

# WE ARE FAMILY!



2017-2018

ACTIVITY REPORT



eliorgroup  
Time savored

As a worldwide player in catering and related services, we serve six million people every day in our 25,600 restaurants and points of sale. And at the same time, we look after 2,300 sites on behalf of our clients.

Our mission is to feed and take care of people, at any age and all stages of life, and we have a clear vision of how we conduct our business, which affects everyone.

Our primary responsibility is to offer our guests tasty, healthy meals every day. Because eating well helps people do better at school, perform better at work, get better in hospital, and age better later. Our menus are designed and cooked using produce that we carefully select from ever-more sustainable, local and responsible sources. We pay particular attention to the potential impact of our activities on the environment, and combating food waste is a constant priority.

To meet all of these challenges, we draw on our highly talented teams who are always ready to go the extra mile. We offer local jobs for all profiles and closely accompany our people along their career paths.

We are permanently attuned to the needs and ideas of our clients and guests, giving us the impetus to move forward together. And we share expertise within the Group, keenly aware of the importance of culinary, technological and service innovation.

With over 25 years' experience, and operations in 15 countries, we know that consumer expectations evolve over time and vary in line with different cultures. Today, our guests and clients want tasty, healthy meals at affordable prices and served in welcoming settings, as well as related services that fit their lifestyles.

Our role is to take on board these diverse needs, by responsibly combining culinary know-how with operational excellence and unceasing innovation. With our 132,000 employees we work together as a family to take care of every one, all day, every day.

We are family!

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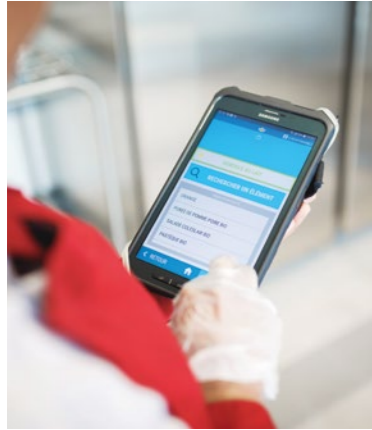


# FEED

A FAMILY WORKING TOGETHER  
TO FEED PEOPLE BETTER,  
ANY TIME AND ANY WHERE

Innovation

**EEZYTRACE,  
TRACEABILITY  
ON A TABLET**



Thanks to the Eezytrace app on their tablets, Elior's teams can guarantee the traceability of the ingredients that go into the meals they make. As its name implies, the app is easy to use, helping to ensure food safety and product quality on a daily basis.



Initiatives

**HOMEMADE  
MEALS**

**using local and regional produce.  
That's what Ansamble has  
pledged to provide for the Calydon  
multi-company restaurant in  
Rennes, France, which serves  
some 2,000 meals a day.**

Responsibility

**Improving animal  
welfare is essential  
for a sustainable  
supply chain.**

And that's why we've teamed up with six big names in the food industry (Aramark, Compass, Ikea Food Services, Nestlé, Sodexo and Unilever) to create the Global Coalition for Animal Welfare (GCAW). In 2018, Elior Group joined the ranks of the three French food companies that score the best for their commitment to, and transparency about, farm-animal welfare. One example of our commitments in this domain is to stop sourcing cage eggs by 2025.



Education

**SELECTING  
PRODUCTS TO  
INTRODUCE  
CHILDREN  
TO NEW TASTES**

In response to its client's brief, Elior has undertaken to provide the schoolchildren in Versailles, France, with meals made from some of the most sustainable ingredients on offer, such as Label Rouge certified chicken and ham, Bleu-Blanc-Coeur certified pork, 20% organic produce (including 50% from local sources) and 30% local produce.

Brands

**BARA,  
A TASTE  
OF BRITTANY  
IN PARIS**



Thierry Breton is a dynamic chef who runs three restaurants in rue de Belzunce, just down the road from Gare du Nord station in Paris. And now, thanks to Areas, travelers will be able to taste his food in the station itself, at his new restaurant, Bara. The menu on offer at Bara showcases the produce of Thierry Breton's home region – Brittany – as well as the work of young food producers. And there's even a take-away offering!

Produce

**WHEN A LOCAL  
OFFER MAKES ALL  
THE DIFFERENCE**

In the USA, Arnot Health has entrusted Cura – an Elior North America subsidiary – to provide all of the food services at its three hospitals in southern New York. Arnot Health was won over by Cura's focus on sourcing fresh produce from regional farms. Local ingredients are showcased thanks to seasonal salad bars, fresh produce to take away, and meals cooked to order.



Organization

**OPTIMIZING  
THE SUPPLY CHAIN**

In 2018, Philippe Guillemot – Elior Group's Chief Executive Officer – created a Group Supply Chain Department to implement the Group's policy of setting up short supply chains and approving more local products, and ensuring that its nutritional commitments are met. Ruxandra Ispas, Chief Procurement and Logistics Officer, will be responsible for this menu-to-sourcing value chain.



In France, Michelin-starred chef Michel Sarran worked alongside Elixir chefs to create festive meals for care home residents.

# COOKING IS WHAT WE LOVE DOING

**COOKING IS AT THE HEART OF OUR MISSION TO PROVIDE FOOD AND CARE.**

# I

Imagine we were given a blank page to write down our mission statement. What would it be? To feed a diverse range of people, of all ages, serving them healthy meals at affordable prices. Not an easy task. But we definitely have what it takes. And when it comes to creating menus, it's not just our kitchen teams that are involved. Everyone plays their part, with marketing, procurement, and operations staff all working together to craft offerings that are carefully designed from farm to fork.

Our nutritionists play a fundamental role too of course in making sure that each meal we make is nutritionally balanced. We work

with over 500 such specialists who help design our menus, proposing recipes tailored to each situation and need.

Then there are our chefs, who pool their talents to ensure our dishes are not only healthy but also delicious. In June 2018, 16 Elixir chefs from across the globe came together to take part in the Group's first-ever international cookery contest. Taking place over three days, it was an opportunity for the participants to share their techniques and initiate a real network of Group chefs. It's by combining all of our talents that we can develop new catering ideas, suited to each market, context and person.

# 526

When developing our offerings, we draw on the recommendations issued by national and international organizations as well as on the expertise of our teams. At September 30, 2018, Elixir Group had 526 nutritionists working across its host countries.

## RIGOROUS PRODUCT SELECTION

Providing healthy and delicious meals on a large scale would be impossible without using quality produce. That's why we cook from scratch, using fresh, local and additive-free ingredients. This is what our clients and guests want and it helped us win and retain major contracts in France during the year, including with the Hauts-de-Seine regional authorities, Le Calydon (a multi-company restaurant), the Institution de la Croix Blanche private school and the state-run schools in Versailles.

To bring out the best in the products we select we make them into meals at our central kitchens – up-to-the-minute facilities boasting the latest technologies. In India, the Sri City central kitchen's supply chain has been radically upgraded to simplify the meal preparation process and reduce costs. And in Italy, the refurbished Pesaro kitchen is now a benchmark green kitchen and a standard-setter for sustainable equipment.

## THE KITCHEN - WHERE GOOD HEALTH BEGINS

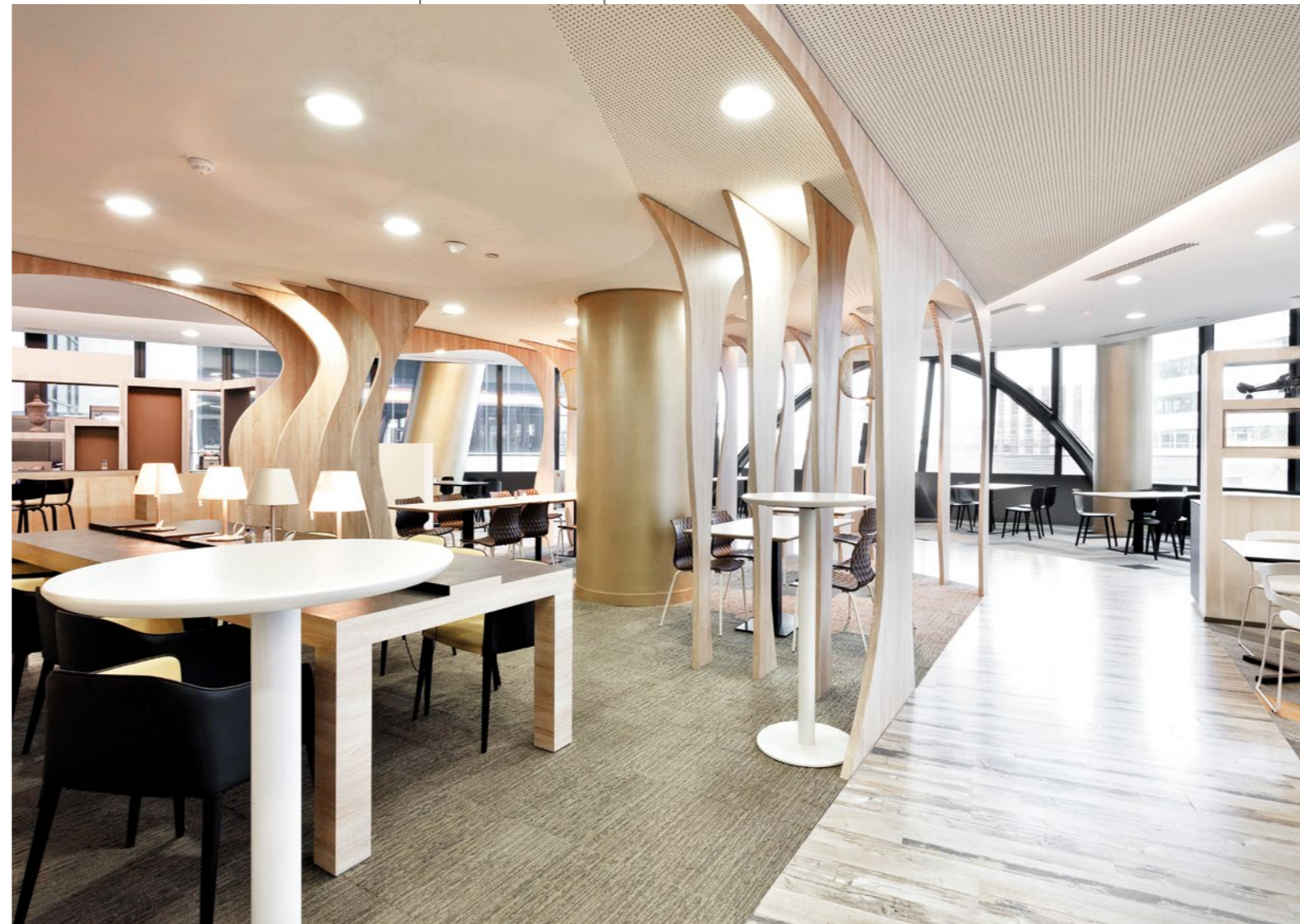
As a caterer we are keenly aware of the responsibility we bear. We know that the meals we make every day in our kitchens and serve in our restaurants have an impact on our guests' health. So as to encourage healthier eating habits, we are constantly upping the amount of fruit and veg on our menus. In corporate catering, we launched a sustainable restaurant concept last year for L'Oréal in Spain called The Green House, and a Wellness salad bar for Unicredit's Milan head office in Italy. We are taking similar actions in the education market to propose healthy and balanced alternatives to eating meat. For instance, in the USA and the UK, we have introduced a vegetarian concept called Grains & Greens, and in France we offer our young guests specially-created vegetarian meals. With Elixir Group, nutritional education starts in the kitchen! ■

Our nutritionists play a fundamental role in making sure that each meal we make is nutritionally balanced.



