

**Activity Report  
2018 / 19**



# summary

ACTIVITY REPORT 2018/19

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# A year marked by territorial expansion and innovation

2018/19 was marked by the winning of major and strategic partnership contracts, strengthening our presence in several markets around the world and increasing our consolidated turnover by 12.3%.

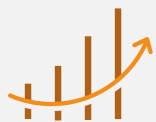


**2,001.3 M€**

Sales under management 2018/19  
(including Saudia Catering)

**1,526.7 M€**

Consolidated turnover 2018/19



**+12.3%**

Consolidated turnover increase in 2018/19

At the start of the year, our teams worked on opening *Air Canada's* 'Hub' in Montreal and that of *British Airways* in London-Gatwick at the end of 2019. The acquisition of the specialized companies, *EM Food Services* in Cambodia and Myanmar, *Pariltim Yemek* in Turkey and Romania, *ISS* in Israel, as well as the start of operations in Guyana, India, Senegal and Brazil, will all strengthen our international presence and consolidate our know-how in out-of-home Catering.

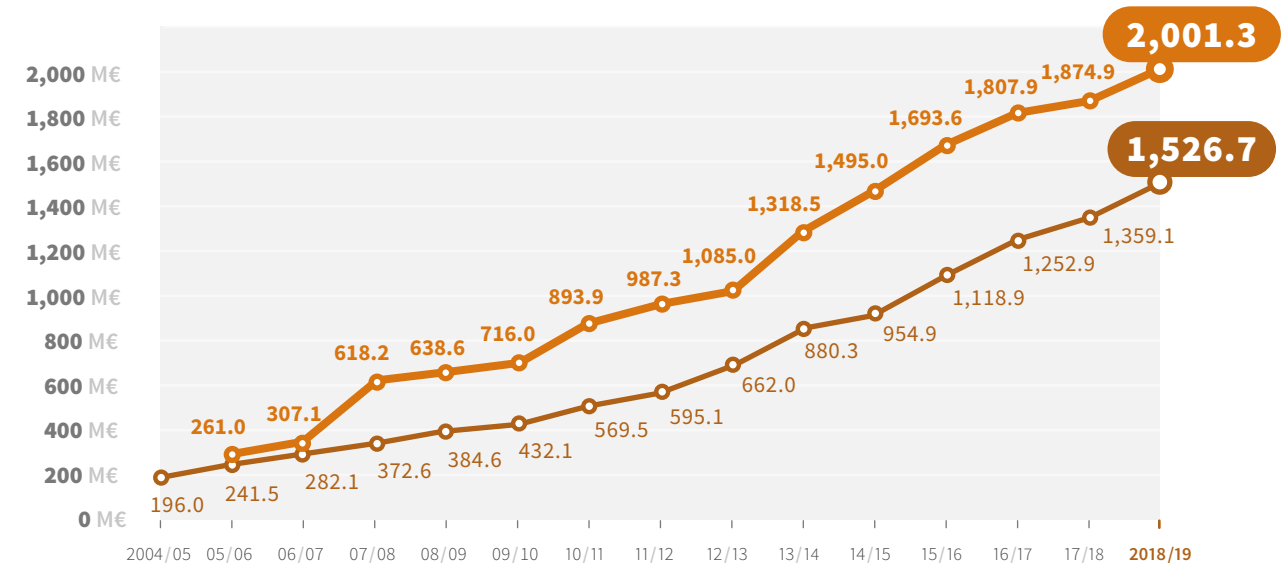
**With the objective of providing quality services to its guests every day, the Group is pursuing its technological revolution with the roll out of the *Winrest* software package. The latter improves customer experience with new digital solutions and integrates technological and architectural innovations in its production processes and at its offices.**

These tools save precious time for our staff and enable them to focus on higher added value tasks requiring initiative, know-how and adaptability.

As central players in our business, our Chefs have created the *Chefs Unlimited* club to showcase their talent, to educate the taste buds of our guests, to share their passion, to transmit their knowledge and to stay at the cutting edge of trends. Together with their teams, each day they prepare 1,360,000 meals in 58 countries! In the catering sector in particular, they deploy thematic entertainment programs created by the head office marketing teams and educate guests about 'eating well'.



## Group turnover evolution in million euros



○ Consolidated turnover

○ Managed turnover (including Saudia Catering)

*As central players in our business, our Chefs have created the Chefs Unlimited club to showcase their talent, to educate the taste buds of our guests, to share their passion, to transmit their knowledge and to stay at the cutting edge of trends.*

The Group also continues to invest in the future and to prepare its management staff for the challenges of tomorrow. The *Graduate Program* offers young talent the opportunity to join one of our subsidiaries for a year in an operational role with a managerial dimension. For the host entities, these recruits bring a fresh outlook and a new dynamic with very beneficial effects on performance for our operations. The main missions of the Human Resources Directors in each of our countries are to support, assist and retain the Group's 34,900 employees.

Newrest remains a responsible brand which addresses sustainable development and takes care of its employees and its environment. The majority of our countries have had their Management and QHSE processes ISO certified. Initiatives are adopted at our subsidiaries to support and assist local populations, to reduce the carbon footprint of our work and to select quality products for our guests.

We would like to thank our customers for their loyalty, our employees for their humility, simplicity, efficiency and responsibility, and our partners for their trust. We believe that we have all the ingredients required for a great year in 2019/20.

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

CATERING UNLIMITED —

A global network, a cross-disciplinary know-how

## for unlimited performance

Austria ✈️  
Belgium ✈️  
Cyprus ✈️  
Croatia ✈️  
Greece ✈️  
Israel ✈️ **new**  
Netherlands ✈️  
Portugal ✈️  
Spain ✈️  
Switzerland ✈️  
United Kingdom ✈️

## Europe

France ✈️  
French West Indies ✈️  
Reunion Island ✈️

## France

## NORTH AFRICA

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

## MIDDLE EAST

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

## North Africa &amp; Middle East

## Asia &amp; Pacific

Cambodia ✈️ **new**  
French Polynesia ✈️  
India ✈️ **new**  
Laos ✈️  
Myanmar ✈️ **new**  
New Caledonia ✈️  
Philippines ✈️  
Romania ✈️ **new**  
Turkey ✈️ **new**

## Southern Africa

Cameroon ✈️  
Congo-Brazzaville ✈️  
Gabon ✈️  
Ghana ✈️  
Madagascar ✈️  
Mozambique ✈️  
Nigeria ✈️  
Senegal ✈️ **new**  
South Africa ✈️  
Tanzania ✈️  
Uganda ✈️  
Zambia ✈️

## Americas

Bolivia ✈️  
Brazil ✈️ **new**  
Canada ✈️  
Chile ✈️  
Colombia ✈️  
Costa Rica ✈️  
Guyana ✈️ **new**  
Mexico ✈️  
Panama ✈️  
Peru ✈️  
United States of America ✈️

