with the stabilisation and confirmation of the previous year's results.

Polynesian teams realised a huge amount of work carried out on perceived quality, while playing its full role as a citizen in its local environment.

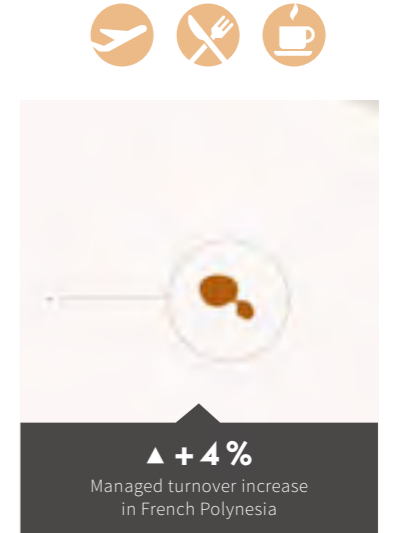
2017 activity generated stabilised results and strengthened bases:

- The introduction of a vital refrigerated extension at its Titiroro logistics warehouse, but also with the introduction of more detailed and effective maintenance
- The securing of its contracts and the opening of two new sites for a new B&I customer - Electricité de Tahiti
- The quality of its service and performance with major work carried out on its supplies and quality standards
- The quality of its human resources and management with the launch of a major training plan targeting the full deployment of the Polynesian strategy and the implementation of a solid and uniform managerial culture

The Polynesian subsidiary also carried out a great deal of work to strengthen its citizen image and its team pride in belonging to the company. As an actor committed to its community, this year again Newrest Polynesia carried out a host of awareness events for children on the issues surrounding a balanced diet.

The teams also committed to an 'Entreprise Active' approach under the auspices of the Ministry of Health, with a range of initiatives to encourage understanding and respect for good food rules and the benefits of playing sport.

For 2018, the Polynesian subsidiary's ambition will be to continue to improve its results with better performance from purchasing in particular. The forecast arrival of new airlines from mainland France, China and Canada would provide the opportunity to take a look at its industrial organisation with these new perspectives in mind.



Meals served per day **12,038**

Contracts **38**

Employees **322**

Founded in **2006**



NEWS

In September 2017, as part of a culinary innovation project, two Asian chefs, **Chef Makoto Katano and Chef Kazuhiro Okawa, arrived in Papeete to train Newrest French Polynesia chefs in the new menu for Air Tahiti Nui.**



GROUP COMMITMENTS

Newrest is committed to its employees, its customers and its suppliers in essential areas: delicious, balanced meals, product and service quality and hygiene, respect for human rights and working conditions, respect for the environment and the fight against corruption.

04

Newrest Team
- Yura Remote site
in Peru.

NEWREST COMMITMENTS TO ITS CLIENTS AND CONSUMERS

Meal cooked for
the Swiss Lounge
in Geneva (GVA)
- Switzerland.



33
countries
ISO9001-certified

Our employees do everything possible in our kitchens and restaurants to provide consumers with balanced, varied and tasty meals while respecting hygiene rules to the letter.

PARTNERSHIPS WITH CHEFS

At Newrest, meals are not just about eating: our teams want them to be tasty and an enjoyable experience.

BELGIUM · PARTNERSHIP WITH A MICHELIN-STARRED CHEF

Teams of Newrest Servair in Belgium are working with the Michelin-starred chef Jean-Michel Lorain of 'La Côte Saint-Jacques' restaurant in Joigny in the Yonne region to develop Western menus for Business class passengers on Brussels-Beijing or Brussels - Shanghai flights for Hainan Airlines.

COSTA RICA · PARTNERSHIP WITH NESTLÉ

Teams of Newrest in Costa Rica are developing new menus for the Malinche restaurant in partnership with Nestlé.

FRANCE · NEWREST WAGONS-LITS⁽¹⁾

Since September 2016, Newrest Wagons-Lits has joined forces with the two Michelin-starred French Chef Michel Sarran to develop the 'Bistro de Chef' concept on-board TGVs. Travellers can also enjoy the 'Boco' range available on TGVs which gives pride of place to award-winning chefs.



LAOS · A CHEF'S EXPERTISE AT THE NTPC2 CAMP

Every two months, a Laotian Chef comes to share his expertise and provide advice to teams of Newrest Laos at the Nam Theun 2 Power Company Remote site.

SULTANATE OF OMAN PARTNERSHIP WITH THE CHEF ISSA AL LAMKI⁽²⁾

The very media-friendly Omani Chef Issa Al Lamki, who has opened over ten restaurants in Oman and has taken part in TV cooking shows, comes to different Newrest Wacasco sites once a month to train staff. The Chef also presents a 'Live Cooking Show' for the Omani subsidiary's customers.

NUTRITION PROGRAM

Newrest is developing healthy eating programs in partnership with its customers.

BOLIVIA · NUTRITIONAL ADVICE

A team of nutritionists regularly speaks at plenary sessions at the sites operated by teams of Newrest Bolivia to provide advice and good nutritional practices.

FRANCE



100%
of Newrest Restauration meals
are created by nutritionists

CAMEROON · DIET AND NUTRITION AWARENESS

For the last two years, special diet and nutrition signs have been in place in the Remote sites managed by teams of Newrest Cameroon. For a year now, a qualified nutritionist has been going to the sites to chair mini-conferences on the basics of proper daily nutrition and to carry out nutritional monitoring for customers who ask for it. These interventions produce personalised explanations which are applied immediately in the dining rooms.

CHILE · AWARENESS CAMPAIGNS

In Chile, the Newrest teams have put several nutrition awareness operations in place at the sites they operate: Healthy living campaign, Healthy Eating and Sport, Learning about balanced eating and in reasonable quantities, Daily food waste campaign and statistics.

CONGO

The Newrest Congo teams carry out regular diet talks at each Total site.

COSTA RICA

In Costa Rica, regular nutrition awareness has been set up for the Newrest teams who work in schools and hospitals.

MADAGASCAR · AWARENESS AGAINST BAD DIET

Newrest in Madagascar has introduced an organised program in collaboration with International SOS and Ambatovy on preventing illness caused by bad diet. This annual program is based on simple, visual media which can be seen all year round (flyers, information panels, display on TV screens).

MAROC · HEALTH AND NUTRITION AWARENESS

Newrest in Morocco is carrying out nutrition and health awareness campaigns for customers. Each year, Newrest also organises health protection events during no-smoking days or during world anti-diabetes day.

