



**Activity
Report
2017/18**

newrest



All around the world men and women of Newrest make its agility, its power and its inventiveness.

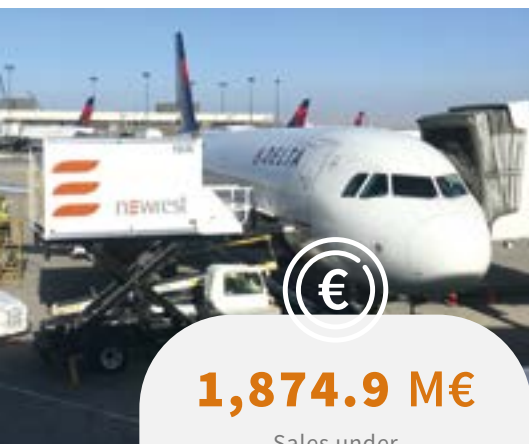
summary

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A year characterised by growth

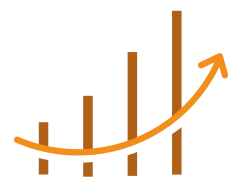
Seeing both change and modernization, 2017/18 was marked by a growth of 8.4% of consolidated turnover to reach 1,357.6 million euros. These highly satisfactory results will enable the Group's business to enter a new era.



€

1,874.9 M€
Sales under management 2017/18 (including Saudia Catering)

1,357.6 M€
Consolidated sales 2017/18



+ 8.4%
Consolidated turnover increase in 2017/18

This was a key growth period for the Inflight sector with the Group's important new contracts for the management of major hubs for international airlines. For example, we began serving Delta Air Lines flights from Salt Lake City and Raleigh-Durham, and Air Canada from Montreal.

The Group reached a major milestone in its expansion this year with the construction of two production units in the United States of America and one additional unit in Canada.

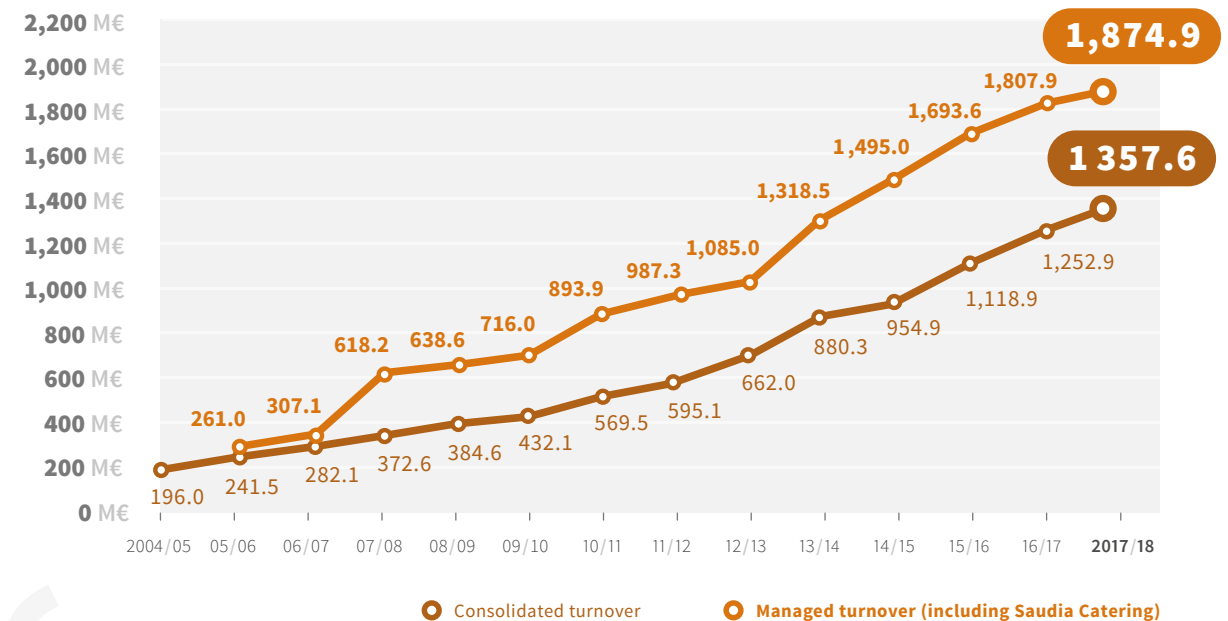
The start of operations in this country will lead the way for strong growth on the American continent in future years. Investment in ServiHoteles in Colombia will also enable us to accelerate development of Catering & Remote site activities in South America.

We have strengthened our presence in the Rail sector thanks to positive sales results in France on the SNCF TGV and 'Intercités' trains routes and improvements in customer satisfaction. We also won major contracts such as Al Haramain high-speed trains in Saudi Arabia and the Moroccan Al Boraq train with ONCF.

Our global development plan will involve the partial automation of our production units to improve working conditions and to provide more reliable information and services for our customers. With this in mind, we have integrated experts into our teams and equipped 14 production units with collaborative robots, commonly known as 'Cobots'.



Group turnover evolution in million euros



“
Our global development plan will involve the partial automation of our production units to improve working conditions and to provide more reliable information and services for our customers.

● Consolidated turnover ● Managed turnover (including Saudia Catering)

The first production unit to be automated was London Heathrow. Since then, we have incorporated intelligent robotization into production centres where this technology is needed.

In terms of innovation, our ERP (Enterprise Resource Planning) software Winrest is now accessible to our employees throughout the industrial process through the use of tablets. A large part of our truck fleet has also been renovated with the purchase of vehicles equipped with the latest technological advances to approaches to aircraft more reliable and safe.

To support this modernization plan we have decided to expand our Graduate Program and recruit close to 100 young people from around the world. They will be supported and trained in their operational duties by our Group managers in order to rapidly develop them into managers and to involve them in the Group's growth. Lastly, to support its sustainable development policy, Newrest has continued its initiatives by supporting local populations in all Group's countries in which it works and at remote sites in particular by promoting the establishment of local supply chains.

We would like to thank our customers for their loyalty, our employees for their agility and inventiveness and our partners for their trust. We believe that we have all the ingredients required for a great year in 2018/19.

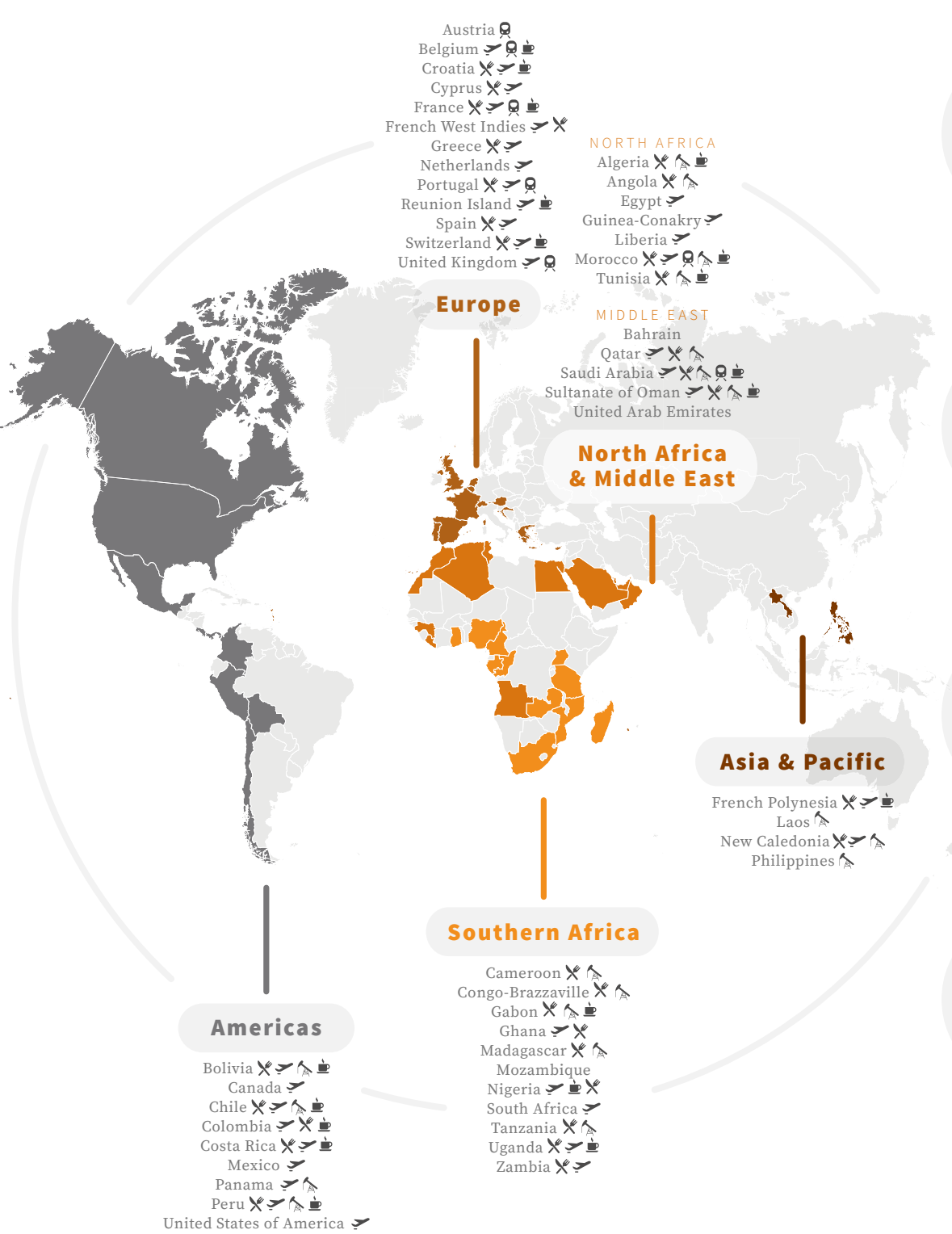











Olivier Sadran & Jonathan Stent-Torriani, Group's Co-CEOs

CATERING UNLIMITED –

A global network, a cross-disciplinary know-how for unlimited performance

				
49 countries across the world	1,369.6 M€ of sales under management 2017/18 (excluding Saudia Catering)	32,000 employees worldwide	1.2 M meals served per day	Activity sectors



