

Sodexo Group Presentation

November, 2017

FORWARD-LOOKING INFORMATION

This presentation contains statements that may be considered as forward-looking statements and as such may not relate strictly to historical or current facts.

These statements represent management's views as of the date they are made and Sodexo assumes no obligation to update them.

Figures have been prepared in thousands of euro and published in millions of euro.

Alternative Performance Measures:
please refer to Appendix 8 for definitions (from slide 78 to 81).

AGENDA

1. Sodexo at a glance
 2. Fiscal 2017 highlights
 3. Solid Financial Performance in Fiscal 2017
 4. Review of operations Fiscal 2017
 5. Introducing Underlying Operating Profit
 6. Outlook
 7. Shareholder & Investor relations
- Appendices

SODEXO AT A GLANCE



SODEXO AT A GLANCE

 €20.7 bn revenues


427,000 employees

 19th largest employer worldwide

 100 million consumers served daily

 80 countries

 €16 bn market capitalization
November 15, 2017

- **Founded in 1966 by Pierre Bellon**

- **Main Shareholders as at 31/08/2017:**

- > Bellon S.A 40.4% of capital (55.8% of actual voting rights)

- > International Institutional investors 37.7%

- > French Institutional investors 15.0%

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

 **ROBECOSAM**
Sustainability Award
Gold Class 2017

FORTUNE
WORLD'S MOST
ADMIRED
COMPANIES 2017

DiversityInc
2016
TOP 50
COMPANIES FOR
DIVERSITY


FTSE4Good

 **OECD Better Life Index**

 **INSTITUTE FOR QUALITY OF LIFE**
sodexo

 **CDP**
DRIVING SUSTAINABLE ECONOMIES

Strong Investment
Grade S&P "A-/A-1"

AN ENGAGED WORKFORCE

Sodexo at a glance

427,000

employees

68%⁽¹⁾

Employee
engagement rate

88%

of employees
rate Sodexo
as the best employer
in its sector⁽¹⁾

13.6

hours of training
per employee provided

25%

of women
on the Executive
Committee

50%

of women
on the Board
of Directors

93.5%

client
retention rate

34%

targeted reduction
of CO₂ emissions
by 2020⁽²⁾

92.4%

of purchasing spent
with suppliers
that have signed
Sodexo's Suppliers
Code of Conduct

OUR MAJOR STRENGTHS

Sodexo at a glance

Independence

A unique range of
Quality of Life Services
particularly well aligned
with evolving client demand

Significant
market
potential

A global network
covering
80 countries

Undisputed
leadership in
**developing
economies**

**A robust
financial model**
that allows Sodexo
to self-finance its
development

**A strong culture
and engaged
teams**

WORLD LEADER IN QUALITY OF LIFE SERVICES

Sodexo at a glance

An unrivaled array of services :

ON-SITE SERVICES

8 client segments:

- Corporate Services
- Energy and Ressources (Remote Sites)
- Defense
- Justice
- Sports & Leisure
- Health Care & Seniors
- Education

BENEFITS AND REWARDS SERVICES

5 service categories:

- Employee Benefits
- Incentives and Recognition
- Employee mobility and Expense management
- Public Benefits
- Gift boxes and cards

