

# Sodexo Group Presentation

Fiscal 2021

Data as of August 31, 2021



# Summary

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# 01

## Sodexo's profile



# Company's profile

The global leader in Quality of Life services

Founded in 1966 by Pierre Bellon, Sodexo is the only company in the world with a unique client offering of **On-site Services**, **Benefits & Rewards Services** and **Personal & Home Services**, the result of over 50 years of experience and an essential factor in the performance of individuals and organizations.



**412,000**  
employees  
in 56 countries



**€17.4 billion**  
in consolidated  
revenues



**100**  
million consumers  
served daily



**€12 billion**  
in market  
capitalization  
(as of January 5, 2022)



**#1**  
France-based private  
employer worldwide <sup>(1)</sup>



**78.3%**  
employee  
engagement rate <sup>(2)</sup>



**1.3**  
million affiliated  
merchants



Listed on the **CAC NEXT 20**,  
**CAC 40 ESG**, **FTSE4GOOD**  
and **DJSI indexes**

Key figures as of August 31, 2021

<sup>(1)</sup> 2021 Forbes Global 2000 ranking.

<sup>(2)</sup> 2021 employee engagement survey sent to 336,183 Group employees, of whom 63% responded.

# Our purpose, mission and values



## Our purpose

*We create a better everyday for everyone to build a better life for all.*

## Our mission

Improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

**This mission and these values are embodied daily through the commitment of our 412,000 employees, operating in our 3 business activities in 56 countries.**

## Our values







# 02

A unique range of services



# A unique range of services



ON-SITE  
SERVICES

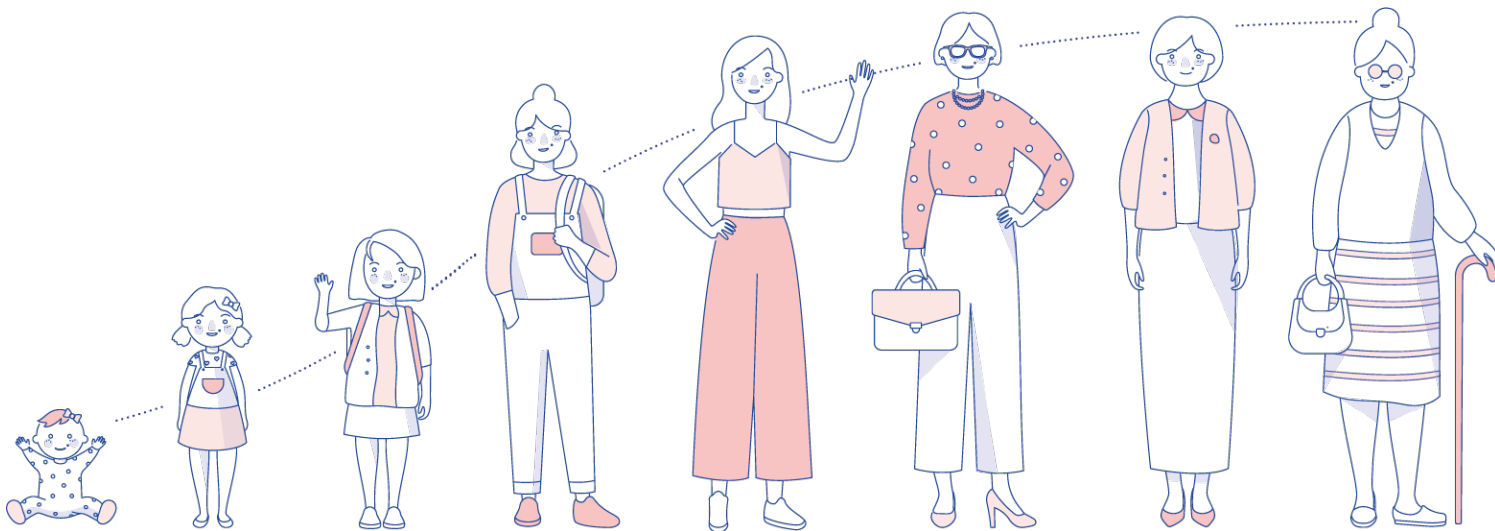


BENEFITS & REWARDS  
SERVICES



PERSONAL & HOME  
SERVICES

With its three business activities, Sodexo offers a wide range of services meeting the needs of its clients, assisting consumers at every stage in their life.