Inflight 	35 countries across the world	584.7 M€ of sales under management 2017/18 (excluding Saudia Catering)	9,914 employees worldwide	328,541 meals served per day	
Catering & Remote site  	34 countries across the world (concerned by at least one activity)	443.8 M€ of sales under management 2017/18 (excluding Saudia Catering)	17,173 employees worldwide	788,255 meals served per day	
Rail 	7 countries across the world	297.8 M€ of sales under management 2017/18 (excluding Saudia Catering)	3,679 employees worldwide	49,900 meals served per day	
Retail 	18 countries across the world	43.3 M€ of sales under management 2017/18 (excluding Saudia Catering)	1,234 employees worldwide	33,305 meals served per day	

An independent & solid group



Newrest records significant turnover increases each year – mainly organic – which rewards the efforts and expertise of the Group’s employees. Newrest is still the only catering company to work in all sectors of the food service industry.

Olivier Sadran & Jonathan Stent-Torriani
Co-CEOs



Henri FISZER
Partner



+ 8.4%
Growth in 2017/18

+ 4 M€
Positive net cash

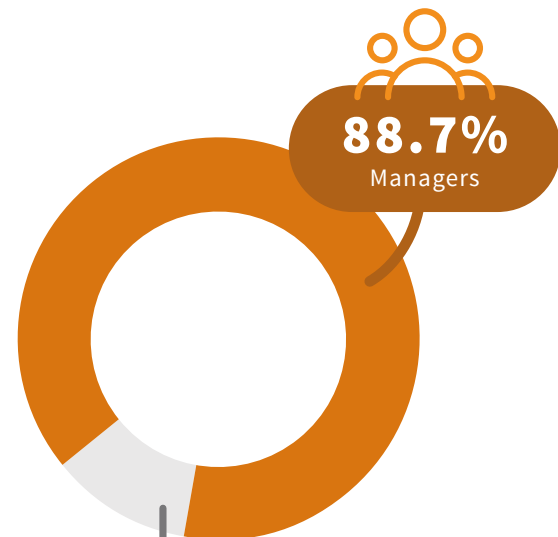
- 0.1
Leverage ratio

A solid group

When a company’s growth is significant, it must have a robust financial structure. The Newrest group’s share capital is mainly held by its management - 88.7% of the capital is held by more than 340 of its managers - the rest of the shares belonging to trusted private investors.

Newrest is the only worldwide catering company without net debt.

As a result, the company is in control of its strategic choices and continues to favour long-term sustainable growth over short-term profitability.

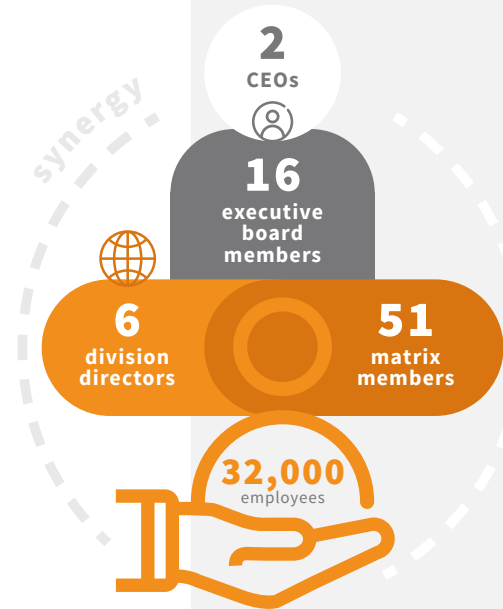


11.3%
Financial investors

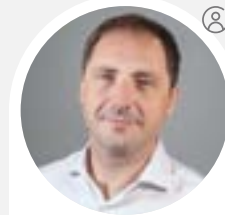
1.9%
DUTI PARTICIPATION

9.4%
PRIVATE EQUITY FUNDS

An agility enabled by a tight structure



Aurélie Gueguen René
Vice president Asia & Pacific division
Manila, PHILIPPINES



Olivier Laurac
Vice president Americas division
Toronto, CANADA



Emmanuel Leprêtre
Vice president Southern Africa division
Johannesburg, SOUTH AFRICA



Marc Starké
Vice president North Africa & Middle East division
Casablanca, MOROCCO



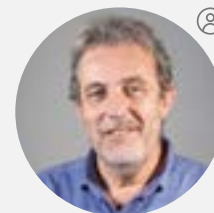
Alexandre Lelièvre
Area manager South America
Bogota, COLOMBIA



Olivier Suarez
Vice president Europe division
Toulouse, FRANCE



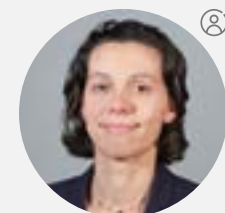
Christophe Bajon
IT services director



Pierre Brugère
Senior Vice president Sales & Marketing



Marie Chiner
Internal Audit & major project director



Élodie Deutschmeyer
Human Resources director



Teresa Espada
QHSE director



Jessica Hayes
Commercial director Inflight



Matthieu Jeandel
Vice president Finance & Administration



José Manich Grau
TRE³ director



Xavier Palaise
General secretary



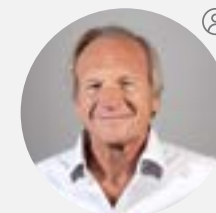
Giammarco Paronitti
Commercial director Rail



Emmanuelle Puig
Senior Vice president Strategy



Pascal Regimbaud
Vice president Remote site



André Rodionoff
Vice president Catering France

Executive board members

divisions

matrix



2018

Start-up USA

Newrest opens two major production units for Delta Air Lines, successfully expanding its establishment on the American continent.



2017



Starting of operations in Laos / Newrest Restauration acquired 100% of Coralys Company's Shares in early 2017

2016



Acquisition of Apetito and joint venture with Coralys in France / Joint venture with ASL in Nigeria / Starting of operations in Colombia

2014



Acquisition of Atasa in Morocco / Acquisition of 100% of First Catering in Ghana, in Zambia and South Africa

2012



Joint venture with SOS in the Philippines and RedMed in Algeria / IPO Saudia Airlines Catering

2013



Joint venture dnata Newrest in South Africa and Newrest Gulf in Qatar, Kuwait, Bahrein et aux UEA / Award of SNCF train contract in France

2010



Acquisition of 'Compagnie des Wagons-Lits' / Acquisition of Airshop

2008



Joint venture with Saudia Catering in Saudi Arabia, and Wacasco in Sultanate of Oman / Acquisition of LSG Sky Chefs in Spain

2006



Opening of the inflight catering unit at Paris Charles de Gaulle

2005

Creation of Newrest

2001



Merger of Catair with Eurest Inflight (Compass inflight catering division)

1996

Creation of Catair

by Olivier Sadran



MULTI-SECTOR EXPERTISE

A multi-sector know-how

Newrest is the only catering company to work in all segments of the industry. It has an incomparable wealth of know-how.

- p. 10 Major projects with a 'start-up' mindset**
Newrest knows how to manage projects and mobilize talent.
- p. 14 Agile and inventive culinary expertise**
The diversity of our customers has taught us to be both humble and creative when confronting challenges.
- p. 16 Knowing how to mobilize talent**
The Group knows how to mobilise staff to address all situations and to meet the diverse range of requests we receive from our customers.
- p. 18 Innovation at the heart of our practices**
In the interests of continuous improvement, each new unit is more innovative than its predecessor, and also more efficient.
- p. 20 Digital technology & industrial intelligence at the heart of our activities**
Integrating most of our solutions in proprietary ways means we always have the most advanced tools at our disposal.
- p. 22 A global overview of our responsibilities**
Improving the quality of our customers' meals by using shorter routes and supporting local initiatives towards a more equitable and fair world.

Multi-sector expertise



newrest
GULF

I am really proud to be part of this adventure with my team. It was an incredible challenge for us.

Frédéric Hillion,
Director Newrest USA

Major projects with a 'start-up' mindset



↑ Part of the Newrest USA team in Salt Lake City (USA)

6 months
of construction

3
units

350
flights a day

DORVAL (CANADA), RALEIGH-DURHAM & SALT LAKE CITY (USA) —

A powerful and agile North American development plan

During 2018, Newrest staff overcame an unprecedented challenge by preparing the opening of 3 production units on North American soil in under 6 months.

