

ESSENTIALS 2019



eliorgroup

Building on a **strategy** p.02 structured around core values of innovation and **corporate social responsibility** p.06, Elior is a world leader in the **contract catering** p.12 and **services** p.14 **markets** p.10. With an **asset base of unique brands** p.16 and a **substantial presence** p.18 in France, Spain, Italy, the UK, India and the USA, Elior delivered a **strong set of results** p.20 for 2018/2019, enabling the Group to meet the targets set by its **governance** p.22 team.



5 million
guests served every day



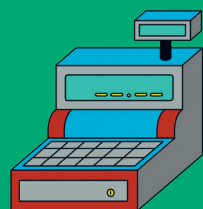
6 countries



23,500
restaurants
and points of sale



110,000
employees



€4.9 billion
in annual revenue



2,300
sites managed
by Elior Services

Dynamic, sustainable, profitable and responsible growth



Gilles Cojan
Chairman
of the Elior Group

cash flow that underwrites our future. I would also highlight the momentum generated by the New Elior strategic plan led by Philippe Guillemot, which has been achieved thanks to a great deal of collaborative work involving our operations teams, national teams and every Group entity.

The fact that Elior has its own unique culture is a valuable and very real strength. Our agility is also an essential asset, so we must maintain the pioneering spirit that has always driven our Group and has enabled us to establish Elior as a globally respected business. People are central to our commitment, and although they are able to rely on the support of increasingly sophisticated systems, they remain the essential guarantee that underwrites our quality and our ability to drive innovation forward. The keys to success lie primarily in the motivation and involvement of Elior's men and women, who work every day alongside our customers and guests.

Nutrition must also be central to our thoughts, because it is an important public health issue. Elior remains more committed than ever to its role as a social caterer that enables several million guests every day to enjoy their menu choices at the best-possible price in the knowledge that their meals are nutritious and meet the highest standards of hygiene and safety.

The financial year just ended was marked by a return to fundamentals of our business, and I have no doubt that the progress seen in 2019 will continue in the months and years ahead. Delivering that continuity begins with our teams focusing all their energy on satisfying the needs of our customers and guests, fulfilling their expectations, anticipating those expectations, and adapting our products and services to align with emerging trends.

In terms of our finances, the recovery in margins is already being felt in France, and we have seen very significant progress in the operating

Elior must now consolidate its return to sustainable, profitable and responsible growth. Our very buoyant markets offer us the opportunity to do so, and so do the dynamic new sectors in which the Group has already positioned itself. The Board of Directors and Executive Committee are therefore fully committed to ensuring that the New Elior development plan is fully implemented in terms of growth, margin/cash flow recovery and targeted acquisitions, and that implementation promotes the best interests of our business, our people, our customers and our guests.



Asserting our leadership as a responsible caterer with real expertise in delivering innovative and sustainable services.

2018/2019 was the year in which Elior bounced back: what is your perspective on what was a pivotal year?

The 2018/2019 financial year was the year in which Elior delivered on its commitments. We've refocused the Group on our traditional core business of contract catering in all six of our operating countries, and on services in France, at the same time as accelerating the pace of our growth. Without compromising the close attention to detail with which we manage our contracts, we've successfully embarked on a dynamic business transformation with the launch of our New Elior 2024 growth plan. Lastly, as forecast, we improved our margins in the second half of the year, which enabled us to meet all our full-year targets.

Could you review the main challenges faced by Elior in France and abroad last year?

In France, we further consolidated our status as the contract catering market leader thanks to the impetus provided by our new management team, which has restructured our organisation in ways that have made this more disciplined both commercially and operationally. Today's Elior is more pioneering than ever as it strives to meet the new expectations of our guests. Concentrated in France, our Services business continued to develop during the year, consolidating its leading position in the healthcare market by focusing on innovation. Internationally, we continue to strengthen the fundamentals that underpin our operations, and are now well positioned to continue the Group's expansion outside France.

CSR is now central to your strategic plan, so how do you intend to assert Elior's leadership as a responsible caterer?

Our businesses align fully with global awareness of the urgent need to take better care of the world's resources. As a leading contract catering and services company, we must play our part in facilitating this societal, social and environmental revolution. We have many drivers and strengths with which to fulfil that role, including responsible sourcing, promotion of local supply chains, supporting local growth and employment, more effective education around nutritional issues, modifying our recipes to deliver better balanced options, and reducing waste. Our responsibility today is to assert and deliver on our ambition to be the champions of healthier, safer and more responsible food. To succeed in these multiple challenges, our main asset remains — more so today than at any time in our past — the expertise and talent of our people, starting with our front-line restaurant and service teams, because they are closest to our customers and guests on a daily basis.