# On-site Services

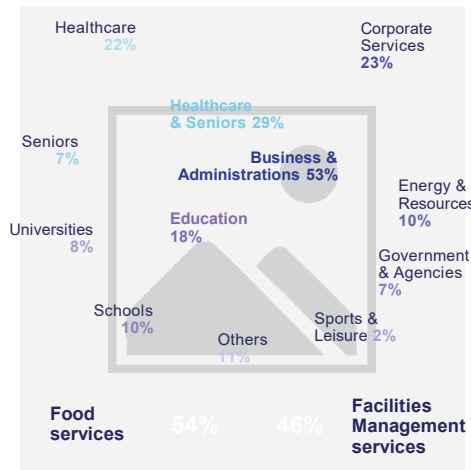


## ON-SITE SERVICES

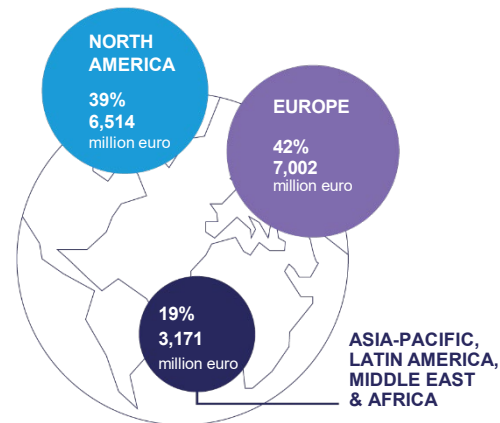
Increasing efficiency and well-being at the workplace, caring for patients at hospitals, fostering an optimal learning environment at schools, providing safety and comfort on a remote site: our Foodservices, whether on site or in a specific environment, and our Facilities Management services improve quality of life for millions of consumers and enable clients to improve their performance.



### On-Site Services Revenues by Activity and Client Segment



### On-Site Services Revenues by Region



**96%**  
of Group  
revenues\*

**16,687**  
million euro  
in revenues\*

**398,701**  
employees\*

\*incl. Personal & Home Services

# On-site Services

**BUSINESS & ADMINISTRATIONS**  
(Corporate Services, Energy & Resources,  
Government & Agencies, Sports & Leisure,  
Others)

Sodexo promotes quality of life at work through customized solutions that help businesses, public institutions, managers of prestigious venues and organizers of major events to create welcoming, creative, effective and innovative solutions, for all audiences, employees or visitors, even under challenging conditions.



**53%**  
of On-site Services  
revenues

**8,884**  
million euro  
in revenues

**237,417**  
employees

# On-site Services

## HEALTHCARE & SENIORS

Alongside healthcare professionals and throughout the entire care experience, Sodexo offers equipment engineering, clinical infrastructure solutions and a range of value-added integrated services designed to improve the quality of life of patients and seniors in residences or healthcare facilities.



**29%**  
of On-site Services  
revenues

**4,762**  
million euro  
in revenues

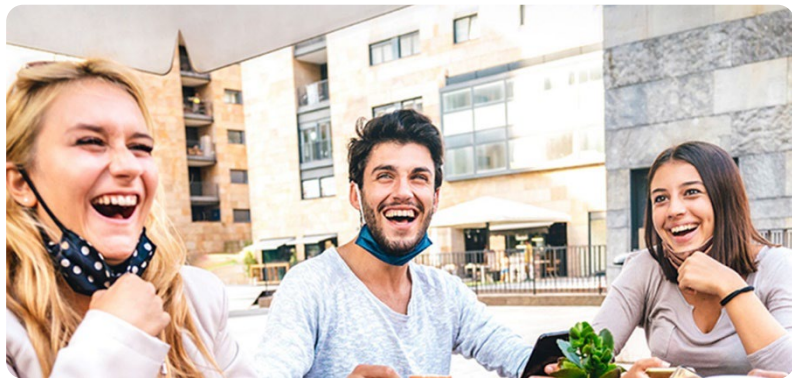
**90,102**  
employees

# On-site Services

## EDUCATION (Schools, Universities)

Sodexo helps learning institutions foster a fulfilling educational environment in schools and on campuses while enabling universities to boost their attractiveness.

Offering educational solutions and tools, the Group also supports clients in their infrastructure design and renovation projects.