# SPECIAL PLACES

**SURROUNDINGS ARE ALMOST AS IMPORTANT AS THE FOOD ITSELF.**



# W

We firmly believe that it's all of the five senses – not just taste – that make each dining experience a moment to savor. That's why we go all out to ensure our eating areas are special places, from dish design to spatial layout, making them welcoming, attractive, and user-friendly. And for corporate catering, we craft concepts that allow guests to optimize their meal and break times. At Caldera Park in Italy, for instance, guests can eat at a food court inspired by main-street design without going into town. We now provide much more than traditional lunchtime service, to cater for the new trend of anytime eating. In France, Arpège offers modular dining areas, with new all-day services, and some of its clients have even done away with the traditional corporate restaurant completely, such as Facebook and BlaBlaCar at their central Paris head offices.

## ANYTIME CONCEPTS

In today's society, breaks are taken at any time and their length varies considerably from person to person and day to day. This is particularly the case in the world of travel. From quick stops to long transit layovers, Elior Group can meet every type of need thanks to concepts developed by Areas based on surveys of travelers' behavior. From the fast-casual brand, Go Johnny Go, to the fine-dining restaurant, The French Taste created with master chef Guy Martin, we devise eateries that are in tune with their times and with the time of our guests.

Modern-day guests want dining spaces that meet their mood and needs of the moment, so they expect us to regularly refresh our offerings. We meet this challenge not only by inventing new spaces but also by revisiting existing ones. For example, ●●●

●●● we have completely refurbished the restaurants at Fairmont State University in the USA and at Roehampton University's two campuses in the UK, in line with students' current preferences for more international cuisine and a coffee shop ambiance. Concession catering is going down the same route, and we've kept up with travelers' new expectations by refurbishing eight mega service plazas in Florida as well as the retail and eating areas at Toulouse-Blagnac airport.

## CREATING COMFORT ZONES

Being ever-closer to our guests also means giving them the brands they know and love. That's why we've worked for many years with some of the biggest names in commercial catering – such as McDonald's, PAUL, Wendy's and Starbucks – even bringing these brands into universities (Sunderland in the UK, for example). Our portfolio includes not only international banners but also household regional names. And so at Minneapolis-Saint Paul, Los Angeles, Barcelona and Rome airports, travelers can find some of the flagships of local cuisine.

## INVENTING TOMORROW TODAY

While all these new concepts play out on center stage, another era is getting ready behind the scenes. At Elior Group we know how to stay ahead of the curve by imagining the face of dining five or ten years down the line. All of our teams are encouraged to become part of our structured innovation approach and we also invite outside parties to join in our collective thinking process. During the year, we organized a hackathon with our partners Vinci and Certas to imagine the motorway service plaza of the future. In France, Arpège signed a partnership agreement with the incubator United Kitchens to develop and test new concepts and services. At Elior Group the food services of tomorrow are already taking shape today. ■

# 100%

In the United States, 100% of Areas motorway service plazas are certified under the Leadership in Energy and Environmental Design (LEED) program.



# TAKE CARE

A FAMILY WORKING TOGETHER  
TO TAKE CARE OF OTHERS,  
FROM CHILDREN TO SENIORS



# IT'S ALL ABOUT EDUCATION

WE DON'T JUST FEED CHILDREN,  
WE HELP THEM LEARN.

# A

At Elior Group we are at young people's sides at every stage of their educational journey, from pre-school through to junior and senior school and up to university. And we also create specific children's menus for journeys and hospital stays. Although our underlying ethos is to offer all of our guests healthy, balanced meals, we view this as particularly crucial in the growing stages of life. Consequently, the meals we offer children are designed with nutritionists and dietitians so that young people get all of the nutrients they need, whatever their age.

## A NEW GENERATION OF FOOD CRITICS

As well as working with nutritionists, we also involve children in the recipe design process, getting their feedback to ensure they like the tastes and flavors. In Sartrouville in France, 40-50 new recipes are directly tested by school children each year. In Spain, Serunion has launched the Nutrifriends Club, to create a community of school children that help it propose healthy school meals that everyone likes. At the same time, though, we encourage them to try out new tastes. In France, we have set up educational workshops called Frutti & Veggi to help children learn more about fruit and vegetables and develop a taste for healthy food. ●●●

In Italy, we've launched a healthy-eating edutainment program.



"In Italy, we've launched a program called *Mangiare al ritmo della natura* (Eating at nature's pace) to encourage children to adopt healthy eating habits, while using fun activities to teach them the virtues of seasonal produce."

**Laura Gibertoni,**  
CSR manager  
at Elior Italy



## TAKING CARE OF CHILDREN... AND THEIR PARENTS

●●● At Elior Group we also think of how we can satisfy parents' growing appetite for information about school meals and their children's nutritional requirements. In France, we have produced a video series called Micro Scopes in which medical and food specialists answer key questions about nutrition. Taking care of parents also means offering menus at affordable prices so that all children can have a school meal, whatever their family's resources. It's important to remember that for some families, school lunches are the only balanced meal they can give their children.

combat food waste. This initiative has also proved successful in 32 pre-schools and primary schools in Versailles, France. And we make sure that each event or campaign is fun as well as educational, such as the "Regaler plutôt que gaspiller" (Love it, don't waste it) cookery workshops held in France.

We constantly work on new ways of showing our young guests the benefits and importance of eating healthily and reducing food waste, both in our school restaurants and elsewhere. ■

# 100%

In 35 schools in the Gironde region in France, Ansamble has introduced food containers that are 100% plant-based and biodegradable.

## CHILDREN TODAY, BUT CITIZENS OF THE PLANET TOMORROW

Another of our priorities is to help children respect the planet because they will be its future inhabitants. For example, in France, Ansamble has introduced fully plant-based, compostable food containers at 35 schools in the Gironde region. And we invite children to take part in our environmental actions by learning eco-friendly behaviors. In Spain, for instance, Serunion has installed special waste sorting tables in its school restaurants to encourage children to





## EASING DAILY LIFE

FOOD PLAYS A KEY ROLE IN HELPING HOSPITAL PATIENTS GET BETTER.

**F**

Feeding and taking care of people on a daily basis means looking after their wellbeing when they're at work, while they're traveling or during their leisure time. It also means helping people when they're at their most vulnerable. That's why we have a strong presence in the healthcare sector, serving over 600,000 patients worldwide every day. For hospital patients, meal times help them get through the day and play a key role in their recovery. For Ramsay Générale de Santé in France, Elior has created seven menus specially adapted to different pathologies. For example, the IDP Optimum concept offers personalized meals based on specific protocols for short-stay patients, while new mothers have a food truck offering with menus that can be ordered directly from their rooms. We have also teamed up with Michelin-starred chefs for our healthcare food services. In Spain, Serunion worked with Nacho Manzano to provide hospital patients and staff with exceptional dishes that showcase local cuisine, and in France, Alexandre Bourdas has created a range of menus and dishes to help restore the appetites of patients at the Gustave Roussy cancer campus. We have also taken inspiration from main-street concepts to create a new generation of hospital cafés, such as Café & Compagnie, where patients



At Elior Group we contribute to the overall care experience, both for outpatients and long stays.

Elior Services favors the use of concentrated products that carry the eco-label



“Elior Services favors the use of concentrated products that carry the eco-label, which accounted for over 90% of its chemical product purchases in 2017-2018. All of our client sites are supplied with detergents that do not contain any substances classified as CMR (carcinogenic, mutagenic or toxic for reproduction). We also now propose new products that are free from volatile organic compounds (VOCs), i.e. plant-based, odorless products that don't pose any health risks for the workers, patients or occupants at client sites.”

**Floréal Peix,**  
Technical, Processes and  
Quality Director at Elior Services

and their families can spend quality time together in a welcoming and uplifting environment.

### ALLEVIATING THE STRESS OF HOSPITAL STAYS

Cafés aren't the only way we help take the stress out of hospital stays. For instance, Elior Services now proposes gift shops, newsstands and other daily services at three new hospitals in France. It also offers television rental, concierge services and room service for patients, as well as many other facilities. We also contribute to the overall care experience, both for outpatients and long stays – for example,

the partnership we have entered into with the start-up, Nouveal e-santé, which provides care support before, during and after hospitalization.

### SUPPORTING CARE STAFF TOO

In addition to our many wellness initiatives for patients, we also provide solutions that facilitate the working days of hospital staff and optimize how hospitals are run. We have a unique one-stop offering that combines catering with specialized cleaning and healthcare hospitality services. Our teams provide specialized cleaning services for hospital rooms, reception areas, administrative and consulting rooms and operating

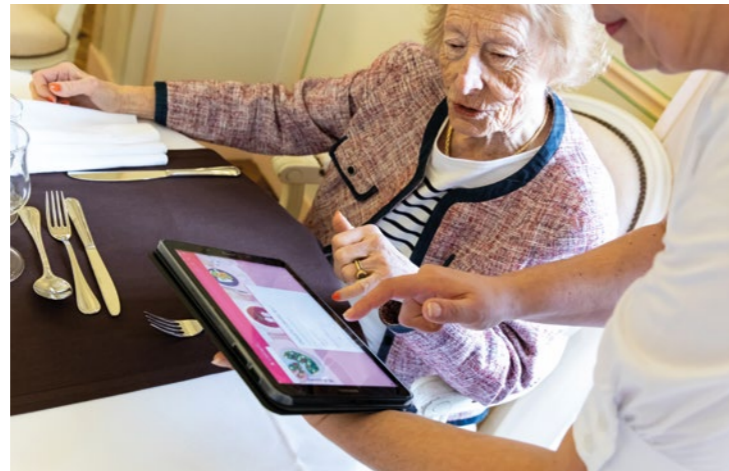
theaters. They use a smart trolley that allows them to communicate with hospital staff in real time, reducing patients' waiting time to access their rooms. We also offer additional services such as waste management and laundry services. On the catering front, healthcare establishments are increasingly seeking solutions for off-site meal preparation so that care staff can concentrate exclusively on patients' health and wellbeing. We are meeting this demand through an innovative and comprehensive offering with meals prepared in our central kitchens. ■

New contract

Six more care homes in the United States



In the United States, SpiriTrust Lutheran has selected Cura – an Elior North America subsidiary – to cater for the 1,300 residents at its care homes in Pennsylvania. This client was particularly impressed by Cura’s culinary innovations, which encourage guests to eat well and with dignity and to enjoy their food.