## Inflight



## Catering &amp; Remote site



## Rail



## Retail



**58**  
countries  
across the world



**1,526.7 M€**  
of consolidated  
turnover 2018/19



**34,900**  
employees  
worldwide



**1.36 M**  
meals served  
per day



**Activity  
sectors**

**36**  
countries  
across the world

**633.0 M€**  
of consolidated  
turnover 2018/19

**10,812**  
employees  
worldwide

**474,436**  
meals served  
per day



**40**  
countries  
across the world  
(concerned by at least  
one activity)

**517.9 M€**  
of consolidated  
turnover 2018/19

**18,729**  
employees  
worldwide

**793,999**  
meals served  
per day



**7**  
countries  
across the world

**309.1 M€**  
of consolidated  
turnover 2018/19

**4,012**  
employees  
worldwide

**54,973**  
meals served  
per day



**19**  
countries  
across the world

**66.7 M€**  
of consolidated  
turnover 2018/19

**1,347**  
employees  
worldwide

**36,592**  
meals served  
per day



# An independent & solid group

**Olivier Sadran**  
Co-CEO

**Henri FISZER**  
Associate

**Jonathan Stent-Torriani**  
Co-CEO



**+10.0%**  
Growth  
in 2018/19

**+3.4 M€**  
Net debt at year end  
Very conservative gearing

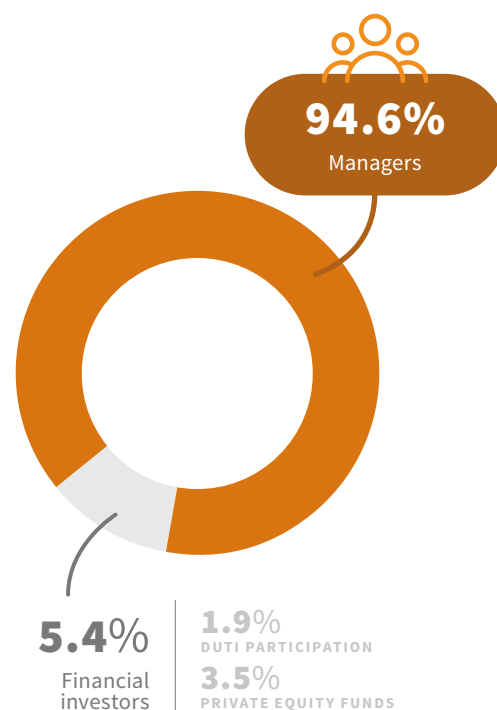
**+0.02**  
Leverage  
ratio

## A solid group

When a company's growth is significant, it must have a robust financial structure. Newrest share capital is mainly held by its management – 94.6% 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 global catering company with effectively zero 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.



## divisions

**Olivier Laurac**  
Vice president  
Americas division  
Toronto, CANADA



**Alexandre Lelièvre**  
Area manager  
South America  
Bogotá, COLOMBIA



**Emmanuelle Puig**  
Vice president  
France division  
Toulouse, FRANCE



**Olivier Suarez**  
Vice president  
Europe division  
Toulouse, FRANCE



**Aurélien Gueguen René**  
Vice president  
Asia & Pacific division  
Istanbul, TURKEY



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



**Emmanuel Leprêtre**  
Vice president  
Southern Africa division  
Johannesburg, SOUTH AFRICA



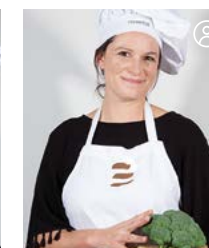
## matrix



**Christophe Bajon**  
IT services  
director



**Pierre Brugère**  
Senior Vice president  
Sales & Marketing



**Marie Chiner**  
Internal audit & major  
project director



**Élodie Deutschmeyer**  
Human Resources  
director



**Luc Gérardin**  
Chief Finance  
Officer



**Marc Giraud**  
Communication,  
Offer marketing & Digital  
director



**Jessica Hayes**  
Commercial director  
Inflight



**Matthieu Jeandel**  
Senior Vice president  
Strategy



**Fabien Malbranque**  
QHSE director



**Leila Martinez**  
RSE Manager



**Xavier Palaise**  
General  
Secretary



**Giammarco Paronitti**  
Commercial director  
Rail



**Pascal Regimbaud**  
Vice president  
Remote site



**André Rodionoff**  
Vice president  
Catering France

Executive board  
members



**2001**  
 Merger of *Catair* with *Eurest Inflight* (Compass inflight catering division)

**2006**  
 Opening of the Inflight catering unit at Paris-Charles de Gaulle  
**14 countries**  
**2 activity sectors**  
**8,000 employees**



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

**43 countries**  
**6 activity sectors**  
**14,000 employees**



**1996**

**Creation of Catair**

by Olivier Sadran

**2005**  
**Creation of Newrest**



Joint venture with *Saudia Catering* in Saudi Arabia, and *Wacasco* in Sultanate of Oman

Acquisition of *LSG Sky Chefs* in Spain

**28 countries**  
**4 activity sectors**  
**12,100 employees**

**2008**



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

**46 countries**  
**5 activity sectors**  
**23,000 employees**

**2012**



Joint venture with *dnata* in South Africa and *Gulf* in Qatar, Kuwait, Bahrain and in United Arab Emirates  
 Award of *SNCF* train contract in France

**49 countries**  
**5 activity sectors**  
**25,000 employees**

**2013**

**2014**



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

**49 countries**  
**5 activity sectors**  
**28,000 employees**

**2016**



Acquisition of *Apetito* and joint venture with *Coraly's* in France  
 Joint venture with *ASL* in Nigeria  
 Starting of operations in Colombia

**48 countries**  
**4 activity sectors**  
**29,500 employees**

**2018**



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

**49 countries**  
**4 activity sectors**  
**32,000 employees**



Newrest celebrates its 10<sup>th</sup> Anniversary  
 Acquisition of *Casa Phillips* in Costa Rica  
 Starting of operations in New Caledonia

**50 countries**  
**5 activity sectors**  
**28 000 employees**

**2015**

**2017**



Starting of operations in Laos  
 Newrest Restauration acquired 100% of *Coraly's* company's shares in early 2017

**50 countries**  
**4 activity sectors**  
**30,500 employees**

**2019**

**Start-ups & acquisitions**

Starting of operations in Guyana, in India and Senegal

Acquisition of *EM Food Services* in Cambodia & Myanmar, of *Parlüm Yemek* in Turkey & Roumania and of *ISS* in Israel



↑ Preparation of meals  
for the *Hudbay*  
Remote site, Peru

RESULTS 2018/19 BY DIVISION

# Network development

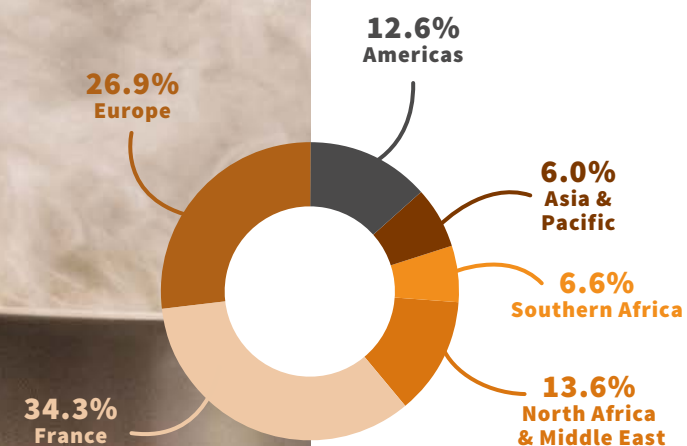
**A business in constant growth in all divisions, mainly impacted by the win of major partnerships in Asia & Pacific.**

The acquisition of companies specializing in Catering and Retail in Turkey, Romania, Cambodia & Myanmar and the opening of a workforce subsidiary in India have enabled the Asia & Pacific Division to increase its turnover by 21.4% over 2017/18 to reach 6.0% of Group sales.

France and Europe remain the main players in the Group's growth and represent more than 61% of its turnover. These results are the fruit of strong growth in the Catering business in France, revenues from major Inflight contracts and the integration of new technologies in production units in order to optimize operations.

## Turnover distribution by division

(Total consolidated turnover in 2018/19)



# Americas Division

**Commercial success in the Americas has increased our sales by 52.9% year-on-year. In-depth reviews of management fundamentals and the introduction of innovative tools at our production units have improved our productivity.**



**Olivier Laurac**  
Vice president  
Americas division  
Toronto, CANADA

The region has been awarded major contracts, such as hubs for *Air Canada* in Montreal, and *British Airways*, *Aer Lingus*, *Air India* and *Pakistan Airlines* in Toronto, as well as the opening of Guyana (110 customers per day at a FPSO). Costa Rica has become a major player in the Catering sector, notably winning a contract with *Procter & Gamble*; Bolivia confirmed its leadership position in its market; Newrest Servihoteles has strengthened its presence in the Colombian market. Staff in Peru have worked hard to establish new marketing standards that will distinguish our brand in the long term in a highly competitive market.

Staff in Salt Lake City and Raleigh-Durham handled approximately 100,000 flights during 2019, to the full satisfaction of their customer, *Delta Air Lines*. They have increased their productivity significantly by implementing the group's business tools. Our Mexican staff have been rewarded by *United Airlines* for the quality of their service.