On July 11 and September 10, 2018, the Raleigh-Durham (RDU) and Salt Lake City (SLC) units entered operation just a few months apart. In December 2018, it was the Dorval unit near Montreal that opened its doors.

On American soil, Newrest serves more than 250 flights per day and, in Montreal, the new unit serves 90 additional flights from Canada, where Newrest has been operating since 2009.

The Group demonstrated its project management skills and start-up spirit with these launches.

By October 2017, the major requirements had been anticipated: choice of buildings, drafting and negotiation of leases, negotiation of truck fleets...

The project was already set up three months ahead, demonstrating our responsiveness to the partnership. Work on the Raleigh-Durham unit began in December 2017, and the Salt Lake City project kicked off in January 2018.

The project team was made up of local employees, Group architects and a team specialized in project management in America, the schedule included a period for running in and staff training, before entry into operational service for flights in July at Raleigh-Durham, and September at Salt Lake City.

By providing exclusive services for Delta Air Lines, for which the airport is a major hub with 210 flights a day, Salt Lake City presented a real challenge for the Group. 'Hubs' are hotspots for airlines, and therefore crucial for their passengers and brand image.

↓ Newrest Unit in Salt Lake City (USA)



DORVAL (CANADA), RALEIGH-DURHAM & SALT LAKE CITY (USA) –

A spirit of solidarity coupled with a transfer of skills

As in the case of Montreal and Raleigh-Durham, Salt Lake City benefited from the launch of the Group's own 'task force' system, but on an unprecedented scale.



↑ Frédéric Hillion, Director of Newrest USA, accompanied by Newrest employees came from all over the world to assist Salt Lake City team during the launching

Over 30 people from 12 countries arrived to support local staff during the launch and to impart Newrest's know-how and mindset. Despite the fact that it has 32,000 employees, Newrest is a human-sized group with a 'start-up' mindset. Efficiency relies on teamwork.

'Task force' operations are a common practice at Newrest: during the launch period, key staff are assigned to train and supervise the others, but also get their 'hands dirty' and inject the energy required for the launch. The skills transfer takes place at the key moment of the launch.

For Raleigh-Durham and Salt Lake City, this 'helping hand' was all the more necessary as these two units are the first to open in an entirely new country for Newrest.

Loading a Delta Air Lines aircraft in Salt Lake City (USA) →



14

Dec. 18

start of operations at Montreal-Trudeau Dorval Airport (YUL)

AIR CANADA

10

Sept. 18

start of operations at Salt Lake City International Airport (SLC)

DELTA

11

July 18

start of operations at Raleigh-Durham International Airport (RDU)

DELTA



ON-BOARD SERVICE FOR THE MOROCCAN TRAIN, THE AL BORAQ –

A demonstration of Newrest Wagons-Lits' rail catering experience

10

Nov. 18

start of operations for ONCF

ONCF

↑ Bar service on an ONCF train (Morocco)

The launch of the on-board service on the Moroccan train, Al Boraq, is an excellent demonstration of Newrest Wagons-Lits' railway catering expertise. Newrest was chosen by ONCF to provide on-board catering for the brand new Moroccan train inaugurated on November 15, 2018 by King Mohammed VI, with the attendance of the French President Emmanuel Macron.

Newrest is proud to have been chosen, alongside

iconic French companies such as SNCF and Alstom, to provide its know-how in the field of rail catering to ONCF and to be involved in the first high speed train on the continent of Africa.

Newrest Wagons-Lits already operates 325,000 trains a year across Europe and serves 55,860 on-board meals each day. Our partners include SNCF, Alléo, Eurostar, Thalys, ÖBB and Comboios de Portugal.



3 new contracts highlighting our leadership

Al Haramain

– SAUDI ARABIA

SAAC-Newrest commenced business on-board the Al Haramain on October 11, 2018 in Saudi Arabia, the first high speed railway in the Middle East that will eventually transport up to 60 million passengers between Medina and Mecca each year.

Caledonian Sleeper

– UNITED KINGDOM

The Caledonian Sleeper is a luxury night train connecting Scotland with London. Newrest now handles some of the on-board catering by offering Serco fresh alternatives to their frozen selection.

Virgin Trains

– UNITED KINGDOM

Since April 2018, Newrest staff in the UK have been working with Virgin Trains and its suppliers to develop menus (dinner, breakfast, daily including weekends, with the Box) to improve the quality of customer services.





“

We can provide our customers with signature culinary services.

Jean-Michel Fort,
Executive Chef of Newrest Group

”

Inventive & agile culinary expertise

OUR EXECUTIVE CHEFS —

Excellence in the provision of highly focused services

The richness of the Inflight catering business is immense, passing by premiere menus for prestigious airlines, to on-board business solutions for intermediate and low-cost airlines.

Our Executive Chefs know how to interpret the varied requests made by our customers and always seek to meet the needs of passengers by providing irreproachable quality of service. For example, the creation of prestige menus, the preparation work adapted to specific cultural, religious or medical requirements.

Combining efficiency and refinement in lounges

The lounge is a place both to relax and to work. Lounges have special requirements both in terms of service and logistics. The refinement of the services must be in keeping with the airline's image. Our Executive Chefs design and create tailor-made menus.



↑ Dish served at the Swiss Lounge at Geneva airport (Switzerland)



Prestigious partnerships

We support our customers in their development strategies and have formed partnerships with Michelin-starred Chefs.



Jean-Michel Lorain
— CIRCLE OF PRESIDENTS OF PARIS AIRPORT (ADP)

Jean-Michel Lorain, one of the Group's partners for several years now, particularly as a creator of menus for prestigious airlines, designs the menu for the President of the ADP and the Club Charles de Gaulle. The expertise he lends to our Chefs has led to the creation of an outstanding table.



Michel Sarran
— TGV INOUI

Michel Sarran has been supporting Newrest Wagons-Lits in its efforts to enhance the TGV offering since September 2016. He designs and signs three 'Bistro de Chef' menus each year, from sandwiches to desserts to hot dishes, in order to tempt people to travel, to promote local products and to relive the flavours of his childhood.

'Blue leg' lobster, confit of pig's trotters and new carrots with cardamom by Jean-Michel Lorain ↓



↑ 'Transfor'mets', specifically addresses problems with chewing and swallowing in the elderly.

Multi-disciplinary expertise

True expertise adding to the wealth of experience of the Group: treat each client as a unique guest and offer personalized and tailored services.

Newrest is the only company to work in all segments of the catering industry and its related services and it has a wealth of specialised know-how. Close collaboration between the Group's talented experts enables our services to be refined with precision.

Our Chefs are also able to rise brilliantly to the challenges of personalized menus for high-end catering in private aviation and to develop with our dieticians and nutritionists the 'Transfor'mets'. This solution is a revolution in food for elderly care centres to address swallowing and chewing problems, a new innovation by Newrest.



Knowing how to mobilize talent

TOWING RECRUITMENT —

Multicultural management, Newrest Group's know-how

Mobilizing human resources for a towing operation requires us to recruit staff both from the platform's country of departure and destination country. Sometimes up to 5 or 6 nationalities live and work together on the project, with a different management altogether.

The Group must overcome both logistical difficulties (airline tickets) and administrative difficulties (Visas) due to the number of countries from which it recruits its staff. Staff management also involves dealing with the cultural

differences to create a comfortable working atmosphere. The richness and complexity associated with staff management form part of the Group's expertise in Remote site activities.



↑ Multicultural team on the FPU Likouf on its way to Congo

GRADUATE PROGRAM —

A plan to incorporate the talent of tomorrow

The Group is showing strong growth in all its businesses. The opening of new units in new countries requires significant resources in terms of management.

The Group's culture is both unique and strong, making it capable of providing both agility and capacity to our projects, to our customers and to our partners. As such, we are now looking to recruit young graduates who will be supported in operational and administrative positions by experienced tutors, through a Graduate Program.



The Newrest Graduate Program offers excellent opportunities abroad for ambitious leaders of the future.

Hélène Brumaud
Hélène joined Newrest in South Africa on the Cape unit in July 2017 as Inflight Junior Unit Manager. Today, she is Production Manager in Ghana.



This recruitment plan is unprecedented in that we are looking for over 100 young graduates. The majority of them will be assigned operational support roles or operations management.

The best of them will move into short-term positions of responsibility and participate in the Group's expansion. The tight structure of our management team provides a dynamic career path.

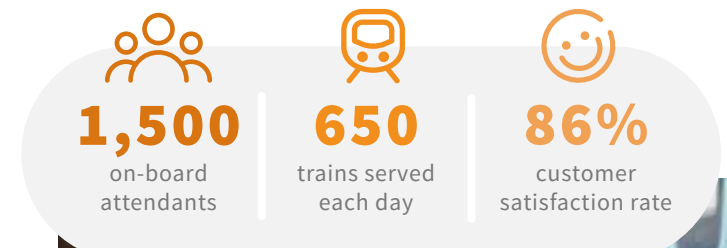
SERVICE ON-BOARD TRAINS —

Staff management to improve performance

Since 2013, Newrest Wagons-Lits has been operating in France on the TGV, Intercités and Alleeo trains for the SNCF. The subsidiary has 1,500 on-board attendants on approximately 650 trains a day. Staff working in this profession need to be highly autonomous and to work without having contact with their managers.