**18%**  
of On-site Services  
revenues

**3,041**  
million euro  
in revenues

**71,182**  
employees



# Benefits & Rewards Services



## BENEFITS & REWARDS SERVICES

With its range of nearly 250 products and services, Sodexo brings personalized employee experiences to life, which improve the quality of life at work and beyond, and contribute to business performance. Clients can count on innovative solutions, such as multi-advantage card solutions, to attract, retain, engage, and support work-life balance or also improve the health and well-being of their teams.



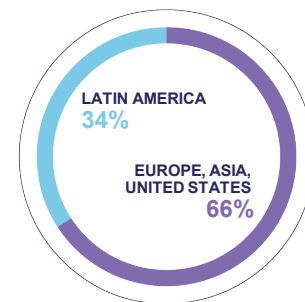
## EMPLOYEE BENEFITS

From Meal Pass to Gift Pass, Sodexo offers its clients innovative and personalized solutions to improve the quality of life of their employees, as well as services aimed at recognizing their efforts: incentive and recognition programs, professional development tools, etc.

## SERVICES DIVERSIFICATION

Sodexo offers simple and easy-to-access solutions designed to meet various mobility, health and wellness challenges, such as fuel cards and Mobility Passes.

## Benefits & Rewards Services Revenues by Region\*



**440,000**  
clients

**36 million**  
beneficiaries  
and consumers

**1.3 million**  
affiliated  
merchants

\* Excluding Rydoo revenues.

**4%**  
of Group  
revenues

**745**  
million euro  
in revenues

**4,381**  
employees



# Personal & Home Services



## PERSONAL & HOME SERVICES

The Group operates in three areas: Concierge services, to enhance the development and well-being of clients' employees; Homecare services, to make life easier for seniors and adults who want to maintain their independence while enjoying the comfort of their home; and Childcare services, designed to take care of the youngest children while making life easier for parents;



## CONCIERGE SERVICES

With its Circles physical and digital concierge services, Sodexo makes life easier for consumers while improving client organizations' productivity, performance and attractiveness.

## HOMECARE

Sodexo offers care and customized support services along the entire continuum of care, whether for an aging senior, a patient requiring skilled hospital care or a person with a disability or chronic illness.

## CHILDCARE\*

Sodexo is able to offer children a variety of activities that reveal and stimulate their potential while providing parents with the conditions for a fulfilling parenthood ideally balanced between personal and professional life.

\* On July 27, 2021, Sodexo announced it had entered into exclusive negotiations to combine its Childcare activities with those of the *Grandir* Group, a move aimed at creating a global early education leader in which Sodexo will maintain a minority stake.



# 03

**A profitable and sustainable growth**



# Sodexo History

## The Founding of Sodexo



Pierre Bellon creates Sodexo in Marseilles, a company specializing in providing foodservices to institutions, businesses, schools and hospitals



## 1971 // The conquest

The company serves their first school meals

It is also a year of conquest for Sodexo: after getting started in companies and government services, the Company successfully enters the education market.

## 1983 // Listed on Paris Stock Exchange



1966



## First major contract

The French Research Institute for Atomic Energy (the CEA) and Sodexo sign their first contract.

This contract establishes a lasting relationship as, 50 years later, the company is still in charge of foodservices at the CEA's site in Pierrelatte.



1967



## Initial "multiservice" offer

The CNES in French Guiana, awards Sodexo a contract in the "multiservice" market, signaling its entry into the remote site management business.

1971-1978

## First international presence

in Belgium, Italy and Spain and further developments in Africa and the Middle East, launch of a new business (Service Vouchers) in Belgium

1983-1993

## International development

Sodexo establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe

# Sodexo History

## The Bateaux Parisiens



The Company acquires the Bateaux Parisiens and officially launches the Sports & Leisure segment.

## A new signature



## Stop Hunger

**Sodexo joins the fight against hunger**

Sodexo launches Stop Hunger. This program confirms the company's commitment in the fight against hunger.

1987

## The Calgary Olympics

**The beginning of a historic relationship**

In Calgary, for the first time, the company takes on foodservices for all the athletes, staff and journalists. A historic first, as Sodexo goes on to provide services for the Barcelona and London games.



1988

1989



## Global Innovation Forum

**The Company launches its Global Innovation Forum**

Sodexo organizes its first Global Innovation Forum, gathering 250 employees from 19 countries. Since then, Open Innovation will become a lasting strategy within the company.

