



MERCADO ALTERNATIVO BURSÁTIL (MAB)

Palacio de la Bolsa
Plaza de la Lealtad, 1
28014 Madrid

31 de mayo de 2017

**COMUNICACIÓN DE HECHO RELEVANTE
HOME MEAL REPLACEMENT, S.A.**

Muy Sres. Nuestros:

En virtud de lo previsto en el artículo 17 del Reglamento (UE) nº 596/2014 sobre abuso de mercado y en el artículo 228 del texto refundido de la Ley del Mercado de Valores, aprobado por el Real Decreto Legislativo 4/2015, de 23 de octubre, y disposiciones concordantes, así como en la Circular 15/2016 del Mercado Alternativo Bursátil (MAB), ponemos en su conocimiento el siguiente Hecho Relevante relativo a la sociedad **HOME MEAL REPLACEMENT, S.A.** (en adelante “**HMR**” o “**la Sociedad**” indistintamente).

Con motivo de la participación de la compañía en el Foro MedCap 2017 de empresas de mediana capitalización, organizado por Bolsas y Mercados Españoles, se adjunta la presentación corporativa que será utilizada en dicho foro hoy día 31 de mayo de 2017.

Quedamos a su disposición para cuantas aclaraciones consideren oportunas.

Atentamente,

D. Quirze Salomó
Consejero Delegado y Presidente del Consejo de Administración
Home Meal Replacement S.A.

nostrum

Home Meal Replacement, S.A.

FORO MEDCAP 2017



nostrum

NOSTRUM

nostrum
home meal replacement



<https://youtu.be/h2RBCYQgm0E>



FOOD SERVICE



Health

nostrum

QSR
home meal



QSR MARKET

141 \$ BILIONS

USA
44%



EUROPA
14,3%

QSR PLAYERS



SMART DISCOUNT

nostrum
CAFÉ

Plat du jour à

1€
2€
3€

*Gourmande
nostrum = Fast + Good * 100% Naturelle
facil!

1Hmr² = Cuisine saine = [100% Natural] Nostrum = Fast +
Menjar Casolà per endur
Barcelona
et très bonne!
easy!



FAELLA	
6€	5€
6€	5€
6€	5€

nostrum



DINE IN



TAKE AWAY



DELIVERY



GRAB & GO

UNIQUE

ENTERPRISE
retail



CLIENT
restaurant



Seizing the Moment

Quirze Salomó is one of the few entrepreneurs in Spain whose company posted significant growth in the former years of crisis. Moreover, for the home-meal replacement concept Nostrum (founded in 1998), with its more than 130 current outlets, the crisis proved to be a genuine catalyst. The collapse of the Spanish economy forced the business to change its strategy. An incentive for success, as Salomó explained to a trade audience at the 17th European Food-service Summit in Zurich.



"2012 was the decisive year for Nostrum," was how Quirze Salomó, the company's founder and head, summed it up during his talk last autumn in Zurich. "Four years ago we had reached our absolute nadir. For us it was not either find a saving idea, or close." At that time the Spanish foodservice company had already been in the market for 14 years. It had all started in 1999, under the name 'Home Meal Replacement' and the vision that an increasing proportion of Spaniards would give up cooking and instead buy ready-made



meals. "Nearly 20 years later this assumption has been definitely confirmed. It applies particularly to millennials."

The business model was already viable however, in the 90s and the early years of the new century. But hardly had the banking crisis caused by the Lebanese insolvency spread to the Spanish economy as a whole, than sales also collapsed in the 25 Nostrum stores operating at the time. "Without warning sales plummeted by 30%," Salomó remembers. Three crisis years hit the country, without a sound remedy being found for the collapse in sales revenues. "On the contrary in 2010 and 2011 we actually caused 40%

...the early investment in expectation of an end to the crisis, and separation from restaurants which were to be liquidated 18 months later." Over the same situation in 2011 risk appetite had risen considerably. "All was nothing" he says wistfully. The door was open to the right way out of the crisis came from one of the firm's sales staff. "With what you can make I can sell you Nostrum every day, only every 11 days." By the company which did not see itself as a provider for employees, the public eye was attracted to the staff.



