

newrest

CATERING UNLIMITED



GROUP PRESENTATION
2016



newrest

GROUP PRESENTATION
2016



With origins in Group Cathair in 1996, and founded by its Co-CEO's Olivier Sadran and Jonathan Stent-Torriani in Toulouse (France), Newrest is today a global leader in multi-sector catering. With 2014/15 revenues under management of almost 1.5 Billion Euros and more than 28,000 employees worldwide, Newrest is present in 50 countries.

Newrest is the only major catering company active in all catering and related hospitality segments including airline catering, rail catering, contract catering, concession retail, buy-on-board, Remote site and support services.

▲
"Newrest - Catering unlimited" artwork by Marc Giraud - Newrest Morocco, created for the 10th Anniversary of Newrest and inspired by Pierre Javelle and Akiko Ida.



SUMMARY

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Cover: Hernan Hernandez, Newrest chef at Paris Orly unit (ORY). Portrait by Frédéric Maligne.

Creation: Newrest

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A320 airplane loading - Athens airport (ATH), Greece

NEWREST IS...



50
COUNTRIES



5
ACTIVITY
SECTORS



Catering



Inflight



Rail



Remote
site



Retail

954.9 M€

Consolidated
sales 2014-15

1,495.0 M€

Sales under management
2014-15



1,000,000
MEALS SERVED
PER DAY



28,000
EMPLOYEES




HISTORY

1996



CREATION OF CATAIR by Olivier Sadran


2005



CREATION OF NEWREST

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


2010



- Joint venture dnat Newrest in South Africa and Newrest Gulf in Qatar, Kuwait, Bahrain and UEA
- Award of SNCF train contract in France

2013

2015




Newrest celebrates its 10th Anniversary

- Acquisition of Casa Phillips in Costa Rica
- Starting of operations in New Caledonia


2008

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



28 COUNTRIES

4 ACTIVITY SECTORS



12,100 EMPLOYEES


2012

- Joint venture with SOS in the Philippines and Red Med in Algeria
- IPO Saudia Airlines Catering



46 COUNTRIES


5 ACTIVITY SECTORS



23,000 EMPLOYEES

2014

- Acquisition of Atasa in Morocco
- Acquisition of 100% of First Catering in Ghana, Zambia and RSA



49 COUNTRIES

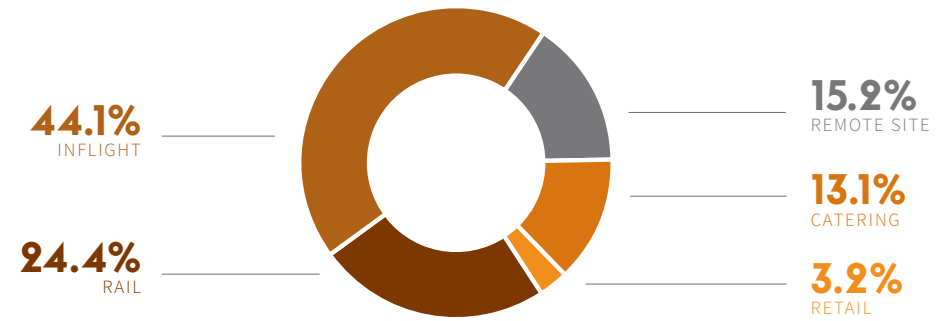
5 ACTIVITY SECTORS



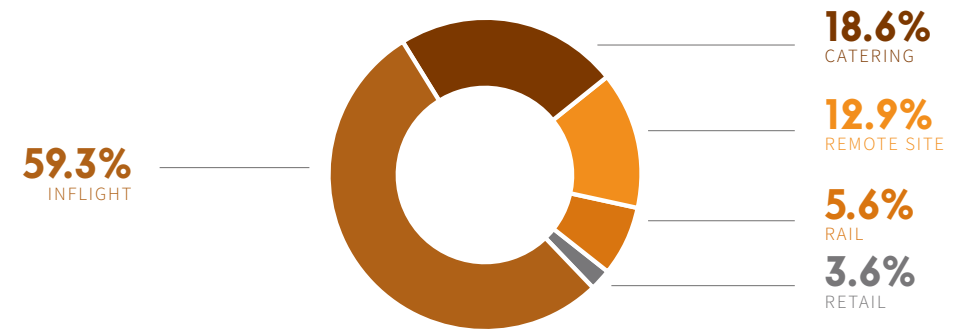
28,000 EMPLOYEES

GROUP STRUCTURE

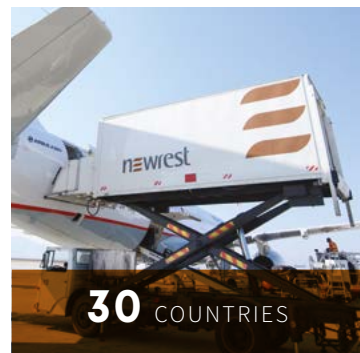
TURNOVER BY BUSINESS
(Managed - excluding Saudia Catering)



ACTIVITY DISTRIBUTION
(Total number of served meals in 2014/15)



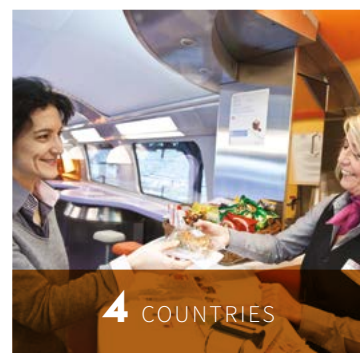
INFLIGHT



30 COUNTRIES

429.5 M€
Turnover*

RAIL



4 COUNTRIES

236.9 M€
Turnover*

REMOTE SITE



24 COUNTRIES

147.4 M€
Turnover*

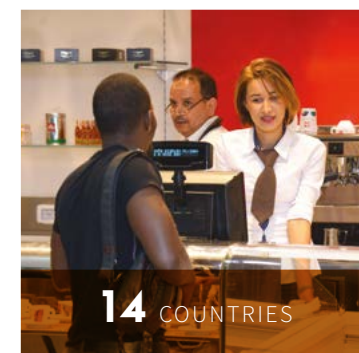
CATERING



26 COUNTRIES

127.5 M€
Turnover*

RETAIL



14 COUNTRIES

31.4 M€
Turnover*



* Managed excluding Saudia Catering

ACTIVITIES

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

SUBSIDIARIES

- Newrest Inflight
- Airshop Solutions
- Airshop

ACTIVITIES

- Catering
- Hotel services
- Logistics
- Services to passengers (B to C)
- Counsel & technical assistance (B to B)

SUBSIDIARY

Newrest Wagons-Lits

ACTIVITIES

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

SUBSIDIARY

Newrest Remote site

ACTIVITIES

- Catering in:
- Companies
 - Administration
 - Education
 - Health system
 - Facility management

SUBSIDIARY

Newrest Catering

ACTIVITIES

- Proprietary brands
- International franchises
- Local franchises
- Bars, shops and restaurants in airports, at highway service stations, on board ships and at bus terminals

SUBSIDIARY

Newrest Retail

Lunch service at Mejillones' petrol extraction camp - Chile

GLOBAL NETWORK



EUROPE

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

MIDDLE-EAST, ASIA & OCEANIA

- Bahrain
- Kuwait
- New Caledonia *new*
- Oman
- Philippines
- Qatar
- Saudi Arabia
- United Arab Emirates

AMERICA

- Bolivia
- Brazil
- Canada
- Chile
- Costa Rica *new*
- French Polynesia
- Mexico
- Panama
- Peru

AFRICA

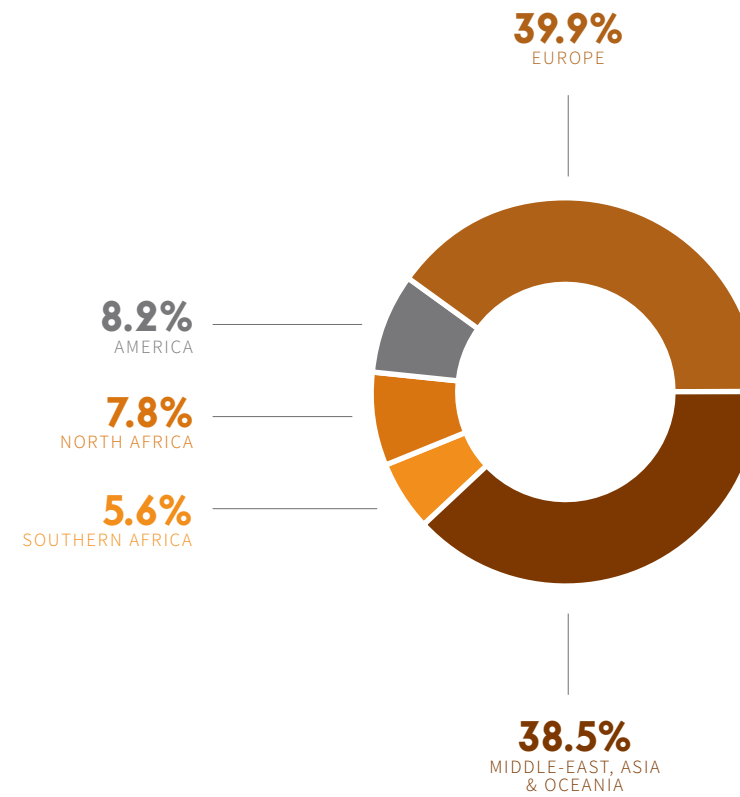
NORTH AFRICA

- Algeria
- Egypt
- Ghana
- Guinea-Conakry
- Liberia
- Libya
- Morocco
- Niger
- Nigeria
- Tunisia

