

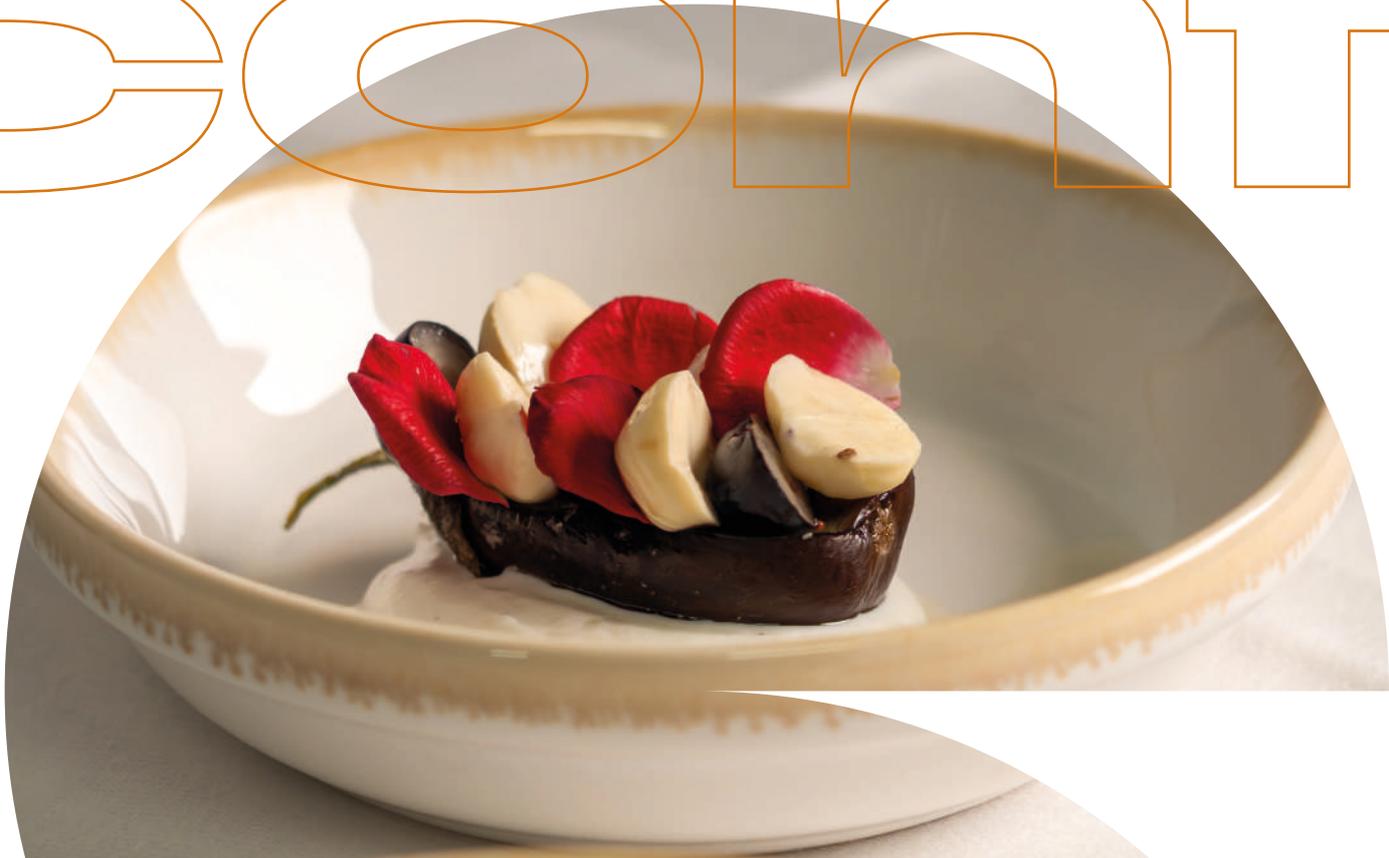


# newrest catering UNLIMITED



Activity report  
2024/25

# coconut



# enns

Message from the President & CEO	02
Highlights of the year	04
Our network, our business	06

## Our Organisation

Turning our values into performance	10
Europe & North Africa Division	12
Americas Division	14
Middle East, Sub-Saharan Africa & Asia-Pacific Division	15

## Our Services

Concession catering services	18
Remote sites services	20
Inflight services	22
Rail services	24
Retail catering services	26
Facility Management services	28

## Our Expertise

Culinary expertise	32
QHSSE culture	34
Newrest creator of experiences	36
Innovation... From our IT solutions ... to our <i>Digital Factory</i>	38
A mindset focused on action	42
Our CSR commitments	44
<i>The Foundation Unlimited</i>	45



**The 2024-2025 financial year marks a decisive new milestone in Newrest's development, with record turnover of 3.336 bn€, up 33% compared with last year.**

This outstanding performance is down to robust organic growth of 11%, the completion of four major acquisitions adding 555 M€ in turnover, and an ambitious investment plan of 106 M€, up 28%.

Our unusual governance model, in which 97.35% of the capital is owned by 700 employees, demonstrates the trust and collective commitment of our teams and reinforces our strategic agility.

The group's financial strength is borne out by an improving net cash position, even after our investments and acquisitions. This situation allows us to look to the future with confidence, while continuing to be a dependable partner for our customers and suppliers.

Our international expansion strategy manifested itself through acquisitions in Latin America (Chile, Mexico and Colombia), which place Newrest among the world leaders in remote sites management.

In France, the acquisition of *GEPSA*, a specialist in Facility Management on sensitive sites, strengthens our role as a service integrator for major institutions and reinforces our offering to the public and private sectors.

The diversification of our business sectors - concession catering, remote sites and Facility Management - has enabled these segments to generate 44% of revenue, or 1.459 billion euros. The airline industry is the group's other pillar. It accounts for 43% of revenue, driven by strong growth (+13%) and the signing of strategic contracts with international companies such as *Delta Air Lines*, *United Airlines*, *American Airlines*. Our rail and retail catering activities also continued to grow, delivering 442 M€ in turnover.

Innovation remains at the heart of our strategy, whether it is culinary or technological. Our innovative approach is demonstrated by the digitalisation and automation of processes, with the integration of robotics and artificial intelligence within production units. The opening of robotic logistics centres in Sucy-en-Brie, Madrid and soon Houston, together with the expansion of our production capacity, demonstrates our determination to transform our operations sustainably and for the long term. The digitalisation of processes, visual recognition and data-driven insights are becoming real levers to enhance operational performance and quality of service.

**Our investments also aim to reduce the environmental impact of our activities and to strengthen occupational safety.**

With over 61,000 employees in 2025, Newrest always prioritises internal promotion, the integration of new talent and value sharing, which are the foundations of sustainable and responsible growth. Our teams, guided by values of rigour, excellence and innovation, are the artisans crafting our success.

In view of future challenges, we remain determined to pursue our development, anticipate market changes and consolidate our position as a leader in concession catering and associated services. We thank our colleagues, clients and partners for their trust and steadfast commitment. Together, we will continue to innovate and elevate our standards of operational excellence to satisfy our customers around the world.

