

nēwrest



Report



Our commitments

Newrest Group makes a commitment to its clients, employees, collaborators, and the environment on a number of key points: ensuring the quality and hygiene of our products and services, respecting human rights and the working conditions of our employees and collaborators, respecting the environment, and fighting against corruption. To this end, Newrest strictly adheres to international hygiene standards. In order to highlight our active commitment, we also comply with the UN Global Compact.

This compact includes 10 key principles derived from: The Universal Declaration of Human Rights, the International Labour Organization's Declaration, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.



Hygiene & Quality



Newrest has made food safety and quality a key priority in order to preserve the health of our consumers by guaranteeing healthy food products. This active effort is based on the international HACCP method from the Codex Alimentarius and on the “Hygiene Package”, European legislation regarding food hygiene: (EC) Regulation No. 178/2002 and (EC) Regulation No. 852/2004.

A well-established quality management system is run by teams of hygiene experts on each site. These teams, trained year-round, ensure a faithful respect of regulatory requirements and define measures to be implemented to ensure food safety. They provide practical and technical monitoring of traceability, prevent and control sanitation risks, and manage crises. In the field, quality managers work closely with kitchen staff in order to permanently maintain their level of conformity to health standards.

Most production units are ISO 9001 or ISO 22000 certified. Newrest uses its expertise to apply this certification to all units. A food safety guide, specially developed by Newrest and meeting regulatory requirements, contains all work instructions, procedures, and records carried out during the entire production process. It includes control measures for managing biological, physical and chemical hazards commonly found in catering.

• Traceability

The application of strict traceability regulations allows us to follow each food product incorporated in our recipes along the entire production chain: from the supplier to the consumer, from forklift to fork. It begins with quality management teams selecting and referencing the best suppliers. Added to this is a systematic and rigorous control of raw material reception. In order to maintain high standards, the supplier follow-up includes annual visits to their establishments and regular microbiological analyses of the raw materials delivered to each of our sites.



• Monitoring

Self-checks are implemented at every stage of production to ensure that all employees respect control and monitoring measures. Conducting audits and microbiological analyses allows us to check the level of control that our process has achieved, in order to preserve the consumer's health. Additionally, regular external audits are conducted. Thus, our manufacturing process is evaluated by external organizations to guarantee objectiveness and transparency with regard to production and quality management.

• The Forward low Principle

Newrest establishments were designed to rigorously respect the forward flow principle: no ingredient used in a recipe can move backwards in the production process, from merchandise delivery to customer consumption. This hygiene rule is essential for avoiding cross-contamination.



Hygiene and quality are everyone's business. Staff assigned to these tasks must prove their thoroughness and organizational skills as well as their teaching skills and decisiveness."



• Non-Conformity Management

Any non-conformity detected during self-checks are investigated systematically. Measures are taken based on the results of investigations: they include processing the non conforming product, which may include disposal, as well as implementing corrective actions to avoid a recurring problem. Detailed crisis management procedures are laid out by Newrest and perfected by our teams. They are activated in the event of a food alert and guarantee a rapid response to protect our consumers.

• Service Quality

This is defined by our ability to respect the client's specifications, communicate the potential substitutions, anticipate difficulties, and provide effective solutions to respond to exceptional situations. In a very competitive market, the quality of service plays a major role in customer loyalty.

• Human Resources

Hygiene and quality are everyone's business. Staff assigned to these tasks must prove their thoroughness and organizational skills as well as their teaching skills and decisiveness. They must have unfailing integrity and objectivity as they are often confronted with situations where client and supplier interests clash.



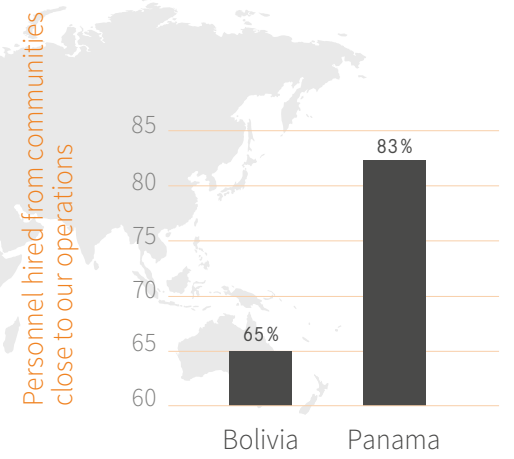
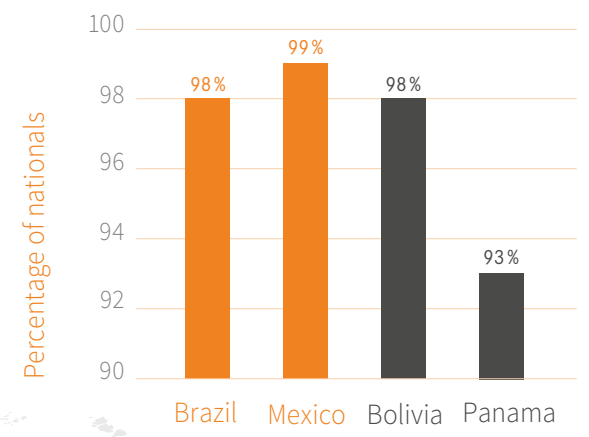
Newrest's involvement in local communities

1. Local Employment

The Group strongly favours the hiring of local populations in the countries in which we operate. We recruit our personnel from communities close to our operations, in particular at the mines we manage in South and Central America.