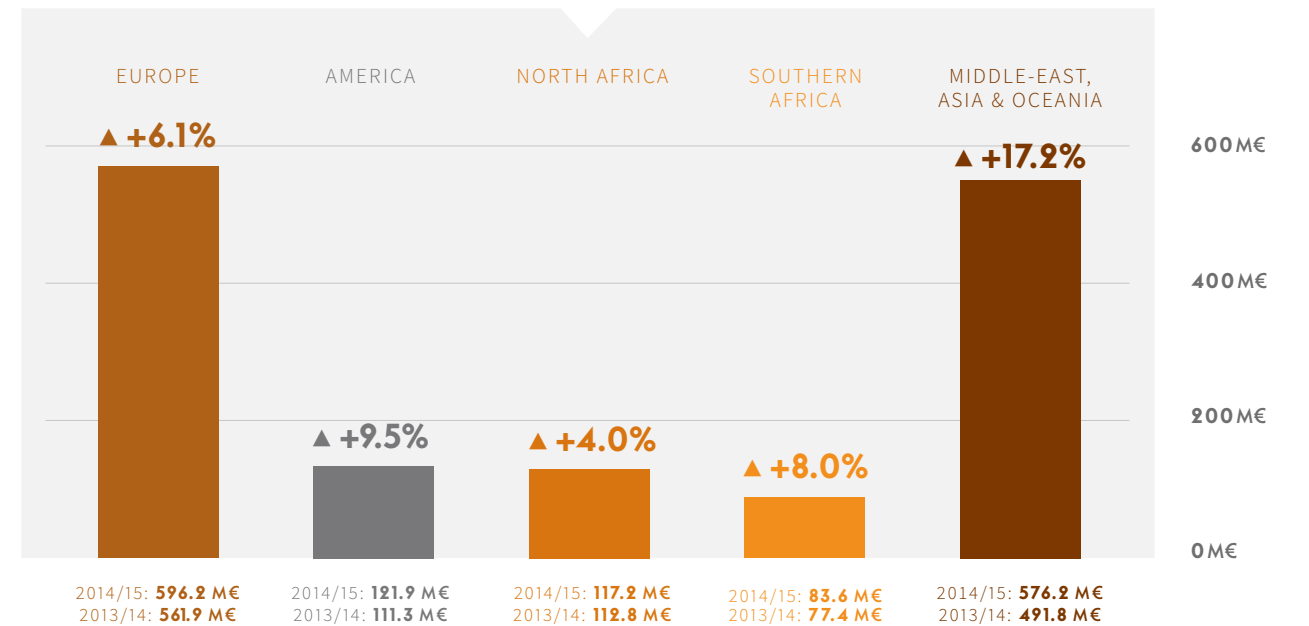
SOUTHERN AFRICA

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

TURNOVER BY DIVISION (Managed)

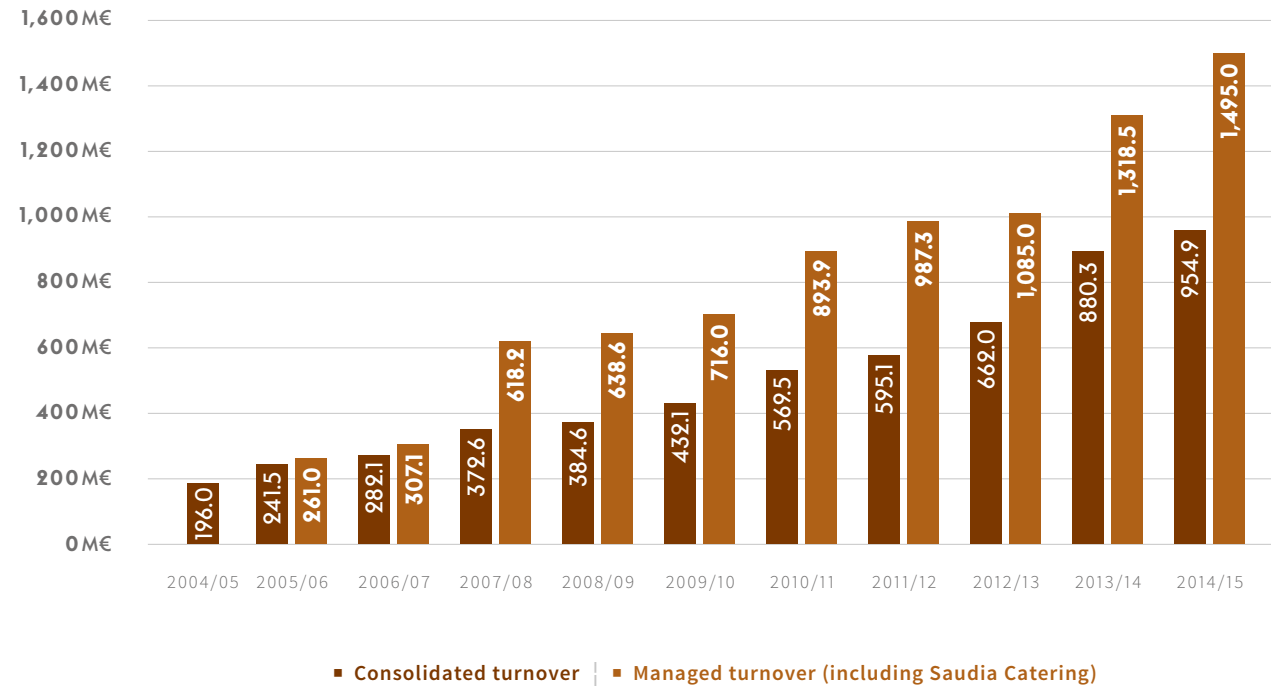


GROUP'S TURNOVER EVOLUTION BY DIVISION (Managed turnover between 2013/14 and 2014/15)