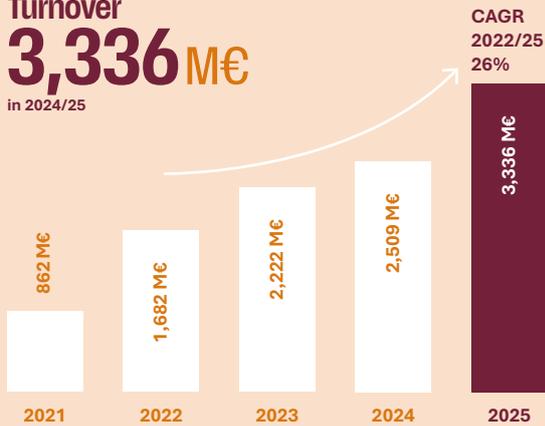
**Olivier Sadran** President & CEO

## Key figures

### Trends over the last five years



Turnover  
**3,336 M€**  
in 2024/25



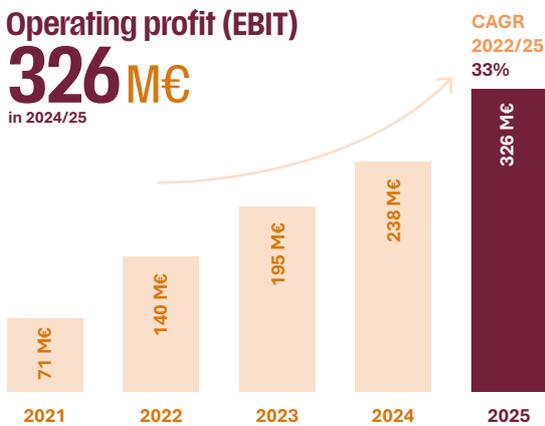
**+33%**

growth  
between 2024 and 2025  
including

**11%**  
organic  
growth



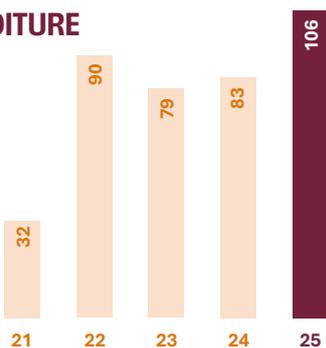
Operating profit (EBIT)  
**326 M€**  
in 2024/25



DEBT  
RATIO



CAPITAL EXPENDITURE  
**106 M€**  
in 2024/25



21 → 28,980

22 → 36,622

23 → 40,248

24 → 45,380

25 → 61,510

**+16,130**

**New employees**  
in 2024/25

# 2024-25 High- LIGHTS

## External acquisitions

### Latin America

Newrest signed an agreement with *Compass Group plc* for the acquisition of its operations in Latin America located in Chile, Colombia and Mexico.

→ September 2024

### GEPSA, France

Newrest acquired the company *GEPSA*, a major player in Facility Management services for sensitive sites.

→ December 2024



## Remote sites

### Guyana

Newrest renewed its contract with SBM for 4 FPSOs and secured management of the headquarters services of *Exxon Mobil* in Georgetown.

→ October 2025

### Peru

Newrest secured the catering contract for the *Quellaveco* mine, operated by *Anglo American*, strengthening its presence in the mining sector.

→ July 2024





#### Innovation

### Sucy-en-Brie, France

Launch of the first *Digital Factory* entirely dedicated to the rail sector in Sucy-en-Brie, France.

→ **March 2025**

### Madrid, Spain

Inauguration of a 14,000 m<sup>2</sup> inflight catering unit equipped with automated lines to prepare airlines' on-board meals.

→ **May 2025**

#### Retail catering

### Cambodia

Newrest opened 38 points of sale at the opening of Techo International Airport (*Phnom Penh*), the largest aviation infrastructure project in Cambodia.

→ **September 2025**

### Brazil

Opening of the *Latam* lounge in São Paulo. In 2025, it was voted the best VIP lounge in Brazil for international flights as part of the *Melhores Destinos Awards 2025/2026*.

→ **March 2025**

#### Culinary

### Brazil

The second *Chefs Unlimited* seminar brought over 40 chefs together in São Paulo.

→ **May 2025**

#### CSR

### France

Newrest Wagons-Lits was awarded three stars by the *SRA* for its sustainability practices in France in 2025.

→ **May 2025**

#### Inflight

### Atlanta, United States

Newrest strengthened its strategic partnership with *Delta Air Lines* in Atlanta, with over 900 domestic flights a day.

→ **October 2025**

### Latin America

Extension of the partnership with *British Airways* in Chile and Brazil.

→ **May 2025**

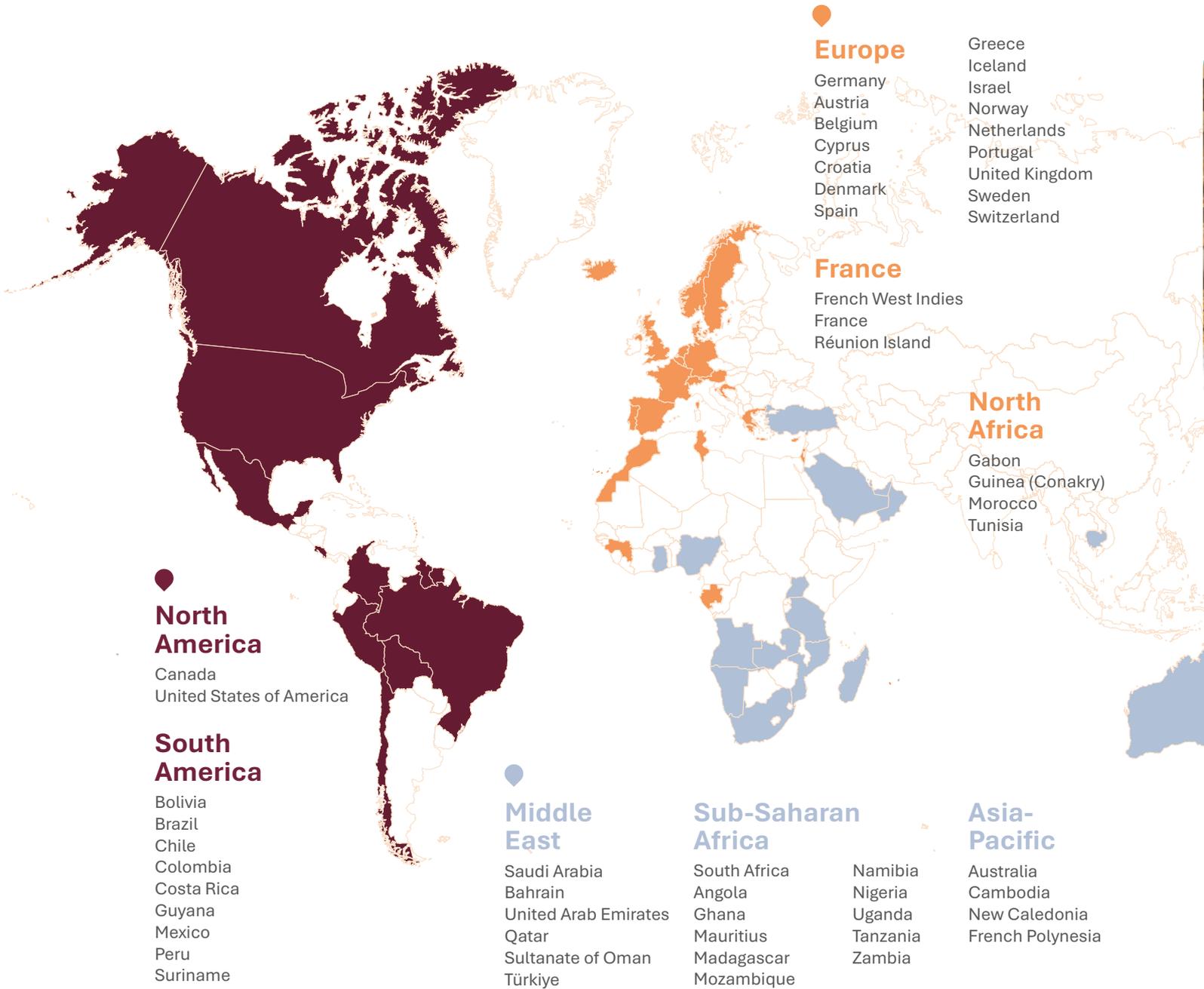
### World

Expansion and renewal of the partnership with *Emirates* on all continents covering 14 destinations.