Philippe Guillemot
Chief Executive Officer of the Elior Group

How can you use this CSR commitment to give you a competitive edge?

We've identified three major concerns among our guests: is what I'm eating good to eat and healthy for me? Does the food I eat have a positive or negative environmental impact? And lastly, am I going to enjoy the dining experience? At Elior, we have set ourselves the ambition of reinventing our profession as a social caterer so that we can meet these three expectations. The first thing we need for that is greater transparency. We need to give our guests back the power to make their own food choices by providing them with accurate information about the meals we offer, so that they can make their own informed choices. Which is why we intend to introduce the Nutri-Score



You say that you intend to support the dynamic growth of the Group by empowering the front-line teams who work closely with your customers and guests. But what does that actually mean in practice?

Recognising the value of our teams and empowering them are central to our priorities. That's why we're now a leading employer of choice, and we intend go further still to build on that strength! We make a very significant level of investment in our people. We have qualification-based training programmes in place to help our staff learn the skills specific to our business and develop their careers with us. More than half of last year's management vacancies were filled through internal promotion. Our ambition is to increase that to 70% in the medium term. This aspect of supporting career progression within the Elior Group is very important to us and helps us to attract new talent.

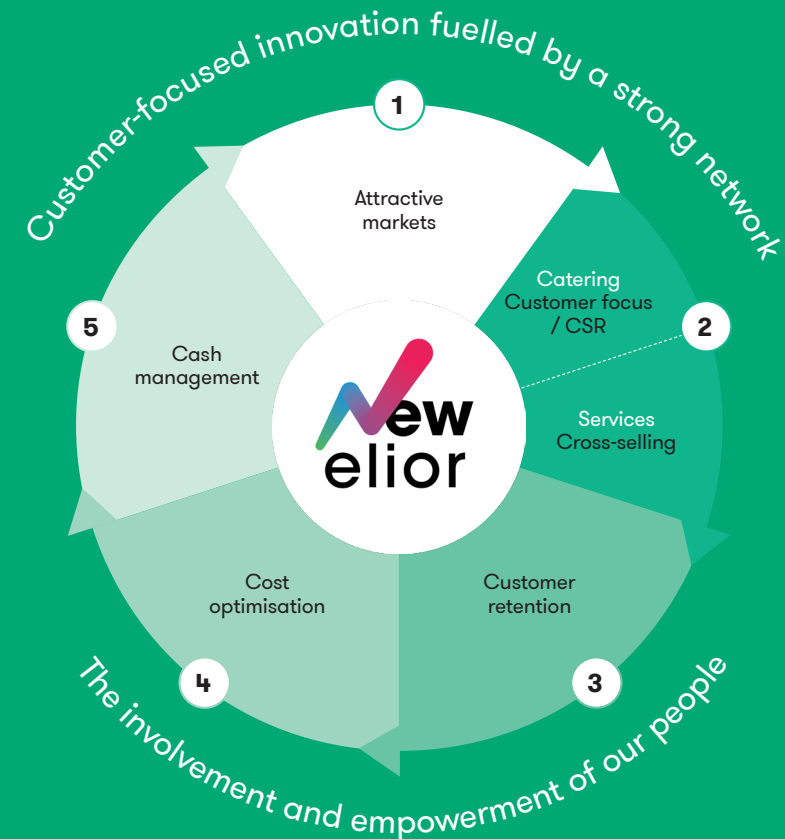
Another thing that sets us distinctively apart from our competitors is the strategic importance we place on our Chefs. Elior remains first and foremost a caterer, so our organisational structure is now built around its Chefs. We give them the freedom they need to exercise their initiative and take responsibility, because they have direct contact with our customers and guests every day.

Lastly, how do you see the market developing in the 2019/2020 financial year?

Last year's results have allowed us to remain on track to achieve the value creation targets set out in the New Elior plan for 2024. Our teams are fully committed to reasserting our leadership and achieving our short- and medium-term targets.

labelling scheme for the French contract catering market, in partnership with the Ministry of Health. And we'll be the first to do so. Another example of this commitment is the fact that we now show the carbon footprint of the meals served in our company restaurants in the UK. We also provide nutritional, allergen, product origin and other information. Consumers are increasingly seeking to regain control of the food they eat. So it's very important that when they're not cooking for themselves, they can rely on a trusted third party. Elior wants to be that trusted third party, because many guests dine in our restaurants several times a week, and are therefore trusting us to prepare their meals. That's why we're offering a more diverse level of choice so that they can be sure of finding their food preferences in our restaurants. We're convinced that our ability to innovate and offer choices that meet the expectations of our guests is what will allow us to assert our leadership in all the markets we serve.