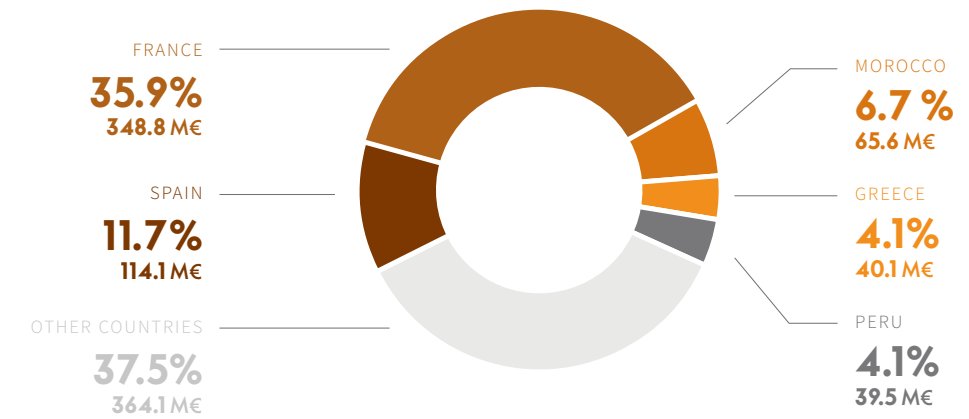


KEY FIGURES

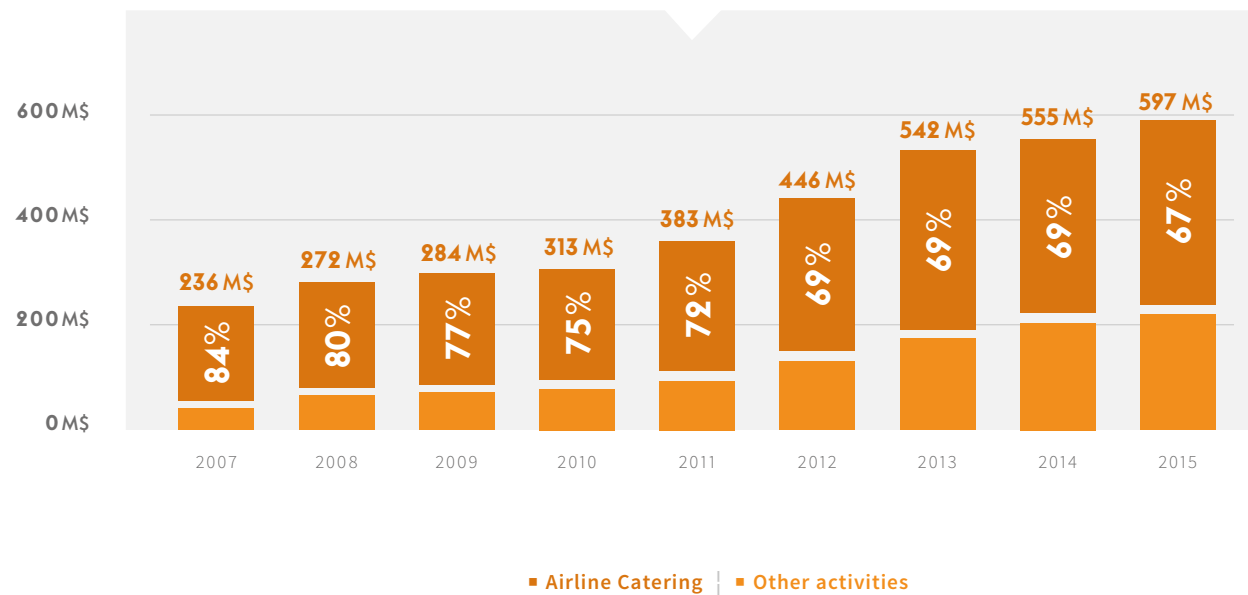
GROUP'S TURNOVER EVOLUTION
(in million euros)



GROUP'S FIVE MAJOR COUNTRIES TURNOVERS
(% of Group's total managed turnover 2014/15 - excluding Saudia Catering)



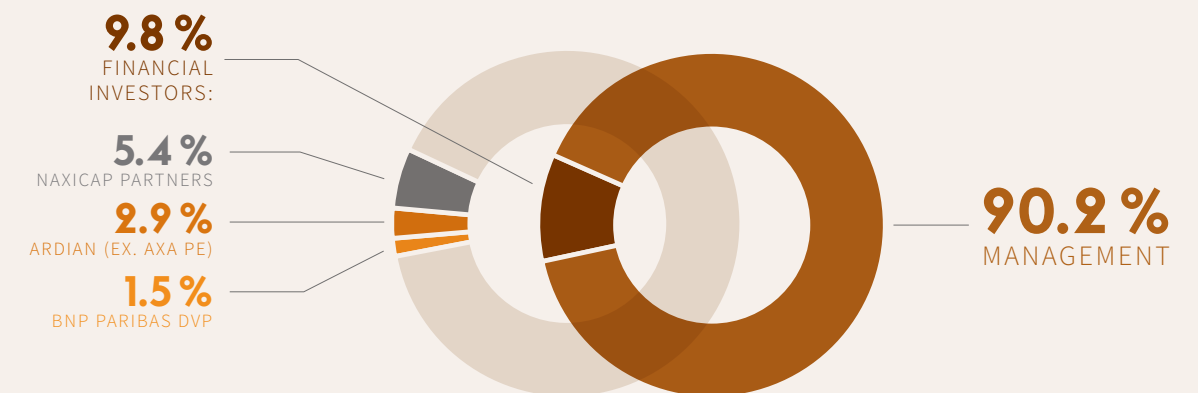
SAUDIA CATERING'S TURNOVER EVOLUTION
(Not consolidated, minority shareholding under Newrest management)



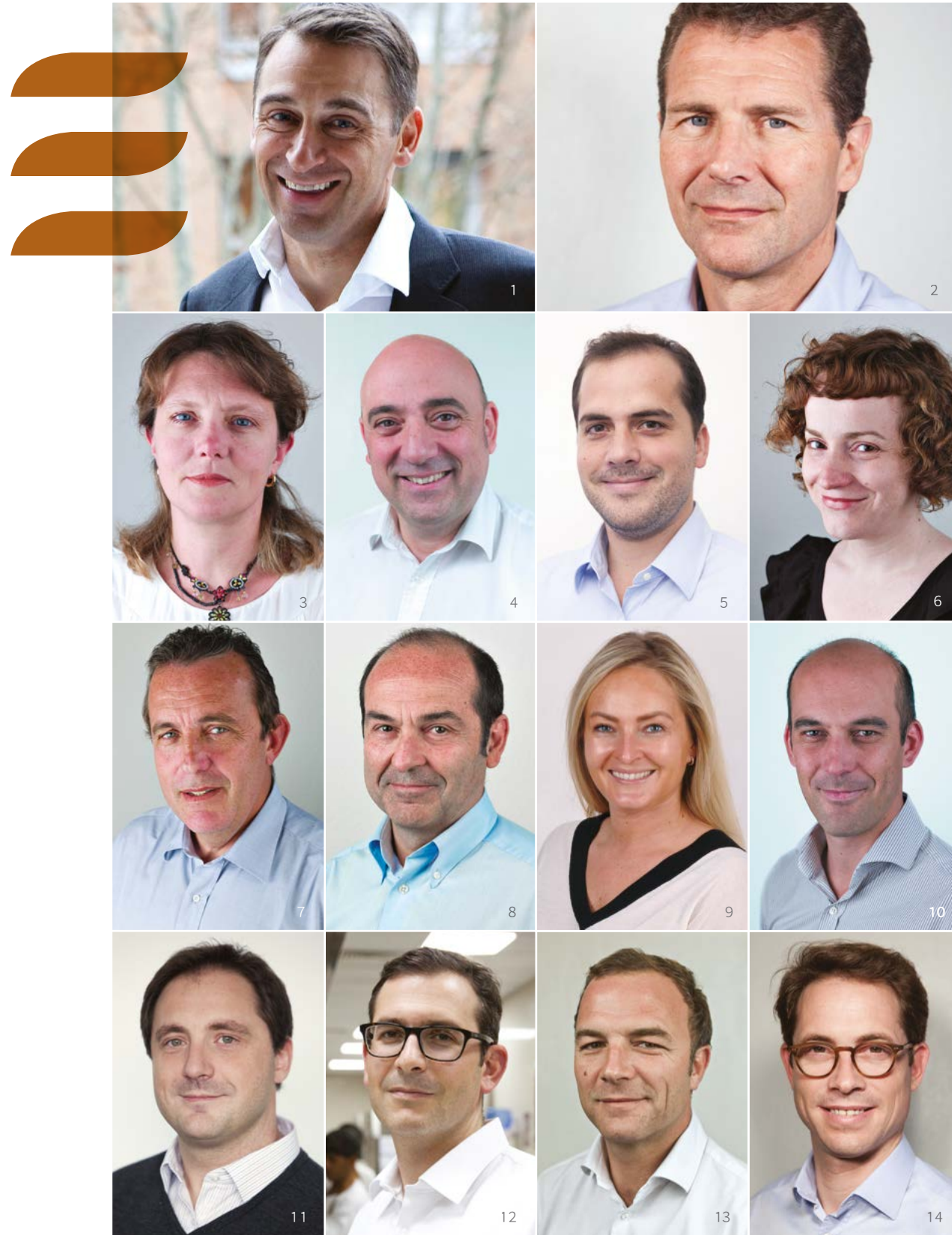
SHAREHOLDERS STRUCTURE

A solid economic development of a company requires a solid shareholder structure. Newrest Group's capital is majority-owned by its management – Newrest is held at 90.2% by over 250 managers – with the

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



EXECUTIVE BOARD

**1 OLIVIER SADRAN**

CHIEF EXECUTIVE OFFICER

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

2 JONATHAN STENT-TORRIANI

CHIEF EXECUTIVE OFFICER

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

3 Emmanuelle BOCCARDO PUIGVICE PRESIDENT
EUROPE DIVISION

Graduate of Essec in 1991, Emmanuelle initially worked for Arthur Andersen and Ernst & Young. Recruited in 2000, she was in charge of Group Finance, Country Manager (France) and Internal Audit. Emmanuelle has operational responsibility for Europe Division and is based in Toulouse, France.

4 Olivier MAURICETTEVICE PRESIDENT
FRANCE

Olivier has worked for the Group in several positions for over a decade, amongst which Country Manager (France, Tunisia), head of North Africa Division and Vice President Africa. Finally, he was promoted to Vice President France. Olivier is based in Toulouse, France.