→ **November 2025**



# Our NETWORK



Key figures >

**4** business sectors

**61,510** employees

**52** countries

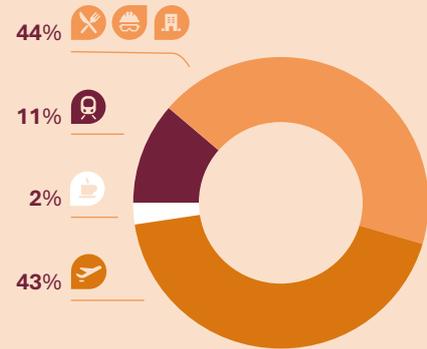
**3.336** bn€ revenue in 2024/25

# Our business sectors



## Turnover distribution by sector

in 2024/25



## Concession catering, Remote sites & Facility Management

32 countries

1,459 M€ turnover in 2024/25  
30,245 employees



### Inflight

32 countries

1,435 M€ turnover in 2024/25  
23,400 employees



### Concessions

12 countries

82 M€ turnover in 2024/25  
1,405 employees



### Rail

7 countries

360 M€ turnover in 2024/25  
6,460 employees





**our**  
**organizational**



# satisfaction

## Performance

Turning our values into performance → p. 10

Europe & North Africa Division → p. 12

Americas Division → p. 14

Middle East, Sub-Saharan Africa & Asia-Pacific Division

# A PERFORMA

## An organisation focused on customer satisfaction

Our organisation is deeply focused on customer satisfaction, an essential performance indicator that guides all our operations. Structured around three divisions and 10 distinct regions, it allows us to maintain a close and personal relationship with each customer.

### Operational structure : divisions

**Olivier Laurac**  
COO Americas



**Xavier Lasserre**  
Latin America

**François Tack**  
South America

--

North America

**Paul Schwartz**  
COO Europe & North Africa



**Alexis De Monplanet**  
France  
Inflight & concession catering

**Jean-Baptiste Bergamo**  
France & Austria  
Rail

**Frédéric Hillion**  
Northern Europe

**Xavier Delalande**  
Southern Europe

**Frank Carpentier**  
North Africa

**Aurélie Gueguen René**  
COO Middle East, Sub-Saharan Africa & Asia-Pacific



**Julien Vendrell**  
Sub-Saharan Africa

**Nicolas Letellier**  
Asia-Pacific

--

Middle East

### Key figures

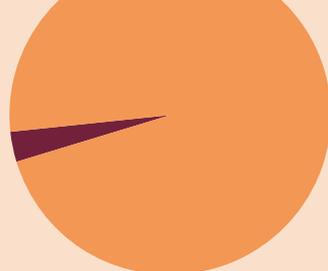
#### Shareholding distribution

In 2024/25, 97.35% of the Newrest group shareholding is owned by 700 managers.

2.65%  
Financial investor

Managers

97.35%



**This approach means we can respond to the specific needs of each market,** while promoting the sharing of best practices and innovations. Supporting the development of managers is a priority to guarantee strong operational performance at national level.

# ANCE...

## ...driven by strong values

The group's matrix structure is designed to optimise performance and deliver strategic directions, while relying on our values: humility, simplicity, efficiency and responsibility.



**Jonathan Stent-Torriani**  
Non-executive Chairman



**Henri Fiszer**  
Partner

**Olivier Sadran**  
President & CEO



**Luc Gérardin**  
Chief Finance Officer



**Alexis Frantz**  
Director of Strategy



**Abdelmajid Kribi**  
Vice-President, Facility Management & Services



### Matrix structure

**Marie Chiner**  
Director of Innovation



**Elodie Deutschmeyer**  
Director of IT Transformation



**Nicolas Gonzalez**  
Director of Construction & Process



**Augustine Jouenne**  
Director of Human Resources



**Fabien Malbranque**  
QHSE Director



**Xavier Palaise**  
General Secretary



**Marc Starké**  
Vice-President Marketing, Communications, Digital & CSR



**Yannick Villar**  
Vice-President Sales



### Business



**Federico Alvarez**  
Sales Director  
Inflight sector



**Robert Williams**  
Sales Director  
BOB, Rail & Retail sector



**Emmanuel Garrigues**  
Director of Strategic Development, Remote sites sector



**Sami Tavukcuoglu**  
Sales Director,  
Remote sites sector

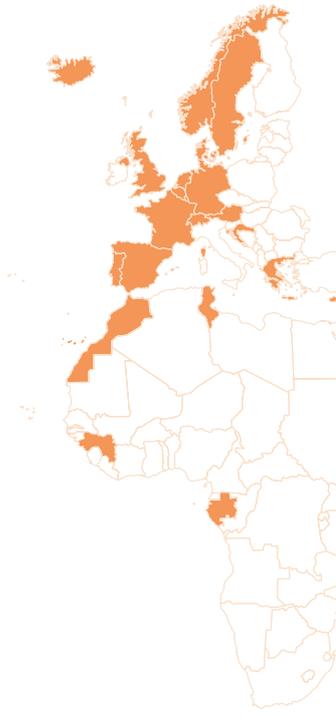


**Paul Schwartz**  
COO Europe  
& North Africa

◆ Division

# Europe & North Africa

**Growth, innovation and diversification**



**2025 was very dynamic for the division, with momentum driven by a strategic acquisition, sustained organic growth and cross-cutting innovation.**

The region reported growth of 19.8%, primarily linked to the acquisition of *GEPSA*, which generated a 41% increase in concession catering and support services. The division's organic growth stands at 13% and now represents 54% of overall business, with turnover of 1,802 M€.

**France accounts for 23% of the group's turnover. The acquisition of *GEPSA* contributed significantly to this region's growth.** This new subsidiary is a leader in Facility Management on sensitive sites and has major contracts with the Ministry of Justice, the Ministry of the Interior, the Ministry of the Armed Forces and operates its own training institute.

Inflight is continuing to grow, supported by new subsidiaries in Bordeaux and Nantes, the new Wissous unit, and significant growth in Lyon, Basel and CDG. Concession catering in France recorded 10.5% growth, driven by new institutional contracts and the opening of prison centres in the PACA region.

The education and B&I sector has reaped the benefits of many new openings, with local CSR initiatives (disability, social partnerships, *Fermes de cœur*). The rail activity positions itself as a driver of innovation in this sector with the opening of the fully automated and robotised logistics hub in Sucy-en-Brie.

**The CSR certification 3 stars *Food Made Good* for the scope of onboard sales on trains in France highlights the group's commitment,** while digital innovations and cashless payment solutions are being rolled out.

Revenue

**1,802 M€**  
turnover in 2024/25

**+ 19.8%**  
increase in turnover compared with 2024

Key figures





Europe is seeing an increase of more than 60% in turnover in the Netherlands, Belgium and Iceland, driven by commercial momentum around key customers. Spain, Greece, the United Kingdom are maintaining a satisfactory growth rate.

Many units have been renovated: Madrid (14,000 m<sup>2</sup>), Athens, Manchester, Keflavik and Lisbon, with the aim of reducing environmental impact and implementing innovations in automation and digitisation.

**Leading international benchmark customers place their trust in the group** across numerous destinations: Croatia is recording notable growth driven by *United Airlines*, while Portugal is expanding its activities in partnership with *American Airlines*, *Emirates* and *United Airlines*.