1993

1995

## Time of external growth

Change of signature further to acquisitions of Gardner Merchant and Partena



1996

The service vouchers and cards business expands into Brazil with the acquisition of Cardàpio



# Sodexo History

**Sodexo becomes Sodexo Alliance**



**2000 // Sodexo becomes the World's #1 in remote sites**

**Michel Landel becomes Chief Executive Officer of Sodexo Alliance**

Launch of the strategic plan: Ambition 2015.



**1997-2000**



**1997 // A merger between Sodexo and Marriott International**

Sodexo and Marriott International merge to create Sodexo Marriott Services. Sodexo becomes the leader in the corporate services market in the United States.

**2002**

**Entering the New York Stock Exchange**

On the other side of the Atlantic Ocean, Sodexo joins the New York Stock Exchange. For the Company, this is a major step in its international development.



**2005**

**“Becoming the global expert in Quality of Life services”**

CEO Michel Landel launches a **new challenge** for the Company, 40 years after the company's creation.

**2006**

**Acquisition of the Lido**





# Sodexo History



## VR Service Vouchers in Brazil

The Company concludes the acquisition of VR and secures first place in the service vouchers and cards sector in Brazil.



The acquisition of **Lenôtre**, one of the greatest names in French cuisine, **strengthens Sodexo's savoir faire in luxury gastronomy** in Paris and worldwide.

## 2008

**Sodexo Alliance becomes Sodexo**



Sodexo also makes further acquisitions in several markets, including Zehnacker, which doubles Sodexo's size in Germany, making it #1 in the country's healthcare market.

## 2009

**Sodexo presents its new strategic positioning and reorganizes around 3 activities:**

- **On-site Services**
- **Benefits & Rewards Services**
- **Personal & Home Services.**

## 2011

**Sodexo is #1 in the 'BRIC' countries (Brazil, Russia, India, China)**

Sodexo becomes #1 in **On-site Services in Brazil** following the acquisition of **Puras do Brasil.**

## 2013

**Deployment of a global technical expertise platform**

Acquisition of Roth Bros in the United States, MacLellan in India and Atkins in the UK.



# Sodexo History

Sodexo celebrates its 50<sup>th</sup> anniversary



**Denis Machuel becomes Chief Executive Officer**

Implementation of the "Focus on Growth" strategic agenda.

**A year marked by the pandemic**

After delivering solid growth momentum in the first half of Fiscal 2020, the second half was impacted by the pandemic. Sodexo naturally aligned itself with its clients and its communities to confront the Covid-19 crisis.

**2016**



**Assured succession**

As of January 26<sup>th</sup>, 2016, **Sophie Bellon becomes Chairwoman of the Board of Directors.** She succeeds her father, Pierre Bellon, who is now Chairman Emeritus.

**2018**

**Acquisition of Centerplate and taking a stake in FoodChéri**

Sodexo becomes one of the world leaders in Sports & Leisure with the acquisition of **Centerplate**.

The Group also invests in the startup **FoodChéri**, one of the pioneers of 3.0 catering in France.

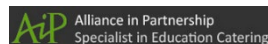


**2019**

**Sodexo strengthens its presence in global markets**

Through acquisitions and strategic equity investments, the Group is strengthening its portfolio of services.

Sodexo has also taken strategic minority stakes in digital companies with **Meican** in China and **Zeta** in India.



**2020**

**2021-2022**

**Sophie Bellon is appointed CEO and launch the company purpose**

***"At Sodexo, our purpose is to create a better everyday for everyone to build a better life for all."***

Sodexo accelerates its food and digital transformation with strategic investments such as **Fooditude**, **Nourish**, **Foodee** and **Wedoogift** as well as global partnerships like UberEats, Deliveroo and JustEat Take Away.