5 Benoît VIGNONMAJOR PROJECTS
& AUDIT DIRECTOR

Benoît graduated from Business School and joined Newrest in 2012 after gaining several years of experience working with E&Y in Paris. He brought his expertise in process structuring to the Group, first occupying the post of Internal Auditor before being named Director for Major Projects & Audits in 2015. Benoît is based in Toulouse, France.

6 Monika TRAWINSKA

GENERAL SECRETARY

Graduate of International Business Law, Monika joined Newrest in 2006 as Legal Counsel. After assisting the presidents during several years, she was promoted in 2012 to Corporate Secretary. Monika is responsible for legal Group's activities and is based in Toulouse, France.

7 Pierre BRUGÈREVICE PRESIDENT
SALES & MARKETING

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

8 Pascal REGIMBAUDVICE PRESIDENT
REMOTE SITE

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

9 Jessica HAYESCOMMERCIAL DIRECTOR
INFLIGHT & RAIL

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

10 Matthieu JEANDELVICE PRESIDENT FINANCES
& ADMINISTRATION

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

11 Olivier LAURACVICE PRESIDENT
AMERICA DIVISION

Graduate of Science Specialization Finance, Olivier worked in several countries around the world. He was recruited in 2008, and held positions as Country Manager in Oman, Angola and COO in South Africa Division. Olivier is now Vice President in charge of America Division. He is based in Santiago de Chile, Chile.

12 Fabien REVOLCOO MIDDLE-EAST
DIVISION, ASIA & OCEANIA

Fabien is graduated in economics & marketing with a master in international business. His specialization in Asian cultures brought him to Asia before joining Newrest in 2010 as Operations Director. Today, Fabien is Country Manager Qatar and COO Middle-East (excluding Saudi Arabia). He is based in Doha, Qatar.

13 Olivier SUAREZCOO NORTH AFRICA
DIVISION

Olivier works for the Group since 1998. Graduated in International Public Law, he held several positions as Commercial and Country Manager (France, Spain). Today, Olivier is Country Manager Morocco and in charge of Northern Africa Division. He is based in Casablanca, Morocco.

14 Marc STARKÉCOO SOUTHERN AFRICA
DIVISION

Holding a MBA in Hospitality Business, Marc has developed his skills working in Asia, the Middle-East and Africa. He joined Newrest Group in 2013 as Country Manager Angola. Marc is now COO of Southern Africa Division. He is based in Johannesburg, South Africa.

ORGANIZATION CHART

CEOs

OLIVIER SADRAN
CO-CEO



JONATHAN STENT-TORRIANI
CO-CEO



Henri FISZER
PARTNER

Patrick TIMBART
COUNSEL TO THE CEOs

DIVISIONS

EUROPE
Emmanuelle BOCCARDO PUIG
VICE PRESIDENT

NORTH AFRICA
Olivier SUAREZ
COO

SOUTHERN AFRICA
Marc STARKÉ
COO

AMERICA & FRENCH POLYNESIA
Olivier LAURAC
VICE PRESIDENT

MIDDLE-EAST, ASIA & OCEANIA
Fabien REVOL
COO

Olivier MAURICETTE
VICE PRESIDENT
FRANCE

E. LEPRÉTRE - Inflight /
F. CARPENTIER - Rail /
FRANCE

Thomas GINOUVES
FRENCH WEST INDIES

Jean-Charles BOUQUET
REUNION ISLAND

Bernard MARTINEZ (Benelux) /
J. VAN DE PORT (Amsterdam) /
F. THEVENON (Brussels)
BENELUX

Frédéric GATTEAU /
Louis SHENOUDA - Duty Free
SPAIN & PORTUGAL

Pierre MAGNARD
AUSTRIA

Manuella KAPAGIANNIDI
GREECE & CYPRUS

Xavier DELALANDE
CROATIA

Philippe TÉTU
SWITZERLAND

Peter BERKELEY
UNITED KINGDOM

Bruno HERICHÉ /
Arezki AMIR - Remote site
ALGERIA

Olivier SUAREZ /
Marc GIRAUD
MOROCCO

Nicolas LETELLIER
TUNISIA

Xavier TERRIER
GHANA

Sébastien JOLY
GUINEA-CONAKRY

Jean-Luc SADRAN
LIBERIA

Jean-Pierre DE VIDO
NIGER

Laurent MOUSSARD
NIGERIA

Louis MALIKITÉ
CAMEROON

Abraham BALIMA
CONGO-BRAZZAVILLE

Erik DELFOUR
GABON

Thomas MATTHEY
SOUTH AFRICA

Sountou BOUSSO
ANGOLA

Alexandre LELIÈVRE
MADAGASCAR

Zied MANOUBI
UGANDA

Jean-Charles LANCIAUX
ZAMBIA

Yvon MARTINEZ
BOLIVIA

Frédéric HILLION
CANADA

Oriane MARRAUD DES GROTTE
CHILE

Pierre MARTENS
COSTA RICA

Felicia GASPAS
MEXICO

Olivier BILLEREY
PERU

Arnaud PRADEL
FRENCH POLYNESIA

MIDDLE-EAST
Nicolas PAULY
OMAN

Fabien REVOL
QATAR

OCEANIA
Auréli GUEGUEN
NEW CALEDONIA

MIDDLE-EAST
Wajdy ALGHABBAN
CEO OF SAUDIA CATERING

Martial VERINE -
Catering & Remote site
SAUDIA ARABIA

Jaap ROEST - Inflight & CPU
SAUDIA ARABIA

ASIA
Louis-Paul HEUSSAFF
PHILIPPINES

MATRIX

SALES & MARKETING

Pierre BRUGÈRE
VICE PRESIDENT
SALES & MARKETING

Pascal REGIMBAUD
VICE PRESIDENT REMOTE SITE

Jessica HAYES
COMMERCIAL DIRECTOR
INFLIGHT & RAIL

Catherine CHAPLAIN
COMMERCIAL DIRECTOR CATERING

FINANCES & ADMINISTRATION

Matthieu JEANDEL
VICE PRESIDENT FINANCES
& ADMINISTRATION

Thomas LIARTE
CONSOLIDATION & REPORTING

Alexandre CELLIER-COURTIL
GROUP TREASURER

Xavier PALAISE
GROUP TAX

HUMAN RESOURCES

Guillaume JARLAN
HUMAN RESOURCES
DIRECTOR

QHSE

Teresa ESPADA
QHSE DIRECTOR

MAJOR PROJECTS & INTERNAL AUDIT

Benoît VIGNON
MAJOR PROJECTS
& INTERNAL AUDIT DIRECTOR

Nicolas GONZALES
INTERNAL AUDITOR INFLIGHT

Emmanuel BONNIN
PROJECT MANAGER

IT SERVICES

Christophe BAJON
IT DIRECTOR

COMMUNICATION

Dominique PILATTE
COMMUNICATION
DIRECTOR

DIGITAL

Baptiste CHANOURDIE
DIGITAL PROJECT
MANAGER

LEGAL

Monika TRAWINSKA
GENERAL SECRETARY

NEWREST'S COMMITMENTS...

Employees receiving certificates – QDVC Um Al Hawaya labour community, Qatar



Whether with regard to its employees, clients or suppliers, Newrest is committed to excellence in essential areas: the taste and dietary balance of meals, the quality and safety of products and services, respect for human rights and working conditions, as well as the environment, and the fight against corruption. Newrest also strictly complies with international standards and recommendations and takes all measures required to ensure conformity.

...TO ITS CLIENTS AND CONSUMERS

In all of our kitchens and canteens, our employees are committed to offering consumers balanced, varied and tasty meals, while scrupulously complying with hygiene standards.

A PASSION FOR TASTE

At Newrest, meals are not just about eating. We make sure meals are delightful for the palate and a pleasant moment of sharing.

HEALTHY NUTRITION

Newrest establishes healthy meal plans in all of its locations in partnership with its clients. On group catering and Remote site premises, we have

implemented a nutrition campaign called “Marcel & Linda” for adults and “Madeleine” for children. A poster campaign raises personnel's awareness on dietary balance, the importance of physical activity, the prevention of cardiovascular problems, etc. This communication often includes a nutritional assessment that is offered to consumers.

OPTIMAL QUALITY & HYGIENE CONDITIONS

The Newrest Group applies very strict hygiene and quality rules, which is required in a stringent, demanding and sensitive sector: Catering. Service quality is at the heart of employee concerns. Every day, they endeavour to satisfy the needs and requirements of our clients. Newrest has implemented a Quality Management System that includes very strict processes covering all of the stages of the



preparation of a meal, from menu design to service. These processes apply to all of the Newrest Group teams. In fact, the objective of our Management System is to be integrated, which has allowed us to achieve other certifications when our clients so require for their markets.