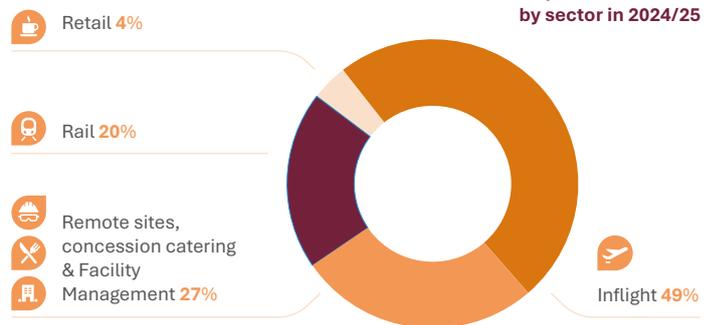
**Germany is boosting its operations** with *United Airlines* in Berlin, Munich and Frankfurt. Spain was recognised by *Cathay Pacific* as *Best Caterer Bronze* and *Most Improved Caterer* and *SAS* relied on Newrest's culinary expertise to develop its new business class offering.

**In Morocco, the business is enjoying sustained growth, supported by all its operations** and by the signing of flagship customers in the kingdom. In Tunisia, the restart of the remote site management activity and the strong momentum in retail catering at airports and service stations reflect a solid recovery.

The rail sector is expanding in Austria with our long-standing partner ÖBB, and in Switzerland with the opening of a logistics hub in Zurich and new offices.



Breakdown of turnover for Europe & North Africa by sector in 2024/25





◆ **Division Americas**  
**A year of transformation and exceptional growth**

**Olivier Laurac**  
 COO Americas



**The past year has marked a profound transformation for the Americas division, driven by a strategic acquisition and the diversification of its business activities.**

The region posted record growth (+84%), mainly due to a major acquisition in South America. This operation led to a significant shift in the business mix: inflight catering dropped from 68% to 39%, while concession catering and remote site management now represent 61% of turnover. The division now accounts for 34% of the group's overall business, representing 1,125 M€.

**In North America, activity development is particularly dynamic in Atlanta.** At this airport, *Delta Air Lines* is strengthening its partnership with the group by adding 380 additional daily flights to the current 500 flights. This project includes recruiting more than 300 new employees. In Houston, the rollout of TSU robots in May 2025 marks the introduction of the latest automation technology to the US market, strengthening Newrest's position as an innovative player. In Canada, the signing of new customers has opened the door to new culinary experiences inspired by Asia, the Middle East and Europe.

**In South America, the acquisition of Compass's operations covers three countries (Chile, Colombia and Mexico) and involves the integration of 16,000 new staff and 700 contracts over 1,000 sites.** In Mexico, new flagship customers such as *Bank of America*, *P&G* and *3M*, were mobilised. In Colombia, Newrest now operates for Glencore, has extended its contract with Drummond and received the Sello Ambiental Colombiano, a label recognising sustainable and responsible practices. In Chile, the group is launching operations with *Teck Resources* and *Anglo American*, where women represent 63% of the workforce, demonstrating its commitment to diversity. In Peru, revenue rose by 35.5% driven by the development of the partnership with Anglo American at one of the world's largest copper mines.

In Bolivia, the extension of the contract with the *Minera San Cristobal* mine illustrates the quality of the teams' work for over 15 years. In Guyana, sales rose by 27%, driven by managing the fourth FPSO for *SBM*, the *Exxon* cafeteria and a third rig over a full year. In Brazil, Newrest opened the *LATAM* VIP lounge, one of the largest in South America.

The Americas division is a key driver of growth and innovation for Newrest, powered by a transformative acquisition, the diversification of its activities and a strong commitment to social and environmental responsibility.

**Revenue**

**1,125 M€**  
 turnover in 2024/25

**+ 84%**  
 increase in turnover compared with 2024

Key figures

**Breakdown of turnover for the Americas division by sector in 2024/25**

Inflight **39%**

Remote sites, Concession catering & Facility Management **61%**





# Division Middle East, Sub-Saharan Africa & Asia-Pacific Adaptation and diversification

**Aurélie Gueguen René**  
COO Middle East,  
Sub-Saharan Africa & Asia-Pacific



**For the region, the year was marked by decisive strategic choices, controlled organic growth and diversification of business activities across several continents.**

The region continued to adapt by ending its operations in Laos while stepping up its ambitions in the Middle East. The region now accounts for 12% of the group's overall business activity.

Sub-Saharan Africa continues to underpin the group's growth, notably via inflight services. In Angola, the teams' expertise is recognised at the country's largest diamond mine, demonstrating the group's ability to secure its position as a player in major mining projects. Diversification of activities in Uganda and Zambia in remote site management remains steady with the extension of contracts with *KOBOLD* and *CNOOC*.

In Oman, the development of Facility Management (FM) is significant. In Qatar, sales grew by 43.9%, driven by contracts with the Ministry of Defence and the food sector. In Türkiye, the signing of new contracts, the extension of agreements with major clients, and growth in Facility Management demonstrate the group's intent to diversify and expand its activities.

**The closure of operations in Laos was closely followed by expansion in Cambodia, with the opening of 42 outlets** in airports, 38 of them in the capital at the new international airport. The effect of which will be felt in 2026. The B&I segment shows sustained growth and is accompanied, at some sites, by Facility Management (FM) contracts. In New Caledonia, business momentum is picking up again after recent events, with all major contracts being extended. In Tahiti, the search for new growth levers has resulted in a threefold expansion of Facility Management and the complete refurbishment of the Faa'a unit.

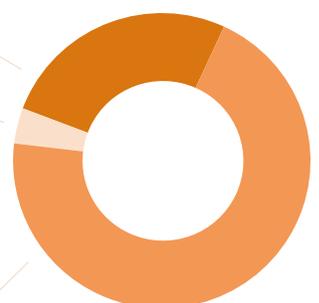
**Revenue**

**409 M€**  
turnover in 2024/25

**+ 4%**  
increase in turnover compared with 2024

Key figures

- Inflight 27%
- Retail 2%
- Remote sites, Concession catering & Facility Management 71%



**Breakdown of revenue for the Middle East, Sub-Saharan Africa and Asia-Pacific by sector in 2024/25**



# Our ser





# Services

## Adaptation

- Concession catering services → p. 18
- Remote sites services → p. 20
- Inflight services → p. 22
- Rail services → p. 24
- Retail catering services → p. 26
- Facility Management services → p. 28

# Concession catering services



Within this sector, the group innovates and adapts to the needs of its customers, whether children, staff or patients. It combines the strength of a large group with the flexibility of local teams to ensure high-quality, enjoyable catering.

## Strength & innovation

The strength of a large group allows us to respond effectively to complex specifications, covering multiple living and dining areas.

**We constantly monitor trends in the catering market to offer our guests a personalised and evolving experience.**

With modern catering concepts, varied activities and innovative digital solutions, we create a dynamic environment that meets everyone's expectations. At the same time, our awareness program help promote a healthy lifestyle that suits the needs of all age groups. We are committed to enriching our customers' experience while integrating values of well-being and sustainability.





**Thibault Rochette**  
General Manager  
● Newrest Morocco

Testimonial

### Why is training at the heart of our development strategy?

**TR.** In Morocco, Newrest places training at the heart of its development strategy, as training raises service quality, boosts employability and the sector's

competitiveness, strengthens staff retention, fosters culinary innovation through constant adaptation to new trends, and supports national socio-economic development by creating a skilled workforce.

Newrest Morocco offers several programs to support employees in developing their talents, notably the *Pépinière* and the *Graduate Program*, which have already trained over 200 young graduates for key positions.