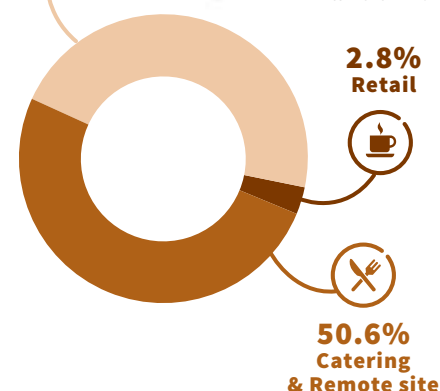
Several customers have reiterated their confidence in us. San José Airport renewed our Retail contracts and entrusted us with the Catering management for

**46.6%  
Inflight**



**Turnover  
distribution  
by activity**

(Total consolidated  
turnover in 2018/19)



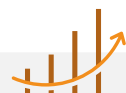
airport staff. In Chile, our partnerships with *ALMA* for Remote site and *United Airlines* for Inflight have both been renewed. Our Canadian stations have won the loyalty of 100% of their customers.

Our staff in Chile have developed a Facility Management business. The production units in Brazil broke even in São Paulo and Rio de Janeiro; they provide all the latest technological and environmental innovations.



**192.7 M€**

Consolidated turnover  
in 2018/19



**+52.9%**

Increase in consolidated turnover  
compared to 2017/18



**161,523**

Meals served each day



**4,125**

Employees



**9  
countries**

- Cambodia ✈️ **new**
- French Polynesia ✈️
- India ✈️ **new**
- Laos ✈️
- Myanmar ✈️ **new**
- New Caledonia ✈️
- Philippines ✈️
- Romania ✈️ **new**
- Turkey ✈️ **new**

# Asia & Pacific Division

**2018/19 was a prosperous and intense year for the Asia & Pacific division in terms of expansion, diversification, innovation and operational excellence ensuring customer satisfaction.**



**Aurélie Gueguen René**  
Vice president  
Asia & Pacific division  
Istanbul, TURKEY

In the Pacific region, the year was marked by an increase in Inflight for *United Airlines* and *French Bee* in Papeete, with additional meals also being served in *Vale*, New Caledonia. After 3 months of intense work and 4 million Euros of investment, the New Caledonia team has successfully reopened our central kitchen in Noumea, serving 18,000 meals a day at a state-of-the-art facility, which is unique in the region and now ISO 22000 certified.

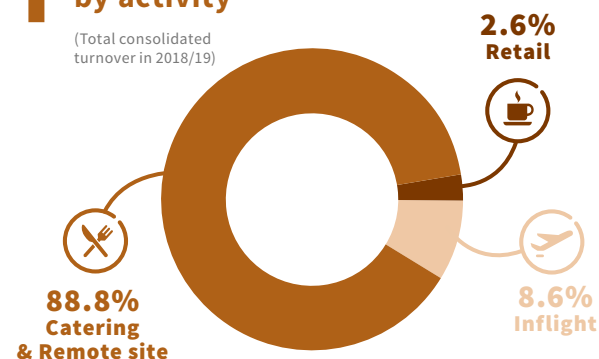
In Asia, Newrest SOS reached an important milestone by deploying more than 1,000 qualified Filipino workers per month worldwide, while in Laos, a second major contract was signed in Xayaburi for the comprehensive management of the Remote site. Our Indian employment subsidiary was opened in March 2019 and provides Indian employees to oil and gas, energy, catering, mining and construction customers.

The division also strengthened its Catering businesses in Turkey and Romania by taking a 50% stake in the Turkish company *Pariltım Yemek*, a leader in out-of-home Catering. With the acquisition of *EM Food Services* in Cambodia & Myanmar, we are now operating airport food Retail, carrying out B&I catering and managing a food production unit.

Deploying the Group's catering concepts for our customers and implementing our digital solutions throughout the division, these are the challenges we are facing right now.

**Turnover distribution  
by activity**

(Total consolidated  
turnover in 2018/19)



**91.8 M€**

Consolidated turnover  
in 2018/19



**+21.4%**

Increase in consolidated turnover  
compared to 2017/18



**124,124**

Meals served each day



**6,420**

Employees

# Europe Division

It was a fairly contrasting year for the Europe zone, which experienced growth of 6.5% in 2018/19, a slightly lower growth rate compared to previous year, but which also saw Newrest win major commercial battles.



**Olivier Suarez**  
Vice president  
Europe division  
Toulouse, FRANCE

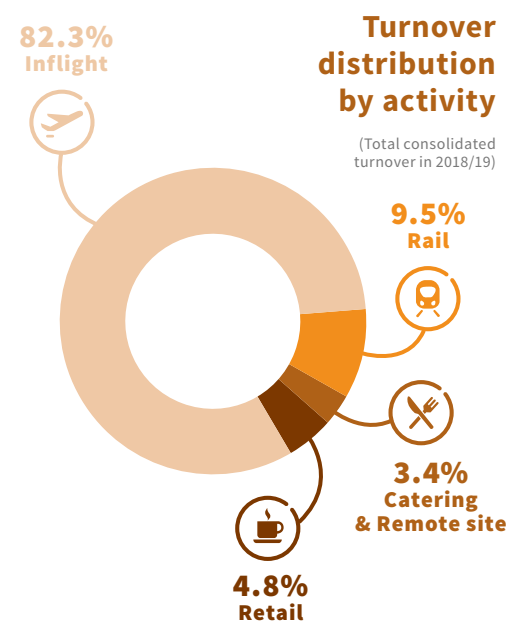
The Group notably won the trust of *British Airways* at London-Gatwick and *Vueling* in Barcelona commencing in April 2020, for which it will open dedicated production units using the latest production technologies.

In this regard, 2018/19 saw the development and implementation of Cobot lines in almost all countries, as well as the integration of new technologies (wash up, production, waste treatment, pick & pack, etc.) at the largest units, which have made it possible to optimise many production processes.

The strategic development of airport lounges has enabled the Greek, English and Swiss teams to maintain their growth in this sector, and our Belgian teams had the pleasure of seeing the Brussels airport lounge win the award for the best airport lounge of all European airports.



In the Europe area, the Group is continuing its 2019-2023 development strategy for its businesses, it should therefore see significant growth in its turnover in 2019/20 in the Inflight, Rail and Catering businesses.



**411.2 M€**  
Consolidated turnover  
in 2018/19

**+6.5%**  
Increase in consolidated turnover  
compared to 2017/18

**253,552**  
Meals served each day

**5,104**  
Employees



# France Division

The France region experienced significant growth of 7.6% over last year, thanks in particular to the strong growth in Catering, a sector in which Newrest has established itself as an innovative, dynamic and credible player.



**Emmanuelle Puig**  
Vice president  
France division  
Toulouse, FRANCE

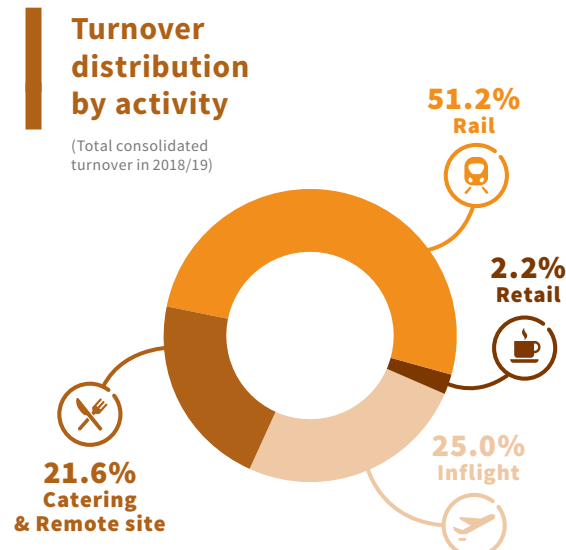
The Inflight business experienced a year of restructuring and stabilization with the re-opening of our brand new Paris-Charles de Gaulle production unit in 2018 following a fire. We won new contracts such as that for *Middle East Airlines* from Paris-Charles de Gaulle,

but we also had to deal with several bankruptcies of French airlines towards the end of the summer season.