CUSTOMER SATISFACTION

Newrest implemented a number of tools to identify the level of satisfaction of its clients. For Inflight catering, the Group created a common QMS database for all of the businesses, which includes all incidents of which the Group has been informed. However, when we are in direct contact with the client, such as in canteens or corporate cafeterias and on Remote sites, areas of improvement are identified through customised satisfaction surveys.

OPERATIONAL OPTIMISATION AND IT TOOLS

Thanks to its constant search for innovative solutions to optimise its operations and improve its responsiveness, Newrest has acquired specific expertise in catering. By reducing its costs in the procurement chain and by realising internal synergies, the Group can offer its clients the best service at the best price. With this in mind, we have acquired specific IT tools to allow our employees to better manage their tasks on a daily basis: “Winflight” and “Winrest” software.

A LONG-TERM VISION

Newrest's strategic choices are based on an overall vision that includes calculated risk-taking, and favours solid opportunities and long-term investments. To promote this long-term vision of the business among management, Newrest constantly ensures transparency and equity.

...TO ITS EMPLOYEES

Newrest is very vigilant in terms of human resources to ensure it provides quality services to its clients. The optimal management of employees and skill development for all personnel are the cornerstone of our strategy. The Group takes the position that respect for working conditions is a fundamental value. It also undertakes to motivate its teams and promote the continuous training of personnel.

EQUAL OPPORTUNITY & ANTI-DISCRIMINATION IN EMPLOYMENT

Newrest is committed to ensuring all employees are treated equally. In accordance with its recruitment policy, it is attentive to the experience and dynamism of applicants while guaranteeing equal opportunity for everyone.

OPTIMAL WORKING CONDITIONS & OCCUPATIONAL SAFETY

The Group is committed to strict compliance with labour laws and to offering its employees a comfortable, healthy and safe work environment.

WELL-BEING OF EMPLOYEES

Newrest is very attentive to the health and well-being of its employees the Group takes all possible measures to offer the best access possible to healthcare services, in particular in the developing countries in which it operates. Through small and more extensive actions, Newrest is also committed to making sure the daily work environment is more pleasant and comfortable for all of its employees.

EMPLOYEE TRAINING

In a market in constant change, skills must be upgraded. Newrest is highly committed to the

professionalism of its employees and takes every measure required to offer appropriate training regardless of the employee's position. This training relates to general subjects (languages, computers, team management, etc.); topics specific to catering trades (food safety, HACCP, kitchen production, food allergies, traceability, etc.); subjects specific to aviation (aviation safety, safety procedures for aircraft access, airplane landing for the inflight handling business, etc.), and topics specific to Remote sites (HUET and BOSIET for offshore oil sites, survival at sea, etc.). This training is provided either externally or internally by our HSE managers, site managers or chef trainers.

SPORTS-BASED MOTIVATION

All sorts of different sports events were organised throughout the Group in 2014/15. In fact, Newrest encourages its employees to participate in a sports activity on a regular basis, as well as in sports events. Sports, which are beneficial for both the body and mind, boost personal energy and favour a team spirit.

...TO ITS PARTNERS

Regardless of which country is involved, relations with the Newrest Group's partners must be fully



transparent and based on honesty. This requirement applies in particular to our suppliers: unfair competition is not allowed.

FIGHT AGAINST CORRUPTION

The Group formally prohibits its employees from making gifts or offering cash to its clients' representatives or officials as incentives for the signing of contracts. Additionally, Newrest personnel refuse any gift offered by suppliers or partners that are approved or seeking approval in order to close a deal or lower prices. The Group also prohibits all forms of pressure or bribery towards sanitation inspection personnel in order to have them ignore potential breaches of hygiene standards. All of these rules apply to every country, regardless of whether corruption is common or not.

FAIR COMPETITION

Foul play is unacceptable in any invitation to tender that Newrest Group responds to. Contracts can only be won during normal tender processes involving various participants. Dumping practices regarding labour and prices do not comply with market rules and are not tolerated. Prices are studied independently. No agreements are made with the competition. Offers proposed for all contracts are evaluated jointly by country, zone and sales managers in the business corresponding to the invitation to tender. The process of answering and awarding contracts is also closely monitored by the matrix organisation.

FAIR SUPPLIER SELECTION

Suppliers are selected by external audit. To be approved, suppliers must imperatively comply with certain rules. The only criteria on which we base our selection are quality of products, inventory management, freshness, transport system and a continuous cold chain. Supplier audit procedures and questionnaires have been established by Newrest and are used in all countries. During invitation to tender processes, each country must receive a price quote from at least three different suppliers and the process must be deployed at least once per year for all the families of products purchased. Obviously, contracts are always drafted locally to ensure there is a legal tie between Newrest's entities and the suppliers.

...TO ITS SOCIAL ENVIRONMENT

Newrest is committed to the social environment of every country in which it is present. In light of our respect for the principles of the Universal Declaration of Human Rights, we support NGO activities in countries where we work or undertake our own actions.

LOCAL PROCUREMENT & COLLABORATION WITH COOPERATIVES

To support local products, Newrest has entered into partnerships with farm cooperatives throughout the world. These purchases may represent up to 12% of the amount of local purchases, as is the case, for example, in Morocco. Most of the products purchased from the cooperatives are fresh produce such as fruits and vegetables, dairy products and eggs.

INVOLVEMENT IN LOCAL COMMUNITIES

Wherever the Newrest Group is present, it is involved in the life of local communities and neighbouring towns. We hire our personnel close to our work sites, provide training and enter into partnerships to improve daily life in these communities.

SOCIAL RESPONSIBILITY

In the countries in which it is present, the Newrest Group participates in projects and social actions to which it is committed.

SOCIAL ACTIONS IN FAVOUR OF CHILDREN

In recent years, the Group has committed to the reduction of its budget for press ads and paid advertising, and to transfer these savings to social actions, in particular involving children.

...TO THE PLANET

An ecological balance is the one and only guarantee of achieving harmony between the needs of mankind and nature. Newrest, aware of the importance of sustainable development, has adopted essential environmental values. The use of local seasonal

products, waste treatment and reduction, and the "Zero Paper" policy are just a few examples of the Group's objectives.

ISO 14001 CERTIFICATION POLICY

In 2014, the Newrest Group launched an extensive ISO 14001 certification campaign for its units. ISO 14001 certification covers environmental management. It is based on the principle of continuous improvement in environmental performance by managing the impact of the company's business. In the framework of this certification, today, 6 countries have been certified ISO 14001:2004: Austria, Bolivia, Greece, Cyprus, Switzerland and Tunisia.

LOCAL PROCUREMENT & ORGANIC PRODUCTS

To minimise its environmental impact, a major policy of the Group targets the management of its purchases: by reducing transport and favouring produce farmed without pesticides, Newrest supports sustainable, responsible agriculture.

WASTE RECYCLING & REDUCTION POLICY

A major endeavour to minimise our environmental footprint is the reduction and recycling of waste. On all of our sites and in all of our production units, a waste-sorting process has been systematically created to reuse a large part of our waste, such as cardboard, glass, paper, electronic devices, green waste, etc.

LESS USE OF PAPER

Since the Group was founded, Newrest has committed to a paper reduction policy. We favour digital communication while using - for paper copies that we cannot avoid - eco-friendly materials. The basic rule in this case is black and white printing on both sides of a sheet.

ENERGY CONSUMPTION REDUCTION

The Group's sustainable development plan sets out strict rules in terms of the reduction of electricity and fuel. In prior years, simple initiatives allowed us to reduce our ecological footprint: systematic closing of doors and turning off lights, computers, heating and air conditioning.



GROUP ACTIVITIES

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

02

Small dishes
proposed in our
airport lounge
in Johannesburg
- South Africa

INFLIGHT ✈️

Newrest high loader on the way to client's airplane - Athens airport (ATH), Greece



429.5 M€

Managed turnover 2014-15
excluding SACC

593,000

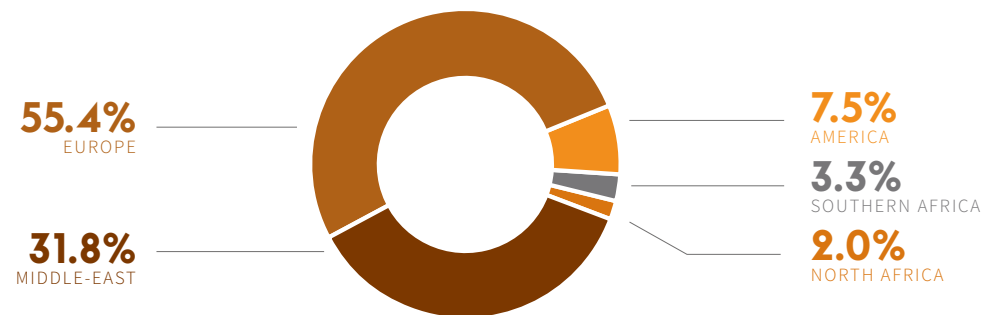
Meals served
per day

71

Production
units

MEALS SERVED BY DIVISIONS

(Served meals in inflight business)



Newrest inflight's international network counts **71 production units and 21 logistic centres in 30 countries** all around the world, mainly in Europe and America.