The New Elior development plan: a growth strategy for the period to 2024



Elior has refocused on its core business of contract catering in six countries, and on services in France, positioning the Group as the second-largest catering industry pure player worldwide.

In doing so, it has redefined its mission, ambition and priorities for each of its markets, and has built its New Elior strategic plan for 2024. Developed jointly by the Executive Committee and operations teams, it is built around the five value creation drivers shown above.

The Group's ambition translates into a set of medium-term targets:

- year-on-year organic growth of between 2% and 4%,
- an improvement in adjusted EBITA of between 10 and 30 basis points per year,
- capital expenditure contained to less than 3% of revenue.

To achieve this ambition, the Group is looking beyond its purely financial targets, and intends to reassert its leadership in corporate social responsibility.

Asserting our leadership in CSR

**POSITIVE
FOODPRINT
PLAN™**

As a business that pays particularly close attention to the health and wellbeing of its guests, the development of all its people and the impact its activities have on the environment, Elixir has operated a corporate social responsibility policy for more than 10 years. As a signatory of the United Nations Global Compact since 2004, Elixir is in no doubt that it has the obligation to make a positive contribution to its ecosystem at every link in its value chain.



Elixir has built its Positive Foodprint strategy around four major responsibility challenges. Identified by the results of a materiality analysis conducted in 2015, they align with four of the Sustainable Development Goals (SDGs) set by the United Nations. Their suitability for the purpose was confirmed by the results of the non-financial risk map created in 2018:

- healthy choices that are good to eat,
- sustainable ingredients,
- dynamic teams and communities,
- a circular economy.

Elixir has set a series of indicators to guide its actions and demonstrate its progress strategy.

The Elixir Group corporate responsibility governance model was also reviewed in 2019 to ensure that the challenges involved are incorporated more effectively by everyone, from the executive management level to operations teams.

A CSR Committee chaired by the Chief Executive Officer has responsibility for validating the strategic decisions that shape the points of focus for the Positive Foodprint strategy, monitor its progress and adjust its priorities to reflect the Group's business environment.

Lastly, a network of CSR representatives is responsible for implementing the Positive Foodprint strategy commitments within all Elixir Group operating entities.

Four major responsibility challenges



Healthy choices that are good to eat



Ambition

To promote tasty, healthy, sustainable diets by increasing the proportion of vegetarian options.
To continue the process of improving the nutritional information provided to guests.

Performance indicators

- the proportion of purchases accounted for by plant-based ingredients
- the proportion of revenue generated from vegetarian recipes
- the proportion of sites having implemented at least one nutritional promotion

18.9%

of food purchases are nutritious plant-based ingredients.

15.5%

of the 50,000 current recipe choices are vegetarian, 40% in the UK.

Sustainable ingredients



Ambition

To increase the proportion of responsibly sourced supplies by favouring local, organic and quality-labelled products.
To increase the proportion of reusable and/or recyclable packaging and consumables.

Performance indicators

- the proportion of responsible ingredients purchased
- the proportion of local ingredients purchased
- the proportion of responsible packaging and consumables purchased

62%

of seafood purchases are sourced from responsible supply chains in the UK (29.4% for the Group as a whole).*

11.6%

of food and non-food purchases are quality-labelled.**

Dynamic teams and communities



Ambition

To fill 70% of management vacancies through internal promotion by 2025. To develop the skills and employability of all employees.
To guarantee the health and safety of all employees.

Performance indicators

Internal recruitment rate (%)

54.9%

of management vacancies are filled internally.

49%

of managers are women.

50,000+

employees have been trained in health and safety.

A circular economy



Ambition

To recover biowaste at all Elior sites with responsibility for waste management.
To promote the benefits of the circular economy to all clients and guests.

Performance indicators

- the proportion of Elior sites recovering biowaste
- the number of initiatives to reduce food waste (including training programmes)

84%

of used edible oils are recycled.

83.2%

of sites recover biowaste.

8,000+

initiatives around reducing food waste were implemented.

* By volume ** Excluding Elior North America

Growing and changing markets

The Elior group model is based on two areas of activity:

- in France and abroad, Elior and its subsidiaries offer catering solutions for the corporate, educational and health sectors
- in France, Elior Services has developed special expertise in cleaning, with particular emphasis on healthcare facilities, sensitive industrial environments and the hospitality industry, supplemented by facility management services.

All these markets offer strong growth potential. The contract catering market in particular is growing in volume terms as a result of increased outsourcing by all types of customer. This market is characterised by significantly higher levels of expectation among guests, who are increasingly demanding in terms of pleasurable meals, sociability in the catering environment, eco-friendly products, nutritional information, special diets and new patterns of consumption.