Quirze Salomó, founder and CEO of home meal replacement chain Nostrum: "We want to become a European brand - national brand - offering the cuisine the culinary heritage of Europe."

Food Service Europe & Middle East

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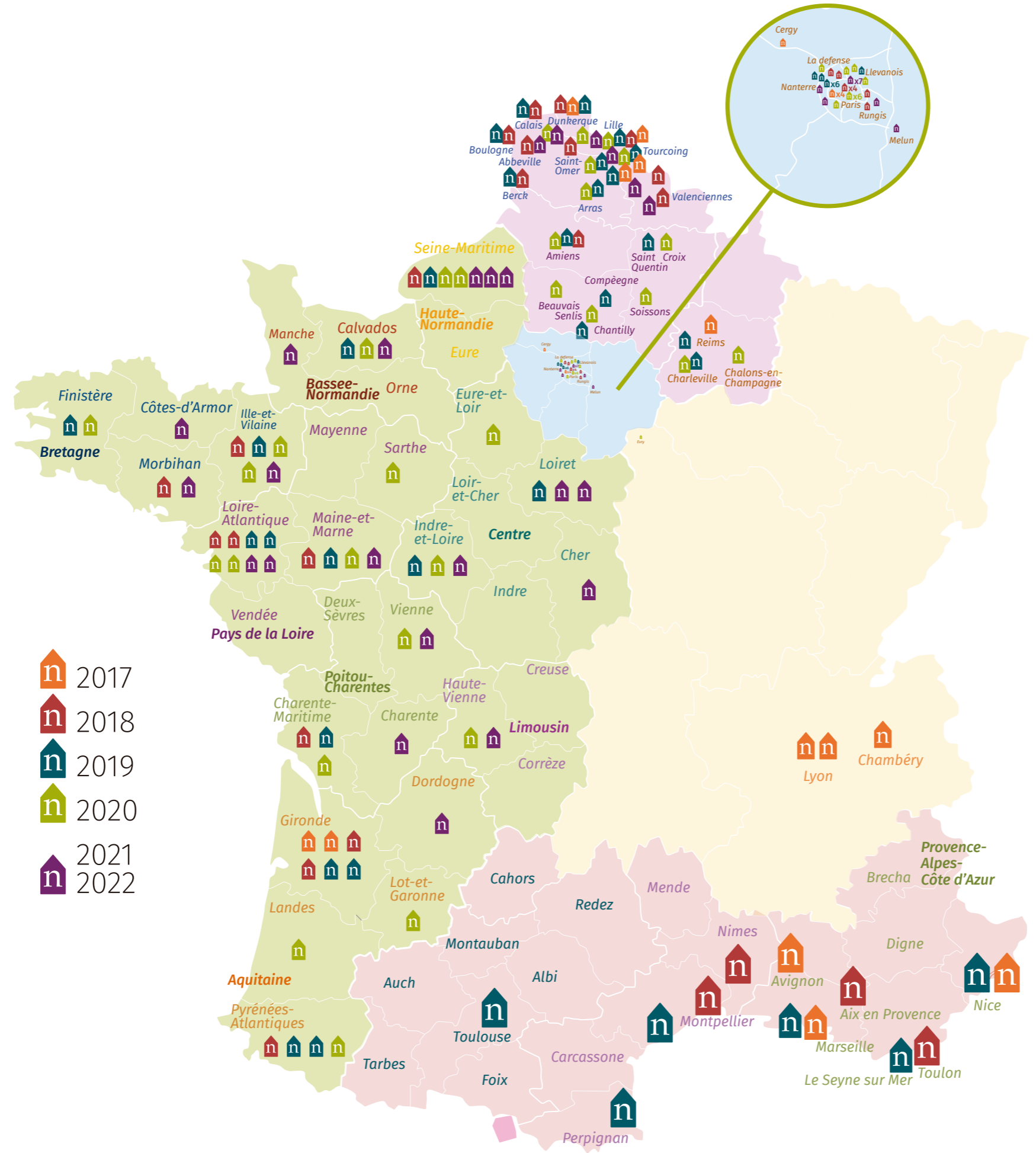
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Schedule