**The Culinary Academy and the chef trainers promote culinary innovations and support the opening of new restaurants.**

Social initiatives, such as the partnership with Bab Rayan and *Master Chef Prisons*, encourage professional integration. In

2024/2025, more than 5,700 hours of training were delivered to 646 employees by the HR department.

**With nearly 5,000 employees in Morocco, continuous training is a key area of excellence.**

## Agility & proximity

Our aim is to offer a bespoke catering service characterised by great adaptability in the field in the day-to-day management of our operations.

We cultivate close, trust-based relationships with our customers, which help us optimise our efficiency and competitive edge when it comes to cost.

To meet our guests' expectations, we offer warm, welcoming and enjoyable cuisine prepared using fresh, seasonal produce to enhance flavour. **Our chefs are trained in traditional techniques and make a point of designing carefully thought-out menus, selecting quality ingredients and preparing them with care.**

Finally, with each new contract, we are affirming our role as a key player in the local economy in the areas where we operate by prioritising local sourcing and short supply chains.



# Remote sites services



## Newrest: a global benchmark in remote site management

Newrest supports the major players in the mining, oil and gas industries, as well as those in the engineering and construction sector, both onshore and offshore.

Thanks to an external acquisition, the group has strengthened its leadership position in Latin America and reaffirmed its ambitions in this sector, where it has become a key global partner.



### Our commitment to safety and local development

Food safety, occupational safety and the quality of service are the main pillars of our *I Care* program. Our solutions rely on standardised operational procedures, rigorous quality standards, innovative technologies and highly skilled teams.

Moreover, our CSR charter guides our approach in order to exceed regulatory requirements in recruitment and procurement. We are actively committed to promoting local employment and production, and to reducing our carbon footprint across all the countries in which we operate.



### 360° by Newrest offer, in support of well-being

The *360° by Newrest* solution offers a comprehensive range of services extending beyond catering, and notably includes maintenance, cleaning and waste management. This approach draws on Facility Management expertise and provides our customers with comprehensive support that promotes the well-being of on-site staff.





Veronica Sandoval  
Deputy General  
Manager  
Energy & Mining  
Chile

Testimonial

### What has Newrest delivered within the framework of your mining contracts?

VS. Newrest stands out for its rigorous respect of contracts, offers innovative catering solutions and pursues a CSR strategy that is focused on action-oriented, encouraging every employee to be an actor of change.

### How is the group perceived by your customers?

VS. Newrest works with major national and international customers, and the regular on-site management presence boosts customer satisfaction thanks to a strong field commitment.

### Tell us about yourself.

VS. After several years with the global leader in catering, I joined Newrest during its external expansion. Rapidly promoted to Deputy CEO, I support the integration and rollout of the group's strategy.



### Case study: Colombia, Glencore, Cerrejon site, an unusual contract

In addition to catering and hotel services, Newrest is responsible for the maintenance of technical installations and for multi-trade renovation projects.

Against this backdrop, over 124 technicians with multi-technical expertise were mobilised to carry out the following tasks:

- Preventive and corrective maintenance of the electrical distribution network
- Building maintenance, all trades

For renovation projects, 196 staff and project managers were assigned to major renewal maintenance:

- Refurbishment of a school and a multi-purpose hall
- Construction of a fitness centre
- Refurbishment of over 100 villas per year

**The group is now developing broad technical expertise to meet its customers' expectations when delivering increasingly complex, large-scale projects.**

# Inflight services



As a recognised leader in the field of inflight catering, Newrest delivers innovative, bespoke solutions to airlines around the world. The company provides a comprehensive range of services, from the development of meals to logistics, in order to support its customers in meeting the growing demands of the sector.

## An innovative, customised approach

Newrest's ambition is to improve operational performance, support the upgrading of customers' culinary identity, and deploy digital solutions that reflect passengers' evolving expectations. Setting up an IT interconnection system with clients and optimising information sharing are also priorities for meeting quality requirements.

Since 2017, Newrest has rolled out an innovative contractual alternative called *open book*. This approach is based on the principle of co-development and encourages a high degree of operational and financial transparency. It allows us to adjust deployed resources according to activity levels, which is essential for partner airline hubs, particularly in the United States and Europe.

**In 2025, the group expanded its role with Delta Air Lines in Atlanta by providing inflight catering and logistics for all domestic flights. This hub is the airline's largest with nearly 900 daily departures.**



## A global network to serve our clients

Newrest has a worldwide network of more than 80 airport units in 32 countries. The group's debt-free position and its investment capacity have allowed us to support client development, as was the case in Germany with *United Airlines*.





# A global network

**Steve Kempson**  
Executive Chef  
● London,  
United Kingdom



## New-generation production units: sustainable and robotic

Newrest is committed to transforming inflight catering through its next-generation *Digital Factory* production units, which combine sustainability and robotic installations. These cutting-edge facilities incorporate advanced technologies, supported by *Business Intelligence* and *Machine Learning*, to optimise the preparation and distribution processes for meals while reducing the carbon footprint.

In May 2025, Newrest opened its new *Digital Factory* in Madrid. This new 14,000 m<sup>2</sup> production unit is **designed to meet the growing demands of international inflight catering**. The site manages 130 daily flights for 42 airline clients, with a production capacity of 25,000 meals and 1,500 trolleys, mobilising 600 employees.

Testimonial

## What are our culinary ambitions for our customers in terms of on-board services?

**SK.** Newrest aims to be at the forefront of innovation and culinary excellence. For example, with *United Airlines*, we focus on quality products and local production to ensure culinary excellence in our on-board services.

The Newrest group strives to consolidate its position and to inspire the whole sector. Airlines and Newrest share common goals: setting new standards for the industry and ensuring passengers enjoy exceptional service and an unforgettable culinary experience.



# Rail services



**In the rail sector, Newrest is asserting its position thanks to a multi-service offer and an on-board experience that is constantly improving.**

We support rail operators in the design and implementation of on-board sales and service solutions. We adapt to the needs of travellers and to the challenges of the sector: innovative concepts, artistic direction, selection of products corresponding to customer profiles while aiming for better operational and financial performance.

The rail sector is at the heart of Newrest's innovation. The new *Digital Factory* (a 100% digitalised and robotic unit) in Sucy-en-Brie was inaugurated in March 2025, a unit dedicated to producing provisions and on-board sales trolleys for French trains.

**In environmental and social terms, the Newrest Wagons-Lits business on French high-speed trains has been certified 3 stars by the Food Made Good label issued by the Sustainable Restaurant Association (SRA).**

**We have become a major player in night train services across Europe.**

This year, new ÖBB trains were launched on routes between Vienna, Munich and Rome. Our multi-service know-how for night trains has expanded across Europe, notably in Switzerland with the opening of Newrest Wagons-Lits Suisse in Zurich.

**Newrest offers an increasingly innovative culinary experience on board trains. The recipes are developed by our chefs using top-quality ingredients,** reflecting new passenger expectations regarding taste and environmental impact.

In terms of technology, trains are constantly being modernised and we are adapting by offering a comprehensive digital experience. We provide an omnichannel digital solution. Passengers can enjoy all their advantages and offers online via our on-board order terminals, online sales or directly at the bar.





**Bertrand Ducouret**  
Site Director  
Sucy-en-Brie  
Newrest Wagons-Lits  
France



### Which repetitive tasks have been automated in Sucy-en-Brie?

Testimonial

**BD.** Several repetitive tasks, such as loading, unloading, packaging, labelling and bagging, have been automated to optimise operations. A new robotic module is currently being finalised and will soon enable automatic completion of drawer on-site.