Segments with high growth potential

In addition to the sectors in which the Group intends to consolidate its leadership, the New Elior strategic plan also targets new segments related to its core business, and in which it already has proven local experience.

Meal deliveries to SMEs

In Italy, Elior offers SMEs nutritionally balanced full meals available at any time from its Food360 connected refrigerated display unit.



Rail passenger catering

Elior has operated Itinere, the onboard catering service of Trenitalia trains since 2013, and has now successfully transposed this expertise from Italy to the UK by winning a multi-year contract in conjunction with Trenitalia for the East Midlands line.

Airline private lounges

In Spain, Serunion has been developing this new market of more than 200,000 customers per year since 2018.

Stadium catering

This market has been identified and targeted in the UK, where Elior has renewed its contract with Murrayfield Stadium for 12 years.

Gallery & museum catering

This market is growing in Spain, the UK and the USA with the Group winning a number of high-profile prestige contracts, including the National Art Gallery in Washington DC, the Museu Nacional d'Art de Catalunya in Barcelona and the National Museum of Wales in Cardiff.

Our competitive advantages

In expanding its existing markets alongside newly identified segments, Elior is able to rely on a number of substantial competitive advantages.

Strong market positions

The contract catering market is extremely competitive in all six of the Group's operating countries. In these markets, size is a key factor in competing successfully, because it allows us to offer attractive prices, and gives us the opportunity to tender for the largest contracts.

Complementary geographies and markets

Elior currently operates in 6 countries, and its geographical expansion has increased the contribution made by internationally generated revenue to its current level of 55%. The USA is now the Group's second-largest market outside France, generating 20% of its revenue. Another Elior strength is the complementary nature of its business,

education and healthcare markets, which react differently to economic cycles and seasonality.

A broad base of loyal customers

The stability of the Elior business model is underpinned by its stable, long-term relationships with a large number of major customers. The customer retention rate for contract catering activities in 2018-2019 was 90.8%.

Substantial acquisitions experience

The acquisitions made since the beginning of the 2016 financial year together contribute additional full-year revenue of approximately €800 million. This success is due to the profile of the companies acquired, their complementarity with existing operations, and ease with which they can be integrated into the Group.

Operational excellence

Achieved as a result of an expertly managed supply chain and a closely controlled cost structure, the Group's operational excellence also depends on sustainably trained employees incentivised by the opportunity of internal promotion.

Entrepreneurial teams

Elior's highly decentralised organisational structure contributes to maintaining a strong spirit of entrepreneurship among its management teams. With detailed knowledge of their individual markets, they retain the independence that allows them to operate dynamically and with real agility, both operationally and commercially.

Contract catering

Every day, we earn the trust of our guests by offering them healthy, tasty and planet-friendly food.

Now a global force in contract catering, Elior has been offering personalised solutions and innovative catering concepts to the worlds of education, business and healthcare for more than 25 years. Responding to demand for great tasting, healthy and environmentally friendly products in sociable surroundings, and providing lifestyle-focused catering services, Elior applies its culinary expertise and operational excellence on a daily basis to tailor its offerings to a very broad diversity of needs and expectations.



90,000

employees



23,000

restaurants and points of sale



5 million

guests served every day



The World Number 2

pure player with a presence in 6 countries worldwide



A new central kitchen for Delhi

Elior India continues to expand its presence beyond its original bases in Bangalore, Chennai and Mumbai. In spring 2019, the company opened a new ultra-modern central kitchen in Delhi, the capital of India. With the capability of preparing 40,000 meals per day, it supplies two customers already served by Elior India in Bangalore. Elior India now prepares a total of 180,000 meals every day, 150,000 of which serve the corporate market, with world-famous customers such as Daimler, Pfizer, Cisco and LinkedIn.



Serunion meets and exceeds expectations in Barcelona

Singularis, the company operated by Serunion (the Elior Iberian Peninsula subsidiary) and dedicated to serving high-profile prestige venues, has won the three-year contract to provide the full range of catering options for visitors to MNAC, the National Art Museum of Catalonia. The expertise of Singularis is delivered through three outlets within the museum: a café terrace close to the ground floor reception area, a snack bar inside the museum, and a rooftop fine dining restaurant with panoramic views over the Catalan capital. This prestigious new client was attracted by the reputation Singularis enjoys among many other demanding customers — including the National Theatre de Catalunya, the World Trade Center Barcelona and Camp Nou — and by its commitment to environmental protection.