Inflight catering, duty-free on board, integrated management of inflight and logistics. By providing all of these services, Newrest Inflight is taking responsibility for everything that is not a core part of the airline business.

INFLIGHT CATERING

Newrest Inflight creates customized meals adapted to meet the high quality standards of airlines. Every day, our production units develop thousands of recipes for the most prestigious airlines as well as low-cost companies who choose a more simplified

catering service. Whether based on religious, cultural, medical, or health reasons, our passengers' dietary requests are always fulfilled. Our nutritionists offer advice and support in orienting airlines' requirements. Health and quality experts are always available to ensure that quality, hygiene, and food safety standards are optimal. We rigorously implement HACCP standards and most of our units are ISO 9001 certified. Our teams have ongoing training to guarantee an excellent level of service on a constant basis. Recording data related to the reception and handling of ingredients for each service guarantees accessible and easily consulted traceability.

DUTY-FREE & BUY-ON-BOARD

Newrest integrated the management of all inflight services to its subsidiary Airshop Solutions for airlines offering paid services (snack and duty-free sales) on board their flights. With regard to



Opposite:
Trolley
preparation and
loading

Below:
Departure of
charged trolleys
for delivery

Newrest Servair's
production
unit - Santiago
de Chile, Chile



230
Clients

15,570
Flights delivered per week

44
Airport Lounges

marketing, our teams regularly renew the ranges of products for sale, organize promotions for passengers and incentives for the crew, and develop attractive communication tools (on-board brochures, videos, and announcements). Regarding logistics, they manage the entire process, which they adapt to the specific requirements of each company.

and service companies on behalf of our clients. They work in operations, logistics & equipment, hygiene & quality, finance & reporting, and purchase & marketing. Airlines who hire Airshop Solutions are freed from all responsibilities that are not directly related to air transport.

INTEGRATED MANAGEMENT SERVICES

Airshop Solutions, a Newrest subsidiary, coordinates all catering, logistics and supply-chain services for on-board products, manages clients' worldwide catering network and negotiates with all catering

VIP CATERING

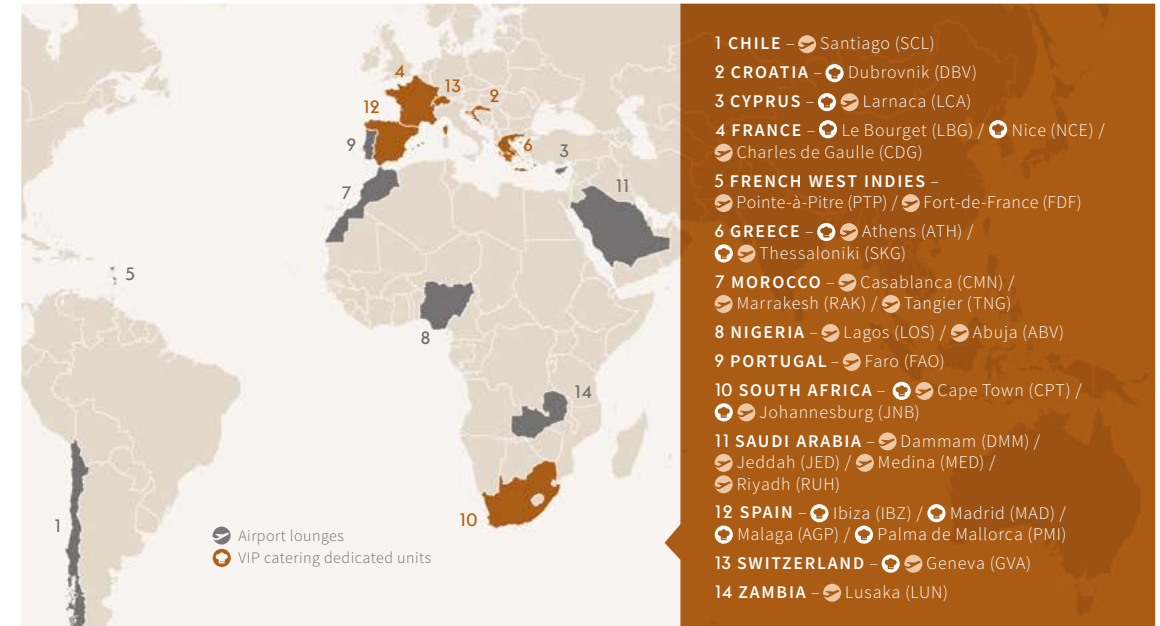
Newrest Inflight has developed specific expertise in business-class and VIP flights. Our teams can meet the requests of important clients on a case by case basis. They listen to clients in order to develop ideal menus, select exceptional wines, and implement all services that help make the flight an unforgettable experience. They also rely on a network of well-known suppliers who contribute to the service's excellence and refinement.

AIRPORT LOUNGES

Newrest Inflight manages welcome lounges for airlines and airports. As part of this service, we manage all aspects of the lounge: layout and design of the room, supplying equipment, welcoming travelers, and purchasing food and beverages.



AIRPORT LOUNGES & VIP CATERING DEDICATED UNITS NETWORK



Left: Swiss Air airport lounge at Geneva airport (GVA) - Switzerland

SOME REFERENCES



RAIL 

Newrest Wagons-Lits' on board sales representatives - Vienna's central station, Austria



236.9 M€
Turnover
2014-15

56,000
Meals served
per day

17
Logistic
centers

TURNOVER BY COUNTRY
(Total consolidated 2014/15 rail turnover)



Newrest Wagons-Lits' 2,900 employees offer services to 9 railway companies in **4 different countries**.

Creator of services for railway operators, Newrest Wagons-Lits offers a wide range of catering and hotel services. It also provides numerous services to ensure that travel is easy and enjoyable for passengers.

seat. In standard class, the trolley serves drinks and snacks. We provide services that meet passenger expectations during their entire trip.

HOTEL SERVICES

We have a versatile crew, attentive to the comfort and safety of our passengers. They ensure the maintenance and cleanliness of trains and provide peace of mind for passengers. We are the only operator offering a global service concept combining railway safety and on-board services.

ON-BOARD CATERING


Newrest Wagons-Lits offers a full range of on-board services: bar, dining car, and catering. Passengers can relax and have a bite to eat at bars and dining cars. In first class, meal trays are served at the

SERVICES FOR PASSENGERS

The full range of services offered by Newrest Wagons-Lits corresponds to each part of the journey:

Opposite:
Newrest
Wagons-Lits'
sales represent-
ative serving
a client in TGV's
first class –
France

Below:
Bar service on
Alfa Pendular
trains – Newrest
Wagons-Lits for
Comboios de
Portugal



280,000
Trains delivered
per year

32,700
Night train voyagers
per day

2,900
Employees
around the world

welcome, assistance, information, ticket sales and checks, access control, baggage assistance, and hotel and taxi reservations. We also escort passengers with specific needs: children, seniors, and persons with reduced mobility.

service concepts, design, a selection of product ranges that correspond to passengers' expectations, and optimal organization of on-board services and logistical operations.

LOGISTICS ACTIVITIES & COMPLEMENTARY SERVICES

Responsible for supplying the trains, we prepare, manage, and stock all products necessary for on-board services to run smoothly and for passengers to be comfortable. Thus, Newrest Wagons-Lits offers rail operators a complete and coherent service chain: stock purchase and management; synchronized loading and unloading of products, containers and materials; and diagnostic and control services before departure.