Innovation

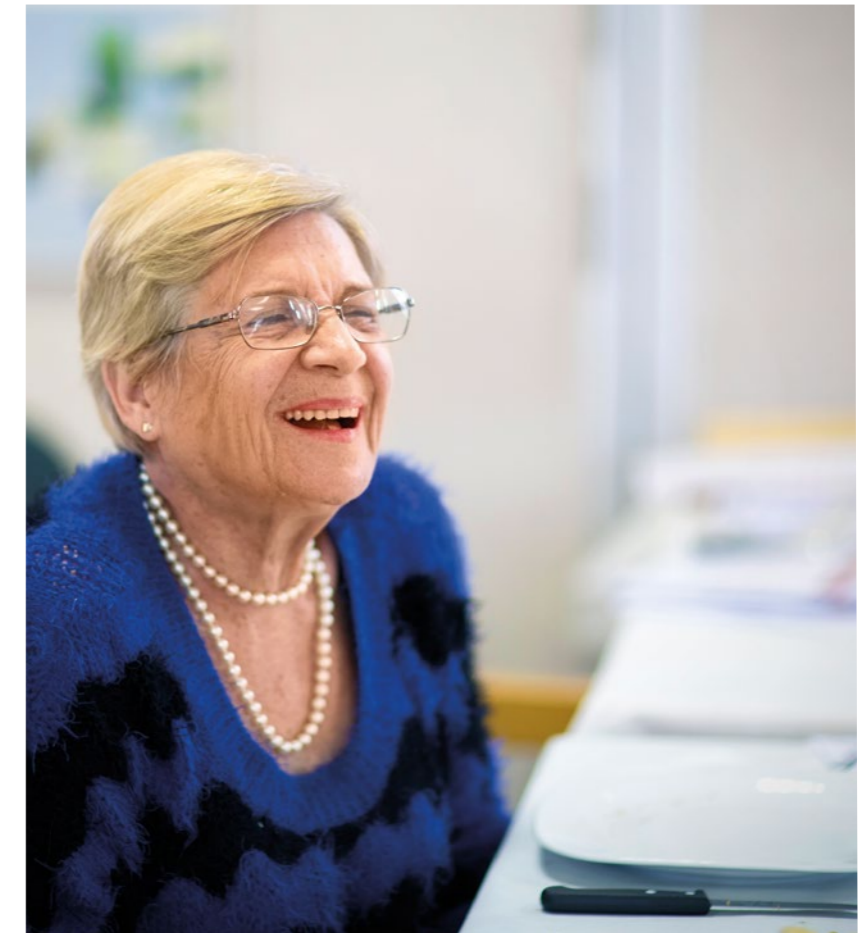
PUTTING TECHNOLOGY TO THE SERVICE OF WELLBEING

At Elior we have moved beyond our role of caterer, enriching our range of services for the elderly with two innovative offers intended to enhance their daily lives. Exhalia, a fragrance diffuser that helps stimulate seniors’ appetite and prevent the risk of malnutrition. And Dynseo, a tablet-based memory game with entertaining and cultural exercises, designed in conjunction with neuro-psychologists and care home staff.

Autonomy

HELPING SENIORS AGE WELL AT HOME

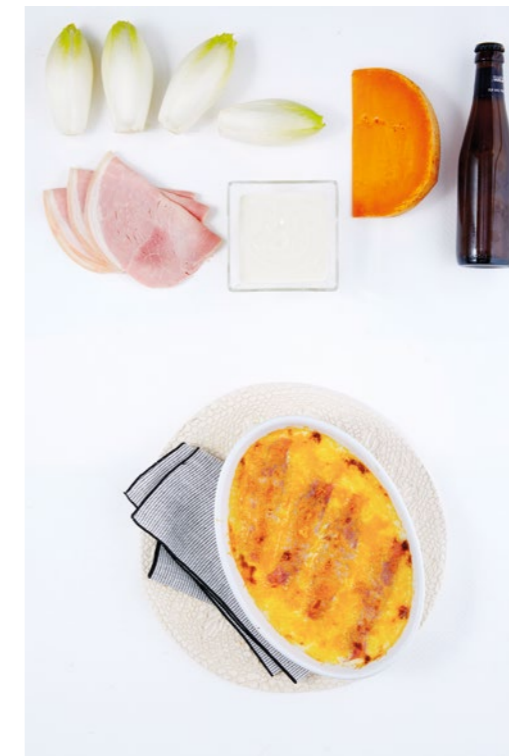
Most elderly people need some type of help in their daily lives. In France, six million retirees live at home and a third require help to prepare their meals. To support these people who want to stay in their own homes, we have designed a range of recipes that correspond to their eating habits and can be tailored to the needs of each guest based on their age and level of autonomy (for example, specially-adapted dishes and textures). We have even teamed up with the French postal service to create “Savourer chez vous” – healthy, balanced meals delivered to seniors’ homes by postal staff.



Cooking

FINE DINING IN CARE HOMES

In 2017-2018, Elior’s chefs in France devised 30 new Signature recipes by reworking some of the major classics of French cuisine to meet seniors’ specific needs. These recipes are made from fresh, seasonal ingredients sourced in France and are a vivid illustration of the Group’s culinary expertise.



Acquisition

Taking even more care of the elderly

In Spain, through its acquisition of Ulla.sar, Serunion has reached out beyond catering and home deliveries by offering services to the elderly such as cleaning, washing and bathing, and accompanying them on walks.

In figures

SPOTLIGHT ON MEAL DELIVERIES IN THE UNITED STATES



Elior Group – the USA’s no.1 Meals on Wheels supplier – has

kitchens in 38 States, which prepare

1.2M meals a week delivered to seniors at home or in congregate settings.



Certification

ELIOR, AN ORGANIC FOOD PIONEER IN CARE HOMES

Three care homes in south-east France whose kitchens are managed by Elior have been awarded the “En cuisine” certification by Ecocert for their use of organic produce. They are among the first healthcare establishments to receive this certification, which clearly illustrates the Group’s pioneering role in social and environmental responsibility.



# NURTURE

A FAMILY WORKING TOGETHER  
TO LIVE IN HARMONY



THE ELIOR GROUP  
**POSITIVE  
FOODPRINT  
PLAN™**

# THE ELIOR GROUP POSITIVE FOODPRINT PLAN

LEAVING A POSITIVE  
FOODPRINT FROM FARM  
TO FORK.

In 2016, Elior Group launched a new corporate social responsibility (CSR) strategy called The Elior Group Positive Foodprint Plan™\*. And the aim of this plan? To work in partnership with our clients, guests, suppliers and employees to leave a positive foodprint from farm to fork.

The plan has four priority areas, which cover the entire value chain: sourcing sustainable ingredients, offering guests healthy and innovative choices, reducing food waste and helping our people realize their full potential. Two years after launching the plan, we are seeing the results of our commitments in our front-line operations.



\*We began to draw up this strategy in 2015, when the United Nations adopted its 17 sustainable development goals (SDGs). Consequently, it seemed natural to us to link the plan's four priority areas with SDGs 2, 3, 8 and 12.

Elior Group has been a member of the United Nations Global Compact since 2004 and its communications on progress (COPs) have been classified as GC Advanced level since 2015.



### HEALTHY CHOICES

The first priority area of the Positive Foodprint Plan is to help guests stay healthy by giving them healthier food choices. This means providing more vegetarian alternatives, disclosing more nutritional data about the meals we serve, and working closely with nutritionists. In the education market, we organize awareness-raising events to teach school children how to make good, healthy food choices right from the youngest age. At the same time, providing healthy meals goes hand in hand with meeting the highest food safety standards in our kitchens. At September 30, 2018, seven Group entities had sites with ISO 22000 certification – the benchmark international standard on food safety management – and nine entities had sites with ISO 9001 certification – the leading standard for quality management systems.



### SUSTAINABLE INGREDIENTS

The second priority area of our CSR strategy is to use more responsible ingredients by optimizing our sourcing. To put this into action on a worldwide scale, the Group now has a Chief Procurement and Logistics Officer who oversees the entire value chain, from selecting suppliers to devising menus. In response to demand in all of our host countries and markets, we are offering an increasing amount of local and organic produce and our procurement specifications take into account animal welfare and respecting natural resources.



### A CIRCULAR MODEL

Combating both food and non-food waste is another of the Group's key priorities, for which we have rolled out numerous initiatives. In Italy, uneaten meals in the business & industry market are donated to charities which help the poor. In France, a consultation process has been launched to find new solutions for optimizing waste management in central kitchens. And biodegradable or compostable packaging is now widely used in the Group's restaurants. Raising guests' awareness is essential if we want to effectively combat food waste and children have a key role to play in this domain as they will be responsible for the best practices of tomorrow. With this in mind, we organize anti food-waste workshops in schools and have set up special waste sorting tables in many of our school restaurants.



### THRIVING PEOPLE AND COMMUNITIES

We are highly aware that happy employees are good for business. We are committed to creating local jobs available to all and free of any form of discrimination, with the aim of energizing community development in the regions where we operate. Our expertise is built on diversity, with everyone playing a major role – young people, seniors, women, men, people with disabilities... And we help all of our people fulfill their potential by providing training and career development programs.



Areas team briefing at Los Angeles Airport, USA.

# SHARED RESPONSIBILITY

OUR PEOPLE ARE AT THE CENTER OF OUR SUCCESS.

It's been nearly fifteen years now since we began our corporate social responsibility (CSR) approach, and we're as convinced as ever about the importance of taking care of our 132,000 employees. Ensuring our people's wellbeing at work, developing their skills and encouraging internal mobility are all priorities for the Group. As part of this approach, in 2018 we created an official employer brand strategy, through a campaign called #LeJobQueJeVeux in France ("The job I want").

### GUARANTEEING HEALTH AND SAFETY

Giving our teams the best working conditions means first and foremost looking after their health and safety. This is a number one priority for the Group, and we regularly implement special programs adapted to each business to ensure that the working environment is safe and healthy. Over 40,000 team members followed health and safety training last year. In Italy, all of Elior's sites and 30 Areas sites are OHSAS 18001 certified, and in Spain, Areas' occupational risk prevention strategy was rewarded in 2018 when it won the special prize at the MC Mutual Antonio Baró Awards.