SULTANATE OF OMAN · ANNUAL 'HEALTHY LIVING' CAMPAIGN⁽³⁾

This year, the 'Healthy Living' campaign was based around the following themes: 'Staying in good health', 'Hydration', 'Choose your sport', 'Balanced diet day'. This campaign is renewed each year by the Newrest Wacasco teams for its employees, with different themes and events at the sites.



PERU · A TEAM OF NUTRITIONISTS FOR A BALANCED DIET

Newrest Peru has a team of nutritionists who develop menus with chefs and also work to healthy eating information and awareness programmes.

GABON · SUPER FOODS

Teams of Newrest in Gabon, in collaboration with Total, have set up a campaign entitled 'super foods'.

CANADA

On February 22nd, 2017, teams of Newrest Montreal (Canada) received the bronze medal at the 2016 QSAI Excellence Awards Ceremony in Athens. This ceremony rewarded the 6 Inflight catering finalists for food safety and quality around the world.

In Montreal, Newrest also received the prize for the best caterer for the North America/Latin America zone from Qatar Airways for 2016.

GREECE

On May 28th, 2017, Newrest Greece renewed ISO 14001:2015 certification in all production units in the country: Athens, Chania, Corfu, Heraklion, Kos, Rhodes and Thessaloniki. The ISO 14001:2015 standard specifies the requirements relative to an environmental management system which may be used by a body to improve its environmental performance. This international standard is intended to be used by bodies who want to manage their environmental responsibilities systematically, contributing to the environmental pillar of sustainable development.

SWITZERLAND · SUPER FOOD PROMOTION

On July 1st, 2017, Newrest Switzerland launched a campaign to promote super foods in the Geneva sector restaurants. Each day, the guests at the restaurants managed by Newrest Switzerland are made aware of the super food promotion campaign. A super food is highlighted every day, through various recipes. Posters detail the history, ways to eat, harvesting seasons, nutritional qualities and ecological impacts related to each super food crop. Among the super foods presented by teams of Newrest Switzerland are sweet potatoes, avocados, kale and aubergines.

CERTIFICATIONS AND AWARDS

Newrest Group applies very strict hygiene and quality rules imposed by the Catering sector.



QATAR⁽⁴⁾

Newrest Gulf was honoured to take part in the celebration of the '8.5 million hours worked without an accident for 5 years' for QAFAC in Qatar. During this celebration, Qatar Fuel Additives Company (QAFAC) organised a mobile tour, during which Newrest Gulf ran a stand presenting the Quality, Health and Safety standards linked to ISO 22000 certification, integrated into all its operations.



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ANGOLA⁽⁵⁾

In April 2017, Newrest Angola received 'Reference company for catering and related services for the offshore industry in Angola' certification from the CAE (Centro de Apoio Empresarial), the single certification body created by the Angola and Sonangol Chamber of Commerce and Industry. CAE (Centro de Apoio Empresarial) certification is the only approval which authorises companies to take part in calls for tender in the oil and gas sector.



5

FRANCE · FACILIT'RAIL – TWO AWARDS⁽⁶⁾

During the 3rd edition of the 'Lauriers de la Prévention', the 'Service aux Entreprises pour la Santé au Travail' (Service to Businesses for Health and Safety - SEST) awarded Facilit'rail 1st prize in the Musculoskeletal Disorder (MSD) category (TMS). Facilit'rail achieved 3rd place in the IRCG Rail Catering Europe Innovation Awards.

FRANCE · NEWREST WAGONS-LITS

On August 21st, Newrest Wagons-Lits obtained ISO 14001:2015 certification relative to environmental management systems for the Paris administrative activities and the definition of its on-board offer. The ISO 14001:2015 standard specifies the requirements relative to an environmental management system which may be used by a body to improve its environmental performance.



6

SPAIN · MEDAL FOR SOCIAL COMMITMENT

Newrest in Spain received a medal for its social commitment to the Club Jouvent in Palma, Majorca. The Islands' political representatives, including the President of the Government, the Mayor of Palma and the President of the IMAS (Instituto Mallorquín de Ayudas Sociales) attended the ceremony.

CUSTOMER SATISFACTION

FRANCE · RAIL – SAB

By continuing to develop the 'click & collect' principle, Newrest Wagons-Lits is innovating its service approach to ensure optimum customer satisfaction.

In addition, by innovating each quarter with the renewal of the product ranges available on-board, Newrest Wagons-Lits has managed to raise customer satisfaction on value for money by 20 points since 2013.

GABON

Newrest Gabon has negotiated an additional bonus with Perenco based on our customer's monthly satisfaction, which is paid in full to our teams on site.

MEXICO

Despite the growth in their activities, the teams of Newrest Mexico continue to respond quickly to their customers' requirements, monitoring incidents to ensure permanent improvement in their know-how.

OPERATIONAL OPTIMISATION AND DIGITISATION

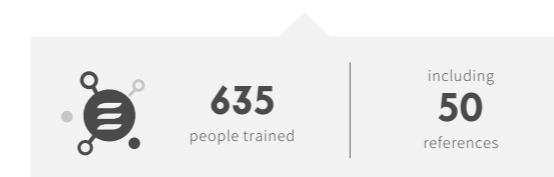
· Winflight

This application enables menus to be developed for each airline and is used to print out the corresponding recipe sheets, update requirements according to flight occupancy rates, manage food stocks and costs and propose adapted menus to

meet each passenger's food preferences (gluten-free, vegetarian, etc.).

· Winrest

Previously known as 'Unirest', this application which is intended for Catering and Remote sites enables teams to create detailed menus according to each customer's specific requirements, create recipe sheets with the details of the ingredients necessary and to find out the nutritional impact of each dish. Since it was commissioned in 2012, it has enabled food stocks to be optimised considerably. Winrest is used in 65% of our countries which have Catering and/or Remote site activities and should be deployed in 80% of countries by next year. Several countries have integrated digital into the development of their activities.



21 countries have deployed the Newrest Application to facilitate exchanges with guests, including:

- **Algeria:** the teams have deployed the Newrest application in the school catering segment, in particular at the Hydra Primary School in Algiers.
- **Gabon:** the Newrest application enables guests at the Centre des Métiers (SEEG) to consult the menus online.
- **Madagascar:** the Newrest application is deployed

for 3 customers: Ambatovy, Outremer Telecom and the American School of Antananarivo. In particular, guests can access menus, events, satisfaction surveys and, at the American School of Antananarivo, online orders.

- **Sultanate of Oman:** at Bank Muscat, since 2016 customers have been able to pre-order dishes and drinks, preview the buffet menu for the month and find out about the daily offers and promotions at the Zad restaurant.

- **Morocco:** parents of students can pay their catering fees for the term via the Newrest application.