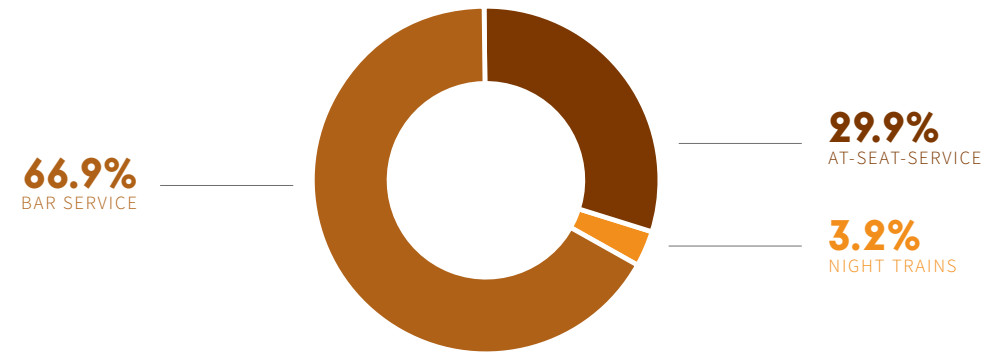
CONSULTING & TECHNICAL ASSISTANCE FOR RAIL OPERATORS

Newrest Wagons-Lits also offers support services for railway operators, consulting and technical assistance: defining innovative sales and on-board



ACTIVITY DISTRIBUTION

(Total number of served meals in 2014/15)



Newrest Wagons-Lits applies its know-how on board of **more than 5,400 trains per week** and helps its clients with **logistic activities on 8,500 trains a year**.

OUR REFERENCES



Trolley loading for "Gare de Lyon" and "Gare Montparnasse" train stations – Paris, France



On board complementary service on Alfa Pendular trains – Newrest Wagons-Lits for Comboios de Portugal

REMOTE SITE

Lunch service at Mejillones petrol extraction camp - Chile



147.4 M€

Managed turnover 2014-15
excluding SACC

39,000

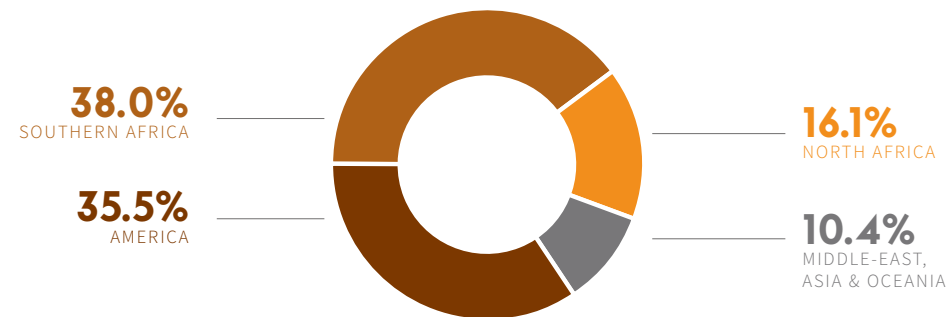
POB served
per day

185

Operation
sites

TURNOVER DIVISIONS

(Total 2014/15 Remote site turnover - excluding Saudia Catering)



Newrest Remote site **operates on 185 sites located in 24 countries**, primarily in challenging and isolated work environments: offshore platforms, camps in the desert, jungle operations, high altitude mining sites...

Over the past few years, Newrest Remote site has demonstrated its ability to respond to the incredibly varied needs of their clients in the oil and mining industries. Thus, we became one of the references in the field of Remote site management. We work primarily in challenging and isolated work environments.

Remote site provides turnkey remote camps in deserts, jungles, or high altitude areas. We assemble and develop the design for prefabricated camps as well as install and manage telecommunications equipment and all camp utilities (water, electricity, waste water, garbage, etc.). We support the economy by hiring local entrepreneurs to provide some if not all works or services during the construction phase.

REMOTE SITE MANAGEMENT: HOTEL SERVICES, CATERING AND LEISURE

We manage all aspects of the remote site once construction is complete and it becomes operational. Newrest Remote site also manages remote sites that were built by our clients. This is the case with offshore oil rigs.

REMOTE SITE CONSTRUCTION

Working in areas that are isolated or difficult to access is a major logistical challenge. Newrest

This management includes catering from central and satellite canteens. The experience acquired in

Opposite:
Camp
employees
taking a break

Below:
Logistic
activities

QDVC Um
Al Hawaya
labour
community -
Qatar



6,100
Employees

155
Clients

24
Countries

this field by the Newrest Group allows us to develop meals that respect nutrition standards as well as our clients' eating habits. We also maintain accommodations for the entire workforce and provide laundry services. Team managers have hotel training, they ensure that cleaning and laundry procedures meet the strictest standards in the sector. Our services includes utility management and site safety, as well as creating and running leisure spaces: sports rooms and fields, movie theaters, libraries, bars, etc. Specific staff members are dedicated to each activity sector.

ASSOCIATED SERVICES

In the countries where remote sites are located, we also manage guest houses, villas, offices, and other infrastructure belonging to our clients in large cities.

In the areas surrounding our operations, Newrest Remote site asks its teams to devote some time to training the local population in fields related to its activities: cooking classes, hygiene training, school meals, etc.



TYOLOGY OF CLIENTS

(Total 2014/15 Remote site turnover - excluding Saudia Catering)



Newrest Remote site counts on the expertise of its **6,100 specialised employees**, which are specially trained to operate in extreme environments

SOME REFERENCES



Opposite:
Kitchen

Left:
Laundry Services

QDVC Um Al
Hawaya labour
community -
Qatar

CATERING

Self service
in corporate
canteen –
Chile



127.5 M€

Managed turnover 2014-15
excluding SACC

186,000

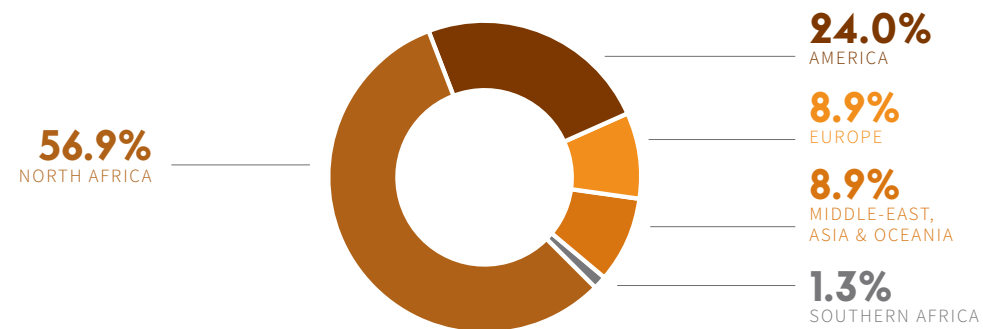
Meals served
per day

455

Clients &
Institutions

MEALS SERVED BY DIVISIONS

(Total number of served catering meals - excluding Saudia Catering)



Offering its know-how in **26 countries** all around the world, Newrest Catering is **the reference of industrial catering in North Africa**: more than a half of total served meals are produced in the North Africa division.

Every day around the world, our clients benefit from Newrest Catering's expertise and trust them to manage their restaurants or canteens.

HEALTH

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

COMPANIES & ADMINISTRATIONS

A number of public and private companies, administrations and embassies have trusted Newrest Catering to manage their restaurant, cafeteria, or reception lounge. We are convinced that employees who consume their daily meal in a pleasant environment, while being able to choose from a selection of fresh, appetizing, and carefully presented products will be more efficient. Intellectual capacity and productivity are conditioned by the quality of the meal break.

EDUCATION

Newrest Catering manages a number of refectories, canteens, restaurants, and hospitality services for teaching establishments including public and private elementary schools, secondary schools and universities. We know that children, adolescents and university students with a healthy, balanced, varied diet have a greater chance of intellectual success. We are fully aware of our responsibility to introduce children and youth to a variety of flavors.



Opposite:
Newrest
employee in
a university
restaurant –
Chile

Below:
Meal
preparation
in a hospital –
Oman



FACILITY MANAGEMENT

In companies and hospitals, we offer our clients a mobile food and beverage service. We can also provide this type of service with a store in the establishment. In every country, our production units are ready to provide catered food tailored to your needs: meal trays, sandwiches, and any other meal requested.

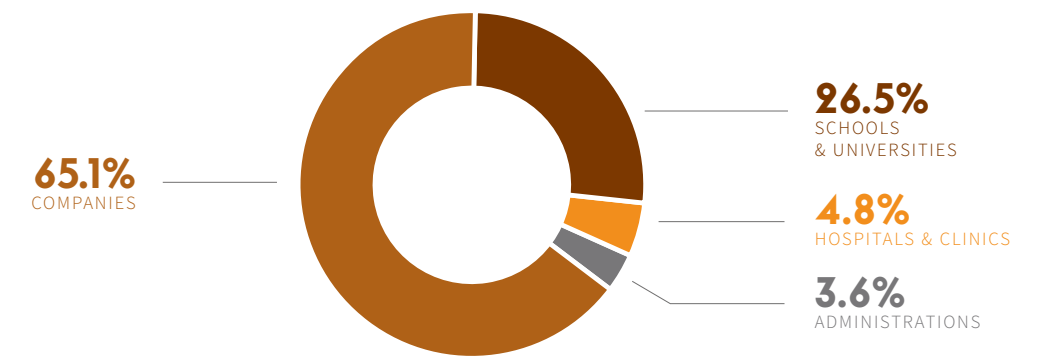
A SINGLE STANDARD

In all the establishments we manage, we are guided by an identical passion for excellence in all fields related to our management. Newrest Catering believes in the vital importance of nutrition and healthy eating. To this end, we hire qualified staff to collaborate with our clients and develop diverse menus. With regard to food safety, continuous verification of the food manufacturing process is guaranteed by our scrupulous compliance with specifications. When we design our restaurants and canteens, our first priority is to make them as pleasant as possible. We believe that this aspect of our management expresses our ongoing passion for excellence with regard to the standard of living.