## ELIOR GROUP SOLIDARITIES

Founded in 2017, the Elior Group Solidarities association finances, supports and promotes solidarity initiatives related to food, education and social and professional inclusion. In 2018, 14 solidarity projects put forward by Elior Group employees across the globe were selected and granted funding. A second call for projects has already been launched. During the year, Elior Group Solidarities also entered into a partnership with the Refugee Food Festival, an international event that encourages restaurant owners to entrust their kitchens to refugee chefs in order to showcase their talents and help them find work more quickly.

### HELPING EVERYONE ACHIEVE THEIR FULL POTENTIAL

Keenly aware that happy employees make happy customers, we have rolled out numerous initiatives to help our people achieve their full potential. The first way we do this is by offering an attractive business model so we can retain talent from all backgrounds as well as effectively reward employees' work and engagement. We also encourage skills building at all levels of the organization through training programs. In the UK, Elior has set up the Chef School which trains 32 chefs a year in-house. In France, Elior offers courses for employees who have difficulties with reading, writing and counting. By 2025, the Group wants 70% of its managers to have been promoted from within.

### DIVERSITY - A PERFORMANCE DRIVER

In order to combat employment discrimination, Elior Group creates accessible jobs available to everyone and actively promotes equal opportunities. We put our words into action on a daily basis by encouraging gender equality, participating in the fight against youth unemployment and integrating people with disabilities. In 2018, we hired over 1,500 disabled employees and launched a poster campaign at our French sites called "Stop aux idées reçues" (Drop your preconceptions) to demonstrate how people with disabilities very much have a place in our corporation. We have also teamed up with La Cravate Solidaire, a French not-for-profit organization that helps disadvantaged youngsters find work by providing coaching services and image advice. ■



Taking care of others is in this Group's DNA.



## MICHAËL JÉRÉMIASZ

Former world No.1 wheelchair tennis player, quadruple Paralympic medalist and patron of the Elior Group Solidarities association

"I was so impressed by Elior Group's commitments that I agreed to become the patron of the Elior Group Solidarities association right from its formation. All of the Elior Group employees I've met, at all levels of the organization, embody the values of generosity, care and hospitality on a daily basis. Taking care of others is in this Group's DNA. By supporting solidarity initiatives, Elior Group gives even greater meaning to its business and inspires its teams, guests and partners to act responsibly."

Elior Group is one of the most committed companies to CSR.



## MORGANE GRAFFION

CSR Officer and GC Advanced Club France Manager for Global Compact France

"Having been a member of the UN Global Compact since 2004 – the world's largest voluntary corporate sustainability initiative – Elior Group is one of the most committed companies to CSR and now chairs the GC Advanced Club for France. This is a significant responsibility and demonstrates how the Group really wants to help guide the private sector towards a more virtuous model."

We also take into account social and environmental factors related to the Group's business.



## SABRINA BLANC

Sell-side Analyst – Hospitality, Leisure and Catering sector, Société Générale CIB

"Elior Group is facing many short-term challenges. While we look very closely at financial aspects, especially growth in revenue, profit margins and free cash flow, we also take into account social and environmental factors related to the business. Today, CSR is at the heart of Elior Group's strategy, and alongside our financial analysis we study the actions it takes in this domain, such as best governance practices and fighting food waste."

Our company contributes to Elior's environmental sustainability objectives in Italy.



## GIOVAN BATTISTA VAROLI

Chief Executive Officer, General Beverage

"Our company contributes to Elior's environmental sustainability objectives in Italy, supplying microfiltered water and healthy, fair trade, local beverages at a fixed price. This allows Elior to eliminate more than 820 tonnes of packaging waste and avoid transporting about 34,630 tonnes of products.

We also work together on innovative healthy food projects, such as the RistoSano® service, dedicated to nutrition and the nutritional monitoring of patients with swallowing problems.

We are very proud of this partnership with Elior: it's a great collaboration rich in new ideas and constant improvements."

It is our responsibility to provide tasty, healthy meals every day.



## DAVID EDWARD RAJ

Chef, Elior India

"I lead a team of 75 chefs and it is our responsibility to provide tasty, healthy meals every day. Taking this even further, all of the food we serve every day is freshly cooked and we innovate constantly by incorporating new ingredients into our recipes, such as millet. Given that India has diverse culinary traditions, we always strive to provide taste variety and avoid menu fatigue.

My biggest fulfilment is to see satisfied guests smile after eating our food."

We need to work together to leave a positive foodprint.



## JUDITH LALOUPPO

Group CSR Manager at Elior Group and Chair of the GC Advanced Club France

"Called the Elior Group Positive Foodprint Plan, our CSR strategy is at the heart of our business model. It is a collective and inclusive strategy that involves all of our stakeholders: our teams, suppliers, clients, guests and society at large. Its success depends on the people behind it. We need to work together to leave a positive foodprint and help achieve the United Nations' sustainable development goals."



# GROW

A FAMILY WORKING TOGETHER  
TO GROW OUR GROUP



# A UNIQUE NETWORK – A MAJOR STRENGTH

OUR CENTRAL KITCHENS ARE  
A KEY GROWTH DRIVER.

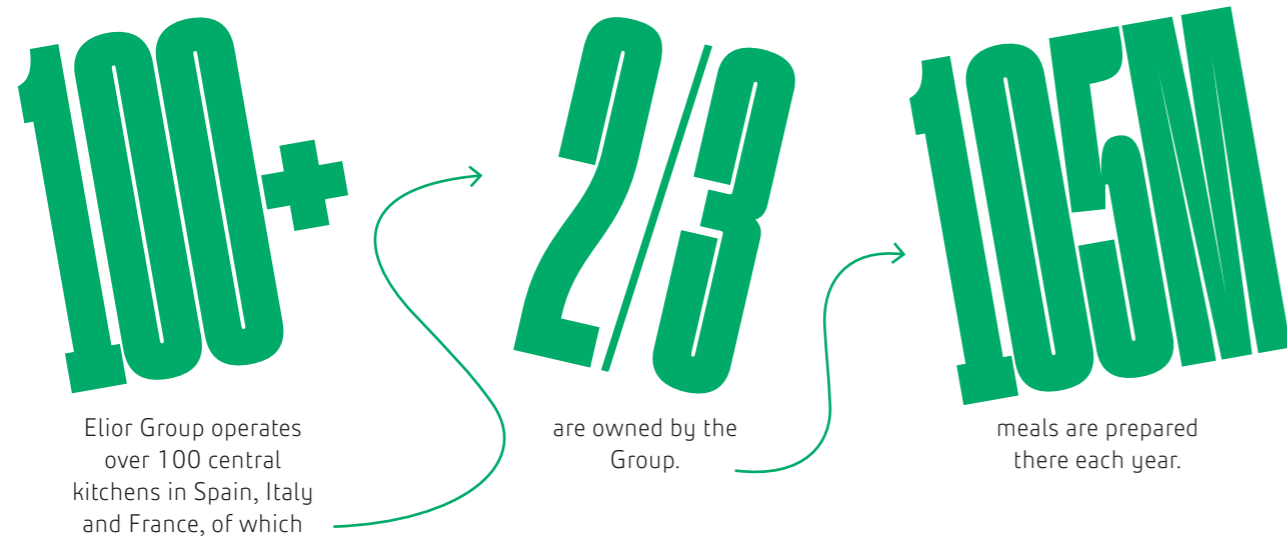
# E

Elior Group's central kitchens enable it to produce millions of meals using fresh and healthy ingredients at a very low cost. They respect the highest standards and have specifically-structured organizations and work flows. All of this means we can meet client expectations concerning traceability, food safety, waste reduction, energy efficiency and the use of local and organic produce. For example, some of our central kitchens in France source produce directly from local orchards.

We have the largest infrastructure of central kitchens in continental Europe, both in terms of production capacity and regional coverage. In all, the Group operates around a hundred kitchens in Spain, Italy and France, a third of which are owned by clients. For historical reasons, most of the

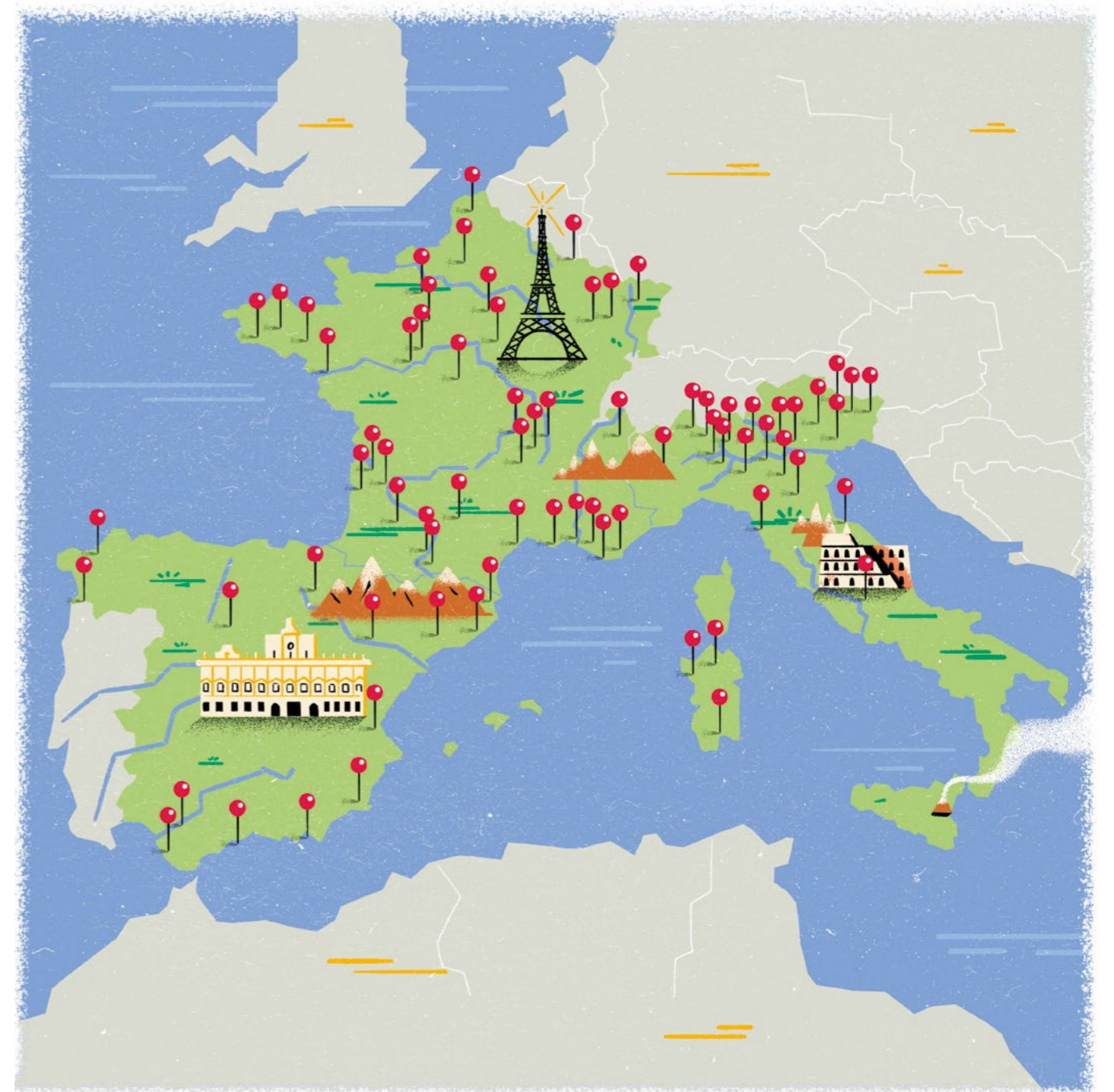
105 million meals that our kitchens produce every year are for the education sector, but they have already started to diversify into the high-growth markets of the future. Our central kitchen network is also a major asset for us in North America, where geographic coverage is a priority.