1st day	
Thursday, 21 September 2012	
12:00	Break, Lunch and Coffee Break
13:00	Guido Weiss & David Goodhart Welcome & Intro on Behalf of the Organizers
14:10	David Goodhart Key Trends in Business & Retail [High Tech, Low Tech, Tech - Food, Post-Global, etc.]
15:50	Guido Weiss Europe's Top 100 Restaurant Operators [New, Existing and Why?] [Food, Retail, Not E-commerce, Breakthrough Trends]
12:20	Break
12:30	Muelita's Arlandig Stefan Vond High Touch with a High Tech Infrastructure [Using the "Old" in High Impact Retail Models] [Marketing & Technology]
14:50	Cynthia Iannone A Brand Take-up in the International Market [Accelerating Brand Success in Local Markets] [Marketing and Merchandising Strategies]
15:00	Break
15:30	Deaglan Baskett The Digital Economy - How it Works Now: How it Really should Work [The Impact of Emerging Tech on Consumer Behavior] [Marketing, Retail, and Business Models] [Trends: Retail, and Digital]
16:30	Break
17:00	Susan King Hot Concepts on Stage [Retail & Services, Retail & Services] [Retail, Food, and Services on the Rise: Retail & Services] [Retail, Food, and Services]
18:00	Quirze Salomó Home Meal Replacement: A Success Story [Home Meal Replacement: A Success Story] [Home Meal Replacement: A Success Story]
19:00	Dinner Party - State Dinner to mark the occasion [Dinner Party - State Dinner to mark the occasion] [Dinner Party - State Dinner to mark the occasion]
22:00	Forum to Late Start [Forum to Late Start] [Forum to Late Start]





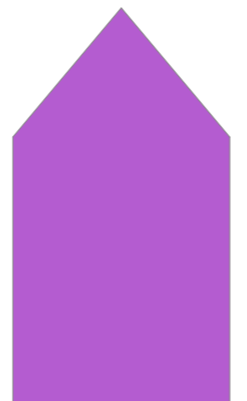
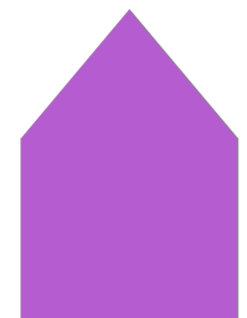
CONCEPTE



MÒDULS



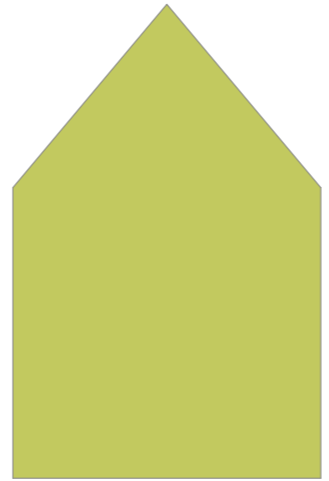
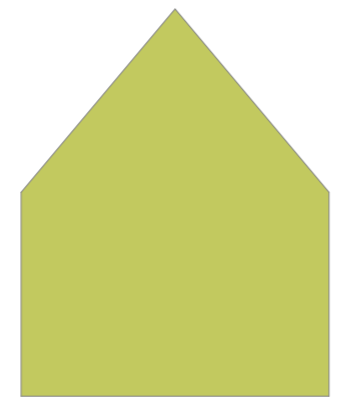
25 m²