America Division

- Focus on local employment



Europe Division

The 112 employees who report to headquarters - both on-site employees and expatriates - represent 12 nationalities. The average age is 39, and 20,5% of our employees are women. Most expatriates are men.



Newrest favours menus that promote seasonal products in order to reduce the use of imported products. Similarly, local suppliers are preferred (...).

2. Local Procurement

Newrest Group favours menus that promote seasonal products in order to reduce the use of imported products. Similarly, local suppliers are preferred if the traceability and quality of their products comply with the criteria the Group has defined. This limits our environmental impact by reducing the transportation and pollution they create, while boosting the local economy. We prohibit the use of endangered species by our nutritionists, chefs and other catering managers.

America Division

- Family farm project in Brazil

In the Corumbá region, Newrest Brazil has set up a project to develop family-based farming, which we presented to our clients in May 2013. A partnership was entered into with the Federal University of Mato Grosso for the development of lettuce and vegetable production for our operations in the region. On Mr Adilson's family farm, processes related to logistics, food safety and management were put in place (such as the implementation of formal invoicing, without which we would not have been able to work with the farm).



- Local procurement and Fondation Newrest

In Bolivia, close to 193 tonnes of products totalling 137'700 were purchased from producers located close to the San Cristobal mine.

Product	Weight (in tonnes)	Amount (€)
Quinoa	4,8	22'000
Potatoes	140	56'000
Onions	45	56'000
Llama meat	1,2	2'500
Lettuce and herbs	1,7	1'200
Total	192,7t	137'700€

- Use of local products in menus in French Polynesia

Newrest Polynesia signed a partnership agreement with the Ministries of Health, Agriculture and Sports, as well as secondary schools, agricultural federations and the Goût and Terroir association regarding the membership of Faa'a's and Papara's central kitchens in the pilot institution programme.

This programme targets an increase in the quantity and variety of agricultural products produced locally in the preparation of meals for schools. Farmers undertake to adopt the sustainable use of fertilizers and pesticides, and to analyse their production regularly in order to ensure that local products are healthy.

In the framework of training for kitchen chefs in the pilot institutions, our teams contribute to creating recipes that use locally-produced ingredients such as taro, yams and bananas to promote the development of local agriculture.

Europe Division

- Global approach in Amsterdam

In the Netherlands, Newrest takes its responsibilities seriously and produces meals as sustainably as possible. With this in mind, the products purchased are local, seasonal and, if possible, organic. Packaging has less impact on the environment.

Along the same lines, for each litre of water sold by Newrest, five cents are donated to EARTH Concept, which finances various water-related projects. For the period running between October 2012 and September 2013, 84'000 litres of water were sold and €4'228 were donated to EARTH Concept.

Southern Africa Division

- Integrated procurement in South Africa

At dnata Newrest, the SASSI (Southern African Sustainable Seafood Initiative) guide is used as a reference and only fish on the green list is used. This initiative was created by the WWF's Green Trust to preserve the oceans' ecosystems.

Other initiatives have also been implemented:

→ The fruit juices purchased are exclusively local, ideally from local farmers.

→ Cans, glass, paper and cooking oil are recycled.

→ An essential aspect of our production policy is compliance with local, national and international regulations on waste management, water conservation, and air, land and noise pollution.



Furthermore, local employees are systematically involved in our approach to ensure that raised awareness on the need to protect this environment reaps benefits over the long term.

- Mostly local purchases in Uganda

Newrest UIS has committed to purchasing local raw materials to the greatest extent possible. Today, they represent 70% of purchases. Additionally, studies on agricultural production in the Lake Albert region have allowed us to include true local content in invitations to tender in which we have participated.

Central & Western Africa Division

- Restructuring in Gabon

Our purchasing and logistics department was restructured, and the yard re-planned to facilitate recent imports of products. At the same time, we are extending our local procurement policy in order to diversify our suppliers, while contributing our expertise on the quality and management of products.

The next pages describe initiatives in Congo and Niger on local procurement.





NEWREST CONGO & the poultry cooperative "Agro-contact"

Constantly seeking to satisfy its clients to the greatest extent possible, Newrest Congo has been working for a number of months on a poultry project headed by Wilfried Koutiki (or simply "Willy"), a rural development engineer who studied at the University of Brazzaville and manages the Tchibamba Agro-Contact cooperative.