- **New Caledonia:** guests at the restaurant at the Koutio Médipôle consult menus, themed meals and respond to satisfaction surveys through the Newrest application.

- **The Newrest teams in Peru** have set up the Newrest Application in 4 Catering sites, along with a guest satisfaction monitoring system.

- **Tunisia:** the Newrest application is available for the following customers: Shell, Hell, École Française, Sanofi.

COSTA RICA

In Costa Rica, the Newrest teams have set up point of sale management applications to improve productivity.

FRANCE · FACILIT'RAIL⁽⁷⁾

The teams at Facilit'rail, which manages Rail catering logistics, are putting in place innovative stock management solutions to increase productivity and reduce reaction times and waste.



7



8

FRANCE · WAGONS-LITS (8)

When they connect to the TGV PRO application or log into LEBARTGV.SNCF.COM, Newrest Wagons-Lits customers can take advantage of a user-friendly online ordering tool which enables them to have their orders delivered to their seat or to skip the queue. Passengers can reserve their meals and collect their order at a set time and only pay on delivery!

MOROCCO · CONTRATEK SETUP

The Newrest teams in Morocco have chosen to set up Contratek, a project to digitise our contracts and all the data on the life of an establishment.

REUNION ISLAND · HAPPY OR NOT

On Reunion Island, the Newrest teams have put smiley boxes in place at airport points of sale to collect customer satisfaction.

SWITZERLAND

The satisfaction questionnaires for airline companies and Catering customers are produced online. The teams also use the comments left on TripAdvisor and 'La Fourchette' to improve their services at 'The Tramp', the restaurant at the Chaplin Museum.

CHILE · '1CHECK' APPLICATION

The '1check' application at the ALMA Observatory site in Chile provides the teams with a real-time view of how housekeeping is progressing at the site. The objective of this tool is to increase productivity and inspection speed and so improve customer satisfaction. Each housekeeper has a mobile enabling them to communicate better with their supervisor and speed up the logistics organisation in the field. Thanks to '1check', the teams, no longer use any paper in the hotel service and have an exact history of all the incidents which may occur over the past day, week or even month. The customer also has a version of the application, which makes relationships more transparent.

NEWREST COMMITMENTS
TO ITS EMPLOYEES



45,2 %
of Group employees
are between 25 and 45 years old

Newrest
Wagons-Lits
seminar
at the INSEP
- Paris, France.

Newrest pays very close attention to human resources to enable it to provide its customers with a quality service. Optimum employee management and the development of each person's talents are the corner stone of its strategy. The Group considers respect for working conditions as a fundamental principle and is committed to encouraging the teams' motivation and continuous staff training.

EQUAL OPPORTUNITIES

Newrest is committed to respecting and treating all of its employees in the same way. In its recruitment policy it pays close attention to the experience and dynamism of candidates, while giving each individual an equal chance.

AUSTRIA

Teams of Newrest Austria are working with an organisation called 'Lebenshilfe' which helps people with learning difficulties into work by preparing packages in our Catering department for night trains.

CANADA

Teams of Newrest Canada in Montreal are working with disabled people in the store dispatch department.

CHILE

Partnership with the Descubreme and Anadime associations to facilitate the integration of people with learning difficulties.



MADAGASCAR

Newrest has a partnership with the INTH and Vatel hotel schools for employee recruitment.

MEXICO

An agreement has been assigned with Cancún Technology University (UT) to offer internships within the Newrest production unit. Two students were taken on permanently after their internships.

FRENCH POLYNESIA⁽¹⁾

On March 16th, Newrest French Polynesia was one of the forty five companies who attended the 11th Student-Business Forum at the University of French Polynesia, in partnership with the city of Papeete. The company was there to present its know-how and advise students on their career plans. Two themed workshops were run by human resource professionals, one dedicated to recruitment interviews and the second to creating a company.

RESPECT FOR WORKING AND SAFETY CONDITIONS

The Group is committed to respecting Employment law to the letter and to providing its employees with a comfortable, healthy and safe workplace.

CHILE

In Chile, all employees are asked to fill in a survey on psycho-social risks at work.

UGANDA · RESPECT FOR SOCIAL REGULATIONS

On October 12th, 2016, Newrest UIS was awarded the prize of 'Best employer in Entebbe'. This prize was awarded to Newrest UIS by the NSSF (National Social Security Fund). It rewards respect for social regulations by companies in Entebbe district.

MADAGASCAR · HEALTH AND SAFETY FOR EMPLOYEES AT AMBATOVOY⁽²⁾



Newrest in Madagascar is celebrating its 4th consecutive year without an accident requiring time off work at its Ambatovy customer's Remote sites. Since 2012, Newrest in Madagascar has been managing catering (6,500 meals served per day), accommodation and support services for this customer. This success was celebrated at the Ambatovy Christmas party, which was attended by over 4,000 people. Health and safety for Newrest employees are a priority and all staff took part in this celebration, which rewarded their day to day commitment.

GROUP · EMPLOYEE OF THE MONTH

In many entities, certain employees are given titles such as 'employee of the month' and 'employee of the year'. This is the case in countries such as South Africa, Chile, Mexico, Algeria, Croatia, Ghana, Madagascar, New Caledonia, Uganda, Qatar, Tunisia and Zambia. These titles are intended to recognise and value employees who stand out through their commitment, performance, attitude and skills and encourage a healthy working environment, while respecting working and safety conditions, consistent with the Group DNA.

EMPLOYEE WELL-BEING

Newrest pays close attention to the health and well-being of its employees. The Group does everything it can so that they have the best access possible to medical care, especially in developing countries.

FIGHTING WORKPLACE BULLYING

As part of its commitment to the well-being and development of its employees, in 2014 Newrest Group published a procedure to prevent sexual harassment, bullying and gender discrimination (QP-HS-19) on its internal 'Share' platform, on the information panels and with staff representative bodies.

We encourage the teams to keep publishing it regularly to remind everyone of the Group moral values which must guide the behaviour of each person at work.



We define two main types of harassment at work:

- **Bullying**, repeated statements or behaviour intended to or which deteriorate working conditions in such a way as likely to harm the rights and dignity of a person, alter their physical or mental health or compromise their professional future.

We distinguish 4 types of workplace bullying according to the hierarchical status of the people who commit it: the person may be a line manager, a colleague, a subordinate or someone from outside the organisation.

- **Sexual harassment** is imposing on a person in a repeated way statements or behaviour with a sexual connotation which either harm their dignity due to their degrading or humiliating nature or create an intimidating, hostile or offensive situation for the person.

Sexual harassment includes using any form of serious pressure, which need not be repeated, with the real or apparent aim to obtain a sexual act, whether sought on behalf of the person committing the offence or in favour of a third party.