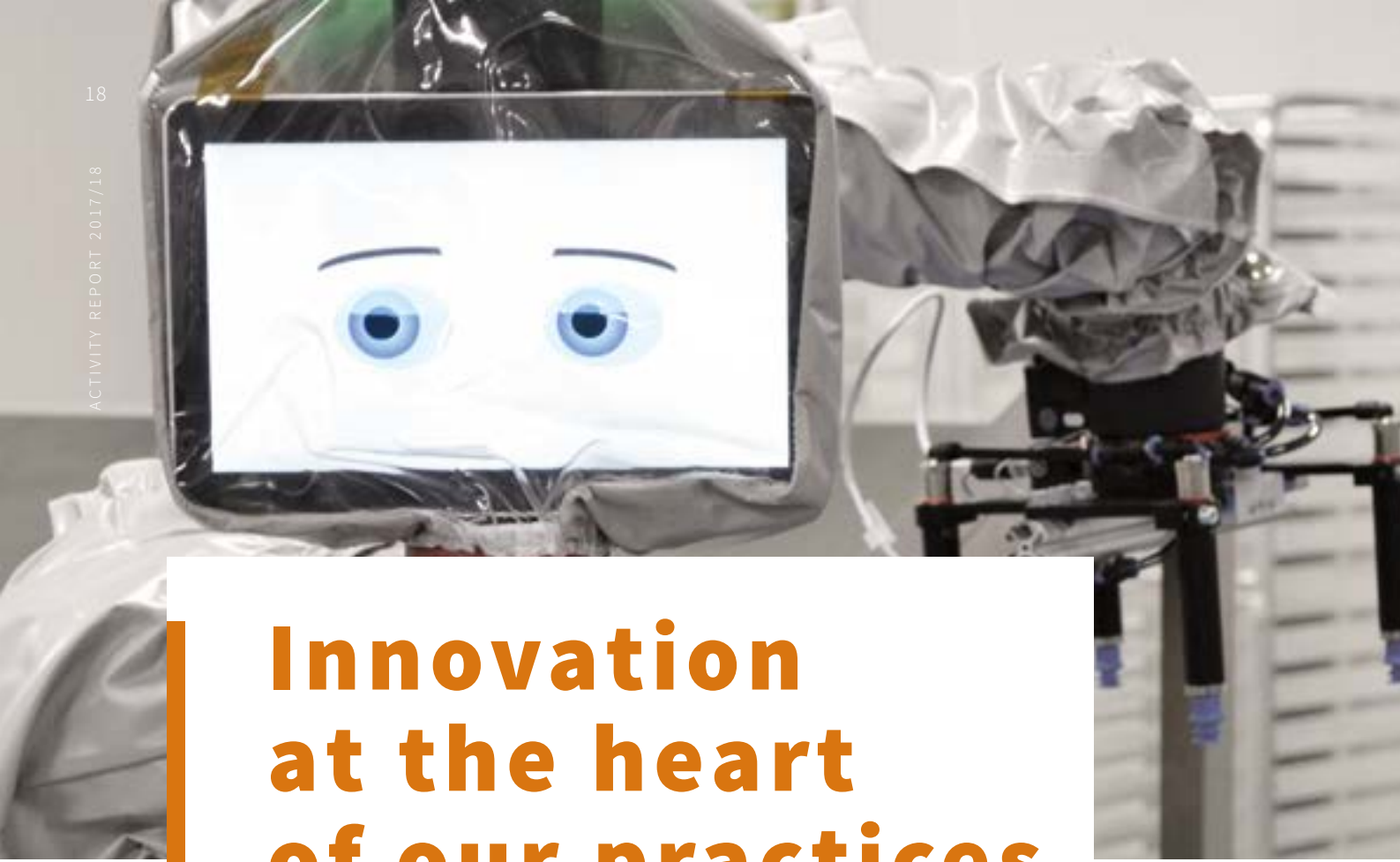
Our team can be proud in that 2018 saw record levels of on-board sales and record customer satisfaction. It jumped 6 points during the last 9 months to reach 86% satisfaction.

These performance achievements resulted from an analysis of the staff and their roles, which led to the implementation of an internal communications tool similar to a social network. This enabled staff in the field to have a voice and to provide feedback on the best equipment and practices.



↑ Newrest Wagons-Lits attendants welcoming passengers (France)

Quizzes and challenges can boost performance and help with training in a process of continuous improvement.



Innovation at the heart of our practices

COBOTS —

Automation of all repetitive non-value-adding work

In January 2017 the Group implemented a highly voluntary intelligent robotization plan at its production units. Newrest has incorporated a group of experts to develop automated production lines assisted by ‘Cobots’ (collaborative robots). Many of our new production centres are equipped with revolutionary robot systems to help increase efficiency and reliability.



14

operational lines planned for 2019



45

cobots scheduled in 2019

This enables Newrest’s staff to focus on value-added tasks requiring initiative, know-how and adaptability.

The first line was installed at London Heathrow just 9 months after the launch of this ambitious plan.

Today, intelligent automation is gradually being incorporated into our units at Paris Charles de Gaulle, Paris-Orly, Athens, Madrid, Barcelona and Montreal.

Our team of experts in collaborative robotics is working to revolutionize a wide range of business areas of in the goal for continuous improvement. Each line installed is more efficient, more innovative and more flexible than the previous one.



What is a ‘Cobot’?

A cobot, or co-robot, is a robot designed to physically interact with humans in a shared workspace.

↓ Charenton-Le-Pont logistics base in the Paris region (France)

CHARENTON-LE-PONT —

Customized logistics

The Newrest Group’s know-how in complex logistics operations, when applied to the railway environment, enables it to design and develop specific logistics facilities and equipment for our operations.

Facilit’rail, a dedicated subsidiary, has positioned itself as the leader in this field. The new logistics base at Charenton-Le-Pont is equipped with new technologies monitored by a WMS, with tailor-made return management systems and ergonomic equipment to ensure the work environment is professionally optimized.

In June 2017, the site won 1st Prize for Prevention awarded by the ‘Service aux Entreprises pour la Santé au Travail – SEST’ (Business Service for Occupational Health) to reward the prevention of occupational risks.



facilit' rail



259,000

trains provisioned each year



4 M

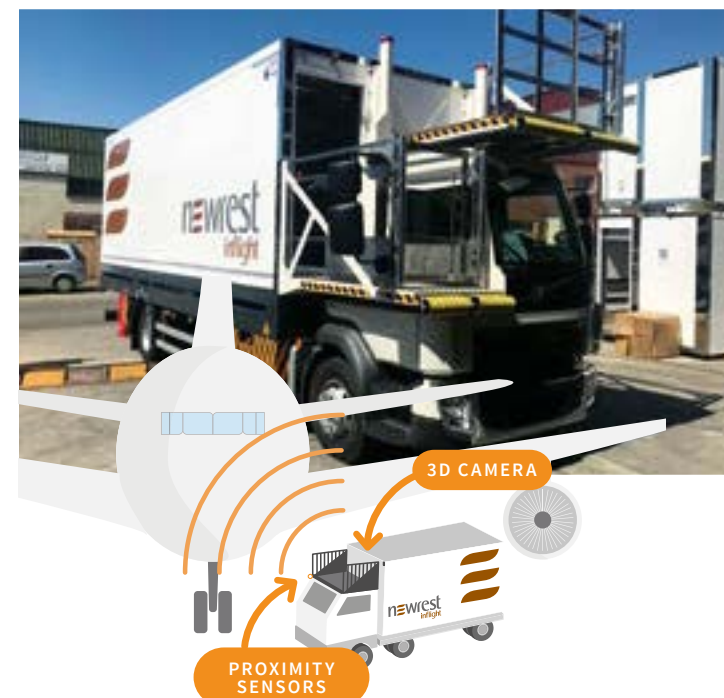
containers prepared & dispatched per year



700

trains served each day

New truck equipped with high technologic solutions at Newrest Madrid unit (Spain) ↓



An unprecedented effort to deliver quality, service and safety

— TRUCK FLEET

Newrest is committed to a plan to renovate its fleet of air catering trucks and uses the latest technologies to approach aircraft safely.

With the purchase of more than 100 trucks over 3 years, including 60 this year, the Group is investing in the safety of its air-side services. Newrest has rolled out collision avoidance systems, using latest-generation proximity sensors and 3D cameras, across its fleet. Approaching aircraft has been made safer through high levels of automation.



Digital technology & industrial intelligence at the heart of our activities

WINREST —

Newrest has developed a global management system adapted to each of its business lines

In the interest of continuous adaptation to the demands of its customers, the Newrest group has been developing a proprietary global



750

information streams within our production units

management system (ERP) over the last 3 years. Winrest makes information flows more reliable and is used to convert customer requests to production orders, supply orders, customer invoices...

Our IT development teams are continuously improving Winrest based on the needs of each unit and to switch them over to intelligent

automation, as well as to cover specific requests from partner companies. Winrest is used in all our businesses.

Within the last year Newrest has deployed tablets throughout its airline catering production units to enable access to the continually updated information available on Winrest. The information is therefore more reliable and improves the quality of the services we provide to our customers.



↑ Winrest production tablet

AIRVISION —

Making data exchanges with companies faster and more reliable

Our proprietary ERP, Winrest, has also enabled us to develop an EDI for management software belonging to companies such as Airvision and IFX, and to accelerate the exchange of data in real time.