Elior revolutionises the guest experience at Bowie State University

Elior North America subsidiary Aladdin has been appointed as the new catering services partner for Bowie State University, the oldest university in the State of Maryland. The five-year contract is the first in Maryland for Elior, which plans to establish Bowie State as one of the region's top further educational institutions in terms of its catering offer. Total refurbishment of the catering space, mobile ordering technologies, an open kitchen, flexible hours, food trucks and more... The ambitious programme reflects Elior's commitment to providing a quality experience for everyone who lives, studies and works at Bowie State.

Every day, our experts demonstrate their commitment to delivering service excellence on customer sites for the benefit of those who live and work in them.

Elior Services provides a comprehensive range of services designed to meet the most stringent requirements of healthcare institutions, sensitive industrial environments and public, professional and retail spaces. Biological cleaning, healthcare hospitality services, business premises cleaning and facility management of front desk services, landscape management and mail management: Elior Services offers a broad diversity of tailored site-specific services, all of which are designed to deliver financial performance, continuous improvement and respect for the environment.



20,000
employees



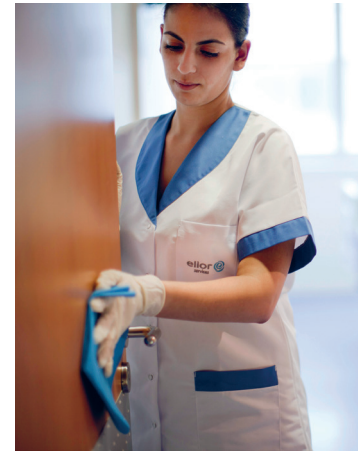
2,300
sites



**The French
Number 1**
in healthcare facility cleaning

Careful preparation when outsourcing for the first time

When Saint-Camille hospital decided to outsource its biological cleaning and healthcare hospitality services, it chose Elior Services. This 24,000 m² Bry-sur-Marne healthcare facility has 300 beds. Elior Services teams are responsible for biological cleaning of patient rooms, reception areas, offices and operating theatres, as well as managing every aspect of the patient meal service. Between contract signature in July 2019 and the first delivery of services, Elior Services provided extensive employee relations support and met regularly with staff in preparation for the new operational methods. This process made it possible to take over employment of 52 people formerly employed directly by the hospital.



A new framework contract with UniHA

UniHA, the Union des Hôpitaux pour les Achats, is a French public hospital purchasing cooperative formed to improve response and quality performance. It is the largest single purchasing operation in France, regardless of industry. In 2019, Elior Services signed a new four-year framework contract with UniHA, which means that the company is regarded as an approved supplier and has the opportunity to tender for biological cleaning, hospitality and complementary service contracts with member hospitals. Elior Services currently has seven active contracts which were secured as a direct result of a previous UniHA framework agreement; a total of approximately 250 people are employed as a result of these contracts.

Staying close to Montgeron

The town of Montgeron to the south-east of Paris boasts a wonderful living environment: located partly in the hills of the Sénart Forest, it is home to *La Pelouse*, a tree-lined avenue that once led to a royal hunting lodge, and 50 hectares of protected parkland. So landscape maintenance is a particularly important responsibility. The award of this contract to Elior Services for a further three years reflects the recognition and appreciation of the quality of services provided by the company. Three employees have responsibility for 4.5 hectares of grass, pruning 7.5 km of hedges, cutting 6,000 m² of verges and maintaining 2.5 hectares of paths in accordance with the zero-pesticides legal requirement introduced in 2017. The expertise of Elior Services in differentiated open space management and the close relationship already established with the local authority were both important factors in the award of this contract.