For more information on this subject, do not hesitate to contact your unit and/or human resource manager.



AUSTRIA

In Austria, employees take part in a ‘Sales competition’ where they can win various prizes, such as gift vouchers, if they receive a recommendation from a customer.

GROUP · CHRISTMAS AND NEW YEAR HOLIDAYS

The Christmas and New Year holidays provided the opportunity for several Group entities to offer their employees some fun and entertainment. So, in the Caribbean, the teams prepare a Christmas and New Year meal. In Cameroon, employees have a meal accompanied by an evening’s entertainment and gifts for the children. In Belgium, employees have a Christmas Dinner and receive chocolates. In Madagascar, the teams celebrated the new year at all our sites. In the Netherlands, all employees receive a Christmas gift. In Peru, a Christmas tree and gift-giving are organised for employees’ children.

NIGERIA

In Nigeria, several rewards and actions were put in place for employees: annual performance evaluation reward, exceptional staff reward, honesty rewards and Culture and diversity day.

CAMEROON

In Cameroon, each year the whole team meets up on several occasions, especially for May 1st, with an outing to town, a full meal and a party. Special objective bonuses for camp heads and managers. On Remote site, 50% of the bonuses given to staff on site are paid for by customers. Special bonuses for contract wins have also been put in place.

COLOMBIA

The country’s results are shared with all employees during monthly meetings where the Country Director pays public tribute to employees who have done excellent work.

CROATIA

After each season, it is customary for Newrest Croatia to invite all employees to a gala dinner with local specialities, dancing and music.

Newrest Croatia has been supporting one of our colleagues (35 years of age and father of 2 children), who unfortunately is suffering from a 4th degree melanoma. This person has to go to Zagreb regularly for numerous medical examinations and to undergo treatment. Now only is Newrest Croatia covering all his travel, but it has also collected money to give him some peace of mind while he fights this illness.

SULTANATE OF OMAN⁽³⁾

Newrest Wacasco recently assigned the ‘2016 annual QHSE Certificates’ to 6 of its teams on sites. All of Newrest Wacasco 105 sites in Oman were closely monitored during 2016 and the winners were selected based on their performance in terms of food safety, HACCP processes, safety at work and environmental indicators. Management went to all the selected sites to hand over the awards and celebrate the event with the employees and customer representatives on site.

GROUP · PHOTO COMPETITION⁽⁴⁾

From September 18th to October 13th, 2017, all employees had the opportunity to take part in a competition based on the theme of ‘I’am a Newrest employee’. The concept was to capture or highlight their job or their colleagues to share an unusual or crucial moment in their day at Newrest. Over half of the countries took part and sent 400 photos. The main winners of this edition were Liberia, the Sultanate of Oman, Peru, Nigeria and Newrest Wagons-Lits in France.



22
COUNTRIES
took part

400
PHOTOS
were sent



EMPLOYEE SATISFACTION

CHILE

In Chile, to site administrators are sent regular satisfaction surveys to improve employee satisfaction and subsequently the satisfaction of their customers.

COLOMBIA

In Colombia, employee satisfaction is measured by individual and group interviews. A global satisfaction survey is planned for the coming year.

SPAIN

In Spain, employees are asked to respond to an annual survey on their working environment.

UGANDA

In Uganda, Newrest carries out annual surveys with the employees on their satisfaction at work by organising meetings to encourage discussion.

NIGERIA

Each year in Nigeria the Human Resource department asks teams to answer anonymous surveys to measure each person’s level of commitment, how they perceive their salary and benefits and the performance evaluation system.

EMPLOYEE TRAINING

ANGOLA

In 2017, Newrest Angola signed a partnership with a cookery school to improve its teams’ skills.

CONGO⁽⁵⁾

New partnership between Newrest Congo and l’EST Littoral for teams to receive QHSE and logistics training.



BOLIVIA

As part of the external training provided to employees, the Newrest Bolivia teams at Minera San Cristóbal received gastronomy lessons.

GROUP · GRADUATE PROGRAM

Launched in 2015, the Newrest Graduate Program enrolls every year young graduates or beginners through Group Countries.

The company offers a one year training on its operational activities in order to make them evolve to management jobs.

About 50 Graduates had participated to this program and Newrest doubled this training budget since 2017.

At the end of this program, more than 90% of those young graduates are hired on a permanent contract on all the operational activities in Inflight, Catering, Remote site, Retail and Rail sector.

Its now existing in the following countries: Sultanate of Oman, Chile, Ghana, France, Madagascar, Greece, Spain, Angola, Qatar, South Africa, Canada, Morocco, New-Caledonia, Peru and Gabon.

GROUP · SEMINARS

The annual QHSE department seminar was held in Toulouse between September 19th and 21st. The objective of this seminar was to harmonise our practices across all of the Group different countries and objectives. Quality, Health, Food safety and respect for the Environment are at the heart of the Newrest Group concerns. This year's seminar enabled QHSE managers from nearly 40 countries to discuss and share their experiences and the work they carried out to maintain a continuous improvement dynamic. Several themes were discussed, including nutrition in sensitive groups, management of non-conformities and customer complaints, professional risk assessment, the introduction of a Food Defence plan or the participation of QHSE in deployment of the Winrest tool.

The annual Finance department seminar was held in Toulouse on March 27th and 28th, 2017. The objective of this seminar was to bring the countries' finance managers together to remind them of and explain the golden rules and review the past year, highlighting areas for improvement. The objectives for the following year were defined at the end of the seminar.

SPORT AS A DRIVING FORCER FOR EMPLOYEES

Sport events set the pace for employees across the Group entities over the year.

PORTUGAL⁽⁶⁾

For the first year, on October 16th, 2016, Newrest Portugal decided to take part in and join forces with the Corrida do Aeroporto, a major event in the life of Lisbon airport. Organised by the ANA airports athletic club, this 10 km run is a competition which is certified 3 stars by the 'European Athletics' organisation. A team of 8 Newrest Portugal employees took part to defend Newrest colours. Newrest Portugal provided the runners' kit as a sponsor.

BOLIVIA⁽⁷⁾

The Bolivian teams took part in an inter-mine football tournament.

Newrest in Bolivia organised a wallyball championship (volleyball on a squash court) at its central offices to strengthen cohesion between the teams.



This commitment demonstrates the sporting spirit of Newrest teams and their desire for solidarity and for individual effort.

SWITZERLAND

During the Corporate Games at Annecy-le-Vieux on July 1st and 2nd, the Newrest Switzerland staff football team reached the second round.