PERSONAL AND HOME SERVICES

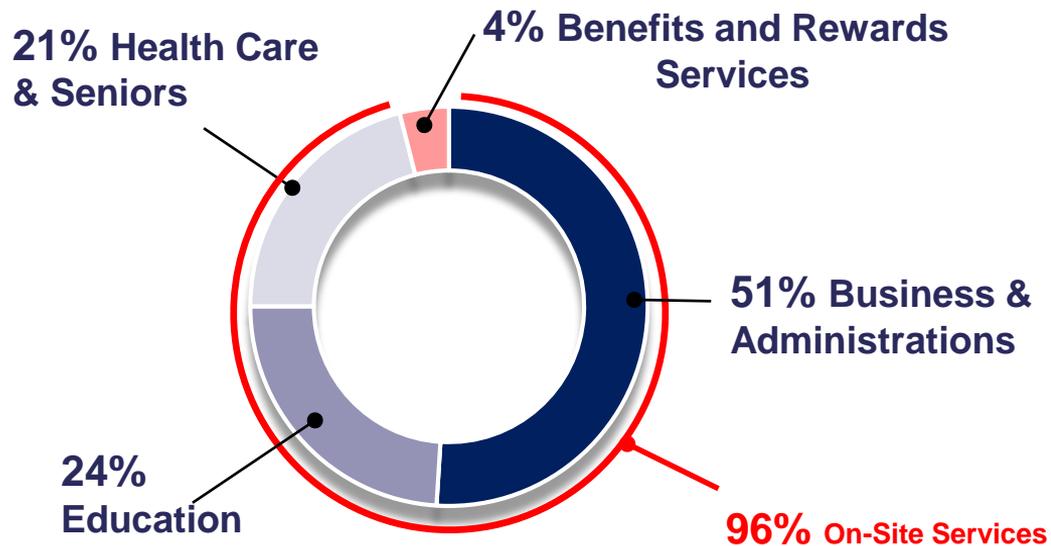
3 service categories:

- Childcare
- In-Home Senior Care
- Concierge services

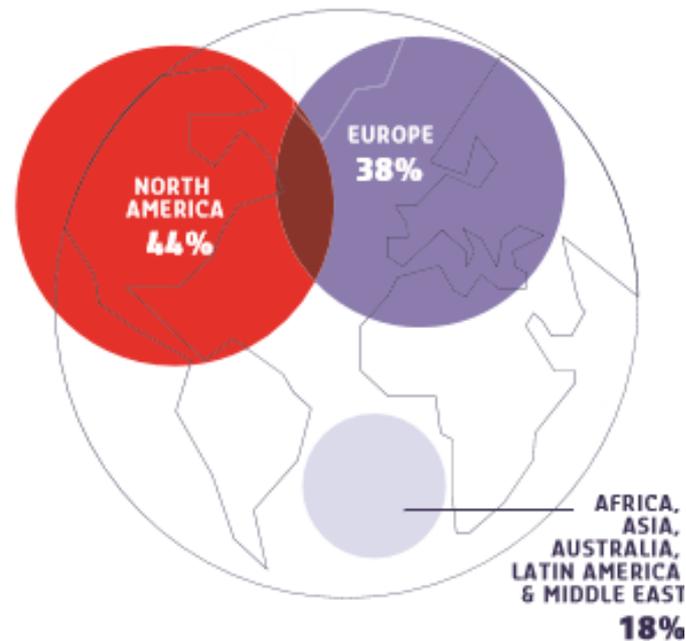
FISCAL 2017 REVENUE SPLIT: €20.7 bn

Sodexo at a glance

Revenue by segment



Distribution by geographic region



SODEXO'S VALUE PROPOSITION

Sodexo at a glance

- Maximizing value added with a unique and differentiating offer...



... adapted to client priorities :

Increase **people**
satisfaction, motivation
and effectiveness

Enhance **processes**
quality, efficiency
and productivity

Improve **infrastructure
and equipment** utilization,
reliability and safety

To deliver

- Enhanced Quality of life to client employees
- Support for client development and achievement of objectives