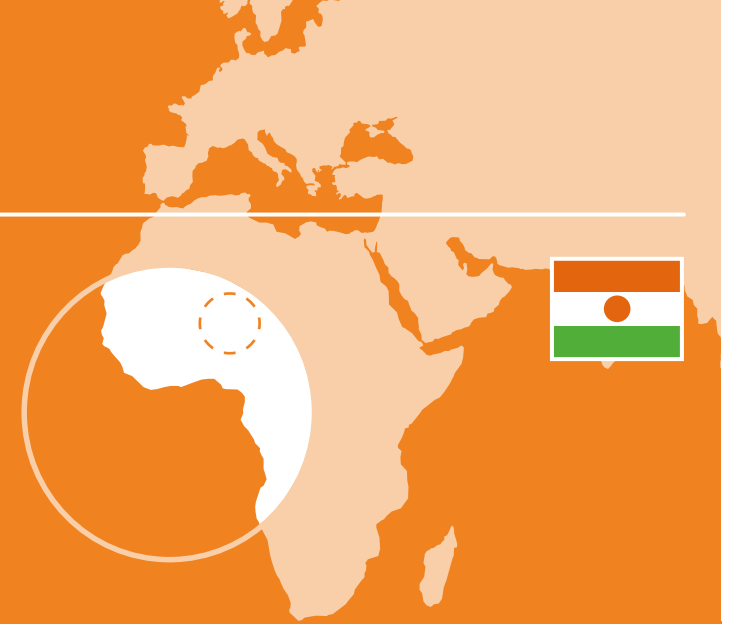
A young subsidiary that opened in mid-2012, Newrest Congo immediately sought out local resources and undertook to purchase Willy's production and encourage commercial relations. With this in mind, we pay for our purchases in a shorter period than we do with our other suppliers, and we have an amicable arrangement in terms of pricing.



"I've been working with Newrest since early 2013 and am happy about our collaboration: I have a trustworthy partner that is involved and has helped me develop my project, and our commercial relationship is exemplary. My agreement with Newrest Congo has allowed me to increase my business by adding 800 chicks to my brood last October. I will be able to increase my production to three boxes per day."

360
EGGS PER DAY

Today, the flock is composed of 435 hens that lay approximately 360 eggs per day, all of which are purchased by Newrest, for a monthly total of 1.1 million FCFA (€1'600). Having completed poultry studies, Willy raises chicks from a very early age and personally monitors their health to prevent illnesses and other epidemics. The outcome of this project is very positive. This association is highly motivating for Newrest's teams, as Venance Mampouya, Purchasing Manager, explained: "I'm happy to be working with Wilfried, because I can offer our clients fresh quality eggs. Our clients' satisfaction is very important in our work."



NEWREST NIGER Areva & "The Sahelian Tropical Gardens" in Arlit

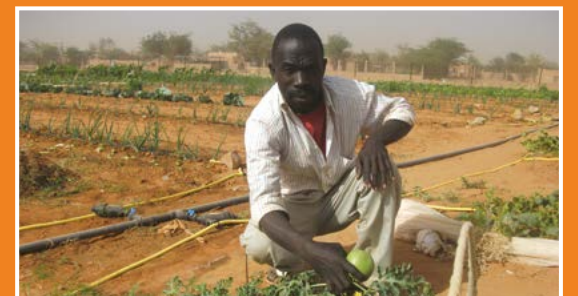
As part of its Nigerien operations on the sites of its client, Areva, Newrest Niger continued its sustainable development projects this year. Areva and Newrest, in partnership with the Urban Community of Arlit, signed a memorandum of understanding with "Jardins Tropicaux Sahéliens"* for the financing of a pilot vegetable production project.

This project is based on the implementation of innovative vegetable-growing techniques called Jardin Tropical Amélioré ("JTA") at the "women's site", which covers a surface of one hectare. It follows from an initial experiment conducted by Areva last year. A Nigerien agronomist supervised activities, which, in eight months, validated these techniques with a view to developing them on a broader scale on other Arlit and Imouraren sites.

Although traditional vegetable-growing techniques do not allow for production during the hot weather season (March to July), JTA allowed some 40 women in the Group to cultivate vegetables throughout the year (cabbages, carrots, lettuces, zucchinis, etc.), with low water consumption. Newrest purchases 90% of production for a total amount of €80K, the rest being sold on the market or consumed directly by the families.

This joint Areva/Newrest financing in a total amount of 60'000 illustrates Newrest's commitment to continue to involve neighbouring populations in its projects, while adopting a global development structure with its clients and with local authorities.

Phase 3 of the project - deployment on a broader scale on the Arlit and Imouraren sites - is currently being studied.



* Sahelian Tropical Gardens



Respect for our employees



1. Training

Our employees are trained in catering and hotel services. As human resources are our greatest asset, it is fundamental for everyone to benefit from appropriate, continuous training so they can perform their tasks as efficiently and safely as possible.

Training is often conducted internally, but Newrest Group also regularly enters into partnerships with training institutions or hotel schools to ensure the training provided perfectly matches our needs and is performed by professionals in our business sectors.

≈ 1800
INDIVIDUALS
TRAINED



1.1 PARTNERSHIP WITH SCHOOLS

America Division

- "Journées Forum de l'Emploi"* in French Polynesia

Newrest Polynesia is actively involved in the "Journées Forum de l'Emploi" (employment forum days) organized every year at the University of French Polynesia or the hotel school by interviewing students and participating in conferences (presentation of Newrest Group).

The first event mainly allows students to meet the major companies in French Polynesia and find internships, as well as to discover the interview process.



The first of Newrest's five strategic principles for future years is...

Men and women at the heart of our future:

- Effective recruitment
- Control over our values and training
- Internal promotions as a priority
- Skill retention
- Proven, balanced skills in our countries
- Development of the entrepreneurial spirit

Therefore men and women are at the heart of the Group's concerns. They are the very essence of Newrest's DNA.



As human resources are our greatest asset, it is fundamental for everyone to benefit from appropriate, continuous training so they can perform their tasks as efficiently and safely as possible.