FRENCH POLYNESIA⁽⁹⁾

On Saturday, September 9th, Newrest French Polynesia took part in the 2nd Inter-Active Business Tournament organised by the Department of Health. The day's program included: vaa'a (dugout canoe), indoor rowing machines, basketball, football, volleyball, fitness, aquathlon, archery, orienteering and fruit carrying. For the event, the local Newrest teams provided 700 meals for lunch and 70 employees took part in the activities.

PERU

On June 11th, 2017, Newrest Peru employees met for the first in-house 'futbolito' championship. The employees from different head office restaurants made up teams which faced off against each other in a relaxed atmosphere throughout the day, against a background of sporting and fun values. This event was organised by the Human Resource teams and was a huge success with employees.

AUSTRIA

In Austria, around ten of our employees took part in the 'Vienna Business Run'.

CHILE

In Chile, the employees took part in the ALMA Observatory's Runs.

LAOS

Basketball matches are organised once a week by the teams of Newrest in Laos during the Newrest All Star Games.

SULTANATE OF OMAN & QATAR⁽⁸⁾

As they do each year, several members of the Newrest Wacasco (Oman) and Newrest Gulf (Qatar) teams took part in the Muscat 10km, 21km and Marathon organised on January 27th, 2017. A total of 34 Newrest Wacasco and Newrest Gulf subsidiary employees finished their races brilliantly.



NEWREST COMMITMENTS TO ITS PARTNERS

Quality product
controls by Newrest
Gulf teams
- Qatar



Regardless of the country in question, Newrest employees must maintain commercial relationships which are based on transparency and honesty. This requirement is especially valid for our suppliers, as unfair competition is also illegal.

ANTI-CORRUPTION POLICY

The Group formally prohibits its employees from offering gifts or money to representatives of their customers or officials to facilitate the signature of contracts.

In the same way, all gifts are refused from suppliers or accredited co-workers or co-workers who are undergoing accreditation, offered to obtain a contract or lower prices. It is also prohibited to apply any type of pressure or offer any type of gift to health inspection personnel for them to close their eyes to

any hygiene rule omissions. All of these principles are valid in all countries, whether corruption is common practice or not. Newrest has put in place procedures to check people at risk: purchasing manager, commercial director. These people are monitored by national directors, zone directors and internal audits. Each month, these people check the figures for each country and verify the procedures during regular site visits. Finally, an anti-corruption charter has been drafted and translated into several languages.

SWITZERLAND · REFUSAL OF GIFTS AND BENEFITS IN KIND

No gifts are accepted from any suppliers or co-workers. Invitations to dinner, shows and other receptions are always declined.

LEGAL COMPETITION

Unfair practices are banned during the calls for tender in which Newrest participates.

Contracts may only be won as part of fair competition between the different participants. Neither social dumping nor prices which do not conform to market rules are tolerated. The prices are studied independently. No form of agreement with the competition is made. The offers proposed for all contracts are evaluated together by the country directors, the zone directors and the commercial directors for the activity which corresponds to the tender process.

CHOICE OF SUPPLIERS

Suppliers are chosen by external audits. To be accredited, suppliers must respect certain rules.

Product quality, stock management, freshness, transport system and respect for the cold chain are the only criteria which determines our choices. Supplier audit procedures and questionnaires have been established and are used in all countries. For all calls for tender, each country must obtain a price from at least 3 different suppliers; this process must be carried out at least every year for all the purchased product families. It goes without saying that contracts are always drafted locally to ensure a legal link between the Newrest entities and the suppliers.

PERU · PURCHASING CENTRALISATION

All purchasing is centralised via a dedicated department based in Lima. Calls for tender are made from this central department. This system enables a single methodology to be applied to select potential suppliers. It also enables better control of the purchasing process.

SPAIN · RIGOROUS SELECTION PROCESSES

Rigorous comparison work is carried out when Newrest in Spain launches calls for tenders. The procedure which requires at least 3 suppliers is respected. Product samples are then blind-tested. Quality, price and respect for ISO standards are also checked before negotiations are closed.

PHILIPPINES INTEGRITY CHARTER

Our suppliers are selected according to a rigorous charter and must provide relevant documents about their company and their products. Newrest SOS representatives visit suppliers' sites regularly if necessary. The Newrest SOS joint-venture has signed an integrity charter to combat corruption. It is renewed every year. The success of TRACE certification also demonstrates a commitment to commercial transparency, which proves that we are a reliable business partner...

MOROCCO · REQUIREMENTS ON SUPPLIERS

In its supplier selection process, Newrest in Morocco verifies the references of each of its potential contacts. Suppliers must provide financial guarantees and demonstrate their effectiveness and the quality of their work. They are also required to provide a certain number of supporting documents to prove that they respect the public contributions imposed. For example, Newrest in Morocco checks the tax and social security contributions certificates for each supplier.

NEWREST COMMITMENTS TO ITS SOCIAL ENVIRONMENT

Support for
the 'Entendre
le Monde'
association
during a mission
- Madagascar.



19.5%

of new recruits in 2016-17
come from the local population

Newrest is committed to the social environment in all the countries where the Group has a presence. Our commitment to the principles in the Universal Declaration on Human Rights has led us to support actions carried out by NGOs in countries where we are present or to put actions in place ourselves.

LOCAL PURCHASING & COLLABORATION WITH COOPERATIVES

In order to support local products, Newrest has developed partnerships around the world with local agricultural cooperatives and manufacturers.

Products purchased from cooperatives may account for up to 13% of the purchasing amount, such as in Morocco over the last 2 years. Most products purchased from cooperatives are fresh products: fruit and vegetables, dairy products and eggs.

CONGO-BRAZZAVILLE EGGS PURCHASED FROM A LOCAL PRODUCER⁽¹⁾

In Congo-Brazzaville, Newrest's egg supplier, Agri-deck Congo, is a local actor who produces its eggs outside cages. This partnership enables costs to be reduced and helps develop local sourcing.

CROATIA · COMMITMENT TO LOCAL COMMUNITIES

In collaboration with one of their suppliers, Nino Commerce, teams of Newrest in Croatia are concentrating on supporting the local community and local small businesses and family farms by purchasing most lettuce, green vegetables and fresh herbs produced exclusively by these small producers.

GABON · COLLABORATION WITH A LOCAL PRODUCER

For their supplies in Libreville and Gamba, the Newrest teams in Gabon are now working with a local producer, which enables them to guarantee their customers fresh, quality products.

MOROCCO · STRENGTHENED PARTNERSHIPS WITH LOCAL COOPERATIVES AND FARMERS

In Morocco, the Newrest teams are supplied by local groups for bakery products, red and white meat and fruits and vegetables.