IN RESTAURANTS AND ON-BOARD TRAINS —

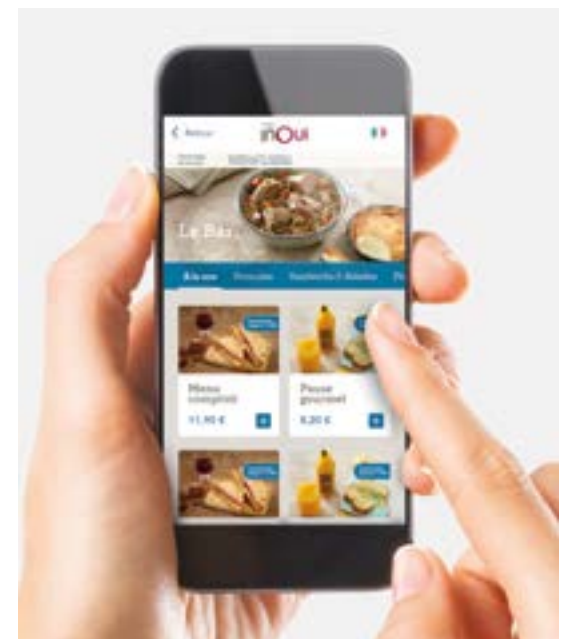
Digital expertise at the service of performance

Newrest has revolutionized its purchase and payment processes on-board TGVs. By multiplying the points of contact with passengers through the SNCF, TGV pro and Oui.sncf apps and wifi portals on-board TGVs, Newrest's digital expertise service has improved accessibility to the gourmet offering in TGV bars. With 'click & collect' (direct collection at the bar) and 'click & delivery' (delivery service), we have completely revolutionised the customer experience on-board trains. The cashing and payment system has been completely updated with applications developed specifically for this purpose.

Before entering a Newrest restaurant, diners can check seating availability (measured by sensors) and menus on the mobile app and the restaurant's website to enhance their experience. These tools enable passengers to choose between table service in an atmosphere that suits the mood of the day, 'click & collect', delivery, and

also Smart Fridges. As soon as you walk through the restaurant door, digital displays and the restaurant app come into play and help with the preparation of meals. Payment is the main point of friction for the customer, our goal is to remove all constraint related to payment.

Thanks to this digital revolution, customer satisfaction rates and financial performance are constantly improving.



← New "inOui TGV" bar application

**Such a great initiative is unstoppable!
In 2019 we are expanding our local supply network.**

André Rodionoff
Vice president
Catering, France



A global overview of our responsibilities

THE 'FERME CORALYS' CHARTER & OTHER LOCAL INITIATIVES AROUND THE WORLD —

Promoting short circuits

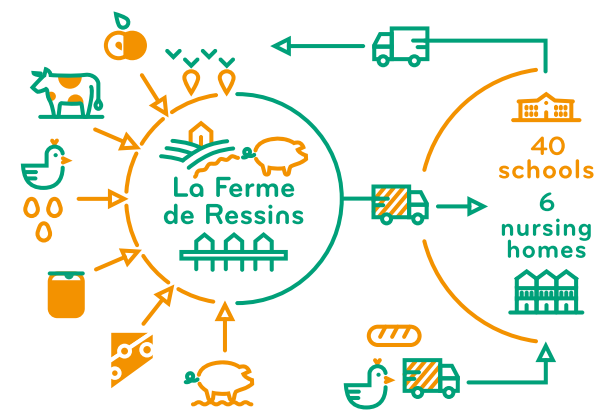
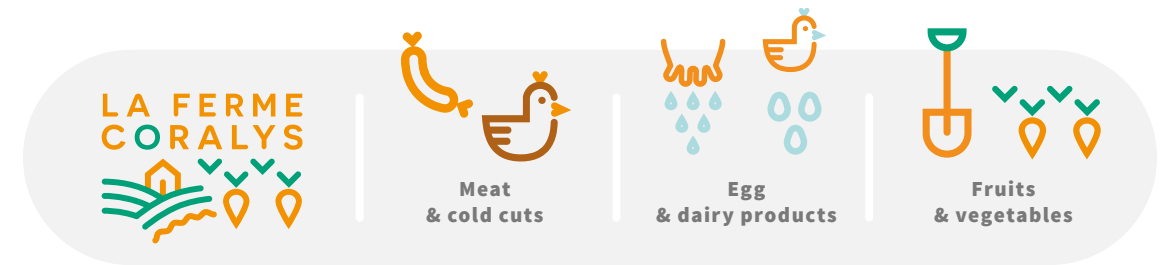
Supporting the local economy, reducing the carbon footprint of our transport operations, improving the quality of our meals, helping to educate our customers' tastes; our efforts around the world are moving in the same direction. The French initiative 'La Ferme Coralys' is one of the most well-known examples of our efforts.

The original idea was to build supply networks as close to our customers as possible.

Today we have two such networks: 'La Ferme des Pommereaux' in the Paris region which supplies 40 establishments with tomatoes and zucchini, and 'La Ferme de Ressins' in the Roanne country side which supplies about 50 establishments with a much wider range including meat, dairy products and a variety of garden produce.

In 2019, we are opening three new local supply networks even closer to our establishments in Haute-Loire, Drôme/Ardèche and Var/Alps.

By supporting local economies we are raising awareness about better eating.



Distribution networks
— EXAMPLE OF LA FERME DE RESSINS IN THE ROANNE COUNTRY SIDE, WHERE THE 'FERME CORALYS' SUPPLIES NEARLY 50 SITES

Other local initiatives around the world

For several years now the Group has prioritised local procurement approaches in all countries in which it operates, through short routes and the involvement of local communities. In Austria in particular, Newrest Wagons-Lits offers Austrian wines on-board trains. The Zambian team collaborates with a local farm produce distribution organization. In Canada, Reunion and Polynesia, we source local products through cooperatives.

↓ Fruits and vegetables growing in Peru



ECOLOGY —

Newrest is committed to the planet!

Aware of the importance of sustainable development and aiming to reduce its CO₂ footprint by 5% each year, Newrest fully respects all essential environmental values.

With the aim of reducing waste, several approaches have been adopted by our teams around the world: selective sorting, waste weighing, the use of recyclable materials instead of plastics and the recycling of used oils. In Chile and in Croatia, an enzyme digester has even been installed to transform organic matter into clean water; in New Caledonia, our staff are using enzymatic detergents.

Lastly, with the aim of halving our energy consumption and improving lighting and working conditions for our employees in nearly all our facilities around the world, Newrest has changed its lighting systems over to LED technology.



NEWREST IS COMMITTED TO ITS SOCIAL ENVIRONMENT —

Newrest supports actions of solidarity

'Entendre le monde' Association



For several years now Newrest Group has been supporting the 'Entendre le monde' association in Madagascar, chaired by Dr. Bertrand Gardini, in its mission to screen and treat patients suffering from skull tumours of deafness in Tamatave.

'Toulouse Cancer Santé' Foundation



True to its values and societal and regional commitments, Newrest participates in research projects conducted by the 'Toulouse Cancer Santé' Foundation (operating within the Oncopole of Toulouse) and is providing support for the project led by researcher, Jean Emmanuel Sarry and clinician, Christian Récher on acute myeloid leukemia.

ISO QHSE CERTIFICATIONS AT GROUP LEVEL —

The Group applies strict hygiene & quality rules globally



RESULTS 2017/18 BY DIVISION

Network development

A business in constant growth in all divisions, mainly impacted by the win of the major partnerships in North America.

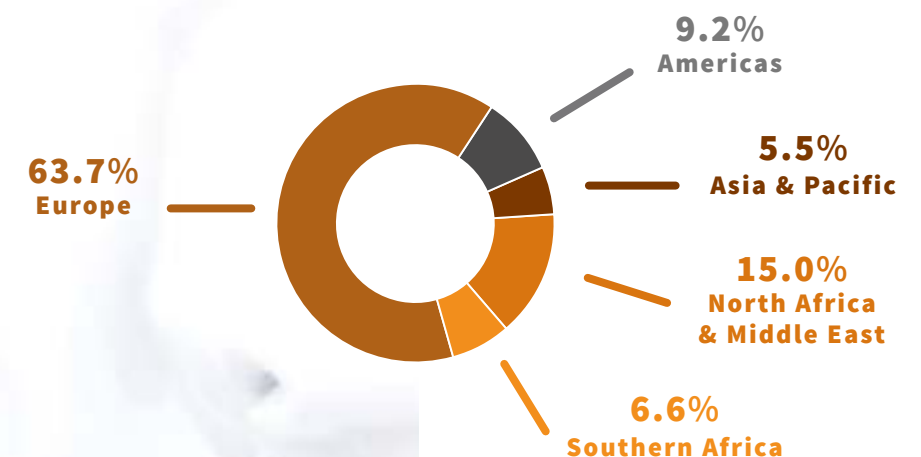
Europe still remains the main driver of the Group's growth with almost 64% of turnover and sustained growth of 9.5%. Africa, the Group's second largest division with 21.6% of business, has been impacted by the fall in local currencies of countries such as South Africa, Angola, Nigeria, Zambia and Madagascar, and is subsequently less dynamic.