# Key strategic priorities

To accelerate our transformation and increase our competitiveness

Boost US growth

Accelerate the  
food model transformation



Manage more actively our portfolio

Enhance the effectiveness  
of our organization

# Better Tomorrow 2025

## Sodexo corporate responsibility roadmap: our commitments and objectives for 2025



### OUR ROLE AS AN EMPLOYER



### OUR ROLE AS A SERVICE PROVIDER



### OUR ROLE AS A CORPORATE CITIZEN



#### OUR IMPACT ON INDIVIDUALS

**Improve the quality of life  
of our employees, safely**  
80% employee engagement rate



#### OUR IMPACT ON COMMUNITIES

**Ensure a diverse workforce and  
inclusive culture that reflects and  
enriches the communities we serve**  
100% of our employees work in countries  
that have gender balance  
in their management populations



#### OUR IMPACT ON THE ENVIRONMENT

**Foster a culture of environmental  
responsibility within our workforce and  
workspaces**  
100% of our employees are trained  
on sustainable practices

**Provide and encourage  
our consumers to access healthy  
lifestyle choices**  
100% of our consumers are offered healthy  
lifestyle options every day

**Promote local development and  
fair, inclusive and sustainable  
business practices**  
10 billion euro of our business value  
will benefit SMEs<sup>(1)</sup>

**Source responsibly and provide  
management services that reduce  
carbon emissions**  
34% reduction of carbon emissions<sup>(2)</sup>

**Act sustainably  
for a hunger-free world**  
100 million *Stop Hunger* beneficiaries<sup>(3)</sup>

**Drive diversity and inclusion  
as a catalyst for societal change**  
500,000 empowered women  
in communities<sup>(3)</sup>

**Champion sustainable  
resource usage**  
50% reduction  
in our food waste

(1) Small and Medium Enterprises. (2) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline. (3) Cumulated data since 2015.

# 04






## Governance





# The Board of Directors

## Composition of the Board of Directors as of March 01, 2022

FAMILY DIRECTORS	 <b>Sophie Bellon</b> Chairwoman of the Board and Group Chief Executive Officer	INDEPENDENT DIRECTORS	 <b>Luc Messier</b> Lead Director, President of Reus Technologies LLC	 <b>Françoise Brougher</b> Independent Director	 <b>Jean-Baptiste de Chatillon</b> Executive Vice President, Chief Financial Officer, Sanofi	 <b>Federico J. González Tejera</b> Chief Executive Officer, Radisson Hotel Group
	 <b>François-Xavier Bellon</b> Chairman of the Management Board of Bellon SA		 <b>Véronique Laury</b> Independent Director	 <b>Sophie Stabile</b> Chief Financial Officer Lagardère; Chairwoman of the Audit Committee	 <b>Cécile Tandeau De Marsac</b> Chairwoman of the Compensation and Nominating Committees	
	 <b>Nathalie Bellon-Szabo</b> Chief Executive Officer, Sodexo Sports & Leisure, On-site Services		 <b>Philippe Besson</b> Head of Projects and Sponsorship	 <b>Cathy Martin</b> Regional Manager		
		EMPLOYEE REPRESENTATIVES				

-  Audit Committee member
-  Compensation Committee member
-  Nominating Committee member

## Key figures as of August 31, 2021

<b>12</b> members	<b>2</b> directors representing employees	<b>4 years</b> On average in office for independent directors	<b>60%</b> women*	<b>70%</b> independent directors*	<b>4</b> nationalities	<b>57</b> average age	<b>95%</b> average attendance
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\* Excluding directors representing employees.

# The Executive Committee

## Composition of the Executive Committee as of March 1, 2022



**Sophie Bellon**

Chairwoman of the Board  
and Group Chief Executive Officer



**Anne Bardot**

Group Chief  
Communications  
& Public Affairs  
Officer



**Nathalie Bellon-  
Szabo**

Chief Executive Officer,  
Sports & Leisure,  
On-site Services



**Johnpaul Dimech**

Chief Executive Officer  
Geographic Regions,  
Region Chair, Asia  
Pacific, On-site Services



**Sean Haley**

Region Chair, UK & Ireland,  
On-site Services; Group CEO  
of Service Operations



**Sarosh Mistry**

Region Chair,  
North America,  
On-site Services



**Belen Moscoso  
Del Prado**

Group Chief  
Digital & Innovation  
Officer



**Sunil Nayak**

Chief Executive Officer,  
Corporate Services,  
On-site Services



**Anna Notarianni**

Region Chair, France,  
On-site Services



**Marc Plumart**

Chief Executive Officer,  
Healthcare & Seniors,  
On-site Services



**Marc Rolland**

Group Chief  
Financial Officer



**Didier Sandoz**

Chief Executive Officer,  
Corporate Responsibility  
and Personal & Home  
Services