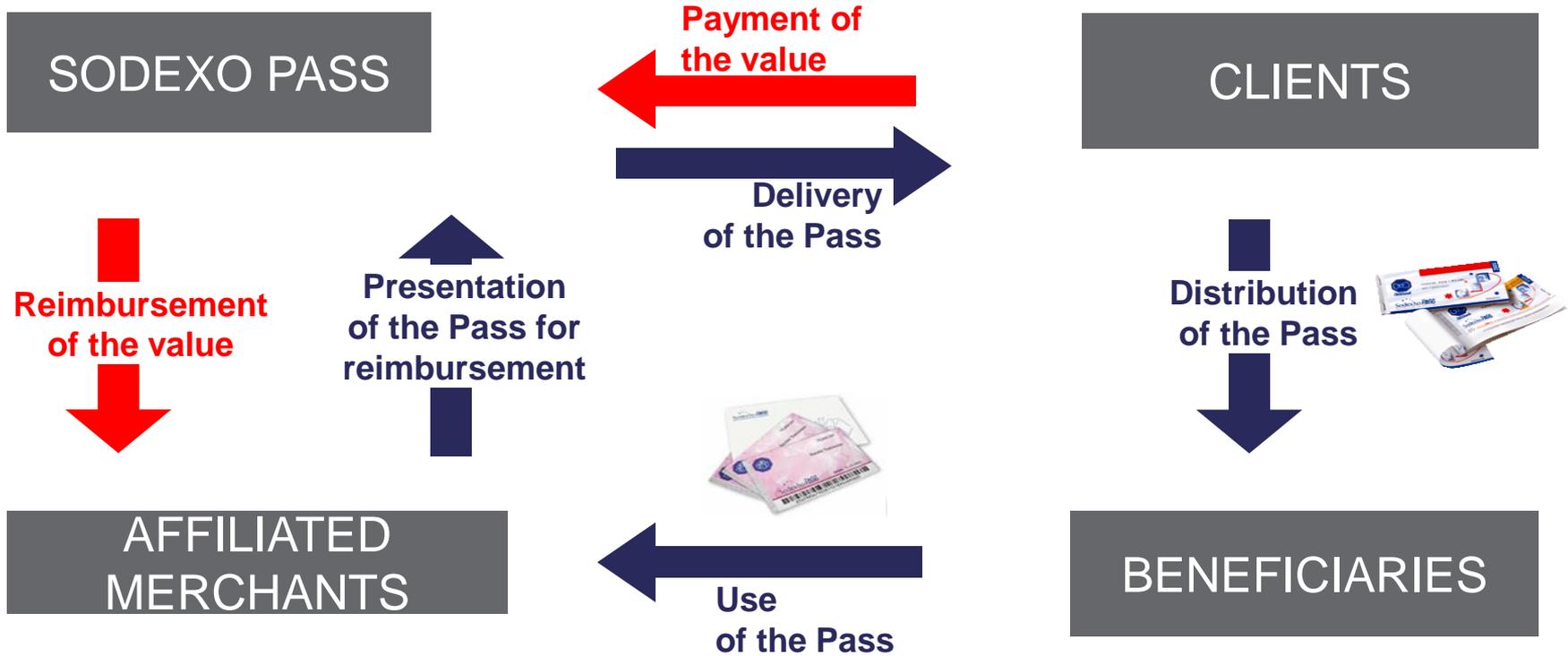
INTEGRATED QUALITY OF LIFE SERVICES OFFER