Central & Western Africa Division

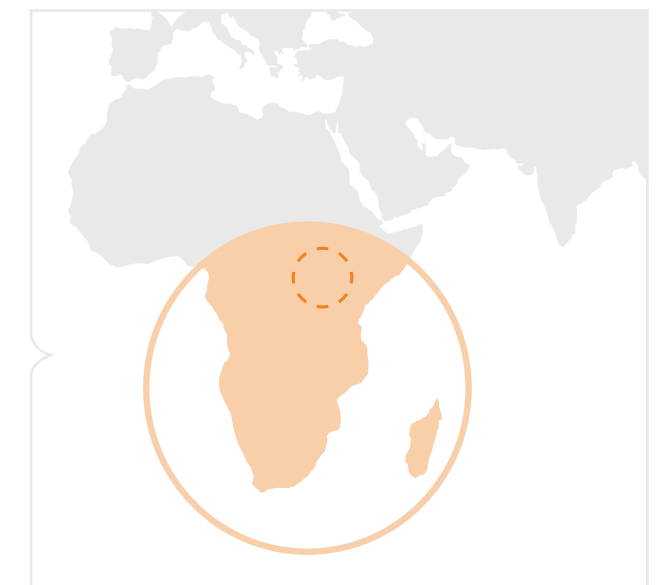
- Niger

Thanks to our partnership with the Hôtel Ecole Avenida in Lomé, Togo, trainers attended our operation sites at Arlit and Imouraren to provide training on hotel services, catering and table service.

→ Two training sessions took place:

	Restaurant - Service Training at Arlit	Hotel - Cleaning & Hygiene Training
Period	5 weeks	5 weeks
Attendees	40	60

Between October and December 2013, 2 waiters took restaurant supervisor training (restaurant, bar and banquet service) over a three-month period in Lomé.



The second event, which takes place within the same hotel school, is more targeted and is only intended for future "Bac Pro" and "BTS" graduates in hotel services programmes. This is also a tool to help students gain experience with job interviews.

These two events are first and foremost a useful communication tool for the Group in Polynesia, allowing us to present our company, and the catering and inflight services business. These events draw the media more and more. Students - future job-seekers and corporate managers - follow and anticipate these events. We very rapidly meet up with these students again in the private and public sectors - in other words, in the local economic community.

These events do not directly target recruitment, as Newrest's opportunities in terms of hiring in the country are rather limited. But they are a true tool to allow young graduates from higher education to prepare for their future jobs and career.

Few companies in this region contribute so actively, with the exception of major luxury hotel groups present in Polynesia.

Southern Africa Division

- Partnership with the Jinja Hotel school in Uganda

Newrest UIS has entered into a partnership with the Hotel and Tourism Training Institute of Jinja: 6 students are interns in the company for three months every summer. They are trained in catering and can therefore aspire to a job in the local hotel industry at the end of their internship.

1.2 EMPLOYEE TRAINING

Below are a few examples of the training employees in Newrest's subsidiaries throughout the world have received.

Group

All the managers who work in the Group's subsidiaries are trained specifically for their position for a week in Toulouse upon arriving in the Group:

- Graphics charter and communication for everyone
- Reporting processes and financial standards for financial staff
- Invitations to tender and Group standards for sales staff
- Quality manual and standards for HSE staff, etc.

America Division

• Panama

All employees receive training related to occupational health and safety at the time of induction.

In October 2013, 314 training toolboxes were handed out on the mining site we operate, which equals more than 10 training sessions of approximately five minutes per day offered to all employees on site, i.e. a total of approximately 50 training hours.

Again in October, 343 individuals (there are 322 employees on site) took 1'060 hours of training on topics as diverse as personal hygiene, fire prevention, work station risks, safety notices for cleaning products, and burns.

Headquarters

This year... **33** INDIVIDUALS

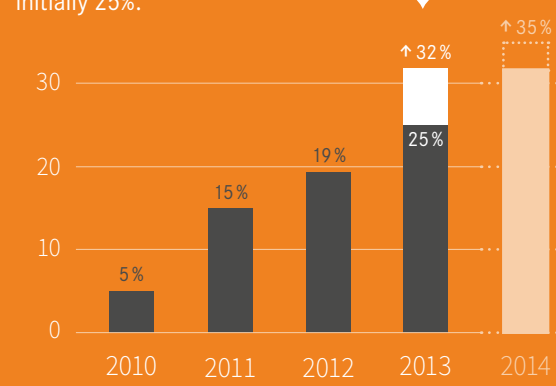
Took **407 h** OF TRAINING ON DIFFERENT TOPICS

For the 2013-14 fiscal year, a training plan will be finalized and the training objective for personnel is **35%**.

Topic	Number of training hours	Number of individuals trained
Languages	215	10
Finance	127	14
IT	7	1
Human Resources	50	7
Catering	8	1
Total	407	33

The percentage of employees trained over the past four years has increased from 5% in 2010 to 32% in 2013 our objective was initially 25%.

↑ 32% OF EMPLOYEES TRAINED IN 2013



• Mexico

The training plan is prepared every year based on the requirements of operations and the lack of personnel in some positions. This year, 150 hours of training were provided and all employees took 10 hours of risk prevention training.