**Simon Seaton**

Chief Executive Officer,  
Energy & Resources,  
On-site Services



**Alexandra  
Serizay**

Group Chief  
Strategy Officer



**Aurélien Sonet**

Chief Executive  
Officer, Benefits &  
Rewards Services



**Bruno  
Vanhaelst**

Group Chief  
Sales and  
Marketing Officer



**Annick de Vanssay**

Group Chief  
People Officer  
during the transition period

# 05

## Fiscal 2021 highlights



# Fiscal 2021 highlights

During Fiscal 2021, Sodexo continued to follow its roadmap to achieve sustainable and responsible growth

Since March 2020, Sodexo faced an unprecedented decline in business due to the Covid-19 pandemic, significantly affecting its financial performance, share value and workforce.

Nevertheless, during the worst crisis the sector has ever seen, the Group demonstrated its resilience and the relevance of its business model.

Since March 2021, Sodexo's business has been gradually recovering. The Group remains confident in the strength of its financial structure, market positioning and medium-term prospects.



## GROWTH-ORIENTED INVESTMENTS

**Developing new solutions in Foodservices** in North America, with the launch of Good Eating Company as well as the acquisition of Nourish Inc. and Foodee, a leader in corporate meal-planning services.

**Creation of the gift card leader in France** with the acquisition of a majority stake in Wedoogift.

**Increased digitization** and acceptance of Benefits & Rewards Services, in particular with global partnership agreements with Uber Eats and Just Eat Takeaway.com to allow holders of the Sodexo Meal Pass to easily pay for their orders and have them delivered.

**Expansion of services** designed for students at U.S. universities by forming partnerships for the delivery of Hello Fresh boxed ingredients, robot deliveries of meals on campuses and the development of plant-based burgers with SavorEat.



## CORPORATE RESPONSIBILITY

**Commitment with the IUF<sup>(1)</sup>** on health and safety priorities.

**Membership in the RE100 initiative** and commitment to using 100% renewable electricity in its operations.

**Progress in the fight against single use plastic** with the replacement of five items<sup>(2)</sup> in Europe with new, more sustainable options.

**Commitment to the European Code of conduct** for responsible business and marketing practices.



## GOVERNANCE

**Changes in Group governance** with the announcement by the Board of Directors of the launch of a search for a new Chief Executive Officer to lead the Group to strengthen its competitiveness and accelerate its transformation. Denis Machuel's mandate as CEO ended on September 30, 2021.



## BUSINESS SUCCESS

**Increased development, retention and extension of clients' contracts** in all regions and segments: APHP (Healthcare France), Pfizer (Corporate APAC), Solent University and Eton End (Education UK&I), Amazon (BRS APAC), PennState Health System and Methodist Hospital (Healthcare Noram) etc.



## INDICES/RECOGNITION

**Continued efforts on corporate responsibility** issues with Sodexo's inclusion in the new ESG index of Euronext CAC 40 ESG and **recognition of sector leadership** by the Dow Jones Sustainability World Index (DJSI).

**Significant progress in the area of carbon strategy and fighting climate change** joining A list from the CDP (formerly Carbon Disclosure Project) and **an active, widely recognized diversity strategy** with inclusion in the Bloomberg 2021 gender-equality index.

(1) International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers' Associations. (2) Plastic take-out bags, straws, plates, cutlery and coffee stirrers.

# Financial overview

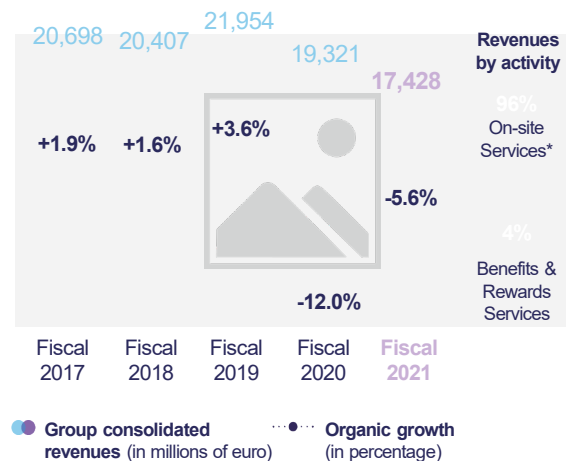
Fiscal 2021 - Data as of August 31, 2021