### What benefits did these new technologies deliver for the teams?

**BD.** Site automation has improved workstation ergonomics, almost completely eliminating heavy lifting and reducing musculoskeletal risks. Employees benefited from targeted training that upskilled them, enabling them to move on to more qualified roles. Finally, the introduction of the *Winrest* ERP has optimised rail service operations, delivering notable time savings and efficiency gains.

### And for the client?

**BD.** The site's digitalisation and automation have improved provision compliance, reduced anomalies and risk of on-board product shortages, while ensuring accurate tracking of consumption. The new drawers simplify stock management and optimise the distribution of loads during handling. Thanks to these advances and to the commitment of our teams, we are now able to deliver exemplary service quality and to better anticipate travellers' expectations across all our rail lines.



# Retail catering services



## When travel spaces become destinations themselves

Points of sale in airports and motorway service stations are very busy places. Similarly, on-board sales on trains and in aircraft via trolleys generate substantial footfall and offer numerous sales opportunities. These retail catering services, where Newrest's expertise is fully expressed, require in-depth understanding of market trends and rigorous sales analysis.

It is essential to focus on the on-board offering, product quality and the impeccable presentation of the point of sale. At the same time, staff training in greeting customers, merchandising and sales techniques is key to attracting consumers and providing them with a high-quality experience.



### Airport and motorway concessions

For over 10 years, the group has developed expertise in operating catering outlets and retail shops within service stations, notably in Tunisia with our partner *OLA Energy*.



Furthermore, our management of airport concessions means that we're up to date with concepts and trends in out-of-home catering. In Cambodia, we operate more than 59 retail outlets at the airports in *Phnom Penh*, *Siem Reap* and *Sihanoukville*.

**We have acquired solid expertise in meeting the expectations of travellers looking for speed and convenience.** This activity illustrates our ability to offer a variety of solutions for every occasion, whether it's a coffee break, lunch or dinner.

Some of our own brands & franchises



by newrest





**Robert Williams**  
Sales Director  
sector BOB, Rail  
& Retail  
● North America

## Newrest offers solutions across the whole value chain. Could you explain how?

**RW.** Newrest offers an integrated solution spanning the whole Travel Retail value chain, combining operational excellence, digital innovation and commercial intelligence. The offer is structured around five pillars: selection of suitable products, smooth and secure payment, optimisation of loading through data, training on-board teams and a commitment to responsible practices.

The use of cutting-edge technologies and advanced *Business Intelligence* tools enables us to tailor the offering and maximise performance while reducing the carbon footprint. Our in-house control of every stage of the service ensures maximum agility and a personalised service for each customer. Finally, Newrest stands out for the strength of its organisation, its capacity for innovation (seat-ordering, predictive AI) and its commitment to sustainability.

Testimonial



## On-board sales

We manage on-board sales for *Transavia*, *Iberojet*, and for other operators such as *ÖBB*, *Ouigo* in Spain and *Corsica Ferries*, across the airline, rail and maritime sectors.

Our aim is to enrich the on-board experience for passengers and crew through integrated, tailor-made services. Our team takes care of product selection, stock management, on-board loading and crew training. It also rolls out sales solutions and associated payment terminals. Today, the concept of *on-board sales* is developing beyond low-cost carriers, representing a revenue opportunity for traditional airlines.

## From logistics to optimising loading plans

One of our key advantages is our ability to manage data flows efficiently. Working in close collaboration with our clients, we link their system to our *Winrest* augmented ERP, enabling us to supervise the production of *bar sets* in real time and precisely manage the loading of planes or trains. As with our partnership with *Corsair*, we analyse the differences between products sold and those consumed to optimise loading plans. Thanks to these systematic analyses, we achieve three key objectives: reducing waste, maximising sales and lowering our carbon footprint by optimising weight on board, thereby cutting fuel or energy use.

# Facility Management services



The group is establishing itself as a key player in Facility Management with an expanded service offering, focused on strategic and operational solutions that reflect new workplace realities.

We tailor our project management to the specific needs of each sector: education, business, industry, healthcare.

Our pragmatic and competitive approach enables us to offer a wide range of services, organised into two complementary areas of expertise. ↓



## Hard FM expertises

- › Electricity / lighting
- › Plumbing / water treatment
- › Air treatment
- › Heating / ventilation / air conditioning
- › Fire safety systems
- › Fire prevention
- › Lifting equipment
- › Building maintenance
- › Energy management
- › Technical installation management
- › Civil engineering
- › Interior fittings

- › Cleaning
- › Assistance
- › Reception
- › Safety
- › Landscaping
- › Pest control



## Soft FM expertises



# OCTOPUS

THE FOUNDATIONS OF OUR OFFERING



Lifestyle & well-being



Technologies



Sustainability



Performance



**Adriana Restrepo**  
General Manager  
Colombia

## Innovation: digitalisation and predictive maintenance

We are rolling out the *Fractal* solution integrating AI and Machine Learning using data from the IoT. This approach optimises operational performance, links users, assets and processes to reduce intervention costs and response times, while supporting decision-making through real-time monitoring of sites.

## Energy efficiency supporting sustainability

Faced with the growing challenges of corporate social responsibility (CSR), energy sobriety and decarbonisation, our specialists propose concrete solutions to build a low-carbon society.

We support our clients in three key areas: auditing and optimising energy performance, developing sustainable, eco-responsible solutions, and raising awareness while guiding them through a responsible transition.

## GEPSA, a leader in sensitive sites

In France, in 2025, Newrest purchased the country's leading Facility Management operator for sensitive sites.

**This acquisition strengthens our expertise in Soft & Hard FM, while extending our operational capacity to serve our customers.**

Testimonial

## What is our Facility Management positioning in Colombia?

**AR.** Newrest is one of the leading companies in the sector in Colombia, specialising in cleaning, maintenance, gardening and other general services. With more than 50 years' experience, it employs 2,500 people serving 100 clients across over 300 sites nationwide.

## What are our next objectives?

**AR.** By 2026, we aim to consolidate our expertise and offer customers an integrated facilities management service drawing on the group's expertise in Soft & Hard FM solutions. Our objective is to increase Newrest's presence and brand awareness in the Colombian market.



Our  
**exper**



# rtise

## UNLIMITED

Culinary expertise → p. 32

QHSSE culture → p. 34

Creator of experiences → p. 36

Innovation... From our IT solutions → p. 38

... to our *Digital Factory* → p. 40

A mindset focused on action → p. 42

Our CSR commitments → p. 44

The *Foundation Unlimited* → p. 45

# Our CULINARY expertise

**At Newrest,  
catering is far  
more than  
just a service...**

**It's a hallmark of our culture firmly  
rooted in our daily life.**

At the heart of our activity, our chefs create daily culinary experiences tailored to all environments: oil platforms, hospitals, schools, companies, airlines or rail operators.

Around the world, our chefs cook with passion, highlighting local culinary identities while complying with health standards and tackling environmental challenges.

They research trends, test flavours and develop new techniques to make every meal a moment of pleasure and discovery.

## **Chefs Unlimited the community of visionary chefs**

*Chefs Unlimited* is a global community of Newrest chefs, selected for their creativity, expertise and their ability to pass on knowledge.

**This is a space for collaboration, training and experimentation, where shared passion for gastronomy drives culinary innovation.**

International seminars (such as in Istanbul in 2024 or São Paulo in 2025), workshops, culinary competitions, trend reviews and training programs strengthen ties among members and help showcase our expertise across the globe.



↑ Alexis Gomez  
Executive Chef  
● Chile

↳ **FOCUS**  
on the 2025 seminar  
in São Paulo, Brazil

↳ **2 days**  
seminar

↳ **40 Chefs**  
Unlimited in attendance

+ **150 dishes**  
prepared

↳ **1 challenge**  
of chefs

↳ **2 winners**



**Sharing:**  
driving progress

At Newrest, sharing is a fundamental pillar. Our chefs share techniques, recipes, lessons learned and best practices, supporting knowledge transfer and ongoing collaboration.