Going forward, we plan to upgrade and refurbish our kitchens to make them even more efficient and effective. This will involve streamlining the number of sites, increasing their average size, augmenting their production capacity, introducing state-of-the-art equipment, optimizing processes, and anticipating regulatory changes. The aim is to have a streamlined and more productive network by 2021 in line with the Group's overall strategic objectives. ■



## THE PÉPINIÈRES DU GOÛT

In France, Elior has created a new generation of central kitchens called *Pépinières du goût*. These kitchens are responsible and evolutive and benefit from the expertise of Elior, Ducasse Conseil and the Paul Bocuse Institute. They are audited by Bureau Veritas based on a set of quality guidelines including 26 commitments and 52 criteria. The *Pépinières du goût* have to demonstrate their commitment in three areas: taste, service quality and environmental protection.



# CHANGING HABITS

ANTICIPATING MARKET TRENDS TO MEET GUESTS' GROWING EXPECTATIONS

The catering world is one of fast and non-stop change. In order to cement our leadership position, enhance our performance and meet our guests' needs even more closely, we have identified three growth drivers that are in line with today's main market trends.

## SEIZING OPPORTUNITIES FROM FRAGMENTED EATING PATTERNS

For a long while, the typical day of an office worker or student was punctuated by meal times. But that's less and less the case now, and over the past few years the traditional lunch break has gradually been getting shorter. Today, guests want to be able to eat at any time of the day depending on their schedule and appetite. To satisfy these new needs in all of our markets, we have drawn inspiration from commercial catering and introduced new concepts into our contract catering operations that offer any time, any place dining solutions. This transformation is essential because market demand for all-day eating – spanning breakfast to dinner – is set to increase by 45% by 2025. ●●●



Market demand for all-day eating – spanning breakfast to dinner – is set to increase by 45% by 2025 to reach \$1.9 billion.



SMEs account for 67% of workers in Europe (79% in Italy, 73% in Spain and 63% in France), and correspond to a market estimated at €53 billion in the Group's three main European operating countries.



The seniors market has grown by 20% in the space of four years. It now represents €6 billion worldwide and is expected to rise to €11 billion by 2022.

## HELPING PEOPLE AGE WELL

●●● The second growth opportunity identified by the Group is the silver economy. This market has grown by 20% in the space of four years, directly reflecting longer life expectancy.

The new generation of seniors is increasingly wanting to age at home, with outside help for meals and daily chores. Therefore, in addition to our care home offerings, we have developed home delivery solutions based on a range of recipes with ingredients and textures adapted to the constraints of each guest. In France, for example, we've teamed up with the French postal service to create "Savourer chez vous" – healthy, balanced meals delivered to seniors' homes by postal staff. In Europe, we draw on our unique network of some 100 central kitchens for these home delivery solutions. In the USA, Elior North America is focusing on the seniors meal deliveries segment, in which it is growing rapidly as illustrated by its acquisition of Bateman Community Living, a company specialized in this domain.

## TARGETING SMES

Thanks to our central kitchens we can also target a new set of clients and guests – small and medium-sized companies (SMEs) – which account for 67% of workers in Europe. As they often lack the space or resources to install a proper kitchen on their premises, these companies are often on the lookout for new, kitchen-less concepts that nevertheless enable them to offer high-quality catering to their employees. It's an important issue for SMEs because providing good food services is an effective way of attracting and retaining sought-after talent. We've put our creative capacities to full use to find numerous solutions for these new clients and guests, such as the Vitalista meal deliveries concept in Spain, the Food 360 smart fridge format in Italy, and Cocoon small casual restaurants in France. ■

Initiatives

**Life<sup>4</sup> - innovation is the Group's heartbeat**

Elior Group's global innovation approach – called Life<sup>4</sup> – catalyzes all of its innovation initiatives, whether for technology, cooking, new offerings or new markets. Life<sup>4</sup> breeds fresh ideas, enabling us to stay ahead of the curve in developing state-of-the-art solutions and partnerships.

To further this ambition, we are launching a Life<sup>4</sup> platform, which will bring together market analyses, cutting-edge projects and feasible solutions, all with the same aim of identifying and nourishing ground-breaking ideas that will shape the catering industry of the future. In other words, we're going all out to help our people be the drivers of change.



Railway stations

**EVEN THE TABLES ARE SMART NOW!**

After Montpellier Saint-Roch station, Areas has continued its collaboration with start-up Awadac by introducing smart tables at Gare de Lyon station in France. And what's on the program? Better time management for passengers thanks to more fluid service, and better flow management for Areas' teams.

Robotics

**PEPPER JOINS THE LAB**

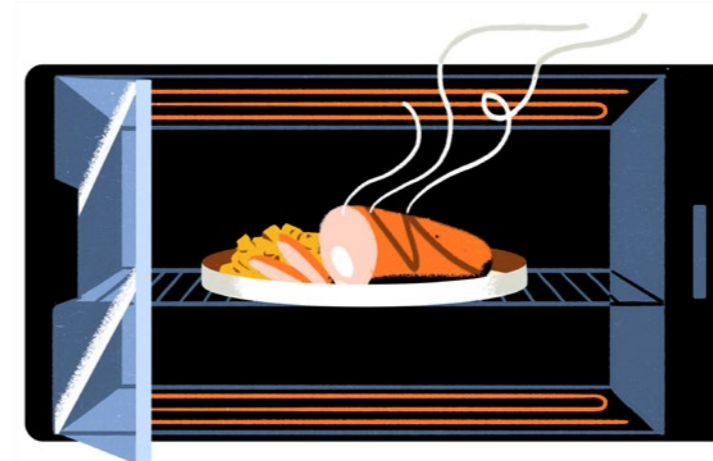
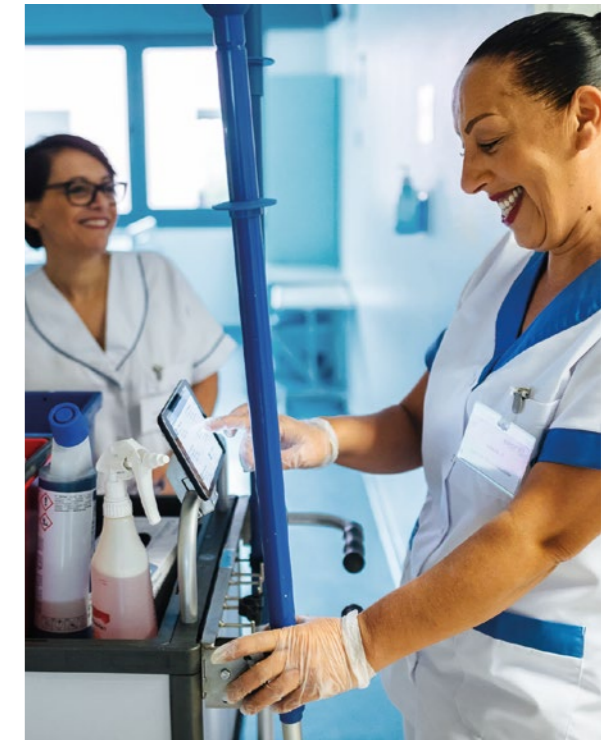


During its second year of operation, the LAB was once again the venue for our teams to map out the future of food services and rest breaks. Located in the Group's Paris head office, this melting pot of new ideas and experiments now has a very special ambassador – Pepper. Pepper is a small humanoid robot who works for the LAB on a part-time basis, welcoming visitors, presenting the Group's operations and even carrying out satisfaction surveys.

Services

**NOVACIO: AN INNOVATION PROGRAM THAT'S MAKING A DIFFERENCE**

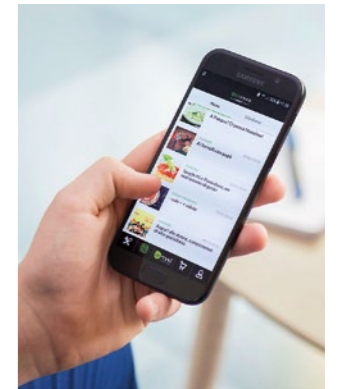
Elior Services is France's leading provider of cleaning services in the healthcare sector and it's staying one step ahead of the pack thanks to Novacio, its collaborative innovation program. In 2018, the Novacio-inspired connected trolley was rolled out to 15 Ramsay Générale de Santé sites, the Easytraça traceability app was introduced in four Ikea stores, and Valogic – a special waste management solution – was developed to round out Elior Services' environmental protection measures.



Education

**22 SITES FOR WEEKY CONNECT**

**Rolled out by Elior France to 22 sites in the education market, the Weekly Connect app saves time for high-school and university students by enabling them to click & collect their meals.**



Business & Industry

**JOYFOOD: AN APP TO ENHANCE THE GUEST EXPERIENCE**

Click & collect has become a main-street must-have and the JoyFood app is bringing this trend into the world of business. Introduced in Italy, guests can use JoyFood not only to view menus and order and pre-pay their meals but also to obtain nutritional information, take part in satisfaction surveys and even find out about the latest trends in contract catering.

**CONTRACT  
 CATERING**



As a global contract caterer, Elior has a track record of more than 25 years in delivering personalized catering solutions and innovative concepts in the education, business & industry and healthcare sectors worldwide. Every day we go the extra mile to meet our guests' requirements for tasty, healthy products served in welcoming and inviting settings. At the same time, we take care to provide catering services that fit with modern lifestyles, adapting our offerings on a daily basis to highly diverse needs and allying culinary expertise with operational excellence.

**90,000**  
 employees



**23,500**  
 restaurants



**5.1 million**  
 guests every day



**No.4**  
 worldwide



**1. By selectively pursuing our external growth strategy,**

we strengthened our strategic positions in catering for seniors and correctional facilities in the United States. With the acquisition of Bateman Community Living, Elior North America has reinforced its leadership in meal deliveries to seniors, both at home and in congregate settings, and is continuing to expand in this high-potential market. In the correctional facilities sector, the Group's recently-acquired subsidiary, CBM Managed Services, provides catering, canteen and vending solutions in some 200 locations across US states, counties and municipalities. In these two markets – where catering plays an essential role in

guests' wellbeing and quality of life – the Group's teams draw on their in-depth expertise to prepare and serve meals that are adapted to specific nutritional requirements.