Newrest Morocco also promotes sustainable trade via the COPAG cooperative (development assistance for remote populations, encouragement to improve populations' living standards, quality promotion, support to producers).

NEW-CALEDONIA TWO NEW LOCAL AGREEMENTS

Newrest in New Caledonia is working on two projects with the communities in Grand Sud: a bakery and a fishmonger's which will enable the teams to provide local bread and fish to customers via short circuits. An exclusive agreement has been in place since 2015 to supply tomatoes and lettuce via the communities around the Goro site.

SULTANATE OF OMAN DIRECT PROVISION FROM FRUIT AND VEGETABLE SUPPLIERS

Newrest Wacasco has started to receive provisions directly from fruit and vegetable suppliers based in Barka. The teams support them with their logistics and organisation to ensure that they can keep up with demand while respecting standards.

SWITZERLAND · REGIONAL SUPPLY

In Switzerland, the Newrest teams are supplied by the Genève Région - Terre Avenir (GRTA) network, which enables them to identify farmed products from the Geneva region.



TUNISIA · LOCAL, SHORT CIRCUIT SUPPLIERS

All Newrest Tunisia fruit and vegetable suppliers are local and operate in short circuits. They have been selected specifically for each region.

CAMEROON · PROMOTION OF LOCAL PRODUCTION

Newrest Cameroon purchases 100% of its products locally.

NEWREST WAGONS-LITS FRANCE · LOCAL ICE CREAM

As part of its partnership with Mercotte, Newrest Wagons-Lits has selected ice creams and sorbets from a SCOPE in Carcassonne which uses as many local raw ingredients as possible (e.g.: Gruissan salt, fruit from the South of France, etc.).

INVOLVEMENT IN LOCAL COMMUNITIES

Everywhere Newrest Group has a presence, it is involved in the lives of local Communities and surrounding villages.

GROUP · RECRUITMENT FROM LOCAL POPULATIONS

Newrest Group recruits its staff near its operating sites and puts training and co-working opportunities in place to improve Communities' day to day lives.

COLOMBIA · AGREEMENT WITH THE UNIVERSIDAD EXTERNADO DE COLOMBIA

Newrest Colombia has signed an agreement with the Universidad Externado de Colombia to implement its CSR programme.

CONGO · SERVICES DURING THE INTER-DISTRICT FOOTBALL TOURNAMENT LAUNCHED BY TOTAL

Newrest Congo sponsored and provided Catering services during the inter-district football Tournament launched by Total in October 2016. The teams committed to the future tournament.

SPAIN · MEDAL FOR SOCIAL COMMITMENT

In February 2017, Newrest in Spain received a medal for its social commitment to the Club Jouvent in Palma, Majorca.

MOROCCO · SUPPORT FOR ASSOCIATIONS

Teams of Newrest Morocco are supporting the Noujoum association, which provides accommodation for mothers accompanying children with cancer at Casablanca hospital, as well as at the Centre Hospitalier Noor, a hospital for patients with a physical disability and who need physiotherapy. The subsidiary is also a member of the Initiative association to finance projects in poor districts of Casablanca.

NEW-CALEDONIA

In New Caledonia, Newrest has developed a partnership with the Chamber of Commerce and Industry for short training programmes and a 2-year training period.

The teams also sponsor the Yate football club, in the Grand Sud community.

GABON

Newrest in Gabon is involved in the 'Les Cocotiers' professional training centre (in Port Gentil) where the team regularly hosts interns who are coming to the end of their training (bakery-pastry-making, cooking, catering).

PERU

For recruitment, teams of Newrest Peru work in collaboration with recruitment agencies at the different towns and villages in Huiday, and have given professional training to the neighbouring communities.



NETHERLANDS

Newrest Netherlands donates its unused stock to the Dutch Food Bank.

MADAGASCAR⁽²⁾

On June 18th, 2017, teams of Newrest Madagascar took part in the 3rd Trail d'Ibity over the 12 and 30 km course and provided meals for the 850 participants. The mission of the association which is in charge of this event is to develop Spirulina production and distribution programmes in 'Maisons de la Nutrition'.

FRENCH POLYNESIA

In French Polynesia, the teams take part in sport days to combat cardiovascular disease, the Inter-company tournament organised by the 'Direction de la Santé à la Ligue contre le Cancer' and help finance the sale of T-Shirts for the Octobre Rose operation.

SOCIAL RESPONSIBILITY

Newrest Group is committed to social actions which are close to its heart in the countries where it has a presence.

ANGOLA · SUPPORT FOR THE SOYO PETRO FUTBOL CLUB

Newrest Angola supports the 'Soyo Petro Futbol Club' by providing the team with a full set of strips.

BELGIUM

On May 7th, teams of Newrest Servair in Belgium took part in the 'Race for The Cure', in Namur. The Newrest running team was made up of members of the Brussels and Charleroi units, accompanied by members of their families (22 participants in total). 'Race for The Cure' is a run & walk to support the fight against Breast cancer. It is organised each year by the Think-Pink association in Antwerp, Namur & Brussels. Around 3,500 people took part in the event, which was a huge success!

CROATIA · SPONSORSHIP OF A TENNIS PLAYER

Teams of Newrest Croatia in Dubrovnik are sponsoring a young tennis player (11 years old). Newrest supports this young talent by paying for her monthly training expenses. Thanks to this support, Petra has already won a few local tournaments and is slowly working her way up the regional ladder.

NEWREST WAGONS-LITS FRANCE RUN IN LYON⁽³⁾

Newrest Wagons-Lits France took part in 'Run in Lyon', the emblematic race in Lyon (France). On this occasion, the team was running on behalf of the 'Je soutiens Marin' association. €5 was donated to the association for each kilometre run.



GABON · PARTNERSHIP WITH SAINTE-TÉRESE D'AVILA PARISH

Teams of Newrest Gabon have a partnership with Sainte-Thérèse d'AVILA Parish (donations of food and small bedding supplies) and the 'La Voix des Oubliés' association which helps prisoners who are held in provisional detention whose legal holding periods have expired (donations of small bedding supplies).

MADAGASCAR · PARTNERSHIP WITH THE 'ENTENDRE LE MONDE' ASSOCIATION

The 'Entendre Le Monde' association, in partnership with Newrest in Ambatovy, undertook a mission to Madagascar from January 16th to 20th, 2017. Newrest Madagascar, which manages Catering and the camp at Ambatovy, provided logistical, financial and human support to this mission. Doctor Bertrand Gardini, the President of the 'Entendre le Monde' association, went to the Be hospital and the Semato school in Tamatave with two other doctors. Their objectives were: to train the medical teams, detect any hearing problems (mainly in children), operate on certain diseases, improve medical coverage and supply equipment. Thanks to detailed preparation of the mission, the major commitment by teams of ENT, the provision of equipment and operating theatres, the media coverage and the support from Newrest, around fifteen patients were operated on. Since their return to France the members of the mission have continued to support the doctors in Tamatave via the Internet to monitor patients and analyse complicated cases.