150 h OF TRAINING



Europe Division

• Croatia

In the spring of 2013, 2 Newrest Dubrovnik chefs took training from VIP chefs at Private Catering, a subsidiary of the Newrest Group, in Nice, France. The experience gained over these 120 hours of training (covering two weeks) was then shared with the teams in Croatia: 56% of additional revenue were observed on VIP flights out of Dubrovnik. Similarly, the entire team at the Dubrovnik unit took training on HACCP, health and safety, and all the Group's HSE quality rules and procedures were put in place.

• Austria

→ The chart below sets out the training provided to our employees in the past fiscal year: (the Italian and German classes are part of the programme to support integration launched this year for the cleaning personnel on trains)

Topic	Position	Number of training hours	Number of individuals trained
General training	Train chefs	15'000	30
Italian classes	Cleaning personnel	2'200	65
German classes	Cleaning personnel	2'200	10

• Reunion Island

Throughout the year, training on hygiene, quality and safety is provided to our various employees.

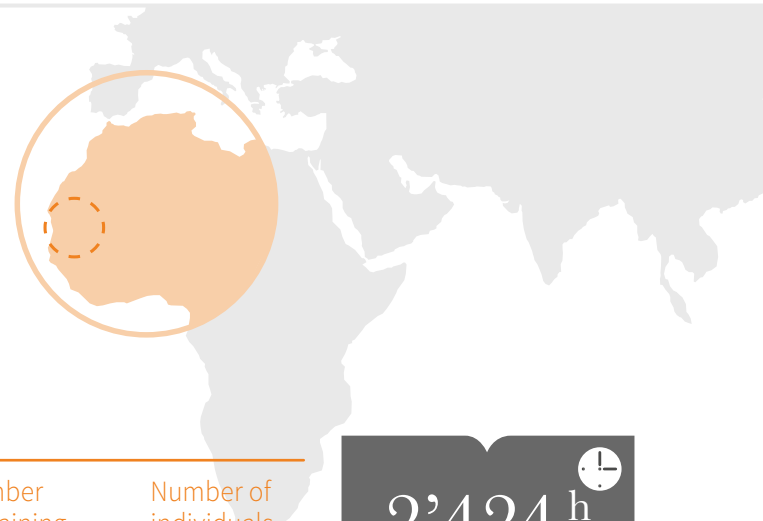
Topic	Position	Number of training hours	Number of individuals trained
Hygiene & quality	All personnel	98	14
Civil aviation department	All personnel	56	14
Ground handling/driving	Ground crew	9	3
Total		163	31



North Africa Division

• Mauritania

Continuous training of employees has been implemented. Between October 2012 and September 2013, 2'424 hours of training were provided.



Topic	Position	Number of training hours	Number of individuals trained
→ Inventory management → Menu management → Personnel management → HSE	Camp Boss	720	2
→ Accounting → Secretarial services → Cash management	Accounting Assistant	320	1
→ Inventory management → Logistics → Order management	Inventory Assistant	620	2
→ Hygiene → Safety	All personnel	744	42
Total		2'424	47

2'424^h
OF TRAINING
IN MAURITANIA



Central & Western Africa

• Gabon

We recruited a trainer to provide catering training on site. The objective is for this trainer to share his knowledge and experience with the 300 new Gabonese employees we hired in 2013 further to the increase in our business activity.

In 2013
300
NEW GABONESE
EMPLOYEES...

...WERE TRAINED FOR CATERING

Southern Africa

• South Africa

As the catering sector is a specialized catering division, we train all of our personnel on HACCP methods. They also receive ground training before starting to work at dnata Newrest.

• Madagascar

English classes were provided to our personnel thanks to the presence of a teacher in our teams. Since the launch of the Ambatovy contract in December 2012, a training plan for our personnel has been implemented, targeting skill development and also to identify existing skill sets for the future of our company. Training on Asian cuisine, and administrative and management training have already been provided. A professional butcher was also hired for a two-month period to provide internal training to our employees, and also to train our local suppliers on good food hygiene and safety practices.

→ Below is the list of training provided between December 2012 and October 2013:

• Ghana

All employees are trained, and this is key to helping us achieve the objectives defined in terms of occupational safety and the quality delivered to our clients.

All new employees are trained for an average period of five hours.

All employees took training on food hygiene and safety consisting of approximately eight hours.

During fiscal 2012/13, 229 employees were trained. This allowed for 38 employees to access supervisor positions and one was promoted to manager in our company.



291⁺
TRAINED
IN MADAGASCAR

Topic	Number of training hours provided	Number of individuals trained	Number of hours of training per person
English classes	840	237	120
French classes	20	6	20
Malagasy classes	12	2	12
Japanese cuisine	12	3	12
Thai/Filipino cuisine	12	5	12
Cleaning service	12	14	12
Laundry service	12	8	12
Butchery	120	12	10
Anti-corruption training	4	4	2
Total	1'044	291	212



3. Examples of Initiatives: Employee of the Month

The "employee of the month" initiative has been put in place on many production sites. Below is an example from Canada, where Newrest has two inflight catering production units.

America Division

- Canada

The objective of this initiative is to reward the commitment and personal investment of employees. It has existed in Canada since 1 January 2013.

The employee of the month is selected based on employee commitment. It rewards an employee who stands out through behaviour, work, commitment, DNA, etc. The decision is made at a monthly Executive Committee meeting at which time department heads discuss their employees. After round-table discussions, a collective decision is made by way of voting.