**2. Satisfied with the services already provided by Elior India,**

Goldman Sachs extended its existing contract with the Group by entrusting it with the catering services at its new Bangalore campus, which boasts a 1,400 sq.m special-purpose kitchen. In parallel, Elior India opened a new central kitchen in Sri City to cater for 8,000 guests at the Rising Star electronics manufacturer, and in so doing widened its geographic coverage.

**3. In the education market, each year Elior Group wins new clients and retains existing ones**

thanks to its offerings that include a wide range of organic and local produce, innovative concepts and state-of-the-art digital solutions. For example, in 2018, the municipality of Lyon in France renewed its trust in Elior to provide daily catering services in 127 restaurants for 27,000 guests, ranging from pre-school, junior and senior school pupils to school staff. In order to make daily life easier for its clients and the school children's parents, Elior's offering includes Kookiz – a special tablet dedicated to managing all of Elior's services – as well as the bon App' mobile application, which enables families

to view the menus served, obtain information about the main allergens and pay their bills on line.

**4. Following on from Roehampton and Kingston Universities,**

Elior UK won a contract to cater for the 12,000 students at Sunderland University, located west of Newcastle. To meet the needs and tastes of the millennials frequenting the university's two campuses, Elior UK offers nine food and drink outlets, including several coffee shops – such as Starbucks, Barista & Baker, Fontanella and Green Parrot – and two food courts showcasing world cuisine and street food, including the new Indian street food concept created in partnership with TV chef and author, The Urban Rajah.

# CONCESSION CATERING



Through its global brand Areas, Elior Group is a leading international caterer in the world of travel and leisure. We accompany the growing numbers of people who are on the move every day, meeting the needs of both travelers and concession grantors at motorway service plazas, railway stations and airports. Our aim is to transform these pass-through places into go-to locations, designed for relaxing and discovering new food experiences.

23,000 employees



2,100 restaurants and points of sale



900,000 guests every day



No.3 worldwide



**1. Areas won contracts with many airports** in Europe and the Americas during the year, notably Barcelona-El Prat and Minneapolis-Saint Paul. The added value that Areas brings is its ability to skillfully mix international brands with in-house concepts and partnerships with local names. For Barcelona, Areas has combined classic favorites, such as PAUL, Burger King, Wendy's and Peoples Organic, with the Spanish brands Boldú and Javier de las Muelas. And in Minnesota it has teamed up with the emblematic Blue Door Pub and Hi-Lo Diner. In so doing, Areas puts airports on the travel map, giving each one its own culinary identity.

**2. The Pierre & Vacances Center Parcs group has entrusted Areas** with all of its catering and food retail offerings at its Center Parcs villages in France and Germany as part of an overall modernization program for these destinations. On the menu are partnerships with local chefs, customized catering concepts, festive events, and digital solutions. Areas' objective is clear: upscale the service offering to give customers a premium experience throughout their stay.

**3. In Italy, Areas has entered the railway stations market,** which has been opened up to competition following the change in ownership of Grandi Stazioni Retail, which rents out the 465 points of sale in the country's 14 largest stations. At the famous Rome Termini station, tens of thousands of tourists and locals can now enjoy a proper Italian espresso coffee at Caffé Vergano or visit the Porchetteria Mancini deli to try its signature herb-seasoned roast pork prepared according to the traditional Latium region recipe. Areas' next opening in Italy is scheduled for Bari station.

**4. In Portugal, Areas has set up a joint venture with Brisa** – Portugal's leading motorway operator – to jointly manage and develop service plazas. Called Brisa Áreas de Servicio, this new outfit runs 13 service plazas on the Brisa network and its aim is to breathe new life into them by introducing a wide range of innovative products and services.

**SERVICES**

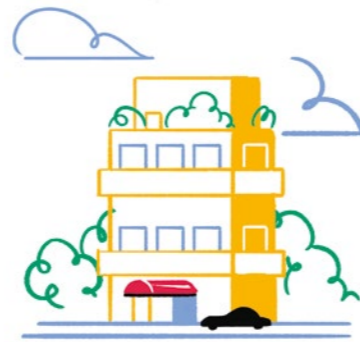


Through Elior Services, Elior Group proposes a full range of value-added services that meet the exacting requirements of healthcare establishments, sensitive industrial environments and public, professional and commercial spaces. Whether its clients are looking for specialized cleaning, healthcare hospitality, standard premises cleaning or facility management (reception services, grounds maintenance, and mail handling), Elior Services draws on its expertise to shape offerings tailored to the specific needs of each site, with three overriding objectives: financial performance, continuous improvement and environmental protection.

**19,000**  
employees



**2,300** sites



**No.1**  
in healthcare  
cleaning  
in France



**1. In Paris, Lacoste was won over by Elior Services' corporate hospitality proposal,** awarding it a three-year contract to provide all of the cleaning and facility management services for the famous crocodile brand's two main office buildings. This major contract – which illustrates the breadth and depth of Elior Services' offerings – covers all of the services related to the buildings and their occupants as well as the actual running of the buildings. It includes reception services, logistics, light maintenance, an e-concierge, grounds management, cleaning, mail handling, floral arrangements, waste management and security.

**2. Elior Services was awarded a five-year contract by the EDF group for 340 sites** in Greater Paris and northern and eastern France following a national competitive bid process. Already a trusted partner of the utility giant, Elior Services has been selected to provide all of the cleaning services for the sites concerned, comprising offices and several industrial facilities, including the Les Renardières R&D center. As part of the contract, Elior is also partnering EDF in managing security and sustainable development issues at the sites, notably by putting in place a centralized waste management system.

**3. Ramsay Générale de Santé – France's largest private hospital group** – renewed its trust in Elior Services to provide specialized cleaning and healthcare hospitality services at over 80 of its sites across France. Working alongside Elior's teams who cater for patients and staff, Elior Services' teams are in charge of cleaning patients' rooms, foyer areas, administrative spaces, consulting areas, and operating theaters, as well as waste management and laundry services. In order to facilitate its teams' daily work, Elior Services is test piloting a smart trolley at 15 sites. Thanks to this trolley, Elior Services' specialized cleaning operatives can communicate with hospital staff in real time,

which means patients can access their rooms more quickly.

# A UNIQUE BRAND CAPITAL

## OUR COMPANY BRANDS



SPAIN UNITED STATES FRANCE INDIA ITALY UNITED KINGDOM

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## CONTRACT CATERING

BUSINESS & INDUSTRY HEALTHCARE EDUCATION

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FRANCHISED BRANDS

VITA MOJO NESPRESSO

## CONCESSION CATERING

DIRECTLY-OWNED BRANDS

FRANCHISED BRANDS

RETAIL

PRESTIGIOUS RESTAURANTS



# LEAD

A FAMILY WORKING TOGETHER  
TO LEAD CHANGE





# “WE ARE LOOKING TO THE FUTURE WITH OPTIMISM”

GILLES COJAN, CHAIRMAN OF THE BOARD OF DIRECTORS, ELIOR GROUP

[In the summer of 2017, the Board decided on a new governance structure for the Group. Is this fully in place now?](#)

**G.C.:** Although the roles of Chairman of the Board of Directors and Chief Executive Officer were officially separated in early November 2017, the new structure only took full effect when Philippe Guillemot joined the Group as Chief Executive Officer in December 2017. During the first six months of 2018, Philippe worked in parallel on forming his Executive Committee and drawing up a three-year strategic plan for the Group, which was then unanimously approved by the Board.

In fiscal 2017-2018, three new directors joined the Board: Philippe Guillemot (director and Chief Executive Officer), Bernard Gault (independent director) and Virginie Duperat-Vergne (independent director), who represents Fonds Stratégique de Participations. With its ten members, the Board now seems to me to be extremely balanced from all perspectives.

So yes, the Group's new governance structure is now well in place, with on the one hand the Board of Directors and the Board's committees, which are fully focused on their respective tasks,

and on the other hand a Chief Executive Officer and his Executive Committee, whose objectives and action plans have been clearly defined. The Board is fully confident that the Group's management teams in their new form have the ability and talent to successfully carry out all of the missions assigned to them.

[How would you sum up the Group's performance in fiscal 2017-2018?](#)

**G.C.:** We achieved our objectives for the year, with 3% organic growth, adjusted EBITA margin of 4.3% and around €290 million in capex.

## THE BOARD OF DIRECTORS

Elior Group's Board of Directors examines all issues that fall within its legal and regulatory scope of responsibility. In particular it analyzes and, where it deems appropriate, approves the Group's overall strategies concerning business operations and human, financial and technological resources, and oversees management's implementation of these strategies. Its operating procedures are described in detail in the Registration Document.

**Elior Group's Board of Directors comprises ten members who are elected for four-year terms. Six of the directors are independent and four are women.**

**Gilles Cojan,**  
Chairman of the Board of Directors

**Gilles Auffret,**  
Senior independent director

**Anne Busquet,**  
Independent director

**Virginie Duperat-Vergne,**  
Independent director  
(representative of FSP)

**Pedro Fontana,**  
Director  
(representative of Emesa)

**Bernard Gault,**  
Independent director

**Philippe Guillemot,**  
Chief Executive Officer,  
director

**Sophie Javary,**  
Director  
(representative of Servinvest\*)

**Elisabeth Van Damme,**  
Independent director  
(representative of CDPQ)

**Robert Zolade,**  
Honorary Chairman, director  
(representative of BIM\*)

**Célia Cornu,**  
Non-voting member

\* Entities directly or indirectly controlled by Robert Zolade

The roadmap established by the Chief Executive Officer for the period up to 2021 marks a real return to Elior Group's fundamentals – i.e. strictly monitoring the quality of our business development, constantly enhancing the appeal of our offerings and tightly controlling all of our costs. We have also put in place rigorous procedures for authorizing capex to ensure that we use our financial resources more effectively in both our contract catering and concession catering businesses.

[How do you see Elior Group's future?](#)

**G.C.:** There are still opportunities to be tapped in our markets. In particular, the outsourcing rate for the education, healthcare and seniors sectors of the contract catering & services business line remains relatively low, giving us strong growth potential.

Our share of the US contract catering market is still small, despite our some \$1.3 billion in revenue generated in

2017-2018, and we have many opportunities in the United States in terms of both organic and acquisition-led growth. The support services market in France also offers new avenues for expansion that are complementary to our catering activities. In concession catering, traffic volumes on transport networks are constantly on the rise, creating more and more opportunities every day for our teams to develop our business in our various market segments.