An asset base of unique brands

Our company brands



Spain



USA



CONSTELLATION



France



India



Italy

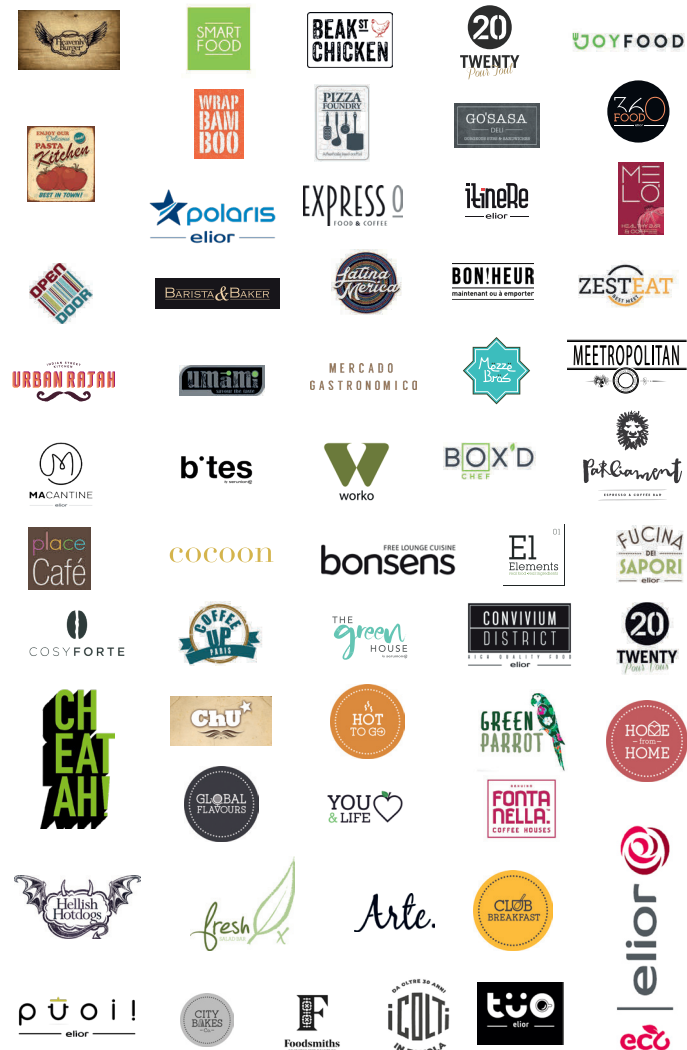


UK



Our contract catering brands

Corporate



Healthcare



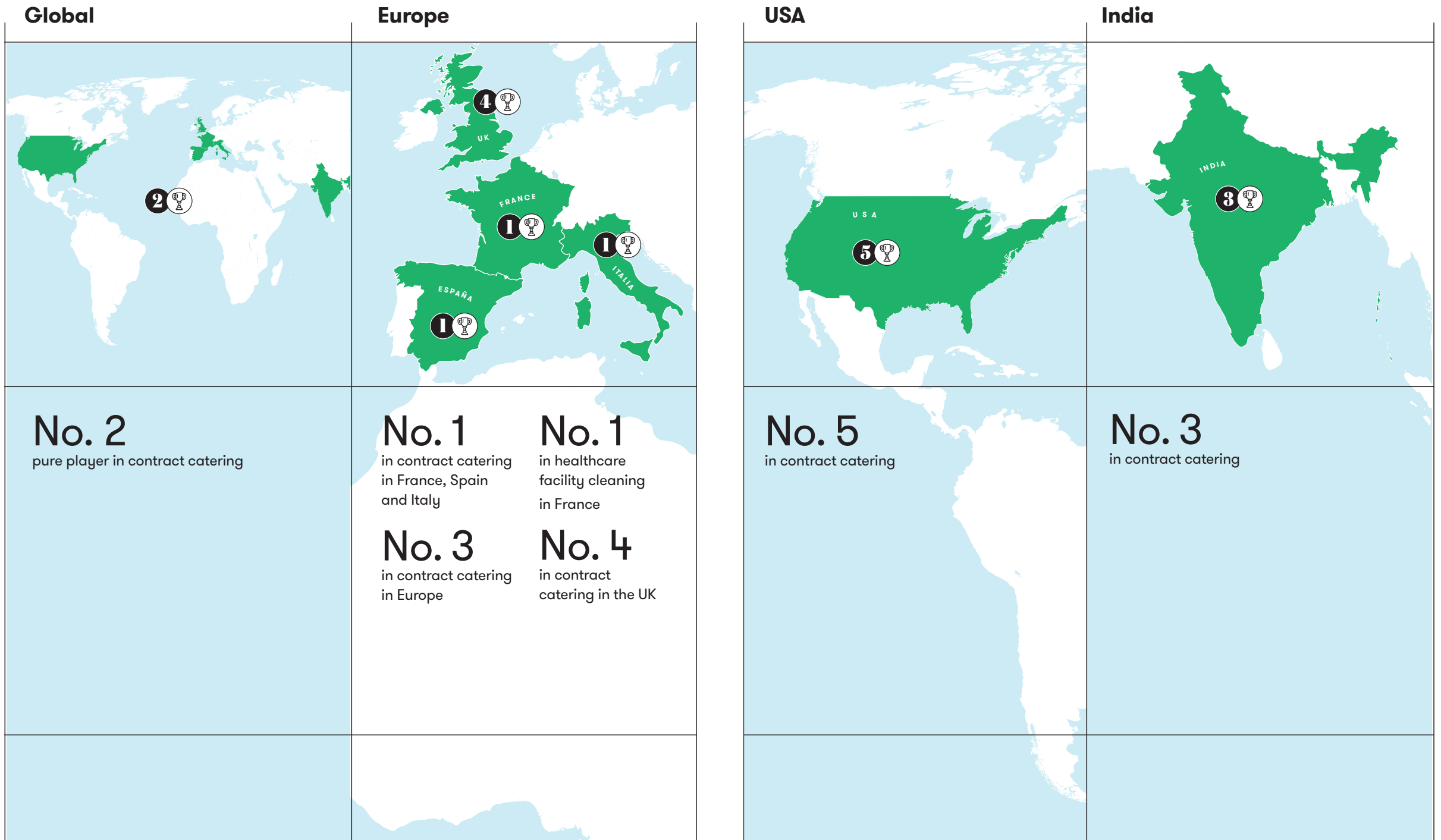
Franchised brands



Education



A strong presence in six countries



2018/2019 financial performance

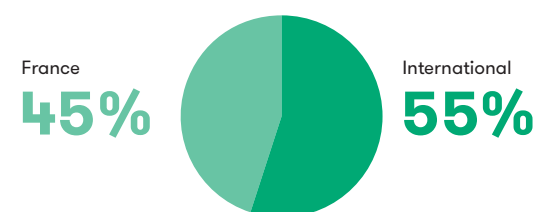
In 2018/2019, Elior achieved its targets for organic growth, adjusted EBITA margin and control of capital expenditure.

Group annual revenue (up 0.8% on 2017/2018)	2018 - 2019	€4.923 billion
	2017 - 2018	€4.886 billion
Adjusted EBITA (up 0.5% on 2017/2018)	2018 - 2019	€176 million
	2017 - 2018	€175 million
Adjusted EBITA margin	2018 - 2019	3.6%
	2017 - 2018	3.6%
Attributable net profit	2018 - 2019	€271 million
	2017 - 2018	€34 million
Operating free cash flow (up €162 million on 2017/2018)	2018 - 2019	€251 million