The Americas division, which currently accounts for 9.2% of business, is one of the Group's most promising drivers seeing the opening of three new units in North America in the last six months and the acquisition of ServiHoteles in Colombia, which will help the Group develop positions in the catering sector in South America.

Asia & Pacific, although more modest in terms of size with € 75 million in turnover, has excellent momentum with 19.7% growth.

Turnover distribution by division

(Total turnover in 2017/18 excluding Saudia Catering)



Americas Division

Winning major new contracts and opening three new units meant that 2017/18 was a strong business year for the Americas zone.

A focus on cost efficiency and quality in the year has helped to sustain our results.



Olivier Laurac
Vice president
Americas division
Toronto, CANADA

Our airline staff have had a particularly busy year. 2017/18 saw the launch of the partnership with Delta Air Lines at Salt Lake City and Raleigh-Durham in the United States of America, and the creation of a dedicated unit for Air Canada in Montreal (Canada). In all, we opened three units in under six months; fortunately we had the support of all countries of the Group! Our staff in Peru also inaugurated "El Salon", the lounge located in the national terminal of Lima's airport.

Last June, ServiHoteles a high-end operator in the Catering & Remote site sectors, joined the Newrest family in Colombia.

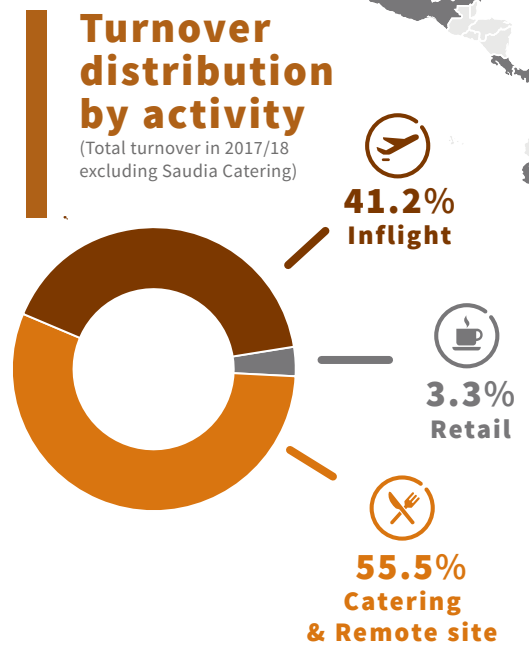
In Bolivia, our partnership with Minera San Cristobal has been renewed and we will soon be celebrating 10 years of ongoing collaboration. There can be no doubt that winning and renewing these types of partnerships over the entire zone will lead to significant growth in 2019!

9 countries

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

13 countries

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



126.0 M€ Turnover in 2017/18

+12.3% Increase in turnover compared to 2016/17

84,201 Meals served each day

4,826 Employees

Europe Division

The European zone recorded an impressive growth of 9.5% compared to the previous business year.



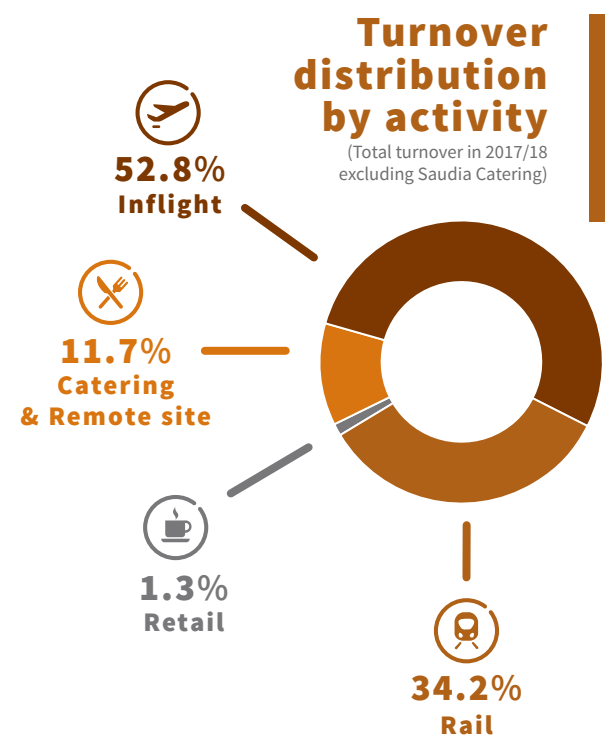
Olivier Suarez
Vice president
Europe division
Toulouse, FRANCE

872.1 M€ Turnover in 2017/18

+9.5% Increase in turnover compared to 2016/17

582,262 Meals served each day

12,120 Employees



This sustained growth is mainly due to the significant development of the Catering activity in France (+11%), and the gain in market share in the Inflight sector, particularly in Spain, Benelux and the United Kingdom.

The Group's Rail business in Europe has shown itself to be in good health with rising sales and good market share in Portugal.

Regarding Newrest Restauration, 2017/18 saw a continuation of the strong growth in sales that started last year, validating the Group's credibility in the French Catering market.

In terms of Inflight catering, following the dramatic fire at CDG airport in July 2017, the France division opened a latest-generation unit of 7,500m² in February 2018, in record time, and was therefore able to resume services to its Parisian customers from the platform. All this suggests that 2019 will be a promising year.

North Africa & Middle East Division

The North Africa & Middle East Division region has made further progress in the past 12 months with the opening of central kitchens, new outlets and the signing of new contracts.



Marc Starké
Vice president
North Africa
& Middle East division
Casablanca, MOROCCO

Liberia and Guinea have demonstrated that, even with limited turnover, management persistence can help us hit and even exceed our targets.

Tunisia and Algeria have taken the steps required to reduce activities in the remote site management sector by investing in central kitchens, with the intention of becoming leaders in the meal delivery segment.

All countries operating Retail (Morocco, Algeria, Tunisia) are facing challenges such as upgrading their service offerings, winning new contracts and overhauling their governance systems in order to secure and grow their turnover.

All countries in the region are keen to develop the Catering business and have drawn inspiration from the growth of this business in France. Lastly, the excellent performance of Qatar in an extremely competitive environment is noteworthy.



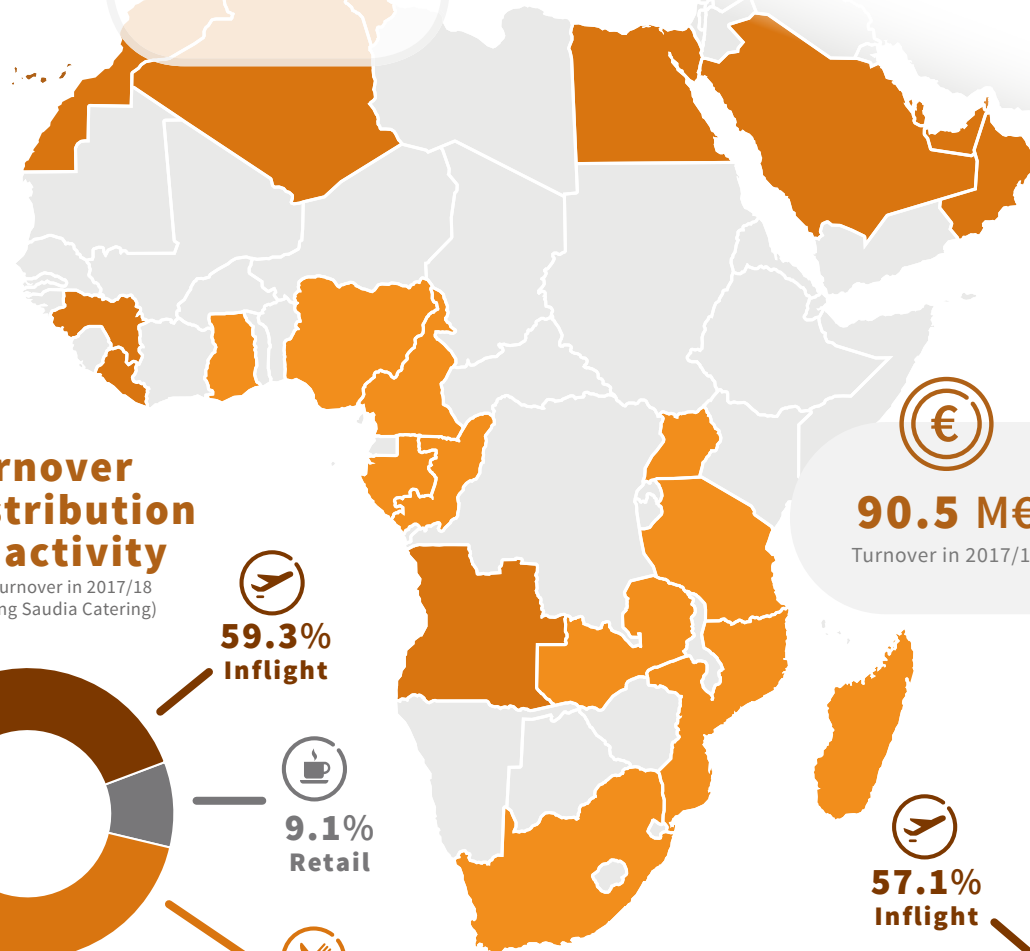
12
countries

NORTH AFRICA

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

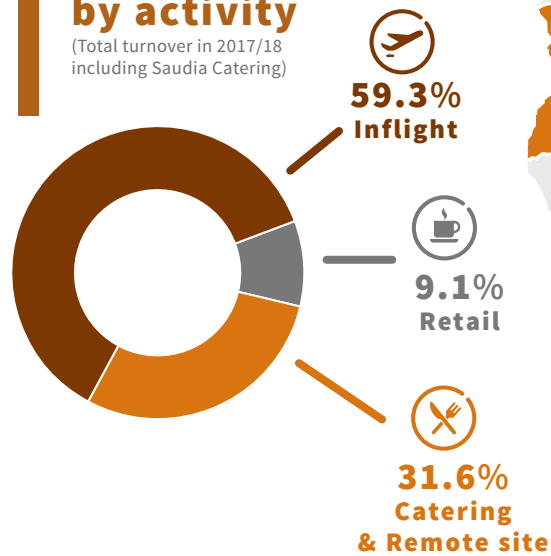
MIDDLE EAST

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



Turnover distribution by activity

(Total turnover in 2017/18 including Saudia Catering)