We are continuing to develop in the Catering sector, with strong growth in turnover of over 30%, particularly in the Southwest region, and the strengthening of our geographic network through the acquisition of *Isidore* in the North West region.

Regarding the Rail business, our client *SNCF* has renewed its trust in us for two more years and we are continuing our investment in digital innovation to grow sales and improve customer satisfaction.

Our business in the West Indies remains stable and we have experienced strong growth on Reunion Island with the opening of three Retail point of sales in bonded areas and one in the public area at the international airport of Reunion Island Roland Garros Airport. We have deployed our own concepts (*Dodo to go*) as well as franchised concepts with our partners *Cap Méchant* and *illy*.



**524.3 M€**  
Consolidated turnover  
in 2018/19

**+7.6%**  
Increase in consolidated turnover  
compared to 2017/18

**375,946**  
Meals served each day

**4,520**  
Employees

# North Africa & Middle East Division

With the Group's capacity for innovation, the division focused on the deployment of our systems, our concepts and customer solutions in all sectors and in all countries.

**Marc Starké**

Vice president  
North Africa  
& Middle East division  
Casablanca, MOROCCO

Winrest and its digital applications have been widely deployed to provide the means to optimize repetitive tasks and to provide more time for our staff to focus on customer satisfaction in the field. Winrest's ability to adapt to

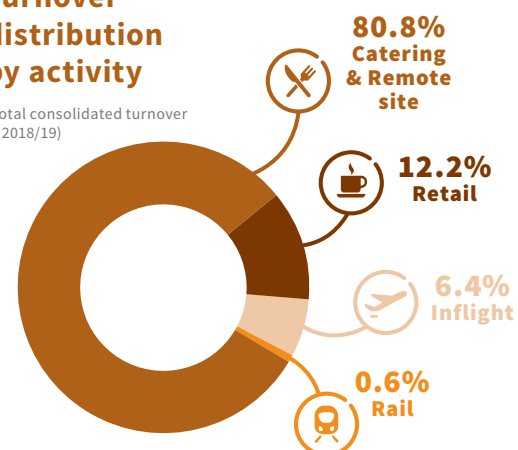
all possible scenarios has brought great changes in the way we work and is a necessity in the competitive markets of the Middle East and Africa.

From a marketing point of view, we have implemented all major catering concepts created by the Group for the B&I and education sectors throughout all territories. Our intention is to bring a new approach to the atmosphere of restaurants at Remote sites: everyone deserves a stylish lunch break! Feedback from our customers shows that we are on the right track. Meeting consumer expectations in terms of digital and innovation is a challenge we confront every day.

As a benchmark global player, our ability to focus our energy and resources quickly, even at the smallest of our operations in Liberia, is a strength other market players do not have.

## Turnover distribution by activity

(Total consolidated turnover in 2018/19)



€  
**206.9 M€**

Consolidated turnover in 2018/19

▲ **+7.8%**

Increase in consolidated turnover compared to 2017/18

**400,489**

Meals served each day

**11,788**

Employees

**Saudia Catering**  
in few figures...



€  
**466.1 M€**

Consolidated turnover in 2018/19

**140,500**

Meals served each day

**4,200**

Employees



**12**  
countries

### NORTH AFRICA

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

### MIDDLE EAST

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

# Southern Africa Division

Operational quality has been the major factor in our growth and has strengthened the solidity of our contractual relationships in the Remote site and Inflight businesses of the Southern Africa division.

**Emmanuel Leprêtre**

Vice president  
Southern Africa division  
Johannesburg,  
SOUTH AFRICA

Gabon (Oil and gas Remote sites) and South Africa (Inflight) have been able to transmit and duplicate their successful model to the other countries of the area. This model is based both on high levels of quality in services and continuous improvements in productivity.

It has enabled us to position our prices among the most competitive in the Catering business in Southern Africa.

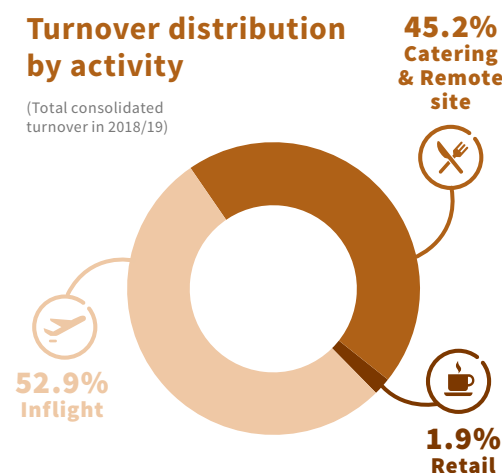
The division is also focusing on subjects which are important to our customers, such as environmental impact, dietetics, business innovation and recycling and waste reduction.

Many structural changes have taken place in South Africa, Ghana, Nigeria and even Zambia. With help from the Headquarters, the teams in each country were able to create the right customer relationships to improve operational responsiveness.

The creation of the *Graduate Program* in Congo, Gabon, Madagascar, South Africa and Zambia are a source of satisfaction for our senior managers which have produced new managers with strong professional qualities. Newrest's development in Southern Africa is reaching maturity.

## Turnover distribution by activity

(Total consolidated turnover in 2018/19)



€  
**99.9 M€**

Consolidated turnover in 2018/19

▲ **+8.3%**

Increase in consolidated turnover compared to 2017/18

**44,366**

Meals served each day

**2,943**

Employees



**9**  
countries

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



RESULTS 2018/19 BY ACTIVITY

# Activity sectors in growth

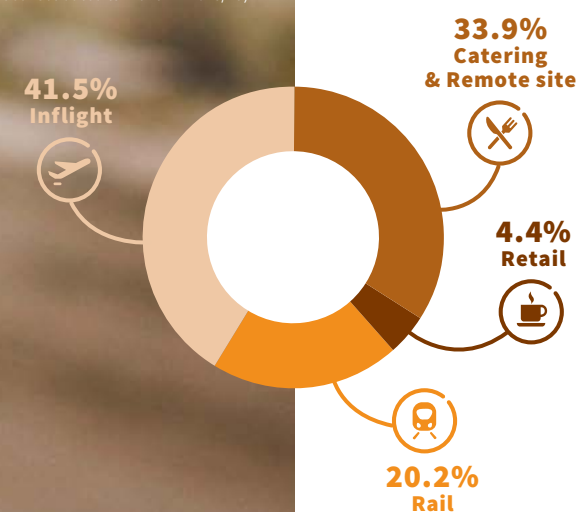
**All the four Group's business segments enjoyed satisfactory growth rates, with the Catering & Remote site sector seeing a particularly high growth rate of 19.9% versus prior year.**

The Catering & Remote site businesses were responsible for 33.9% of the Group's consolidated turnover, thanks in particular to new partnerships developed in France and around the Mediterranean.

The Inflight and Rail segments saw their share of turnover fall slightly behind the Retail business. These businesses experienced a 23 million Euros increase in turnover through the acquisition of the Asian company *EM Food Services* and the opening of new airport Retail points of sales in countries in which the Group already has a presence.

## Turnover distribution by activity

(Total consolidated turnover in 2018/19)





↑ Preparation of meals at Cheikh Khalifa Hospital in Casablanca, Morocco

# Catering & Remote site

## Remote site

Newrest is a leading player in the management of hospitality services for those working in hostile environments such as mining sites and offshore and onshore oil and gas platforms.

Supporting companies working in the extraction industries is in Newrest's DNA. It was therefore quite natural for us to provide our expertise to them in the preparation of major projects: kitchen and restaurant design, budget studies, support for local staff. To name just a few of the services we can offer our clients. All of these aspects have been integrated into the support we provide to our clients' engineering teams, and our offers are entirely tailor-made.

Our services go far beyond the preparation of meals in isolated places. We take care of everything required for a relaxing stay at a camp, from construction to

day-to-day living: we supply and build turnkey camps, we take care of all services which make life easier for customers, from catering to household and laundry services, we provide on-site events with regular entertainment and sports activities, we develop innovative management solutions for the hotel industry and we can also provide light and heavy maintenance services.