SULTANATE OF OMAN

Newrest Wacasco sponsors the football, basketball and cricket clubs in which employees play.

TUNISIA

Teams of Newrest Tunisia are the partners of UST (Union Sportive de Tatasine) and the football club in this town which borders the south of Tunisia.

PERU⁽⁴⁾

Following the torrential rain, mudslides and flooding caused by the 'El Niño' phenomenon which hit Peru hard, teams of Newrest delivered nearly half a tonne of foodstuffs (rice, pasta, water, equipment) to help the people worst affected by this natural disaster which struck the country's entire coastal area.



MOROCCO

On Sunday May 7th, 2017, Newrest Morocco, in partnership with the Rahal group, sponsored the 'Rahal Memorial 10 Km International 2017' in Casablanca. 5,000 people took part in this race.

MEXICO

Newrest Mexico employees made a major donation to the victims of the earthquake which hit Mexico on September 7th and 19th, 2017. These donations took the form of products such as rice, beans, oil, biscuits, toothpaste, tuna, a first aid kit and cardboard boxes.

SOCIAL ACTIONS FOR CHILDREN

For several years now, Newrest Group has made a commitment to reduce its budget for press inserts and paid-for advertising and to dedicate the savings made to social actions, in particular for children.

ANGOLA · SUPPORT FOR UNDERPRIVILEGED CHILDREN

Newrest Angola donates its used computers to the Dom Bosco orphanage to enable students to get the benefit of them.

BOLIVIA · SPONSORSHIP FOR CULTURAL EVENTS

Teams of Newrest Bolivia regularly sponsor cultural events and provide breakfast to schools in local communities.

CAMEROON · SUPPORT FOR THE RUGBY ASSOCIATION

Teams of Newrest Cameroon support the rugby association in Doula which collects funds to help street children in Douala.

CANADA⁽⁵⁾

On November 28th, 2016, teams of Newrest in Toronto organised for the second time a full day of activities and surprises for sick and underprivileged children declared in the Ronald McDonald foundation's registry. The highlight of the day was a 45-minute flight over the city of Toronto to look for Santa Claus. Like in Toronto, on December 2nd the teams of Newrest Servair in Calgary took part in the Santa Claus flight operated by Jazz Air.

CHILE · SUPPORT FOR A SCHOOL FOR THE CHRISTMAS HOLIDAYS

On December 15th, 2016, in collaboration with United Airlines, Newrest in Chile took part in the noble cause 'Sponsor a child at Christmas'. This operation is targeted at vulnerable children in the Comunidad Campo Alegre de Pudahuel, in Chile.

SPAIN · PARTNERSHIP WITH UNIVERSITIES

Teams of Newrest in Spain have a partnership with several universities: Universidad Autónoma de Madrid, Alcalá de Henares, Complutense, Alicante, Valencia, Basque Culinary Center, Barcelona, La Laguna. Since 2013, Newrest Spain has been working with 'Plátano de Canarias', governed by the Canaries' banana producers' association, which have reached an agreement with the Canary Islands' regional government to provide free bananas for the summer food program. This campaign enables children from underprivileged families to continue to receive at least one healthy and nutritious meal per day when the canteens at public schools are closed over the summer holidays. This year, Newrest Spain provided around 20,000 meals for this program in the Canaries.

MOROCCO · SUPPORT FOR SCHOOLS⁽⁶⁾

Teams of Newrest Morocco are partners of several establishments 'École Mohammedia de Tourisme'.

Centre OFPPT across Morocco, Casablanca International University and support the 'Association pour le Développement Humain'.

Newrest Morocco supports the 'École de Football Rahal', in Casablanca, Morocco. Chaired by Abdelouahed Rahal ESSOULAMI, the school is sponsored by the Manzeh Diafa association for social and sporting actions. Many children from the school live in the working-class districts of Casablanca. The school offers them a welcome and education through sport. The school brings together 300 children and encourages as many of them as possible the opportunity to play football.

SULTANATE OF OMAN

Teams of Newrest Wacasco cover the education of 40 students at 'Wajjat College'.



NEWREST COMMITMENTS TO THE PLANET

Lettuce plants
at a partner
producer's
of 'La Ferme
Coralys'
- Roanne,
France.



8

countries
ISO 14001-certified

Newrest is aware of just how important sustainable development is and guarantees that essential environmental values are respected. Using local, seasonal products, processing and reducing waste and the 'Zero Paper' policy are all behaviours which demonstrate the Group commitment to the environment.

GROUP · ISO 14001 CERTIFICATION POLICY

In 2014, the Group launched a major ISO 14001 certification campaign for its units.

ISO 14001 certification is based on the principle of continuous environmental performance improvement by controlling the impact of the company's activities on the environment. As part of the certification, 8 countries are currently certified according to the ISO 14001 standard: Austria, Bolivia, Greece, Switzerland, Cyprus, Tunisia, Costa Rica and Newrest Wagons-Lits France.

GROUP · #SAVEFOOD HACKATHON IN PARTNERSHIP WITH TBS

From 6pm on Friday June 30th, to 6pm on Saturday July 1st, in partnership with the 2017 class CPA – Toulouse Business School, 36 participants worked their socks off in a fun and positive atmosphere to innovate around the theme of: 'Combating food waste in Catering thanks to digital'. In the end, the Waste Busters won thanks to their concept of an application which cleverly combines personalisation and 'rangification' to stop guests feeling guilty and to get them to make an active contribution to waste reduction.

MOROCCO · ENVIRONMENTAL ACTIONS

In Morocco, the teams have put a range of environmental actions in place, notably to manage waste, preserve water and optimise energy consumption.

NEW CALEDONIA · SUSTAINABLE FISHING

All Newrest fish suppliers in New Caledonia carry out certified sustainable fishing. Sustainable fishing is a method which seeks to promote environmentally-friendly fishing by limiting the volumes of fish caught to protect species and by prohibiting certain techniques which harm the ecosystem.



SWITZERLAND · LABELS ⁽¹⁾

Newrest Switzerland is delighted to have obtained the Swiss 'Fourchette Verte' on the site of the Chamber of compensation CdC in Geneva. 'Fourchette Verte' is a health label which is awarded to restaurants which propose a balanced dish of the day and respect the criteria of the Swiss food pyramid.