Thanks to these growth and investment prospects, allied with the talent of our people, we are looking to the future with optimism.

[How do things stand regarding the review of the strategic options for the concession catering business?](#)

**G.C.:** The Board of Directors is considering whether the Group's long-standing business model, which combines contract catering & services with concession catering, is still the

right configuration. There are two main reasons for this. First, because it's questionable whether this model allows sufficient financial resources to be allocated to each of our business lines. And second, in an increasingly complex, competitive and specialized operating environment, it is uncertain whether we can hold firm against competitors that are focused on just one of these business areas. The Board therefore felt it might be the right time to separate our two business lines in order to give each of them the appropriate resources to accelerate their respective growth trajectories. ■

# “WORKING TOGETHER TO ACHIEVE OUR OBJECTIVES”

PHILIPPE GUILLEMOT,  
CHIEF EXECUTIVE OFFICER OF ELIOR GROUP

[How do you feel after a year at the helm of Elior Group?](#)

**P.G.:** I feel more motivated than ever. With each day that passes – and particularly when I’m with our front-line teams – my confidence in the Group’s incredible potential gets even greater. Our business is being driven by highly enthusiastic teams who are dedicated to their work and carry out their jobs with a real sense of purpose.

[In June 2018 you presented the Elior Group 2021 Plan. What are its objectives?](#)

**P.G.:** From a financial perspective, there are three main objectives for the period from 2019 through 2021: achieve organic growth of more than 3% a year on average, attain adjusted EBITA growth that is twice as high as organic revenue growth and generate €750 million in aggregate operating cash flow. Growth for these three indicators is not expected to be linear.

The plan also has three key objectives in terms of operations. First, to get the Group back on track financially and ensure the expansion of our three businesses while being rigorous in the allocation of resources. Second, to put in place efficient organizational structures by building high-performing teams packed with talent. And third, to futureproof by investing today to capitalize on our growth drivers tomorrow.

[What are those growth drivers?](#)

**P.G.:** There are three of them, and we are already actioning develop-

ment and innovation plans for each one. The first is the fact that eating times in contract catering are now much more fragmented. Lunch breaks are getting shorter and guests want to be able to

longer, and our meal delivery services in Europe and the United States help people to age well. Once again, our central kitchens give us an advantage in this sector, which we intend to leverage

**“Our central kitchens form a tight-knit network covering extensive ground in the countries where we operate. They can cook hundreds of thousands of meals each day that meet all of our guests’ nutritional requirements.”**

have access to food and drink at any time of the day. We are drawing inspiration from commercial catering to meet these new needs.

Our second growth driver stems from small and medium enterprises (SMEs), many of which realize that having a high-quality catering offering is an effective way to attract and retain the best talent. We can help them meet this challenge by offering flexible concepts with no need for an on-site kitchen, thanks to our network of central kitchens which is the largest in Europe.

And thirdly, longer life expectancy is offering new opportunities for catering, and not only in the care home sector. Seniors are remaining autonomous for

while at the same time diversifying the types of personal services we offer.

[You often talk about the Group’s central kitchens. Why are they so important?](#)

**P.G.:** Our central kitchens form a tight-knit network covering extensive ground in the countries where we operate. They can cook hundreds of thousands of meals each day that meet all of our guests’ nutritional requirements. The meals are prepared according to exemplary safety standards and are offered at a reasonable cost, while being a far cry from industrial food. We will continue to invest in these kitchens to make them a powerful asset both for the markets we currently serve and those we would like to serve in the future. ●●●



Focus

# THE OUTLOOK FOR OUR MARKETS

## WHAT ARE ELIOR'S PROSPECTS IN THE CONTRACT CATERING MARKET?

In the countries where we are already the leading contract caterer – i.e. France, Spain and Italy – we intend to consolidate our positions, while at the same time exploring avenues of future growth. In the countries where we are a challenger – the United Kingdom, the United States and India – our strategy is to offer services that clearly stand out from the competition. This approach has already enabled us to grow twice as quickly as our markets in those countries. In 2017-2018, the USA confirmed its position as the Group's second-largest revenue contributor in the contract catering business. We intend to go all out to make it the number one contributor by 2021, through both organic and acquisition-led growth.

## HOW WILL THE SERVICES BUSINESS CONTRIBUTE TO ELIOR GROUP'S EXPANSION?

Elior Services is the market leader in France and, going forward, we will pursue our innovation strategy in order to reinforce our offering of high value-added services. In the healthcare market, we are leveraging synergies between our services and catering offerings, underscoring the Group's strength and putting into action our corporate mission of feeding and taking care of everyone.

## WHAT IS THE ROADMAP FOR AREAS IN THE CONCESSION CATERING BUSINESS?

We have invested heavily in Areas over the past few years so our priority is to ensure that we get a return on that investment. We want to deepen our expertise in concession catering so that we can continue to grow the business. Our strategy is aimed at retaining our current contracts and enhancing their performance, as well as selectively winning new contracts worldwide, particularly in the USA.



**“CSR is fundamental for us at Elior Group, in the literal sense of the term. Our corporate mission is to feed and take care of people, which places us at the center of many of the challenges of today’s society.”**



●●● [You say that CSR is at the heart of how your business is run. Can you explain that a bit more?](#)

**P.G.:** CSR is fundamental for us at Elior Group, in the literal sense of the term. Our corporate mission is to feed and take care of people, which places us at the center of many of the challenges of today’s society. This means that what we do is inextricably linked to corporate social responsibility, right up to the very heart of our business model. Our vocation is to provide healthy food to a wide range of people of all ages, from children in nurseries to seniors in care homes. What’s more, think of the contribution we’re making to transforming the food industry by using local suppliers for our restaurants (9,600 in France for example). And that’s without taking into account the fact that we provide jobs to people who have no qualifications and give them the chance of following a real career path. Far from being a constraint, we view CSR as an opportunity for the Group. It is part of what we are and what we want to become: a responsible player in people’s everyday lives.

[You also say that innovation is in the Group’s DNA. What does that mean in practice?](#)

**P.G.:** Just like CSR, innovation is an essential component of Elior Group’s corporate mission. Our innovation drive

covers not only cooking and technology but also our services. We need to identify good ideas across the globe and then turn them into formal projects, share them and roll them out as widely as possible. Our approach is not to centralize the ideas we come up with but to pool them, and I have appointed someone in my team to specifically manage this.

[Your executive team is now complete. What do you expect from its members?](#)

**P.G.:** Because the Group’s financial success goes hand in hand with the efficient running of our operations, I have strengthened the Group’s organizational structure to ensure that the Elior Group 2021 plan is effectively executed and that our corporate mission is embodied in our everyday work. For instance, I have restored the position of Chief Human Resources Officer, and one of the main responsibilities of this post is to build on our approach of making human resources a vector for social integration. Similarly, I have created a Group Supply Chain Department to encourage the use of short supply chains, list more local products and guarantee that we meet our nutritional commitments. The executive team has clear roles and responsibilities and it is now up to us to work together and with our operating entities to achieve our objectives.

[Are these objectives the result of a collective thinking process?](#)

**P.G.:** The Elior Group 2021 plan is the result of close interaction with the Group’s entities, which were encouraged to input their ideas. Consequently, our teams know exactly what they have signed up to and what resources they will have to deliver on their commitments. The roadmaps obviously vary from one entity to another but they will all contribute to achieving our ultimate goals. I expect our managers at all levels of the Group to steer to success everyone who works in our 25,600 points of sale worldwide. Because our aim is for each and every operational team to be successful.

[On November 12, 2018, you announced the launch of a review into the strategic options for the concession catering business. Why?](#)

**P.G.:** Today we have more opportunities than we can actually seize across all of our operations. In order to give each of our businesses the resources they require to expand in line with the Elior Group 2021 plan, we now need to make some choices. Were we to take the decision to spin off our concession catering arm, it would be with the aim of helping each business grow by ensuring they have the requisite financial means. ■

# A STRENGTHENED ORGANIZATIONAL STRUCTURE

THE GROUP'S EXECUTIVE TEAM HAS BEEN STRENGTHENED TO ENSURE THE EFFECTIVE EXECUTION OF THE ELIOR GROUP 2021 PLAN.

## THE EXECUTIVE COMMITTEE

The Group has an Executive Committee which is chaired by Philippe Guillemot, Chief Executive Officer of Elior Group, and includes the Group's key executives. Its members review and authorize significant projects concerning:

- Major operating contracts under negotiation in France and in international markets, and the related capital expenditure projects.
- Proposed company acquisitions and divestments, strategic partnerships and any other major ventures.
- The implementation of the Elior Group 2021 strategic plan.

The Executive Committee also examines the Group's operating and sales performance on a monthly basis and it initiates and oversees cross-functional programs involving the sales and marketing, human resources, finance, budget control and purchasing functions, as well as programs to optimize productivity and the cost base.

## THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer's work is based on objectives set within the framework of the strategic roadmap as well as on goals established by the Board of Directors. He actively participates in all meetings of the Board of Directors and reports regularly to the Board on the Group's operational management and on significant events. As part of this role he is involved in defining and adjusting the Group's overall strategy.



**Philippe Guillemot**  
Group Chief Executive Officer



**Benoît Cornu**  
Group Chief Communications Officer



**Bernard Duverneuil**  
Group Chief Information and Digital Officer



**Pierre von Essen**  
Elior France Chief Executive Officer



**Esther Gaide**  
Group Chief Financial Officer



**Ruxandra Ispas**  
Group Chief Procurement and Logistics Officer



**Ludovic Oster**  
Group Chief Human Resources Officer



**Brian Poplin**  
President and Chief Executive Officer of Elior North America



**Gilles Rafin**  
President of Elior Services



**Oscar Vela**  
Areas Worldwide Chief Executive Officer

**6 million**  
guests every day



**15 countries**



**25,600**  
restaurants and  
points of sale



**132,000**  
employees



**€6.694bn**  
in revenue



**150** directly-owned  
and franchised brands



**Contract catering**



**No.4** worldwide

**23,500**  
restaurants and points  
of sale, serving:  
— Business & Industry  
— Education  
— Healthcare

**Concession catering**



**No.3** worldwide

**2,100**  
restaurants and points  
of sale, in:  
**91** airports  
**84** railway stations  
**227** motorway service  
plazas  
**89** city and leisure sites