**€17.4 billion**  
in consolidated revenues

**3.3%**  
in UOP margin

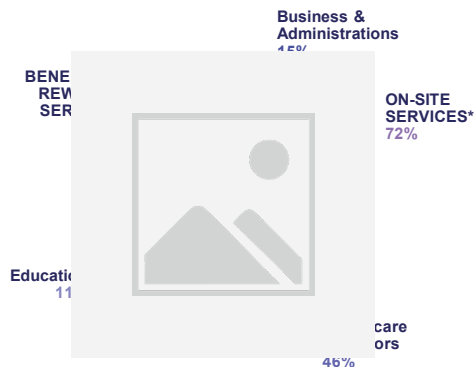
**€139 million**  
in Group Net Profit

## Evolution of Consolidated Revenues and of Organic Growth



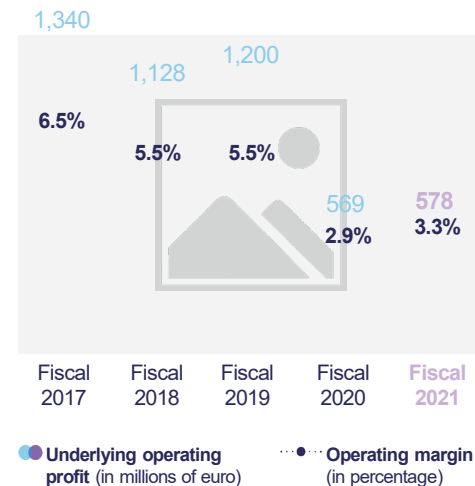
\*Including Personal & Home Services.

## Underlying Operating Profit before corporate expenses & intragroup elimination by activity and client segment



\*Including Personal & Home Services.

## Underlying Operating Profit and Operating Margin

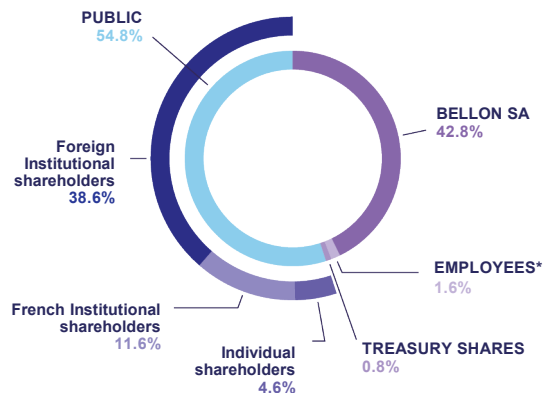




# Shareholding and dividend policy

Fiscal 2021 - Data as of August 31, 2021

## Shareholders



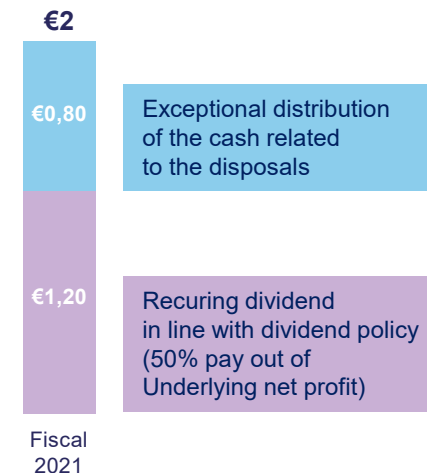
Source: Nasdaq

\* Including shares resulting from restricted share plans held in registered form by employees and still subject to a lock-up period.

## Distribution or exercisable voting rights



## Return to a regular distribution policy on dividend (per share)



# Extra-financial overview

Fiscal 2021 - Data as of August 31, 2021

**412,000**

employees

**#1**

France-based private employer  
worldwide <sup>(1)</sup>

**78.3%**

employee engagement rate <sup>(2)</sup>

**€6.9bn**

of our business value  
benefiting SMEs <sup>(3)</sup>

**-23.2%**

of reduction in scope 3 supply chain  
carbon emissions vs 2017

**-45.8%**

of reduction in our food waste on the sites  
having deployed the WasteWatch program

(1) 2021 Forbes Global 2000 ranking.

(2) 2021 employee engagement survey sent to 336,183 Sodexo employees of whom 63% responded.

(3) Small and Medium Enterprises.

Member of  
**Dow Jones  
Sustainability Indices**  
Powered by the S&P Global CSA



**Sustainability Award**  
Silver Class 2021  
**S&P Global**



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