Sodexo at a glance



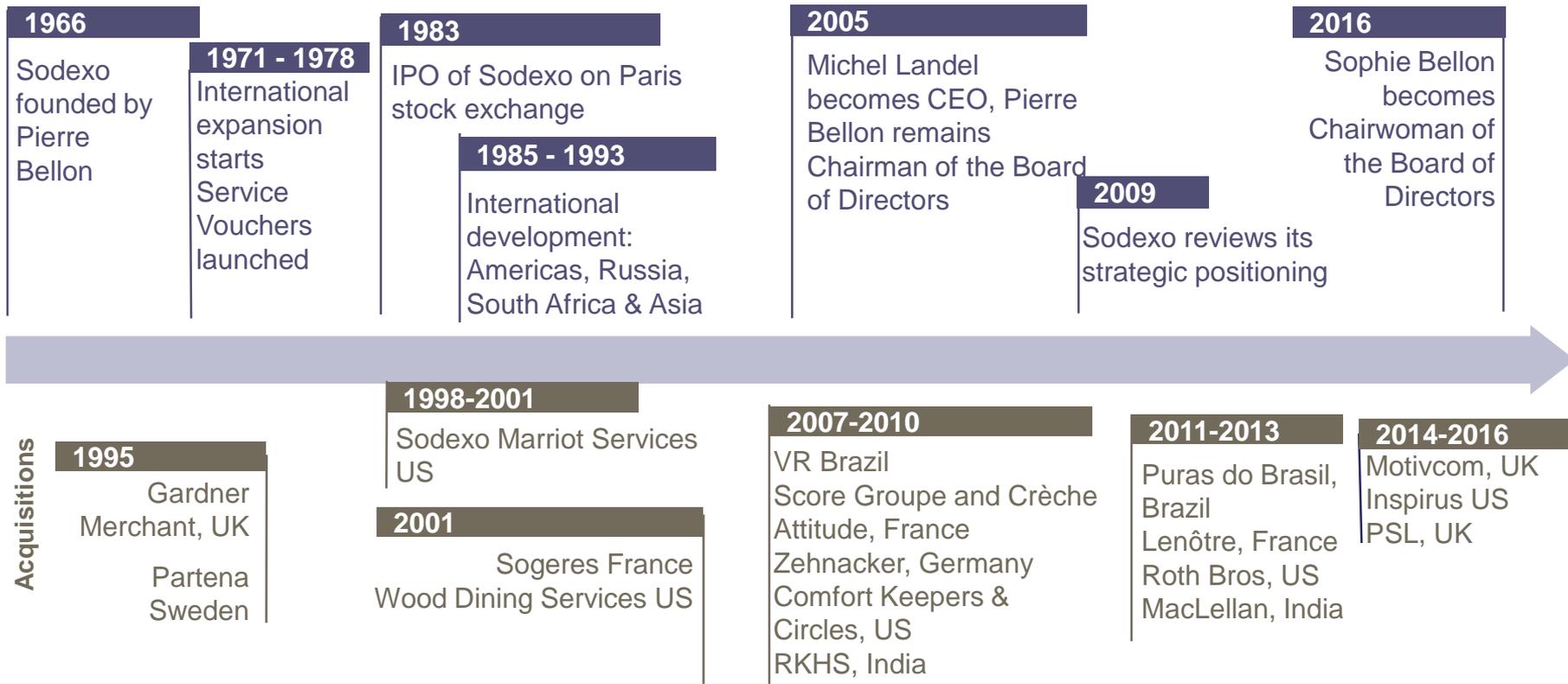
BENEFITS AND REWARDS: THE PASS CYCLE

Sodexo at a glance



SODEXO'S DEVELOPMENT - 50 years of history

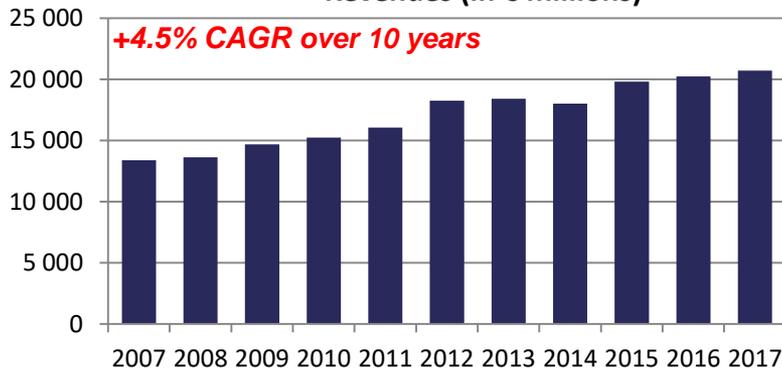
Sodexo at a glance



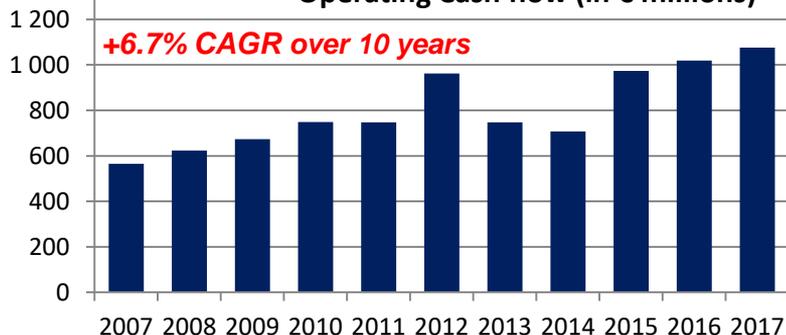
REGULAR AND SUSTAINED PERFORMANCE