F.S.U.
75 - 150m²

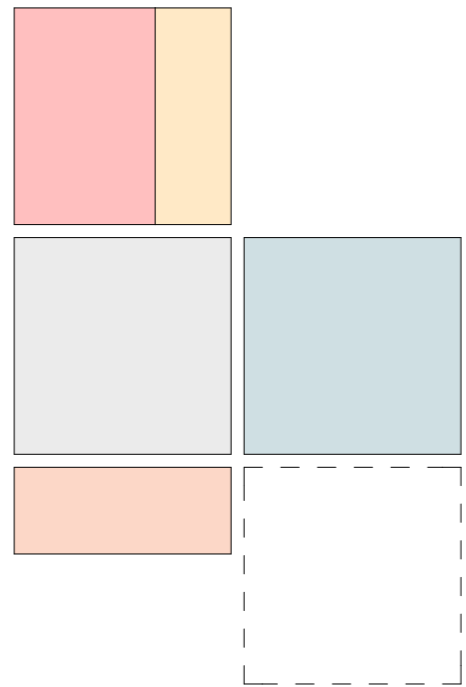
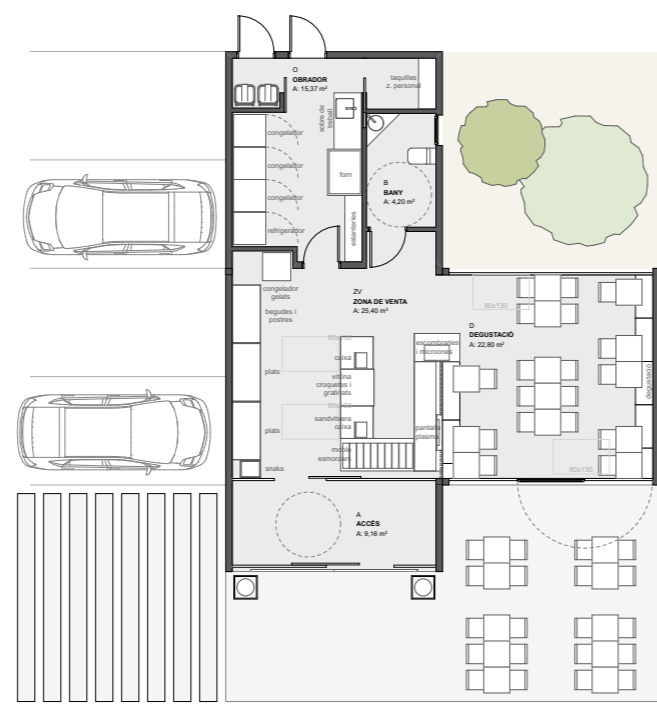