Even in the most remote locations, our staff make sure that our customers are comfortable and that they can enjoy the same living conditions as at home.



**517.9 M€**

Consolidated sales in 2018/19  
(excluding Saudia Catering)



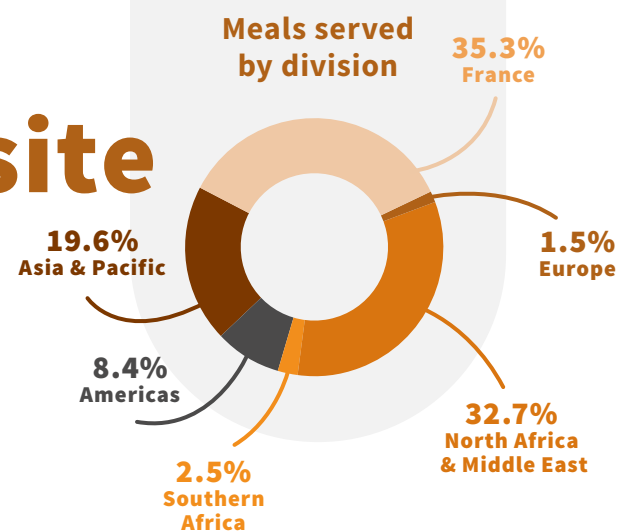
**40**

countries around the world  
(concerned by at least one activity)



**739,999**

meals served each day



## Catering

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

Many companies and administrations, clinics and health establishments, schools, local authorities, and defence and security services have entrusted Newrest with the management of their restaurants, cafeterias and executive clubs.

In each country, our kitchens are able to provide a full range of catering services on site and for delivery: meal trays, sandwiches and other service adapted to guests with very varied profiles.

We are desirous both to meet our requirements as a food service 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 meal times enjoyable and relaxing, to use fresh produce grown by local farmers and to create home-made dishes which are professionally presented.



CREATING AN EXPERIENCE FOR OUR GUESTS —

## Our catering concepts

The rapidly expanding global restaurant market is constantly evolving. Inspired by current consumer trends – back to basics, internationalization, ready-to-eat, sustainable development, digitization – Catering is constantly reinventing itself and diversifying its offering. Our guests place great importance on the experience they have in their restaurants and want modern offerings in line with commercial catering standards. Today to meet these new expectations, the Catering concepts offered are essential to the sustainability of our establishments.

We are also convinced that a balanced and varied diet contributes to intellectual success in schools and helps to improve patient health in healthcare establishments. For this reason, our highly qualified staff pay special attention to the needs of guests and create varied menus to cover all dietary requirements.

↓ Concept Farm 2.0 in Switzerland



**Au cœur de la Maison**  
by Newrest



↑ A train being loaded by Newrest Wagons-Lits in Vienna, Austria

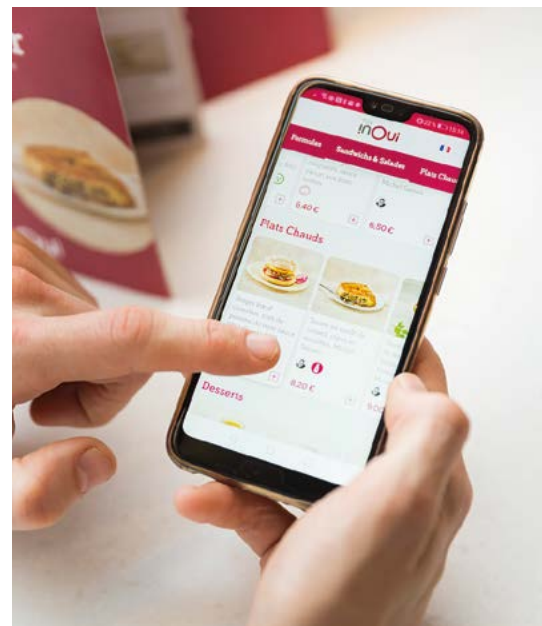
# Rail

**Newrest Wagons-Lits is the global leader in the Rail sector and provides support to rail operators in their search for the best on-board services at the right price 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, entertainment, hosting services, logistics services, lounge services and other related 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 on-board services and logistics operations.

Because every trip counts, we are eager to create an exceptional experience throughout the trip by offering passengers the best on-board services before, during and after their journey: online pre-ordering,



→ TGV inOui online ordering app, France



**309.1 M€**

Consolidated sales in 2018/19  
(excluding Saudia Catering)



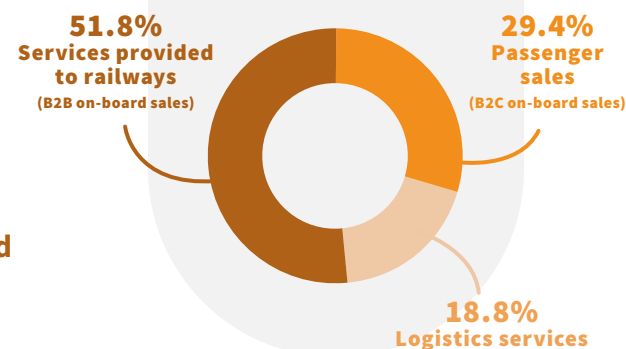
**7**

countries  
around the world



**4,012**  
employees

**Turnover  
by activity**



on-board welcome, itinerant on-board sales and in the bar car, first class seat services, hotel services on long distance journeys, entertainment experiences and virtual reality, technical assistance, information...



↑ Order pick up at TGV inOui bar, France

**Newrest Wagons-Lits represents...**



**89.7 M€**

in on-board sales  
each year



**15.5 M**

drinks sold  
each year



**20.2 M**

meals served  
each day



**12**

rail station  
lounges


**633.0 M€**

 Consolidated sales in 2018/19  
(excluding Saudia Catering)

**36**

 countries  
around the world

**86**

 production  
units


## Inflight

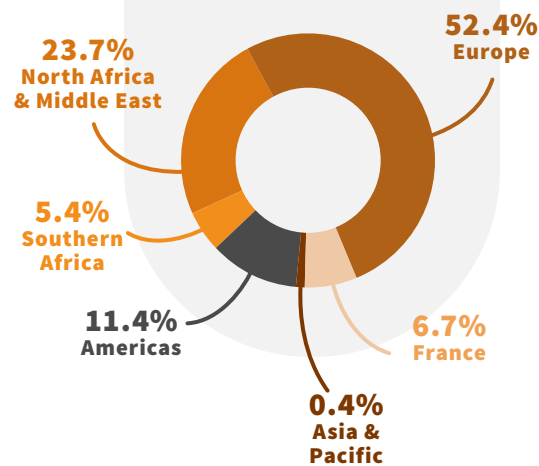
**Newrest offers catering solutions and services tailored to meet the needs of its Inflight customers.**

From pick & pack services for buy-on-board to first-class cabin services for premium airlines, our teams serve more than 2,500 flights per day around the world. Our culinary teams develop and execute a wide range of local and international recipes daily and our operations are powered by innovative automation systems developed by the Newrest R&D teams, as well as streamlined and efficient processes developed by our experienced professionals.

Newrest also provides airport lounge services to more than 30 customers at various international airports such as Paris, London, Geneva and Athens amongst others. Our airport lounge services are tailor-made as per airlines and airports requirements, and range from catering services to complete lounge management, including the staff. We also operate Newrest airport lounges in Lagos, Lima and Entebbe, to name just a few.

The Group's nutritionists, hygienists and quality and safety experts are always available to provide support to airlines and to guarantee safety and security. Our staff regularly undergo Quality training, as well as

### Meals served by division



Safety and Security training, in order to guarantee consistent excellent levels of service.

We are also able to adapt our services to the requirements of our customers whether for special events or religious, cultural and health reasons. Newrest is furthermore proud to be a leader in Halal catering.

With over 300 world wide companies trusting us each day, and a contract retention rate at 90%, Newrest strives to provide its customers with excellent services coupled with fast execution of operations.