	2017 - 2018	€89 million
Adjusted earnings per share	2018 - 2019	€1.54
	2017 - 2018	€0.19

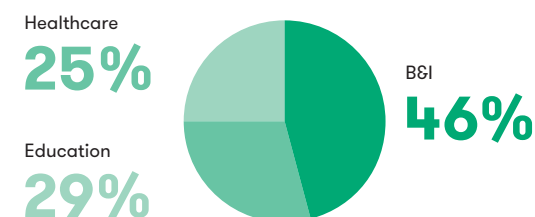
2018/2019 financial data for ongoing operations presented in accordance with IFRS 5. The comparative amounts for 2017/2018 have been included to reflect the impacts resulting from the disposal of Areas. * As proposed to shareholders at the Combined General Meeting of 20 March 2020.

Dividend*	2018 - 2019	€0.29 per share
Payout ratio	2018 - 2019	50%
	2017 - 2018	40%
Debt-to-equity ratio	2018 - 2019	1.8 x EBITDA
	2017 - 2018	3.6 x EBITDA

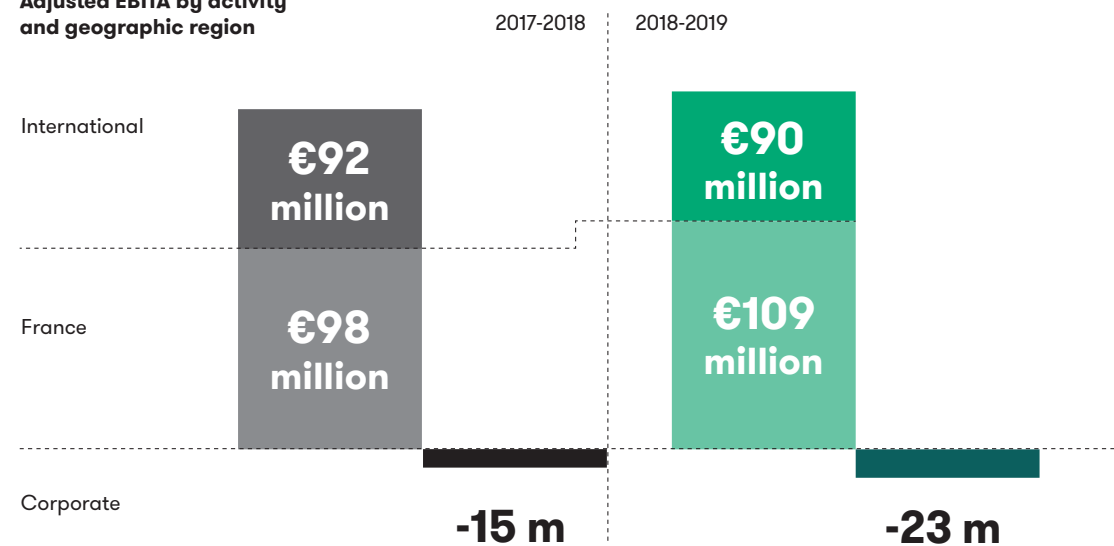
Breakdown of revenue by geographic region for 2017/2018 and 2018/2019



Breakdown of revenue by business for 2017/2018 and 2018/2019



Adjusted EBITA by activity and geographic region



The Executive Committee

The Executive Committee of Group senior executives is chaired by Elixir Group Chief Executive Officer Philippe Guillemot.