The Swiss teams want to certify all their 'Catering sites' according to GRTA specifications. Genève Région Terre Avenir is a guarantee mark which was created in 2004 by the State of Geneva and highlights local production. This label assures the customer that a predefined quantity of the raw materials used to produce their meal comes from production located in the canton of Geneva.

CROATIA · ORGANIC WASTE COMPOSTING

Newrest in Dubrovnik is innovating with the introduction and implementation of organic waste composting. The local company was the first in the Group network and the first in Croatia to install a fully-automatic organic waste composter. Thanks to this technology, we are able to reduce up to 85 % the volume and waste of kitchen waste, such as fruit and vegetable peel and off-cuts within 24 hours.

CHILE · RECYCLING AND ORGANIC MATERIAL DIGESTER⁽²⁾

Newrest in Chile is already carrying out a process to recycle or reuse oil at 100%, paper at 50% and cardboard at 100%. An organic material digester has been installed at the ALMA observatory site. This is a sort of artificial stomach which acts on all organic material thanks to enzymes and bacteria. This action converts the waste into clean water which may be used in particular for watering in the Atacama desert where water is extremely rare. The digester also

enables waste volume and bad smells to be reduced. Since December 2016, this system has also been installed in the Newrest unit in Chile.



HEAD OFFICE WASTE COLLECTION, SORTING AND RECYCLING

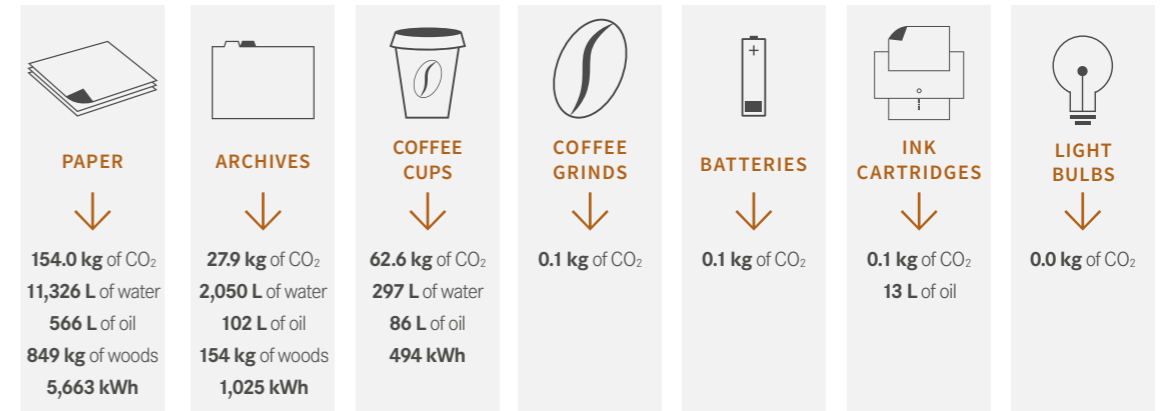
Since 2012, all paper documents printed at head office have been using non-toxic, 100% biodegradable inks. The paper used is 70% recycled and 100% recyclable. Using this type of paper to print out this activity report would save around 396kg of CO₂. Our printer is aware of their environmental responsibilities and their company is 'imprim'vert' certified: they do not use any toxic products, monitor their energy consumption and limit, sort and convert waste, especially for paper volumes...

Since 2016, in collaboration with 'Easytri', a Toulouse-based eco company which offers administrations, authorities and companies innovative solutions to manage their business waste (paper, cartridges, batteries, cups, cans, etc.), the 70 members of staff at head office have been made aware of the need to recycle their waste.

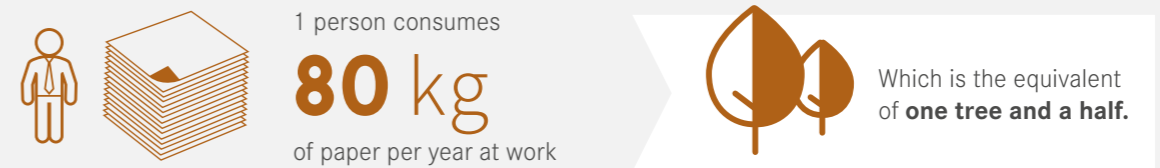
NEWREST HEAD OFFICE CARBON ANALYSIS

	Quantity destroyed	Co ₂ consumed with Easytri	Co ₂ consumed without Easytri	Co ₂ consumed thanks to Easytri
Paper	566.29 kg	49.83 kg	203.86 kg	154.03 kg
Archives	102.50 kg	9.02 kg	36.90 kg	27.88 kg
Coffee cups	32.96 kg	33.62 kg	96.24 kg	62.62 kg
Coffee grinds	11.56 kg	3.95 kg	4.16 kg	0.21 kg
Batteries	4.72 kg	1.60 kg	1.70 kg	0.09 kg
Cartridges	3.16 kg	1.07 kg	1.14 kg	0.06 kg
Light bulbs	0.40 kg	0.14 kg	0.14 kg	0.01 kg
TOTALS	721.59 kg	99.24 kg	344.15 kg	244.91 kg

SAVINGS GENERATED BY NEWREST HEAD OFFICE



DID YOU KNOW? (from Easytri)



EACH OF US CONSUMES 150 LITRES OF WATER PER DAY.



VISIT OUR WEBSITE

The 2016 · 17 Activity Report
is available on our website:

www.newrest.eu

PHOTO CREDITS

Frédéric Maligne for Newrest, Newrest Algeria, Newrest French West Indies, Newrest Bolivia, Newrest Cameroon, Newrest Canada, Newrest Switzerland, Newrest Chile, Newrest Cyprus, Hans Cortes for Newrest Colombia, Newrest Congo, Newrest Costa Rica, dnata Newrest, Newrest France, Newrest Ghana, Newrest Guinée-Conakry, Newrest Gulf, Newrest Laos, Newrest Liberia, Newrest Madagascar, Newrest Morocco, Newrest Mexico, Newrest New Caledonia, Palacio Fabrice for Newrest UIS, Newrest Netherlands, Newrest Peru, Newrest French Polynesia, Newrest Portugal, Newrest in Reunion Island, Newrest Saudia Airlines Catering, Pierre-Emmanuel Rastoin for Newrest Facilit'rail France, Newrest Servair in Belgium, Newrest SOS, Newrest Wacasco, Rohan Gantam for Newrest Wacasco, Harald Eisenberger for Newrest Wagons-Lits in Austria, Newrest Wagons-Lits in France, Newrest Zambia, Jean-Paul Bounine for Fotolia, Run in Lyon, 'Entendre le Monde' Association

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