## Retail

**To better meet market demands, Newrest offers four types of points-of-sale: its own international brands, international franchise brands, strong local franchise brands and tailor-made concepts.**

Newrest offers a variety of services, from fast food to traditional seated restaurant services, in order to meet the expectations of its customers.

Newrest has a strong and dynamic local presence which draws on the experience of an international group.

We oversee the entire creation process: the analysis of our environment, the construction process to management and supply operations, product sales, sales promotions, human resources, maintenance and cleaning of the premises.

Our key factors include good knowledge of the airport environment and synergies with the Group's main activities, a highly responsive dynamic and our strong local presence, which enables us to offer tailor-made concepts highlighting the local culture and the specifics of the host country.


**66.7 M€**

 Consolidated sales in 2018/19  
(excluding Saudia Catering)

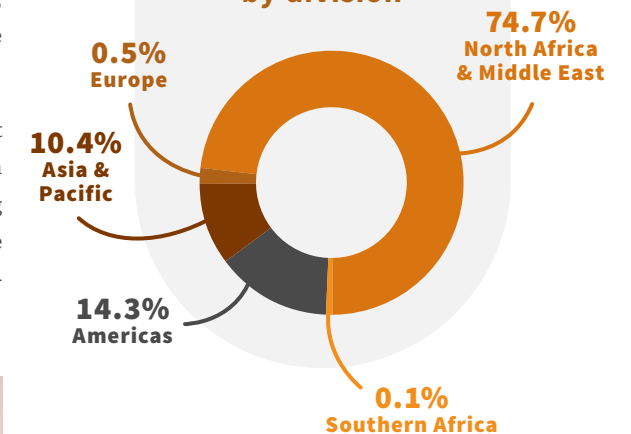
**19**

 countries  
around the world

**36,592**

 transactions  
handled each day

### Meal served by division



## Some own brands and franchises





↑ Newrest Morocco  
executive Chefs  
developing new dishes

MULTI-SECTOR EXPERTISE

# Multi-sector know-how

**Newrest is the only catering company to work in all segments of the industry. Incomparable wealth of know-how is therefore generated.**

## Digital & innovation, key players in our activities

For the last several years, Newrest has been investing in new technologies to adapt to Food Service trends.

## An international expansion

Business growth through commercial success and strategic acquisitions all over the world.

## A trendy and creative culinary know-how

Our Chefs create high quality services based on the use of local products to delight the taste buds of our guests.

## Investing in the future: preparing for tomorrow

Providing support and training, promoting talent, finding the managers of tomorrow, building an attractive employer brand, these are the challenges facing our HR team.

## 'Unlimited' commitments

A responsible brand that looks after its employees and the environment with the aim of positioning itself as a benchmark company for quality.



↑ A quality control officer checks the day's production using *Winrest*, Morocco

# Digital & innovation, key players in our activities

## *Winrest*: a 'business' tool used in all our activities

### Newrest began to develop and deploy *Winrest* in 2015.

This software package has advanced functions and assists in the creation of elaborate and balanced menu plans, as well as resource planning, production management, optimization of logistics and the invoicing of services.

Since 2015, the application has undergone numerous improvements. In 2019, *Winrest* is now used in all of the Group's activities around the world. The standard software includes the European tables on the nutritional composition of food to assist in the creation of balanced menu plans with calorie content and nutritional intake values, as well as the management of allergens and various dietary regimes adapted to each type of customer.

→ Assistance with the presentation of meals on *Winrest*, Spain

Data exchange functionalities with other software packages such as *Sage* or *Airvision* have been developed in order to automate an increasing number of administrative, accounting and commercial reporting tasks. In flight, *Winrest* receives the requirements from airlines in real time, improving the responsiveness of the staff handling services for them. At companies, schools and on remote sites, menus designed using *Winrest* are displayed on several types of digital media and can be printed out for customers.

*Winrest*'s portability has also been improved. *Winrest Mobile* is now accessible using tablets and smartphones, broadening the range of possible applications for Group operations, such as managing stocks in reserves, entering inventories and checking goods on receipt.

All HACCP processes will soon be digitized for greater efficiency and less paper wastage.



**3,662**

Winrest users worldwide



**10**

airlines linked to the *Winrest* software



**+38%**

Increase in digital sales on TGV trains



**+100%**

Increase in the average order price seen on online orders

The application, now offered on board the 'Intercités' trains, has been adapted to the needs of the Catering business in France and South America and will soon be operational on *Vueling* flights, for which Newrest will provide buy-on-board services starting in spring 2020.

The digital platform is also available for Catering services in clinics and hospitals, enabling patients to order meals adapted to their diets from a multiple choice card, all from their room.



## A customer experience improved by digital technologies

### Newrest Group is always seeking to improve the customer experience using digital technologies.

No more waiting in long queues! Using a smartphone, the customer can now view the menu, make a selection, pay for the meal and have it collected or delivered to his table. This is called *Click & Collect*.

On board TGVs in France, the use of the application developed by Newrest has resulted in:

Digital technologies are also used at points of sale, such as ordering terminals specifically adapted to the Rail segment, as in TGV bars, saving time and improving passenger satisfaction.

Reducing checkout times at company restaurants is also a major topic for Newrest. Electronic badges and automatic tray recognition using artificial intelligence are just two of the solutions available to restaurant staff to design optimal routes for their guests.

Newrest also innovates by offering new alternative services to its customers, such as ordering at the table in Catering or the *Smart Fridges*, which make it possible to offer a choice of fresh or warm-up services in work spaces, accessible at all times.

Orientation, better communication with consumers; the digital department develops and deploys solutions that optimize the management of digital displays and menu printing at Group restaurants. When interfaced with *Winrest*, these functionalities free up precious time for Newrest staff to enable them to focus on higher added-value tasks.



**1 hour**



the time saved each day at each of the Group's restaurants using the 360° menu display solution

↓ Ordering at the terminal on board an *inOui* TGV, France

## Production units equipped with innovative solutions

**Innovation has been at the heart of Newrest practices since January 2017.**

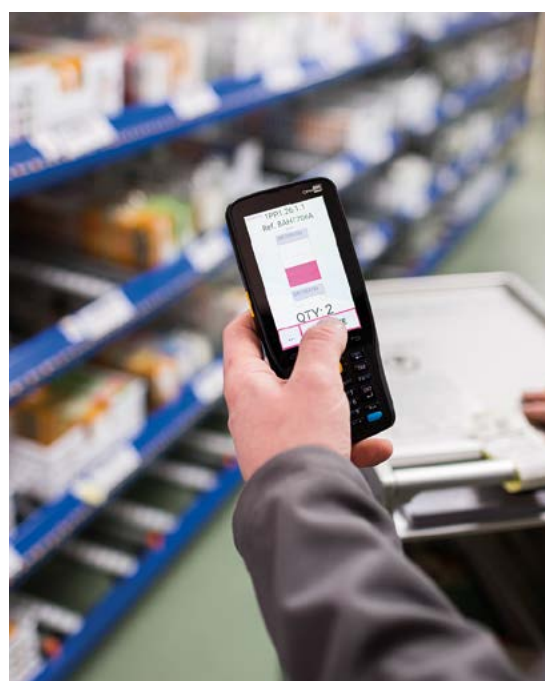
Showcases of Newrest's innovation know-how, the Group's new units incorporate the latest technologies developed to serve the Inflight trades: robot plating chains, technological assistance in loading on-board sales trolleys, technological assistance in the preparation and dispatch of flights, washing automation of dishes & trays with automatic cleaning and sorting of cutlery, fruit and vegetable cutting machines and automated bagging machines.

**Automating numerous tedious operations allows our staff to focus on value-added tasks that require initiative, skill and adaptability.**

From their construction, the Group's new units incorporate a number of architectural innovations to improve lighting and working conditions at production premises: acoustic baffles, PIR panels, air curtains, positive air pressure, air recycling systems, water towers, solar tube lighting systems, automatic extinguishing systems, ventilation, natural lighting and LED technology.