Its members review and make decisions about significant projects involving:

- major French and international operating contracts in the negotiation phase, together with the related investment plans;
- potential acquisitions and disposals of equity holdings and assets, strategic partnership projects and, more generally, major operational projects;
- supervision of the processes involved in implementing the New Elixir 2024 strategic plan.

The Executive Committee also conducts monthly reviews of Group operational and commercial performance. It initiates and oversees cross-functional programmes for sales and marketing, human resources, finance, budgetary control and purchasing functions, as well as optimisation and productivity programmes.



Philippe Guillemot
Group Chief Executive Officer



Jean-Yves Fontaine
Chief Executive Officer of Elixir France



Rosario Ambrosino
Chief Executive Officer of Elixir Italia



Bernard Duverneuil
Group Chief Information and Digital Officer



Ruxandra Ispas
Group Chief Procurement and Logistics Officer



Sanjay Kumar
Chief Executive Officer of Elixir India



Esther Gaide
Group Chief Financial Officer



Antonio Llorens
Chairman and Chief Executive Officer of Serunion



Ludovic Oster
Group Chief Human Resources Officer



Olivier Poirot
Chief Executive Officer of Elixir North America



Gilles Rafin
President of Elixir Services



Damien Rebourg
Group Chief Communications Officer



Catherine Roe
Chief Executive Officer of Elixir UK

The Board of Directors

The Elior Group Board of Directors discusses and decides on all and any issues within its legal and regulatory remit. It reviews and approves all decisions relating to the Group's major strategic, economic, social, financial and technological choices, and ensures that they are effectively implemented by the executive management team. Its operation is described in detail in the Universal Registration Document. The Elior Group Board of Directors has 10 director members, including six independent members and five women members. All members are appointed for a four-year term.

Gilles Cojan
Chairman

Gilles Auffret
Senior independent director

Anne Busquet
Independent director

Virginie Duperat Vergne
Independent director
(representing the FSP)

Bernard Gault
Independent director

Philippe Guillemot
Chief Executive Officer and director

Sophie Javary
Director
(representing Servinvest*)

Vanessa Llopart
Independent director
(representing Emesa)

Elisabeth Van Damme
Independent director
(representing CDPQ)

Robert Zolade
Honorary Chairman and director
(representing BIM*)

* Entities controlled directly or indirectly by Robert Zolade.

Elior Group
Tour Egée - 11 allée de l'Arche
92032 Paris La Défense Cedex
France

Managing editor
Philippe Guillemot,
Elior Group Chief Executive Officer

Editorial director
Damien Rebourg, Elior Group
Chief Communications Officer

Editorial committee
Elie Grange, Elior Group Head
of Communications and
Sonia Cordier, Consulting Director
at Abmo

Editorial staff
Alexandra de Lassus Saint-Genies,
Sonia Cordier

We would like to take this opportunity to thank all those who contributed to the preparation of this report.

Concept, design and production
Abmo
Sonia Cordier, Consulting Director
Dezyderiusz Gusta, Creative Director
Laure-Lise Feyeux and Nina Peyrachon,
Project & Production Managers
Axel Keussel, Graphic Designer

Printed by
Graph'imprim,
an Imprim'vert certified printer,
on 300g and 80g white PrintSpeed offset,
an FSC and PEFC certified paper.

Typeface
GT Walsheim (Grilli Type)

Illustrations
Simon Landrein

Photo credits
Pages 2-4: Thomas Chéné
(La Company) • Page 15: Getty,
Equipe Serunion, Ben Pien,
Elior service, Antoine Legond •
Pages 22-23: Emmanuel Fradin •
Page 23: Guia Basana
(for B. Duverneuil),
Photo Elior (for C.Roe)

Essentials 2019 forms part of the Elior Group 2018/2019 Activity Report. It is accompanied by the 2019 Review of Commitments.



TWITTER
[@Elior_Group](#)



LINKEDIN
[Elior Group](#)



INSTAGRAM
[@etvoila_byelior](#)



WEBSITE
[eliorgroup.com](#)



eliorgroup