11
countries

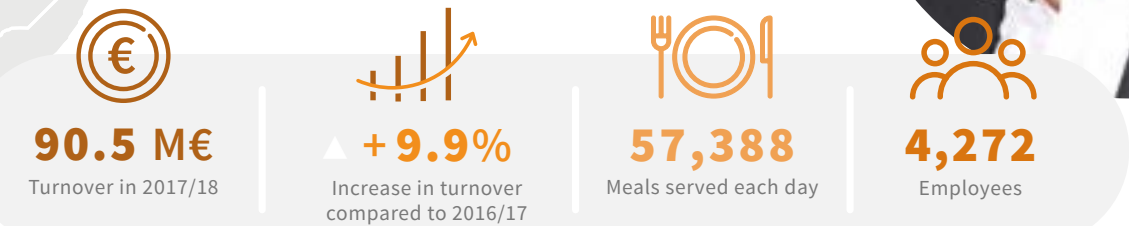
- Cameroon
- Congo-Brazzaville
- Gabon
- Ghana
- Madagascar
- Mozambique
- Nigeria
- South Africa
- Tanzania
- Uganda
- Zambia

Southern Africa Division

Cost reduction efforts and quality initiatives have enabled Newrest to secure many of its current contracts and to win new contracts in 2017/18.

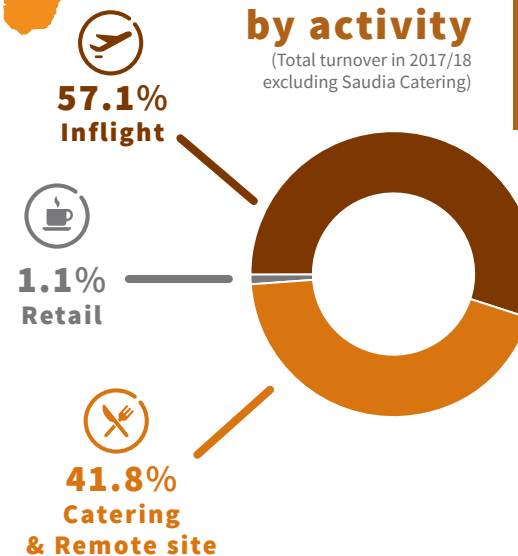


Emmanuel Leprêtre
Vice president
Southern Africa division
Johannesburg, SOUTH AFRICA



Turnover distribution by activity

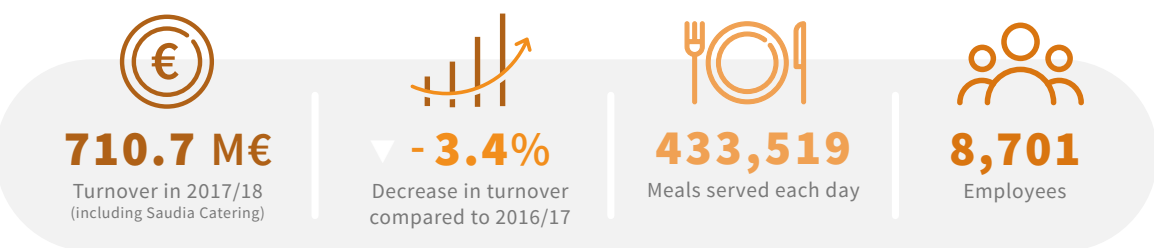
(Total turnover in 2017/18 excluding Saudia Catering)



As other major competitors disengaged from these countries, our teams in Cameroon, Congo and Gabon continued to support customers and prospects in order to secure our current partnerships and to win new ones.

South Africa, Ghana, Uganda and Zambia are now well established in the Inflight sector and enjoy strong reputations in their respective markets. They have renewed significant contracts and obtained new customers (Newrest South Africa), they have diversified their product lines in restaurant management for international organizations (Uganda) and schools (Ghana), and constructed two new units in Durban (South Africa) and Lusaka (Zambia). What is more, our subsidiary in South Africa is now 100% owned by Newrest group.

Newrest is now well positioned to enter a new phase of growth in the region.



Asia & Pacific Division



4
countries

- French Polynesia ✈️
- Laos 🏠
- New Caledonia ✈️
- Philippines 🏠

2017/18 saw the Newrest group continue its growth in the Asia Pacific region with the signing of several new contracts, strengthening the strategy it has deployed since 2015.



Aurélie Gueguen-René
Vice president
Asia & Pacific division
Manila, PHILIPPINES

The Asia & Pacific zone has strengthened its presence in Catering, Inflight, Remote site management and Manpower activities, as well as participating in numerous social actions in conjunction with local communities.

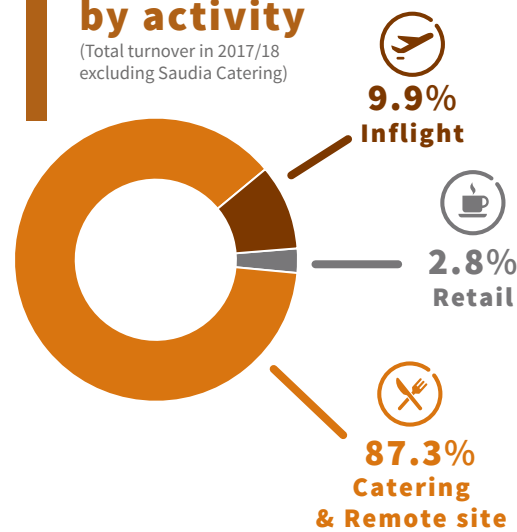
French Polynesia had an excellent year with the signing of the 'la Défense' contract, the arrival of two new Inflight customers and new schools coming under management.

Newrest also upped its involvement in New Caledonia with the acquisition of 'Restauration Française' in Noumea, as well as management of meals for the 'Ile Nou Magnin' clinic in Nouville. We have confirmed our commitment by renovating our central kitchen enabling us to switch to cook-chill methods by the end of 2019.

In addition, Newrest continues to grow with the management of a second remote site in Laos and the deployment of Philippine workforce in the mining, oil and Catering sector thanks to the gradual resumption of mineral and oil prices.

Turnover distribution by activity

(Total turnover in 2017/18 excluding Saudia Catering)



€ **75.6 M€**
Turnover in 2017/18

▲ **+19.7%**
Increase in turnover compared to 2016/17

🍴 **42,629**
Meals served each day

👥 **2,081**
Employees

RESULTS 2017/18 BY ACTIVITY

Activity sectors in growth

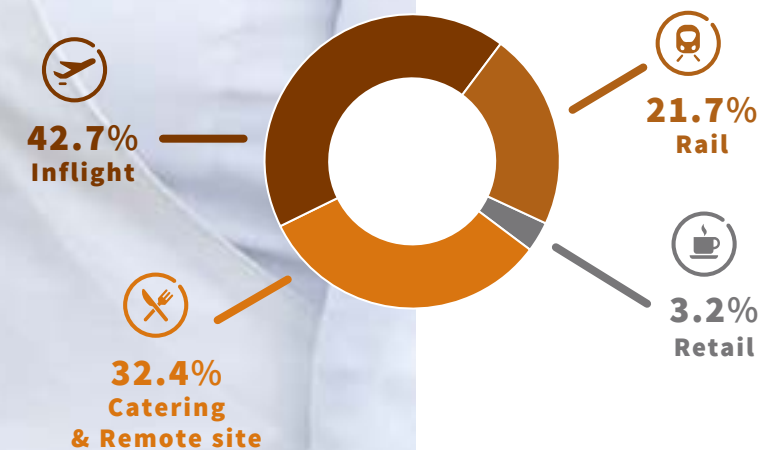
All of the Group's business segments enjoyed satisfactory growth rates, with the Inflight catering sector in particular seeing a rise of 13%.

The Inflight sector increased its share to 42.7% of turnover. This is a highly dynamic sector within the Group thanks to the large number of contracts it has won, highlighting its excellent performance.

The Catering sector's share of the Group's activities increased from 30.8% in 2016 to 32.4% in 2018 thanks to a significant increase particularly in France. The large number of contracts recently signed in the Rail segment provides optimism in terms of future growth.

Turnover distribution by activity

(Total turnover in 2017/18 excluding Saudia Catering)



Inflight



↑ Loading an Emirates plane in Accra (Ghana)

Newrest offers catering solutions and services tailored to meet the needs of its inflight customers.