Sustainable development is also at the heart of the Newrest's construction projects: the architects of the new buildings designed a lighting system for the low energy consumption unit, a waste sorting line, a compactor for aluminium cans and an organic waste digester.

The London-Gatwick unit inaugurated in 2019 for *British Airways* is a showcase for Newrest's expertise in innovation.



## In 2019/20 we plan...



6

new units  
equipped with innovative systems



6

units renovated  
to incorporate these systems



15

operational  
cobot lines



50

Cobots  
around the world



**The Group started the technological revolution by developing automated lines assisted by 'Cobots' – collaborative robots – to help increase efficiency and reliability of its production.**

→ Cobot line in operation on the London-Gatwick unit, United Kingdom

# An international expansion

**Newrest considerably strengthened its presence in several markets around the world during 2018/19.**

Its growth is due to the commercial successes achieved by the various Newrest subsidiaries in combination with external growth operations carried out by the Group in various countries including Turkey, Romania, Israel, Cambodia & Myanmar.

Making the start of operations more efficient and improving the transfer of know-how to new units and new countries are challenges that Newrest staff have overcome by implementing a 'Task Force' system, one which is now well tested. Subject matter experts are seconded during the launch period to provide support, training and supervision and to implement the Group's tools and transmit the energy and DNA necessary for a successful launch.

SENEGAL & TURKEY -

## The Catering network spreads its wings internationally

In April 2019, Newrest Senegal commenced Catering activities by inaugurating its first restaurant on the premises of the *Société Africaine de Raffinage*. Newrest serves the refinery's 250 employees meals with local flavours in an environment designed in the colours of

*Les P'tits Plats du Chef*. Anxious to provide its customers with original solutions, Newrest deployed 'Mobile Money' at the restaurant, an innovative contactless remote payment system.

On August 21, 2019, the Group acquired a stake in *Parlüm Yemek*, a family-run company and a benchmark player in out-of-home Catering in Turkey. Its strategic scope has now been extended around the Mediterranean region and its activities and expertise have been diversified.

GUYANA -

## The great crossing of the Liza Destiny from Singapore to Guyana

The Newrest team successfully towed the *Liza Destiny* Floating Production Storage and Offloading unit (FPSO) from Singapore to Georgetown, while



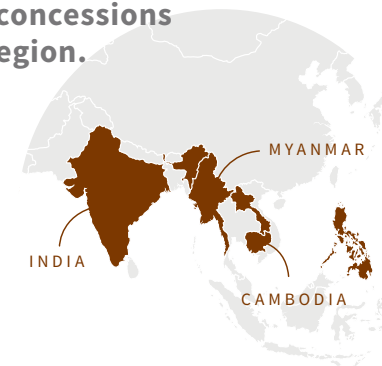
providing crew catering and on-board maintenance services. The operation lasted 45 days for the 120 crew members. Since September 2019, Newrest Guyana employees have resumed operations on board the FPSO.

INDIA, CAMBODIA & MYANMAR -

## More steps towards Asia development!

On October 28, 2019, Newrest acquired *EM Food Services*, a family company specializing in out-of-home Catering based in Cambodia & Myanmar whose head office is in Singapore.

**Through this strategic acquisition, Newrest intends to accelerate the development of its catering business in the Asian market and also increase its Retail activities (management of bars and restaurants) under airport concessions in this region.**



CANADA, ISRAEL  
& UNITED KINGDOM -

## An airline network in constant search of expansion and innovation

Since December 1, 2018, Newrest has provided services for approximately 20 long-haul flights and 60 short and/or medium-haul flights per day for *Air Canada* from Pierre-Elliott Trudeau airport in Montreal, which hosts the airline's hub. This new production unit located in the municipality of Dorval has modern equipment that enables us to provide *Air Canada* customers with high quality products and services.

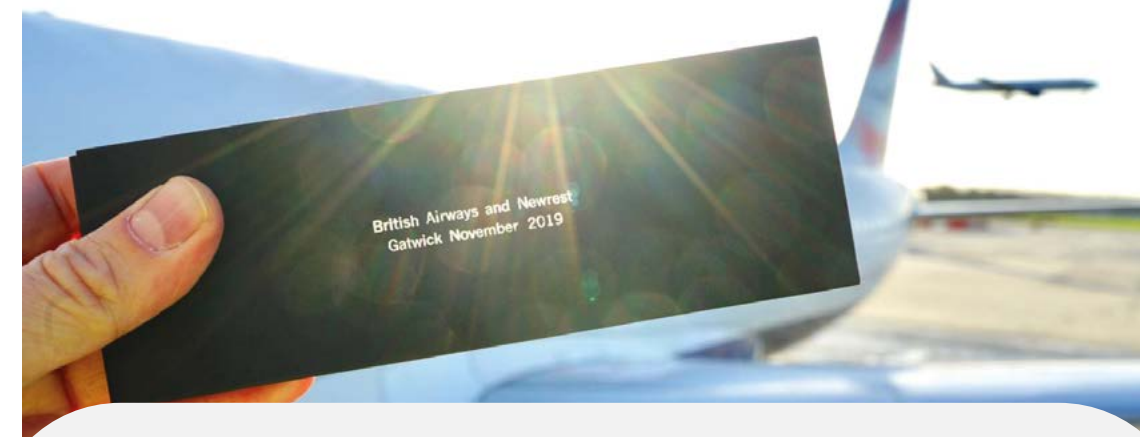
In October 2019, Newrest took over Inflight operations at Tel Aviv-David Ben Gurion International Airport in Israel from *ISS*.

On November 12, 2019, Newrest served the first flights from its new Inflight production unit at London-Gatwick. This unit is dedicated to *British Airways* services and will supply up to 80 flights per day in high season, divided into long and medium-haul flights, VIP flights and on-board sales services.

The Group has deployed the latest technologies to serve the Inflight business.

## The London-Gatwick unit represents...

↓ Start  
of operations  
at the London-  
Gatwick unit,  
United Kingdom



**17.9 M€**  
in total  
investments



**6,300 sqm**  
of floor  
space



**500**  
employees  
in high season



**41**  
specialized airside  
vehicles





↑ Two Chefs from Chefs Unlimited, France

# A trendy and creative culinary know-how

Supporting new trends, delighting the taste buds of guests, cooking and serving high-quality meals, working with good local products; these are the ambitions of the staff operating in the Catering business in the countries where the Group is present.

→ Dish developed by Newrest Morocco executive Chefs

→ The Winning dessert at the Hospitality Qatar Expo 2019, Qatar

Supported by a campaign to highlight cuisine and know-how, combined with the development and implementation of unique and original catering concepts, our Chefs can fully express their talents to the benefit of our guests.

## Working towards an international Chefs Unlimited club...

*Chefs Unlimited* was founded by a team of talented Chefs from all over France. They are united by their passion for cooking. They learn from each other,

innovate together at the highest standards, and provide support and advice to the culinary teams in terms of quality, inventiveness and sharing of know-how. The model is intended to be rolled out in all areas.

Initiatives promoting kitchen trades have been implemented in several countries. As such, Newrest Gabon is providing training courses for kitchen staff, bakers and pastry chefs at all its sites. During these, they



review basic cooking techniques, work on the presentation of dishes and taste the preparations offered to customers.

Under the guidance of a French cooking teacher, a selection of the best Chefs from Newrest Tunisia have received comprehensive culinary training ranging from cooking techniques to the organization of production teams and essential hygiene and safety standards which apply in the catering industry.

During the last two editions of the *Qatar Expo Hospitality* competition, two Chefs from Newrest Gulf were recognized for their culinary skills. They will join Newrest's *Chefs Unlimited* club in Qatar.



← Interpretation of the *Pure* program by Chefs Unlimited: recipes using pears and eggs

## Contemporary entertainment programs

In 2018/19 *The Adventurer* campaign, highlighting the countries and culinary cultures of the countries where the Group is present, will give way to the *Pure* campaign: culinary creativity based on simple products.

This new entertainment program celebrates natural products, the return to the essential and simplicity, with culinary inspirations from *Chefs Unlimited* and the creation of 12 thematic kits for decorating restaurants.