The centre's director then meets with the employee to tell him or her about the award and hand over a small diploma. A copy of this diploma is displayed on-site for one month.



2. Disabled Workers

Europe Division

- AMgroup

In the Netherlands, Newrest works with AMgroup, which offers work to the disabled. Every day, two individuals who report to AMgroup clean the offices, and the daily production of dry product inventory is managed by four individuals on the Hoofdorp site.

North Africa Division

- Partnership with the Sidi Thabet farm

In Tunisia, Newrest sponsors this farm, specialized in the insertion of the disabled. It offers work mainly to disabled individuals from needy families who live close to the farm. In order to grow this activity beyond this partnership, Newrest is studying the potential integration of a young intern into one of our operations in Tunisia.

4. Employees' welfare

As Newrest Group's core business is catering, most employees are provided with their meals during their working time. Similarly, when they work on remote sites, accommodation is arranged on site under the same conditions as those who live there.



Canada

Starting in January 2014 and further to a collective agreement being signed in May 2013, all employees will enjoy the benefit of meals at their work location.



Panama

The personnel working at the mine benefits from accommodation and meals, as well as transportation from Penonomé to the site of operations.



Central & Western Africa

Guinea

CGA Newrest provides breakfast and lunch for its employees.

Southern Africa

Niger

All employees working on the sites are entitled to their meals.

South Africa

WithData Newrest promotes the well-being of its employees within the company and provides meals at no cost to employees working at the different production sites.

Zambia

The 100 employees who work at the Lusaka unit are provided with meals at their work location and, further to negotiations, the cleaning subcontractor also provides meals for its employees on our production site.

Europe

West Indies

We allow our employees to enjoy meals that are prepared specifically for them on site.



Ghana

All of Newrest's employees in Ghana are served a meal per day and a snack during their break.



5. Collective Bargaining

Newrest Group guarantees respect for everyone's dignity and privacy, as well as the freedom of association. In many countries, annual collective bargaining allows employees to accede to better working conditions. A few examples of these negotiations are set out below.

Panama NEW COLLECTIVE AGREEMENT



A collective agreement was drafted with the workers' unions.

The main advances are as follows:

- Creation of a daily indemnity for maternity leave or the death of a family member
- Implementation of a seniority bonus
- Education bursaries
- Skill retention
- Proven, balanced skills in our countries
- Gift distribution at Christmas

These benefits are true advances for employees, and few companies in Panama offer similar conditions to their employees.

America Division

- Canada

A collective agreement was signed on 1 May 2013, which provides for the creation of a number of committees such as the working conditions committees and the arbitration committee.

Europe Division

- Austria

An agreement between management and the unions includes a sixth week of paid leave.

North Africa Division

- Guinea

A health insurance agreement has been entered into directly with a polyclinic and pharmacy for employees and their families. CGA Newrest's contribution totals 80%.



Southern Africa Division

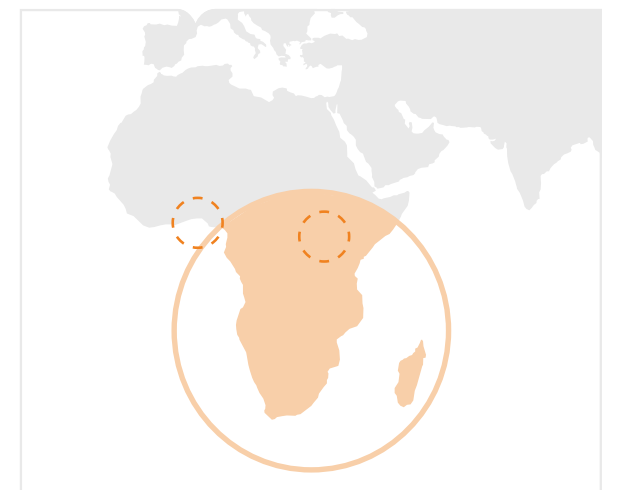
- Ghana

Relations between employees, their unions and management are very good. The collective agreement has been negotiated and is in effect for two years.

- Uganda

Newrest's employees in Uganda benefit from a cooperative system. The company withholds a percentage of the salaries of employees who want to join the system. The amount to be deducted is notified by the cooperative's executive board. The company pays this amount every month into the account of the employees' cooperative.

The employees elect an executive board that manages the association's account either through loans to the cooperative's members, or land or other investments, and revenue is distributed annually.



6. Occupational Safety

6.1 IN OUR BUSINESS UNITS

Group

Whether through training or workplace organization, Newrest is committed to ensuring that its employees work under the best conditions possible.

Along the same lines, ISO, HACCP or OHSAS certification of our operations guarantees quality and risk-free services for our clients. All of our personnel obviously receive personal protective equipment specific to their work station. They are trained on the use of this equipment and potential risks if they fail to wear the PPE.



Newrest Group's statistics show that, since 2004, the date safety statistics were launched, only one accident occurred (in 2010).

Signage has been deployed on all operation sites and translated into nine languages to date. Bilingual versions also exist. This signage, thanks to a character, is a reminder of the various hygiene and safety points to be complied with to ensure production is safe.



America Division

- Mexico

No accident or incident this year as a result of the work performed, whether in terms of continuous improvement of the facilities or the risk prevention training provided per work station to each employee.