Our production teams develop and execute recipes for airlines each and every day. From the design of menus to aircraft delivery, our staff can handle up to 300 flights a day!

Our staff undergo regular training to guarantee excellent levels of service: our nutritionists, hygienists and quality experts are always on hand to support airlines and to guarantee quality, hygiene and food safety. We are also able to adapt our services to the requirements of our customers whether for special events or religious, cultural or health reasons. Newrest is proud to be a leader in halal catering.



584.7 M€

Turnover in 2017/18 (excluding Saudia Catering)

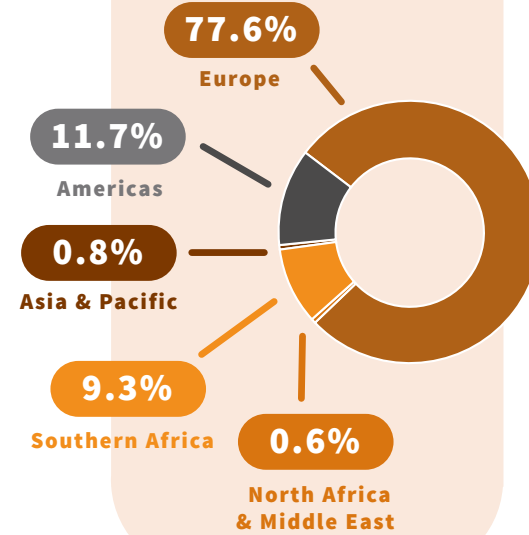
35

countries around the world

82

production units

Meal served by division



Airport lounges

Airport lounges are spaces reserved for premium passengers and paying passengers who wish to access a range of services that enhance the experience of their trip. Newrest's role is to welcome loyal and prestigious airline customers to them.



63

AIRPORT LOUNGES

TRE³

EQUIPMENT | ENTERTAINMENT | EXPERIENCE

TRE³ (pronounced 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.



Retail



Point of sale at Tunis-Carthage airport (Tunisia) ↓



43.3 M€

Turnover in 2017/18 (excluding Saudia Catering)

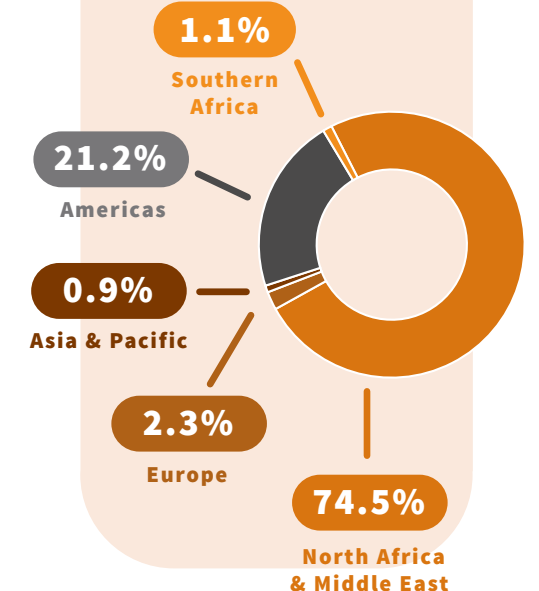
33,305

transactions handled each day

18

countries around the world

Meal served by division



Newrest Retail offers a wide range of food services for travellers inside airports, tourist venues, museums, at highway service stations, on-board ships and at bus terminals.

To meet the demands of the market, Newrest Retail uses three typologies of outlets: Newrest Retail's own brands, international or local franchises and partnerships. Our staff handle the entire opening process for new points of sale.

We then handle all management operations: procurement and sale of products, events and occasional promotions, maintenance and cleaning of the premises. This acquired expertise enables us to create other customized Retail concepts.

Catering & Remote site



443.8 M€

Turnover in 2017/18 (excluding Saudia Catering)

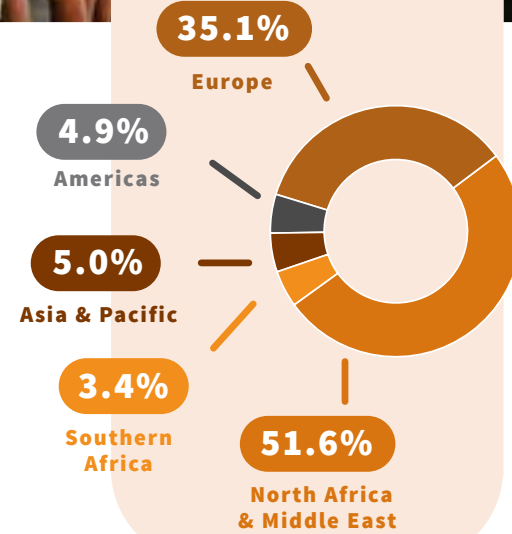
34

countries around the world (affected by at least one of these activities)

788,255

meals served each day

Meal served by division



↑ French week in a school restaurant in Oman

Catering

Our customers around the world all benefit from Newrest's expertise in catering and entrust the management of their restaurants to the company.

Companies and administrations, health centres such as clinics and health institutions, schools, local authorities, defence and security services have entrusted Newrest Catering with the management of their restaurants, cafeterias and dining rooms.

All our kitchens are capable of providing a full range of catering services both on-site and for delivery: meal trays, sandwiches and other services suitable for all types of guests with a wide variety of profiles.

We are desirous both to meet our requirements as a foodservice provider by offering high-quality balanced dishes, and also to go further by offering tasty food which people enjoy and providing tailor-made solutions which meet

the expectations of each customer. In short, to make meals times enjoyable and relaxing, to use fresh produce grown by local farmers and to create home-made dishes which are professionally presented.

We are also convinced that a balanced and varied diet contributes to intellectual success in its own way and helps to improve patient health.

For this reason our highly-qualified staff pay special attention to the needs of guests and create varied menus to cover all dietary requirements.

Remote site

Newrest Remote site is a leading player in the management of hospitality services for people working in hostile environments such as mining sites and oil platforms.

More recently, our staff have been providing expertise to the armed forces in complex security scenarios requiring additional controls.

Supporting companies working in extraction industries is in Newrest Remote site's DNA. It was therefore entirely natural for us to provide them with our expertise when preparing major projects: kitchen and restaurant design, budget studies, support to local staff... All these aspects have been integrated into the support we provide to the engineering teams of our future customers.

However, we do far more than simply cook meals in isolated locations. Both our customers and our guests expect our staff to handle all aspects that contribute to quality of life in their place of residence: the construction and management of camps, hospitality, restaurants, leisure areas and related services.



↑ Dinner service on 'FPSO Kaombo II' board sailing to Angola

Even in the most remote locations, our staff make sure that our guests are comfortable and that they enjoy similar surroundings and facilities as they would in more familiar environments.

What is a 'towing phase'?

At the beginning of a project, a vessel is towed from the place of construction to the place of operation. This is called the 'towing phase'. Our staff provide on-board cooking, laundry and cleaning service during these types of trips, which can last up to two or three months depending on the type of vessel and the distance.

The main challenges associated this type of project are inventory planning, Camp Boss recruitment, and the management of highly changeable logistic schedules.



Rail



297.8 M€

Turnover in 2017/18
(excluding Saudia Catering)

7

countries
around the world

49,900

meals served each day

**Turnover
by activity**

28.2%

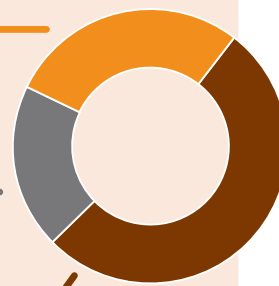
Passenger sales
(B2C on-board sales)

19.5%

**Logistics
services**

52.3%

**Services provided
to railways**
(B2B on-board services)



↑ Logistic operation at Charenton-Le-Pont unit (France)

Newrest Wagons-Lits is the global leader in the on-board services sector and provides support to rail operators in their search for the best on-board services with the right prices for their customers.

Newrest Wagons-Lits is the only operator to offer a global concept combining rail safety duties and on-board service on both day-time and night-time trains: on-board catering, hospitality services, logistic services and passenger services.

Our teams provide rail operators with support, consulting services and technical assistance services including the design of innovative concepts for on-board sales and services, the selection of product ranges in line with customer expectations, as well as the organisation of services and logistics operations (procurement and inventory management, inspection and troubleshooting services before departure, etc.).

Because every trip counts, we are eager to create exceptional experiences over the entire journey time by offering the best on-board services: hosting, bar, dining car, first class services, technical assistance, information, pre-ordering online and on-board entertainment.



To go further visit our online activity report 2017/18:

annualreport.newrest.eu

PHOTOS CREDITS

Frédéric Maligne for Newrest, Pandora Wong, Serge Detalle for 'La Côte Saint-Jacques', Jean-Michel Lorain, Newrest Chile, Newrest Congo, Newrest Spain, Newrest France, Newrest Ghana, Newrest Gulf, Newrest Laos, Newrest Liberia, Newrest Morocco, Newrest Peru, Newrest United Kingdom, Newrest Switzerland, Newrest Tunisia, Newrest USA, Angela Howard Photography for Newrest USA, Newrest Wacasco, Newrest Wagons-Lits in France, 'Entendre le Monde' association.

Cover: Newrest cook on-board the FPSO Kaombo II continuing its journey to Angola.

Photographer ©Pandora Wong.

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newrest
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