**Creativity:**  
nurturing innovation

Creativity is the hallmark of our cuisine. Our chefs create original dishes, combining local traditions with new influences, raw ingredients and modern techniques.

**Excellence:**  
guiding our exacting standards

At Newrest, culinary excellence draws on a blend of technical expertise, respect for ingredients and constant operational rigour. Our commitment is demonstrated at every stage : responsible sourcing of raw materials, precision in our techniques, and strict control of quality standards.

**In your view, why is it essential to develop a community of chefs at Newrest?**

**AG.** It is essential to share knowledge, ideas and experiences, and to swap recipes, so that across the group every chef has the skills and know-how required to deliver the best possible service.

**What are your key takeaways from the São Paulo seminar?**

**AG.** I was impressed by the quality of the hospitality and by the daily logistics put in place to support this culinary event. This enabled me to deepen my culinary knowledge and skills while working alongside chefs from other parts of the world who have more experience than I do.

**How do you convey the value of excellence within Chefs Unlimited?**

**AG.** It is demonstrated through the rigour, quality, professionalism and skills of every Newrest chef. It is a mutual source of inspiration in order to become skilled professionals within the company and to flourish in the rewarding craft of cuisine.

# QHSSE culture

## Responsibility at every level

**Our Integrated Management System draws on collective responsibility within the organisation, illustrated by the *I Care* program.**

Through this scheme, all employees, from the executive committee to operational teams, are encouraged to embrace a culture of Quality, Hygiene, Occupational Health & Safety, Security and Environment (QHSSE).

Every team member strictly ensures compliance with quality standards, ensuring that these subjects are systematically integrated into every action, decision and process within the company. This collaborative approach encourages shared buy-in and strengthens organisational effectiveness.



## Occupational health and safety

Providing a safe, healthy working environment for all the group's employees, whether in schools, prisons or on a remote site at 5,000 metres altitude, is an absolute priority. Our clients and partners recognise our innovative approach. This is reflected across all our territories and in each of our business sectors, for example in Angola with *SBM* (Best HSSE Performance 2024). In Chile, our insurer *Mutual de Seguridad* and *UCN Coquimbo University* recognise our efforts.



## Food safety

The group's commitment to food safety goes beyond its operations. It is reflected in its involvement with recognised reference bodies that define tomorrow's standards.

Fabien Malbranque, QHSSE Director, works with the *Airline Catering Association (ACA)* and the *International Flight Service Association (IFSA)* to help shape global guidelines for inflight catering. He is also a member of the technical committee of experts responsible for updating the ISO 22 000 standards in this field.

## How do you implement the *I Care* program on a daily basis?

**AT.** Since 2024, we have deployed several methodologies to raise awareness and train workers, notably:

- ▶ The QHSSE Management System is implemented on the basis of the *I Care* program, with an emphasis on Newrest's *Non-negotiables*. We have also enriched it with *BBS* (Behaviour-Based Safety), to empower workers in developing safety and health, using strategies to identify, change and improve behaviours.
- ▶ Weekly safety stops, where each work area presents a dynamic sketch based on a *Non-negotiable* rule (Themes: *I Care – Harry Potter* / *I Care – The hidden treasure* / *I Care – Terminator*). These safety stops help raise awareness of prevention among our workers and supervisors, and we have even gained recognition from our customer for innovation and improved QHSSE results.
- ▶ These actions strengthen the safety culture with a zero-incident approach, while involving everyone in their own protection through *Behaviour-Based Safety*. Interactive training sessions and weekly safety briefings improve understanding of the rules and raise awareness. In turn, these measures increase team involvement and help create a safer working environment, essential to reduce risks on site.



**Aldo Trillo**  
QHSSE Manager  
Quellaveco mine  
● Peru



### Ramp safety

The digital transformation of the QHSSE service supports improved coordination in the management of safety and quality issues. For example, drivers' training has evolved, in particular through the use of virtual reality headsets in the inflight and rail sectors. These headsets allow them to practice in a simulated environment before heading out onto the runway. The risk of an accident is therefore greatly reduced.



# Newrest creator of EXPERIENCES



The 7 major consumer trends  
⌄

Epicurean



Discovery



↳ Enjoying tastes, smells and colours



AVANT-GARDE



↳ Creating an innovative and immersive experience

Naturalness



CONSCIENTIOUS



## Listening to the world around us to shape future experiences

Imagining tomorrow's catering experiences requires a detailed assessment of the major changes underway in our societies.

In response to demographic, social, environmental, economic and technological shifts, Newrest continuously adapts its strategy to meet the evolving expectations of guests and users.

Today, a successful experience is no longer confined to the quality of the offering: it reshapes behaviours, perceptions and flows. Our catering and service venues are becoming levers of appeal: an airport can showcase a region's flavours, a company becomes a living space, and a train carriage the start of a journey.





# NOMAD

by Newrest

## From the **guest** experience...

Catering is no longer merely about meeting a functional need; it has become **a moment to disconnect, to feel and to interact**. Guests now seek unique, personalised experiences.

To meet this need, Newrest develops hybrid concepts, enriched with on-site activations and dynamic communication in its restaurants. The sensory experience is enhanced by innovative digital solutions: interactive menus, online ordering, dish personalisation... a range of tools **that enable every guest to enjoy a tailor-made experience**.



## ...to the **User** experience.

Beyond catering, **it is the entire everyday environment that is being transformed**. The user experience is built on smoother, connected space management, centred on individual needs and responsible practices.

Expectations are shifting towards intelligent, agile environments able to adapt in real time. **Users no longer settle for a merely functional space: they expect a harmonious experience, aligned with environmental imperatives and enhanced by technology**.

Against this backdrop, Newrest positions itself as an experience creator and a partner in the environmental transition. More than a service, we design sustainable, distinctive experiences.



# INNOVATION

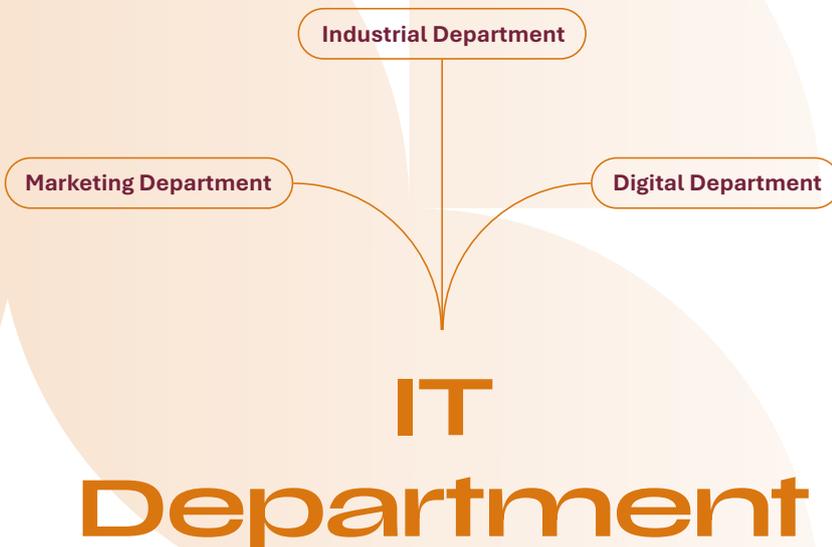
## From our IT solutions...

### Innovation: a strategic lever driving performance

Innovation in information technology (IT) is far more than a transformation lever: it is a strategic pillar driven by our experts and embedded in our day-to-day operations.