Sodexo at a glance

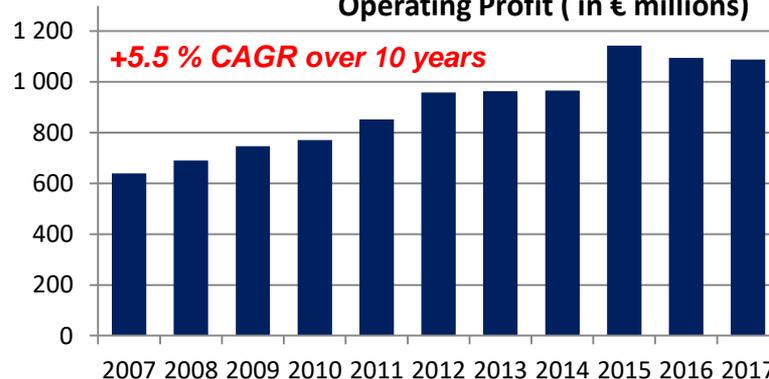
Revenues (in € millions)



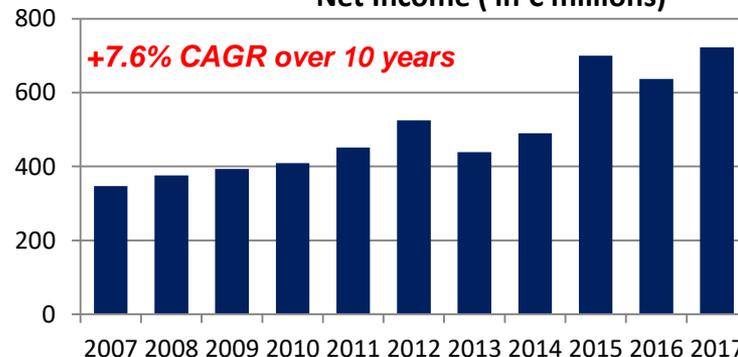
Operating Cash flow (in € millions)



Operating Profit (in € millions)

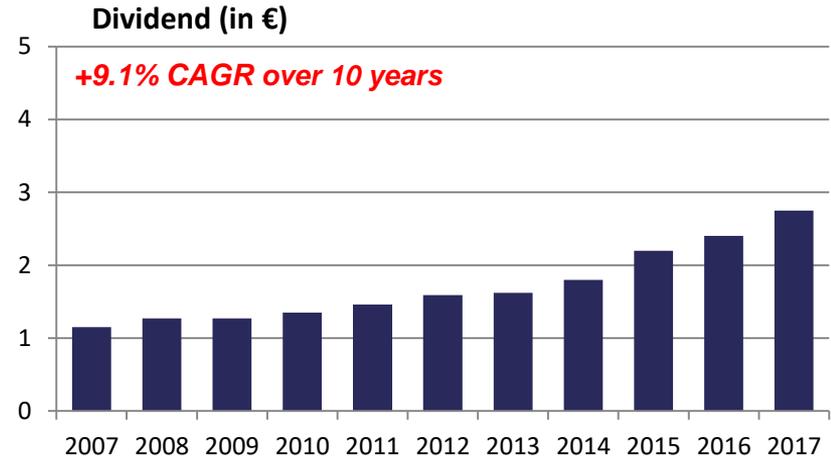
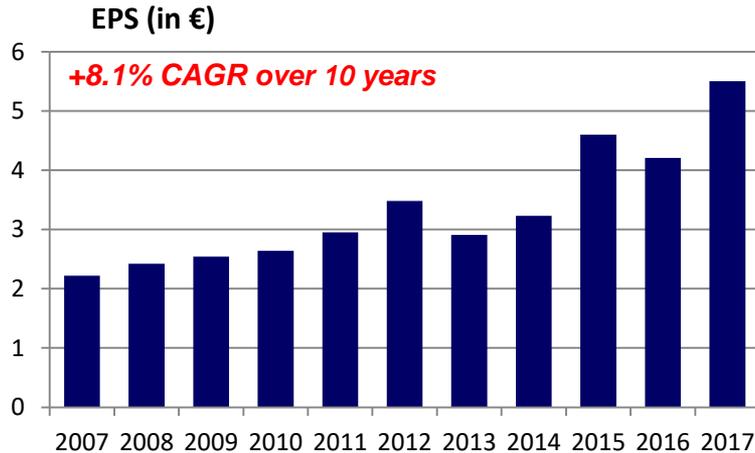