Europe Division

- Reunion Island

In 2013, we received health accreditation with the implementation and application of HACCP rules in the catering unit and retail business.

Southern Africa

- South Africa

The best way for dnata Newrest to avoid accidents is to put very strict policies in place drawn from our inflight catering experience, and to focus on training for those who do not comply with health and safety rules.

22000:2005 certification of our Minera San Cristobal operations. On the basis of this training, the suppliers can in turn seek certification under Bolivian sanitary standards, such as SENASAG, which relates to organoleptic quality, production capacity, production hygiene standards and the calibration of products, for example.

This involves the following suppliers:

→ Agroinsa San Augustin

→ Fundacion San Cristobal

→ Aprakuk

→ Desarrollo acuático criadero de truchas Manquiri

→ Procabol

6.2 AT OUR SUPPLIERS & SUBCONTRACTORS

The rules we impose on ourselves in terms of quality also apply to our suppliers, as the quality of the end product and the perception of our clients are in play.

America Division

- Bolivia

Training was provided to create a culture of continuous improvement among local suppliers in order to raise their standard of quality and certification to a satisfactory level for their products. The goal is for Newrest Bolivia to purchase a portion of their production while complying with standards that correspond to the ISO 9001:2008 and ISO



Respect for the Environment



Today more than ever, protecting the environment is an essential concern shared by all Newrest Group employees. This concern is present from the time our projects are put in place and continues throughout the entire operating process.

1. Reduction of our impact on the environment

1.1 A FEW INITIATIVES AMONG MANY

- Reduction of printing and its impact at the Group's headquarters

Since the Group's earliest days, we have been committed to a paper reduction policy. When paper copies cannot be avoided, we promote digital communication while using eco-friendly materials: since July 2012, any printing at headquarters uses 70% recycled /100% recyclable paper. The ink used is non-toxic and 100% degradable.

The use of this paper to print the 2011/12 annual report allow for savings of 396 kg of CO₂, which is the equivalent of 4'952 km of vehicle consumption.

For next year, our forecasts are even more encouraging: we plan on reducing the quantity of printed copies by 15% through the installation of screens and awareness-raising sessions with our employees and partners. In parallel, all communication materials for our clients will be



“ Since the Group's earliest days, we have been committed to a paper reduction policy. When paper copies cannot be avoided, we promote digital communication while using eco-friendly materials (...)”

Headquarters' Efforts



Since 2011



systematically printed on recycled paper. We are looking at savings of approximately 101 tonnes of CO₂, which is equivalent to 225 tonnes of wood and three trips around the world by car.

Europe Division

- Green electricity in Spain

The electricity purchased at the Malaga production unit is supplied by a provider that offers electricity from a 100% renewable source.

North Africa Division

- Example of plastic bags in Mauritania

At the offshore units we operate, biodegradable garbage bags have been introduced. On land sites, plastic bags have been banned and replaced by paper bags.

1.2 RECYCLING & REUSE

Limiting the product of waste is not enough. We need to think about how this waste can be recycled and/or reused. On remote sites, organic waste that can be composted is buried and is then used as fertilizer for plants and garden areas. In all the countries in which we operate, we ensure that our waste is sorted and processed through a re-treatment chain. This limits the environmental impact of our operations.

America Division

- Waste management plan in Mexico

As a service provider at Cancun airport, Newrest is required by the airport authorities to implement a waste recycling programme, as this authority audits our facilities on a regular basis. To achieve this goal, we train our personnel on waste management, which is set out in detail in a plan that includes the various ways we can reduce our waste. We thereby participate in protecting the environment in which we work.

Europe Division

- Cardboard recycling in Martinique and Guadeloupe

In Pointe-à-Pitre and Fort-de-France, Newrest has started to sort its waste and promote the eco-friendly cardboard recycling sector. Thanks to this sorting, close to 20 tonnes of cardboard are recycled per year further to a partnership with a local company.

- "Eco-reflex" in Réunion

The protection of the environment is a daily concern in this subsidiary, and the entire team at the Saint-Denis airport has adopted quality and ethical values. This requires training and helping our employees adopt an "eco-reflex". It also requires raising our clients' awareness, for example by providing selective sorting containers on our Caffé Lindo site or low-energy consumption equipment with lights that are mainly LED.



North Africa Division

- Recycling of used oil in Tunisia

Used oil is systematically collected and reprocessed by a local organization. This year, 15'000 litres were transformed into bio-fuel.

Southern Africa Division

- Selective sorting at the Ambatovy site

Newrest Madagascar has implemented waste management procedures and therefore sorts cardboard, food waste, used oil and plastic.

1.3 EXAMPLE OF THE SWISS APPROACH

Environmental protection & nutrition

Waste is sorted in all of our restaurants as follows:

- dump truck collection services, with onboard weighing, for waste that can be incinerated and paperboard. This waste management method provides greater traceability of the waste and allows for invoicing by tonne and not by container,
- shared collection, for waste such as washings, glass, vegetable oil, Nespresso capsules, tinplate, porcelain, aluminium cans, PET and wooden pallets. In this framework, the different types of waste collected are grouped together (less trips = less fuel) in a crane truck and taken to an accredited outlet.