At the heart of our approach, the *Winrest* ERP embodies an innovative ecosystem, designed to operate in a secure, agile and resilient environment. Our integrated systems ensure a smooth, controlled flow of information, fostering synergies between operations and sites. The information is fully leveraged, analysed, enhanced and converted into key indicators to drive performance, anticipate needs and support decision-making.

This comprehensive technological approach, driven by the expertise of our IT teams, ensures that Newrest can continuously adapt its activities to optimise operational excellence and supports initiatives from the Digital, Industrial and Marketing departments.



Robotics

Data

CSR

Culinary expertise

**Élodie Deustchmeyer**  
 Director of IT Transformation  
 ♦ France



## As Head of IT Transformation, what are your ambitions?

ÉD. The reappraisal of our IT ecosystem prompted us to define five major strategic pillars:

- **Winrest:** develop our ERP to strengthen its agility and resilience and meet the specific needs of each of our business lines.
- **Integration:** consolidate the integration of our ERP with partner solutions and deploy those solutions systematically.
- **Data:** establish, at central and local levels, an environment conducive to consolidating data and using it effectively.
- **Infrastructure:** equip our infrastructure with innovative and robust solutions in line with our ambitions.
- **Information security:** make security central to the project, ensuring the protection of all our systems.

## Could you report on the integration of the new companies in Latin America?

ÉD. This acquisition is a strategic milestone for Newrest, and its success hinged largely on our IT foundation. Thanks to our innovative ecosystem, structured around the *Winrest* ERP, and to the commitment of a dedicated task force, we successfully integrated these businesses.

This performance is due to the robustness of our integrated systems, the flexibility of our data management, and our teams' ability to adapt tools quickly to new operational challenges.

The group's Digital and Marketing departments worked closely together to transform and modernise the customer experience. Digital innovations, aligned with our catering concepts, formed the basis of this approach.



Robotics

Data

CSR

Culinary expertise

# ...to our solution: the Digital Factory.

## The story

The *Digital Factory* is a modern, innovative factory that leverages *Business Intelligence* and data analysis. Fully automated and robotic, it ensures reliable and secure production across the entire value chain.

By promoting strong synergies between people and machines, the *Digital Factory* improves both technological capabilities and human expertise.

## The key benefit of this model

Our *Digital Factory* solution transforms our production units by connecting them directly to our customers' data.

The aim of this ambitious project is to improve decision-making and reduce production costs by optimising our internal processes. Moreover, by freeing our staff of repetitive tasks, we enable them to focus on higher-value activities, thereby boosting the efficiency and performance of our operations.

**Pick & Pack**  
Automation of payment reconciliation



**Office**  
Sales report based on business intelligence



Our teams remain at the heart of the system, supported by digital tools that amplify their expertise, creativity and responsiveness. It is this collaboration between humans and machines that ensures the success and agility of our model.



**A turnkey production unit, based on technological expertise tailored to the client's needs.**



**Storage**  
Warehouse management system



**Dishwashing**



**Kitchen**  
Automation of customer order taking with the help of our ERP



**Setting up meal trays**  
Automated assembly of meals



**Refrigerated storage & dispatch**



**Wend-Kuni Ouedraogo**  
Unit Manager  
● Madrid, Spain



### What enables Madrid's unit to meet the requirements of a multi-operator service?

**WO.** This rests on several factors: flexibility, supported by the team's solid expertise, enables rapid adaptation of processes to the specific needs of each client. This agility is bolstered by a strong focus on customer service, placing satisfaction and quality at the heart of our priorities. Ongoing analysis of operational data ensures continuous optimisation and strong responsiveness to a wide range of requests.

### What challenges did you face when establishing a new unit in Madrid?

**WO.** To support our transition to a 100% robotised factory, we initiated a cultural shift within our teams, a process that required time. This resulted in strengthening middle management and aligning the team around performance. Through close collaboration between robots and operators, every step of the process benefits from optimal complementarity, with artificial intelligence supporting and enhancing human know-how. As a result, our unit is piloting the deployment of a tray loader that incorporates a compliance and packing module for our aircraft loads, helping to improve ergonomics at work.

Testimonial



# A mindset focused on **ACTION**



## Agile

The agility of support functions, the responsiveness of international teams and their coordination with local teams form a key performance driver. These synergies promote rapid adaptation, drive innovation and reinforce collective efficiency. At Newrest, our people develop in a dynamic environment, with career opportunities across the globe.



## Determined

Our teams embody the energy and rigour needed to take on the most demanding challenges. They achieve the toughest goals, whether it is scaling a volcano as a team or running a marathon; nothing can stop them.

Their ability to manage constraints, adapt to diverse situations and sustain long-term commitment is a strategic asset for the group. Their determination is a cornerstone of the *Unlimited* spirit, allowing them to continually surpass their limits.





**Newrest stands out for its *UNLIMITED* spirit, the reflection of an organisation capable of pushing back the boundaries** to design solutions tailored to complex, ever-evolving environments.



## United

Standing united is a cornerstone of Newrest's culture. Around the world, employees share through solidarity, they support one another every day and celebrate their achievements together. This team spirit transcends borders and cultures, and ensures effective and sustainable coordination.

Everyone plays an active part in achieving our shared objectives. From building the robotised unit in Sucy-en-Brie to opening a mining site in Peru, the teams demonstrate that together they can go further.



**Perrine Laffont**  
French freestyle  
skiing champion

Testimonial

### How do the three characteristics of Newrest's spirit resonate with your approach to elite sport and competition?

**PL.** As an elite athlete, I fully embrace the Newrest mindset. Determination, first and foremost, is key to my success: daily training, making clear choices and the effective management of any difficulties and setbacks are all essential to helping me progress and achieve my objectives.

The team also plays a central role, because behind my individual performances there is a whole community (coaches, training staff and loved ones) who provide the necessary support. Finally, agility is essential in my sport: on moguls, every run is different and requires the ability to adapt.

### With only a few months until the Games, can we say that you have the *Unlimited* mindset?

**PL.** With the Games approaching, I am guided by a firm belief: limits do not really exist — they are there to be pushed back. This mindset guides me, and embodies the very essence of the *Unlimited* approach to things.



To learn more about our CSR activities worldwide, read our [CSR report](#) ↓



# Our **CSR** commitments



**Heroes of Change:** our employees take action every day within their ecosystem for the good of others and the environment.



[Discover the winners of our annual competition →](#)



“For us, CSR means **having an impact on people's lives while protecting the planet**”.

**Joyce Kapesha**  
QHSSE Manager  
● Zambia



“Our CSR program **gives our work meaning**, makes our teams proud, engaged and motivated. **We play a full part in the change**, contributing to achieving the Newrest group's CSR objectives.”

**Yamileth Serna**  
Head of Procurement  
● Costa Rica



Foundation **Unlimited**



📄 For full details about the foundation, see the website:

← [www.foundationunlimited.eu](http://www.foundationunlimited.eu)

### Printing

*Imprimerie Delort*

This activity report has been printed with lead-free, additive-free inks on paper from sustainably managed forests. *Imprimerie Delort* is recognised for its CSR labels and certificates.

### Photo credits

Cover: Alexis Gomez, winner of the *Chefs Unlimited 2025* by Daniel Sda Eventos

Inside: Frédéric Maligne, Paul Doumenc, Spatule Food Content, Fondation Zakoura, Newrest Canada, Aurélien Meneau, Philippe Voncken, Newrest Polynésie, Newrest Islande, Acrofilm, Daniel Sda Eventos, Driss Tazi & Reda Elbouri for the agency Mindblow, Hind Lahrichi, Lola Metais.



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