50,41 m²



F.S.U.
300 - 600m²

FSU 75

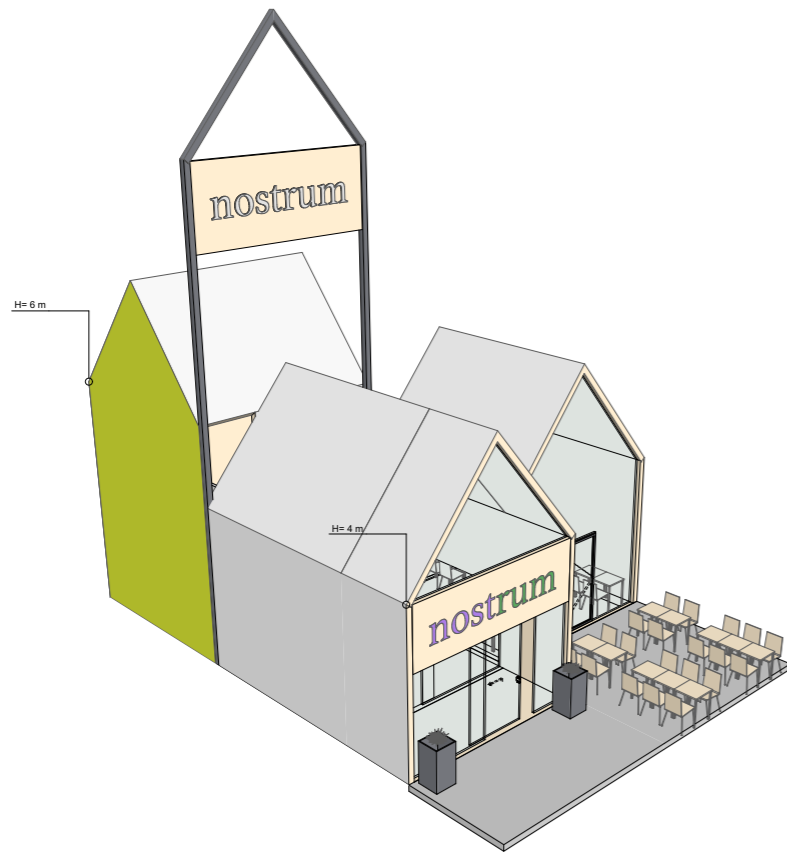


- Accés
- Venda
- Obrador
- Banys
- Degust
- Jocs I
- Terrassa
- Jardí

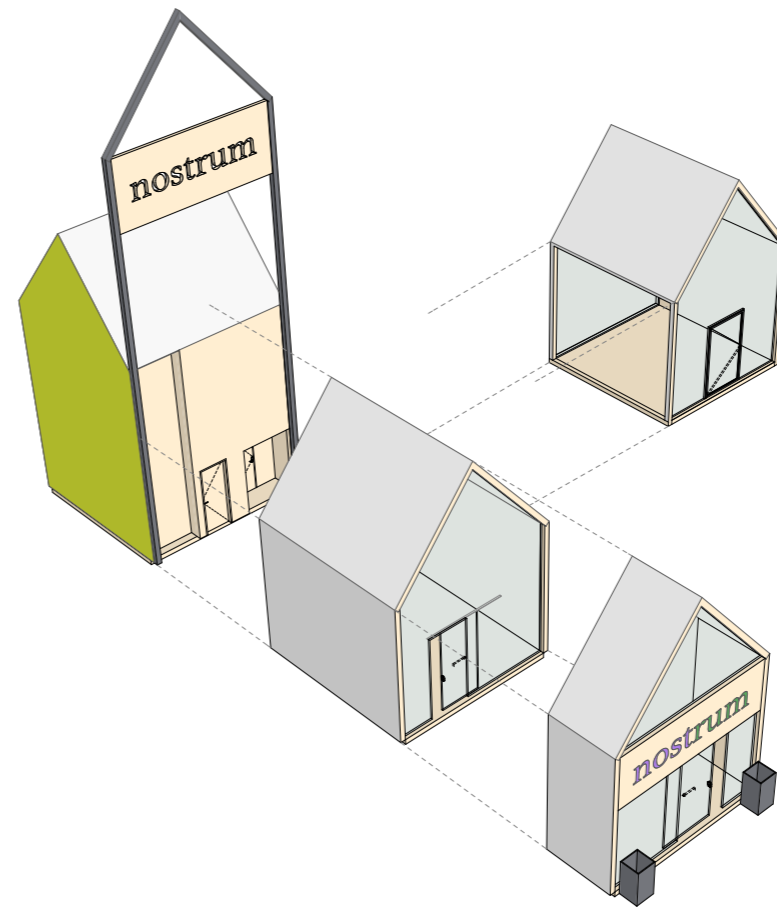
CANVIS

- 75 - 89,50m²
- + Mòdul accés: 10m²
- Incorporació residus i vestidor

FSU 75



AXONOMETRIA



AXONOMETRIA EXPLOTADA PER MÒDULS

FSU 150



FSU 150



FSU 150





FSU



FSU 700





DELIVERY SERVICE



nostrum
GO
NOW



nostrum
GO
FAMILY

Menús
preestablerts

nostrum
GO
COMMUNITY

Modalitat per empreses

nostrum
GO
EVENTS

Comandes programades
per esdeveniments

CHANNEL TRAVEL



FIRMAS CONTRATOS MASTER

5

toda Francia

VTA/EMPLEADO (en miles de €)

70.484 ↑

2015 61.039 +15,48%

CLIENTES FIDELIZADOS

821.928 ↑

2015 714.400 +15%

VENTA PERIMETRAL

25.100 ↑

2015 24.300 +3,29%

INGRESOS

(en miles de €)

14.500 ↑

2015 14.190 +2,2%

MARGEN BRUTO

48 % ↑

2015 46% +2%

EBITDA

580 ↑

2015 -1.470 +140%

TOTAL ACTIVOS

(en miles de €)

15.989 ↑

2015 14.887 **+7%**

PATRIMONIO NETO

(en miles de €)

9.886 ↑

2015 7.333% **+35%**

2023

800 restaurants