Net Income (in € millions)



REGULAR AND SUSTAINED SHAREHOLDER RETURNS

Sodexo at a glance



FISCAL 2017 HIGHLIGHTS



KEY MESSAGES ON GROWTH

FY 17

Fiscal 2017 highlights



■ Q4 acceleration in organic growth

- Q1 +0.8% excluding Rugby comparative base
- Q2 +1.7%
- Q3 +1.5%
- Q4 +3.6%, excluding 53rd week

› French tourism recovery in high season

■ Headwinds disappearing:

› E&R continued improvement:

- Q1 -4.5%
- Q2 -0.8%
- Q3 +4.3%
- Q4 +5.0%, excluding 53rd week

› France positive trend

KEY MESSAGES ON PERFORMANCE

FY 17

Fiscal 2017 highlights

Solid operating performance:

Strong Operating profit¹
growth

+10.2%

TOTAL
GROWTH

+8.4%

EXCLUDING
CURRENCY*

Operating profit margin¹
increased

+50BPS

TOTAL
GROWTH

+40 BPS

EXCLUDING
CURRENCY*

Net profit growth
before non recurring items*

+14.0%

TOTAL
GROWTH

+13.0%

EXCLUDING
CURRENCY*

Increased
Acquisitions/ Participations

€306m spent²

0.7%

gross contribution to revenues

Adaptation & Simplification
Program **on track**

€150m savings in FY2017

€220m for FY 2018

Basic EPS
before non recurring items*

5.52€

+15.7%

TOTAL
GROWTH

+14.7%

EXCLUDING
CURRENCY*

¹ Before exceptional expenses, see Alternative Performance Measures

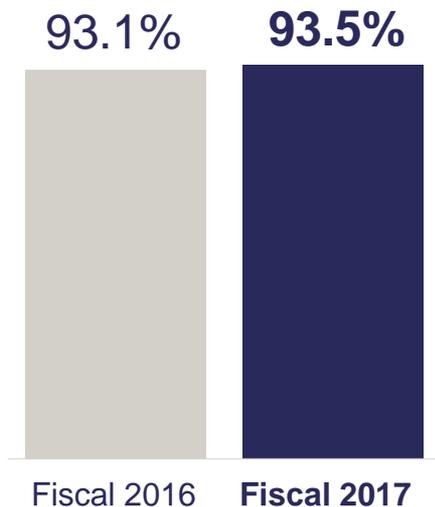
² Net acquisitions €268m + net financial investments of €38m