**Services**



**No.1** in healthcare  
cleaning services in France

**2,300** sites  
**19,000**  
employees in France

**Europe**

**No.3**  
in contract catering  
in Europe

**No.1**  
in contract and  
concession catering  
in France and Spain

**No.1**  
in contract catering  
and airport concession  
catering in Italy

**No.4**  
in contract catering  
in the United Kingdom



**The Americas**

**No.5**  
in contract  
catering in the  
United States

**No.4**  
on toll motorways  
in the United States

**10**  
major airports  
in the  
United States



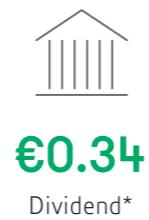
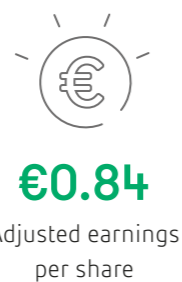
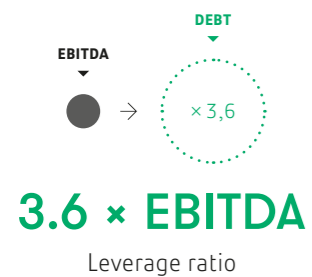
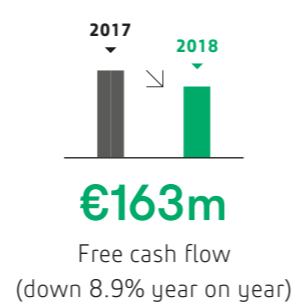
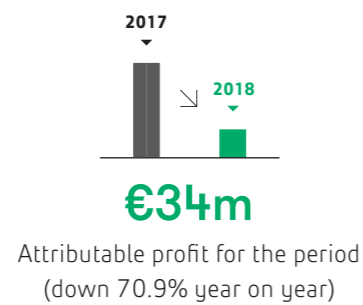
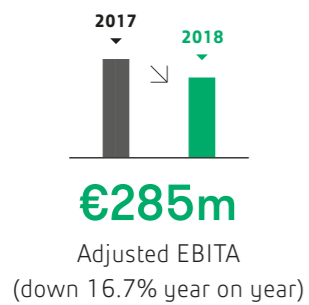
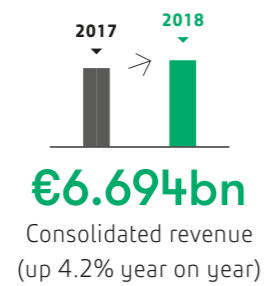
**Asia**

**No.3**  
in contract  
catering in India



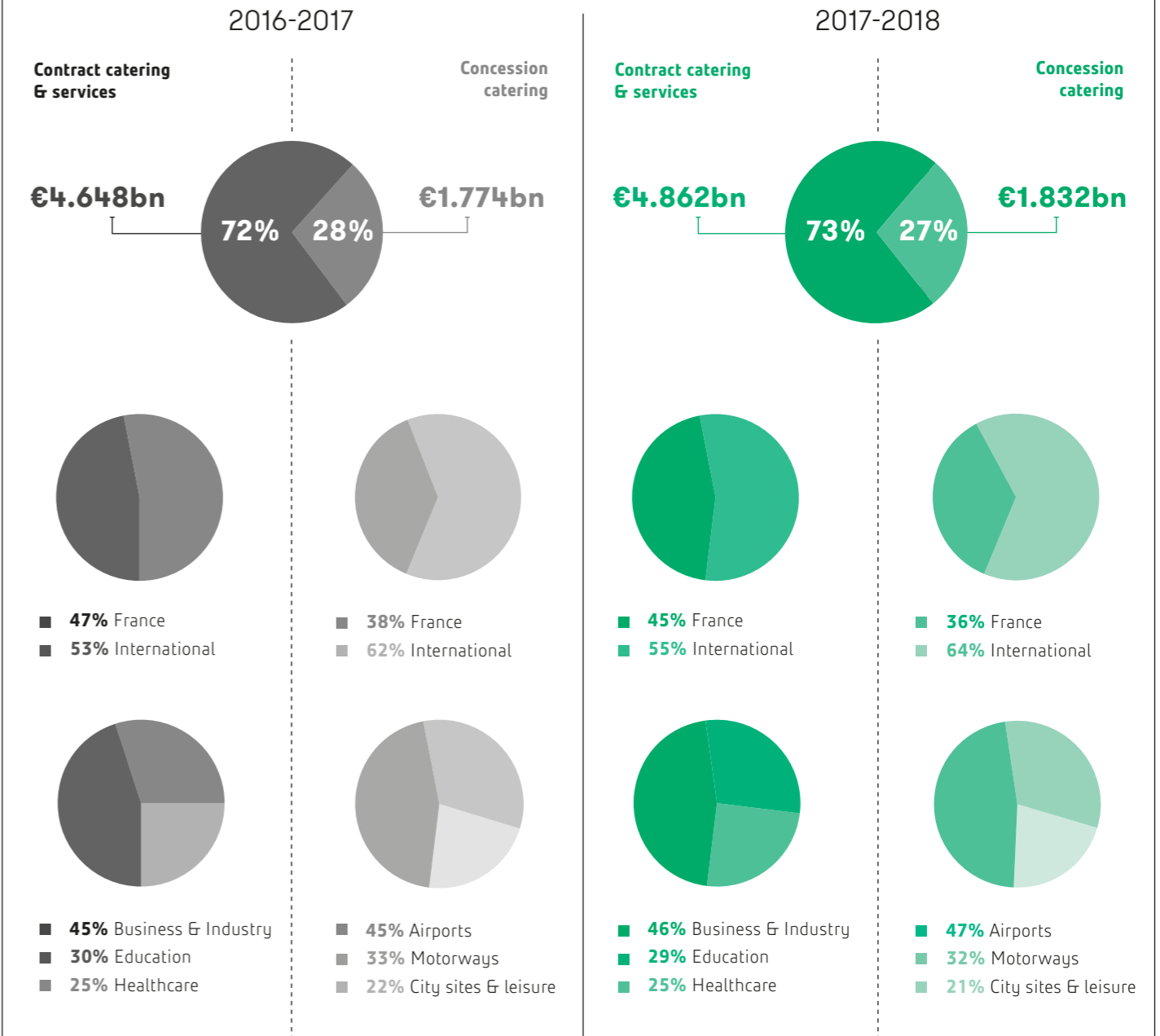
# 2017-2018 FINANCIAL PERFORMANCE

ELIOR GROUP ACHIEVED ITS OBJECTIVES  
FOR ORGANIC GROWTH, ADJUSTED EBITA MARGIN  
AND CONTROLLED CAPITAL EXPENDITURE.



\* Subject to shareholder approval at the March 22, 2019 Annual General Meeting

## REVENUE BY BUSINESS LINE AND GEOGRAPHIC REGION



## ADJUSTED EBITA BY BUSINESS LINE AND GEOGRAPHIC REGION



# MEET OUR FAMILIES BACKSTAGE



**Arnaud Pouteau**, waiter at L'atelier du Chef Édouard VII (Arpège) – **Rosa Cardoso**, service operative (Elior Services) – **Clarisse Colinart**, communications manager (Elior) – **Éléonore** – **Michèle** – **Florent Grangeois**, sales and marketing applications director (Elior Group) – **Antoine Dufresne**, chef (Elior) – **Mathieu Marchand**, site manager (Areas) – **Marie** (the photographer)

Town square,  
37<sup>th</sup> floor, Tour Égée



**Francis Ho**, deployment project manager (Elior) – **David Verdier**, operations HR director, Île-de-France (Elior) – **Judith Laloupo**, CSR manager (Elior Group) – **Julien Gascó**, digital communications manager (Elior Group) – **Sacha** – **Morgane Graffion**, CSR officer (Global Compact) – **Mohammad El Khaldy**, Syrian chef (Refugee Food Festival)

Bonsens restaurant,  
Tour Égée



**Abakar Mahamat Abali**, buyer (Elior) – **Florence Bruni Yahia**, nutritionist (Elior) – **Alexandre Barberot**, chef (Elior) – **Rosemy Estella**, senior sales assistant (Areas) – **Aude Matingou**, careers and mobility manager (Elior) – **Delphine Grenier**, internal communications manager (Elior Group) – **Solène Melet**, fast food manager (Arpège)

The LAB kitchen,  
Tour Égée



**Jean-Philippe Jeannin**, business development manager (Elior) – **Sandra de Quénetain**, interior designer (Elior) – **Quentin Chel**, head of products & concepts for clinics and hospitals (Elior) – **Sylvie Lambert**, operations marketing manager (Elior) – **Carine Ridel**, new business development (Elior Group) – **Jean-Marie Maire**, South-West regional director (Elior)

Ground floor,  
Tour Égée



**Inès Perrier**, press officer (Elior Group) – **Edgar** – **Maurice** – **Angèle Ngome**, housekeeper (Elior Services) – **Julie Dremière**, social media manager (Elior Group) – **Amélie Chauchix**, receptionist (Elior Services) – **Guillaume Toldema**, operations management controller (Elior Services)

Wonderfood restaurant,  
Tour Égée



**Gilles Rafin**, President (Elior Services) – **Bernard Duverneuil**, Chief Information and Digital Officer (Elior Group) – **Brian Poplin**, President and Chief Executive Officer (Elior North America) – **Benoît Cornu**, Chief Communications Officer (Elior Group) – **Philippe Guillemot**, Chief Executive Officer (Elior Group) – **Ludovic Oster**, Chief Human Resources Officer (Elior Group) – **Ruxandra Ispas**, Chief Procurement and Logistics Officer (Elior Group) – **Oscar Vela**, Chief Executive Officer (Areas) – **Pierre von Essen**, Chief Executive Officer (Elior France) – **Esther Gaide**, Chief Financial Officer (Elior Group)

Le Savor restaurant,  
Tour Égée

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**Text**  
Alexandra de Lassus Saint-Geniès

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Creads: page 31  
Awadac: page 34  
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DP Multimédia: page 41  
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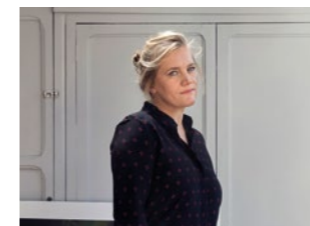
**Photographic production team**  
Guia Besana,  
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Cosimo Piccardi,  
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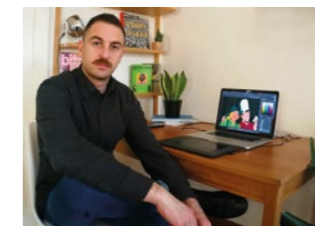
Raphaël Mellin,  
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Angelina Bergese,  
Hicham Ababsa and  
Aurore Lebacle,  
Make-up artists

**Illustrations**  
Antonio Sortino



**Guia Besana**  
Guia Besana is an Italian photographer who lives in Paris and Barcelona. Her work is regularly published in magazines and blogs including the CNN photo blog, the New York Times, Huffington Post, Marie-Claire, Vanity Fair, Le Monde, Courrier International and La Repubblica. Her personal work has won several awards and she has been the subject of many photographic exhibitions.



**Antonio Sortino**  
Antonio Sortino is an illustrator based in Milan. He has worked with the New York Times, WirtschaftsWoche, Les Échos, The Telegraph, Wired UK, EasyJet, Modus, Icon and La Repubblica.

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areas.com

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