← A poster from the *Pure* program for adults

## Educating our guests to taste food and to share in our passion

Newrest teams around the world are implementing a number of awareness-raising initiatives on the theme of 'eating well'.

This year, campaigns and tastings were carried out during 'The Taste week' in schools, 'The local products week' in company catering and 'Healthy way of life' at remote sites. The company also donated to major public health causes such as the fight against diabetes.

In Morocco, in schools in which the Group operates, young children are trained by a Newrest nutritionist, helped by the mascot *Madeleine*, to build balanced meals.

Proud to be able to show people around its facilities, the Group has organized open days in many countries to raise awareness among families and young audiences about the catering business and nutrition in general.





↑ Group Seminar 2019  
— Kalamata, Greece

# Investing in the future: preparing for tomorrow

Newrest executives from all countries. A dedicated day allowed them to discover the Group's vision and culture and to discuss the future challenges of the Food Service sector.

  
**Over 60**  
young graduates recruited in 2018/19

  
**28**  
Group countries have welcomed these new recruits

## Focus on the Graduate Program

Newrest has been developing its **Graduate Program** for several years and now offers talented young people a 12-month integration course in an operational role with a managerial dimension at one of our international subsidiaries.

Over 60 young graduates joined the scheme in the various countries in which the Group works in 2018/19. The goal of the program is to introduce our activities and the Group and to find the managers of tomorrow. Aware of their social responsibilities, several countries have already rolled out this system. The intention is to continue developing the system on a local basis.

The integration of new recruits is a priority for the Group, which is why the 2019 Group Seminar welcomed more than 150 new recruits, who joined 350

**The success of the Graduate Program: let the managers talk about it!**

*"The Graduate Program launched in 2017 in South Africa has become a real success. The effects were immediate in terms of improving the country's quality performance and financials. The new members were a good fit with the team and the Group's DNA, and brought a fresh, critical and dynamic outlook to all our processes."*

**The General Manager of Newrest South Africa**

*"The Ugandan office has recruited three local graduates. One of them has been confirmed as a Junior Operations Supervisor and another as a Junior Production Supervisor."*

**The General Manager of Newrest UIS, Uganda**

*"Newrest in New Caledonia has actively participated in the Graduate Program for the last three years. These young graduates bring a fresh outlook and a new dynamic to our operations. Their appetite for the digital domain is a powerful engine driving the implementation of our management and emulation tools."*

**The General Manager of Newrest New Caledonia**

## Making 'teamwork' our strength

**Testimonials from two of our Human Resources Directors...**

### Daisy Naidoo

4 years as Director of Human Resources within Newrest  
📍 Johannesburg, South Africa

#### What does your role involve as Director of Human Resources?

*"As Director of Human Resources, I am responsible for instilling Newrest's DNA, ensuring compliance with policies and procedures and making sure company resources are used efficiently."*



**Another aspect of my job is to support the employees and managers by training and growing them into future Newrest leaders.**

*To achieve this, we decided to reward of the employee of the month and the year, and to encourage our employees to always do their best."*

#### What are the HR challenges in South Africa?

*"The main aspect we want to develop is social interaction with employees. To achieve this we have established several initiatives such as a football team with regular matches, the launch of an HIV wellness campaign, an annual management conference intended to strengthen team cohesion, a review of objectives and budgets, and even regular team-building activities for employees."*

### Verónica Sánchez Espinoza

7 years as Director of Human Resources within Newrest  
📍 Lima, Peru

#### What does your role involve as Director of Human Resources?



*"My main missions as Director of Human Resources within the Group include planning, developing and implementing policies and guidelines aimed at attracting and retaining employees, as well as compliance with the working rules regarding compensation, benefits and health at work."*

#### What are the HR challenges in Peru?

*"We are currently working on five areas: corporate attractiveness by promoting Newrest's employer brand,*

***training new employees in order to reduce the time needed to assimilate new positions and to improve the organizational skills of existing employees, identifying talent and supporting their development,***

*improving staff loyalty through motivation, recognition and well-being initiatives, and social responsibility, by developing actions with local communities and zones of influence."*



↓ Immersion day at a production unit as part of the *Atendiendo a mi Cliente* program





↑ Olive producer for Newrest in Tunisia

# ‘Unlimited’ commitments

**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 all moving in the same direction.**

Newrest aims to make its brand a benchmark for quality. The nature of the products and services we offer requires compliance with a strict set of standards in order to guarantee that our culinary preparations have consistent quality and are free from fault. The deployment of strict processes around the world, which are harmonized using an integrated Quality Management System based on the ISO 22000 standards, aims to identify and mitigate risks and improve operational performance in a context of continuous improvement.

→ Cattle breeding of the Ferme de Ressins, France

SWITZERLAND & UNITED KINGDOM –

## The environment at the heart of our business

Around the world, the Group has been committed to shortening journeys by using local producers for several years now.



**The Group encourages certification of its Management, Quality, Hygiene, Safety and Environment processes:**



← Vegetable cultivation for Catering business of the Ferme des Pommereaux, France

In the Philippines, Newrest SOS donated medicines to the Mabini municipal health centre in Batangas, south of Manila, the city where our subsidiary provides logistics and supply base management services.

SPAIN & NIGERIA –

## Improving the well-being of our employees

On January 10, 2019, Newrest Spain signed its second plan for equality between men and women, the main objective of which is to promote equal treatment and guarantee the same opportunities for all Newrest employees. This plan builds on and improves the one signed in 2011 and establishes measures to correct inequalities that may still exist within the company, both internally (economic conditions, levels of responsibility and promotions) and in relation to our suppliers. These provisions particularly apply to temporary work, for which equality criteria must be applied regarding selection.

Each year a cultural and identity day is organized in Nigeria by the Country Director to celebrate the richness of Nigerian culture and to recognize that diversity can be a powerful asset which strengthens the links between staff.

In an effort to reduce waste, Newrest Switzerland is offering environmentally-friendly options to its customers such as the *Ecoffee Cup* and *reCIRCLE*. This gives guests the opportunity to fight against the culture of waste by switching from ‘single-use’ to ‘multi-use’.

Sustainable development is also at the heart of Newrest’s construction projects: the architects of the London-Gatwick unit designed a lighting system for the low energy consumption unit, a waste sorting system and a compactor for aluminium cans.

MADAGASCAR, SAUDI ARABIA & PHILIPPINES –

## Day-to-day support for local populations

For several years now, Newrest 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 and deafness in Tamatave. In Saudi Arabia, SACC was a partner of the *Cancer Day Initiative* event. The staff organized a day of games for 150 children with cancer and their families in Jeddah: a safe, unique and interactive environment where children discovered and explored the world of adults – in a city built especially for them!



← Newrest Nigeria Cultural and Identity Day

## EUROPE -

## High quality products selected for our customers

As a company which is committed to the ethical respect of its customers and the use of high-quality raw materials, Newrest recognises the need to improve breeding and slaughter practices in the broiler sector and supports the provisions of the *European Chicken Commitment*, which calls on food companies to commit to the welfare of broilers. The main actions implemented affect better quality of life, lower density, natural light and humane slaughter methods.



↓ Sheep farming of the Ferme de Ressins, France

### Towards a better quality of life! By 2026...



**100%**

of the chicken meat used in the Catering business in Europe will come from farms and slaughterhouses that meet all the criteria of the *European Chicken Commitment*.



**over 20%**

of French supplies from farms will meet these criteria and guarantee animals access to the outdoors or to a winter garden.



→ Festival of local products in New Caledonia



## ASIA &amp; PACIFIC -

## The Asia & Pacific division, a committed player

To support operations in Asia & Pacific, a number of local initiatives have been taken in the areas of human resources (graduate program, RSMA partnership), sustainable development, with products purchased locally whenever possible, the sponsorship of bee hives, partnerships with farmers and the natural resource waste management program and healthy living campaigns.



For more information read the downloadable version of the 2018/19 activity report:

[annualreport.newrest.eu](http://annualreport.newrest.eu)



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**newrest**  
CATERING UNLIMITED

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