On its operation sites, Newrest Canonica is committed to the environment:

- With our client's agreement, we apply a different price for hot drinks based on whether the cup is disposable or in china, so as to minimize the use of disposable cups.
- The coffee grounds from the coffee machines are recovered to make compost.
- Recyclable paper is used for printing.
- We guarantee that 80% of our suppliers are local so as to limit the transportation of merchandise.
- According to our clients' different specifications, we use fair trade, "Région Terre Avenir" or organic products, which we indicate on our menus for our users.
- We offer our clients an opportunity to procure
 - Nordic Swan and Fleur Européenne-type eco-label detergents,
 - Organic and/or fair trade coffee, and Rainforest Alliance tea.
 - All of the listed suppliers must comply with specifications that cover eco-labelled products and ISO-type certification.



- Subject to our clients' acceptance, we eliminate aluminium cans from our sites and replace them with PET packaging.
- We favour a reduction in disposable cups through the implementation of a mug policy.
- Disposable items supplied are all low in CO₂ emissions or 100% recyclable.



"Fourchette Verte" label

In concrete terms, the Fourchette Verte label is an action seeking to promote good health by:

- Encouraging the population to adopt a healthy diet
- Proposing a balanced diet, which is consumed in a healthy (100% smoke-free spaces) and pleasant (hygienic, waste-sorting) environment
- Allowing the consumption of non-alcohol beverages at a preferential price
- Raising awareness in terms of diet and health both for the population (more specifically those who eat outside of their homes) and catering professionals
- Contributing to the reduction in the occurrence of risk factors for chronic diseases that are influenced by dietary habits

For this reason:

- The sites are certified Fourchette Verte within the three months that follow their inauguration.
- In partnership with the label, we organize events in our restaurants to raise our clients' awareness on these issues (quizzes, prizes, etc.).

2. Environmental Training

America Division

- Panama

Due to the geographic location of the mine in the heart of the Panamanian virgin forest, all employees are trained on recycling and endangered species located in the zone of operations.

3. Certifications

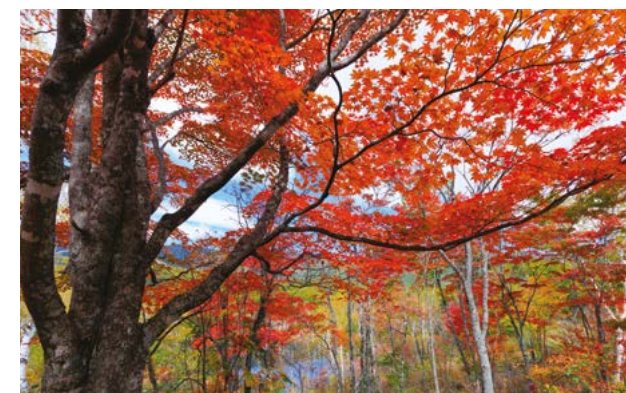
The outcome of this entire policy focused on environmental protection is ISO 14001:2004 certification, which rewards good environmental practices: waste reduction, recycling, environmental impact, reduction of water and electricity consumption, travel management, etc.

A major certification campaign for Newrest's operations throughout the world was launched with the creation of a HSE Quality unit at headquarters.

→ A summary table of upcoming certifications is set out below:



Certification	Number of countries certified	Number of countries to be certified in 2014	TOTAL
ISO 9001:2008	9	16	25
ISO 22000:2005	6	10	16
ISO 14001:2004	4	2	6
HACCP	3	3	6
OHSAS 18001	3	1	4



Fighting Corruption



1. Corruption

Group

Regardless of which country is involved, Newrest Group employees must ensure commercial relations are based on transparency and honesty. This requirement also applies to our suppliers and clients; unfair competition is not acceptable.

Newrest Group employees are formally prohibited from giving gifts or money to clients or officials in order to win contracts. Additionally, Newrest personnel refuse any gift offered by suppliers that are accredited or in the accreditation process in order to obtain a contract or lower prices.

All forms of pressure or bribery towards sanitation inspection personnel in order to have them ignore certain failures to meet hygiene standards is unacceptable.

All these rules apply regardless of the country, whether the corruption is common or not.

The Newrest Group has implemented strict procedures to identify at-risk persons (purchasing managers, sales managers). Employees are monitored by country managers, zone managers, and internal auditors, who control the figures for each country every month and verify procedures during their regular visits to the different countries.

A global anti-corruption policy was drafted and translated into the three main working languages.

“*Newrest Group employees are formally prohibited from giving gifts or money to clients or officials in order to win contracts.*”



America Division

- Mexico

Despite the high level of corruption in the country, Newrest's operations in Cancun are transparent: no member of our personnel has accepted bribes from suppliers or public authorities.

Europe Division

- The Netherlands

We believe in this adage: "You reap what you sow". This is a key element in our corporate policies whether regarding management or production. Transparency and honesty are key tools to achieve this goal.

- Switzerland

No new year's gift is accepted from any supplier and their invitations to any type of event are politely declined.

Southern Africa Division

- South Africa

Internally, a transparency and anti-favouritism policy has been put in place. dnata Newrest maintains this transparency thanks to an "open door" policy that allows everyone to share their fears or provide information on practices that do not comply with the anti-corruption policy.

- Madagascar

Four individuals have been trained to become internal trainers on anti-corruption rules and procedures.

- Ghana

A Zero Tolerance policy has been implemented related to corruption and applies to all parties involved.



newrest

Audited financial statements
are provided separately to this activity report

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