TYOLOGY OF CLIENTS

(Total number of catering customers · excluding Saudia Catering)



Newrest Catering's **6,700 employees**, specially dedicated to industrial catering, elaborate and **serve more than 186'000 meals every day**.

SOME REFERENCES



Student going through the checkout in a high school canteen – Chile

Retail point of sale illy
Espressamente –
Casablanca airport (CMN),
Morocco



31.4 M€

Managed turnover 2014-15
excluding SACC

36,000

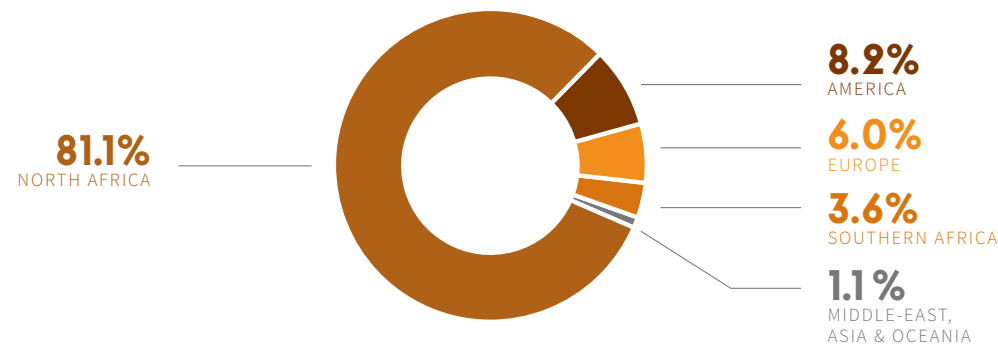
Clients served
per day

94

Points
of sale

MEALS SERVED BY DIVISIONS

(Total number of served clients - excluding Saudia Catering)



Newrest Retail has **own-brands and international and local franchises**. Our retail restaurants, bars and shops are located in 14 countries all around the globe. Almost ¾ of retail clients are served in the North Africa Division.

In airports, at highway service stations, on board ships and at bus terminals, Newrest Retail creates and manages retail outlets dedicated to food services, as well as shops.

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

PROPRIETARY BRANDS

To meet consumer expectations, Newrest Retail has designed a portfolio of internal brands such as Daily

Break, Caffé Lindo, Sky Shop, The Lunch and Mal-inche. The marketing policy for these brands targets harmonisation of points of sale. In each country, Newrest Retail adapts part of the offering to precisely match specific regional consumer practices.

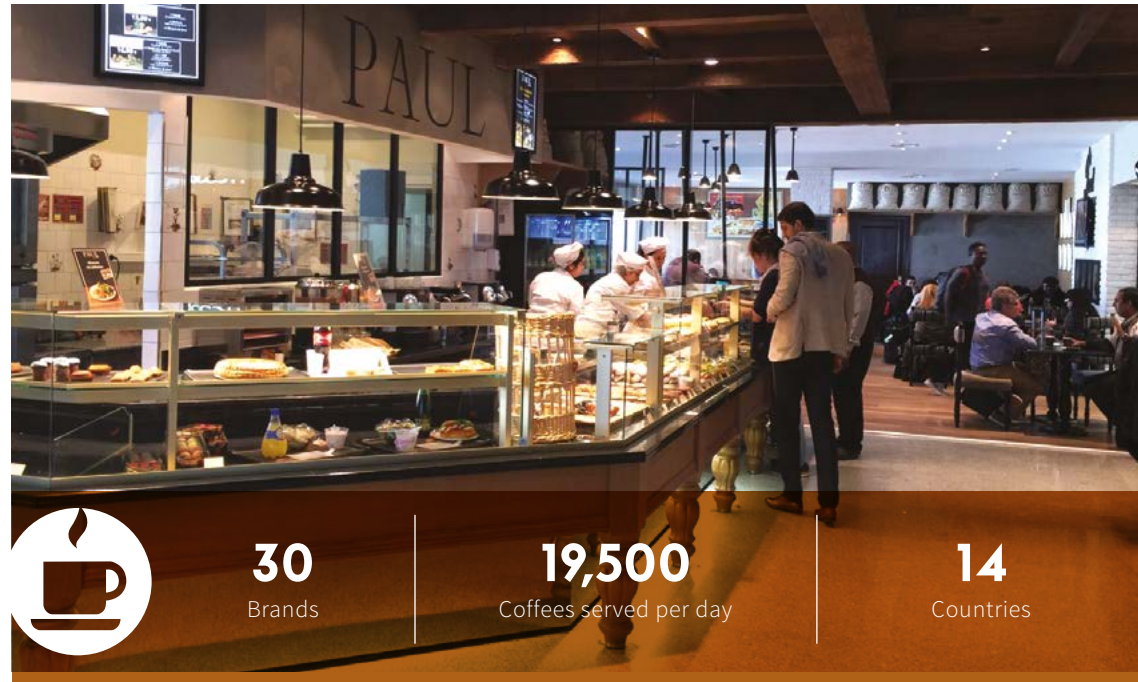
INTERNATIONAL & LOCAL FRANCHISES

For its franchise brand development, Newrest Retail has relied on the services of international groups such as Paul, Illy Café, Pomme de Pain, etc.

In certain countries, local, customised franchise concepts allow Newrest Retail to support site managers by providing region-specific offerings. The inclusion of local franchise brands is one of the tools used, for example Medina and Monsieur Brochette in Morocco.

Opposite:
Retail point
of sale Paul –
Casablanca
airport (CMN),
Morocco

Below:
Retail point
of sale Caffé
Lindo –
Dubrovnik
airport (DBV),
Croatia



30
Brands

19,500
Coffees served per day

14
Countries

A-Z MANAGEMENT

Before opening a franchise, Newrest Retail manages the entire creation process. We rigorously analyse the constraints and advantages of the future outlet in accordance with its location, visitor traffic, and the number and profile of potential customers. We define the interior design, the furniture, decor, uniforms and communication visuals, and monitor the construction of the premises. We select the range of products that will best suit our clientele of international or national travellers, while taking into account local traditions in terms of taste preferences and the mandatory requirements of franchise brands.

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

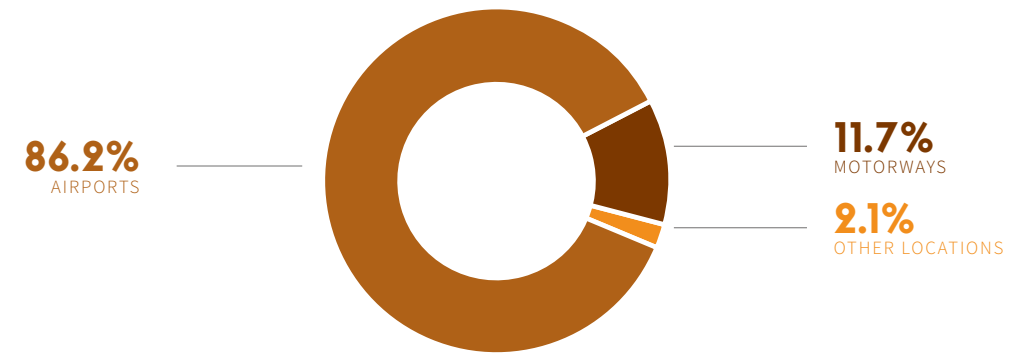
CREATIVE EXPERTISE

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



TYOLOGY OF LOCATIONS

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



Newrest Retail counts **94 points of sale** specially developed for the different needs of our clients: **81 points of sale are located in airports** and **13 along motorways** and other locations

SOME REFERENCES



Opposite:
Retail point
of sale Calao –
Libreville
airport (LBV),
Gabon

Left:
Food offer
illy Espresso-
mente –
Morocco

VISIT OUR WEBSITE

www.newrest.eu



Airplane loading
– Rolland Garros
airport (RUN),
Réunion Island



newrest

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