GROWTH INDICATORS ONSITE SERVICES

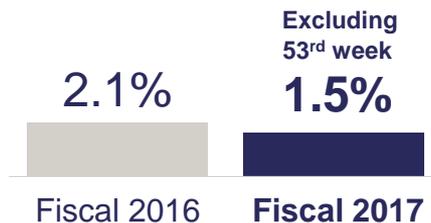
FY 17

Fiscal 2017 highlights

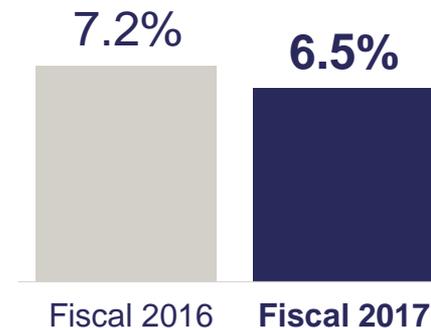
Client retention



Comparable unit growth



Business development



CONTRACT WINS

Fiscal 2017 highlights

FY 17

Momentum
in Facilities
Management
contracts



Department
for Work &
Pensions

**Department of
Work & Pensions
(DWP)**

Government
Agencies contract
in the UK



**Compañía Minera
Lomas Bayas**

Energy & Resources
contract
in Chile



Campbell

Corporate contract
in Noram

Comparable
unit growth



Johnson & Johnson

Corporate contract
in 42 countries



**Bangkok Hospital
Phuket**

Health Care contract
in Thailand



**Chicago Public
Schools**

Schools Contract
in the US

CONTRACT WINS

Fiscal 2017 highlights

FY 17

Pick up
in food



Michelin

Corporate contract
in France



Hospital Beneficiência Portuguesa

Health Care contract
in Brazil



Google

Corporate contract
in India

Development
in Benefits
& Rewards
Services



Servicios de Agua de Monterrey

Meal cards
in Mexico



STIP-MIVB

Meal cards
in Belgium



Pague Menos

Food & Meal cards
in Brazil

CONTRACT RENEWALS

Fiscal 2017 highlights

FY 17



Airbus
Corporate contract
in France



**United Services Automobile
Association (USAA)**
Corporate contract
in the US



Prisons Région Nord
Justice contract
in France



Van Oord
Energy & Resources contract
worldwide



Aberdeen Football Club
Sports & Leisure contract
in the UK



JUNAEB
Public Benefits service
in Chile

RECOGNITION

FY 17

Fiscal 2017 highlights



Sodexo scores **highest marks of the sector in RobecoSAM's "Sustainability Yearbook" 2017 for 10th consecutive year**



FTSE4Good

Sodexo is now a constituent of the **FTSE4Good Index**

FORTUNE
WORLD'S MOST
ADMIRED
COMPANIES **2017**

For the **7th year in a row**, Sodexo is among the **FORTUNE World's Most Admired Companies**, and was recently ranked **Fortune's 2017 list of companies that are changing the world**



Dow Jones
Sustainability Indexes

Sodexo named **the top rated company** in its sector on the **Dow Jones Sustainability Index (DJSI)** for the **13th consecutive year**

CORPORATE COMMITMENT

FY 17

Better Tomorrow 2025



The roadmap has evolved in alignment with the **UN sustainable development goals** to advance and reinforce our responsible behavior

Contributing to eradicate **WORLD HUNGER**

In 2016, through Stop Hunger,
113,000 volunteers
distributed
5.7 millions meals



Supporting **WOMEN'S EMPOWERMENT**

Sodexo's **Partner Inclusion Program** drives diversity among suppliers and merchants

N°4 in Equileap
worldwide gender
equality ranking



**United Nations
WEPs signed in
24 countries**

Fighting against **WASTE**

Created "**WasteWatch powered by LeanPath**", a global food waste prevention program



Founding member
of the **International
Food Waste Coalition**

RESEARCH AND THOUGHT LEADERSHIP

FY 17

Fiscal 2017 highlights

The Quality of Life Conference exploring new solutions for tomorrow's needs



Sodexo decoded Gen Z with **Global Lifestyle Survey of University Students**



In collaboration with the **University of Ottawa**, Sodexo released a study to deepen our understanding of the five senses from **seniors perspectives**

M&A ACCELERATING

FY 17

Fiscal 2017 Highlights

Enriching offer



in the USA



in the UK

PEYTON
AND
BYRNE

in the UK



in the UK

Strategic move



in Belgium



in Poland



in the USA

Technical Expertise

Tadal

in Israel



in Puerto Rico



in Singapore

Consolidating positions



in the USA



in China

Prestige
Nursing+Care

in the UK



in Australia

Net investments:
€306m in Fiscal 2017¹

≈€650m committed
since year end

¹ Net acquisitions €268m + net financial investments €38m, including Sodexo Ventures

CENTERPLATE

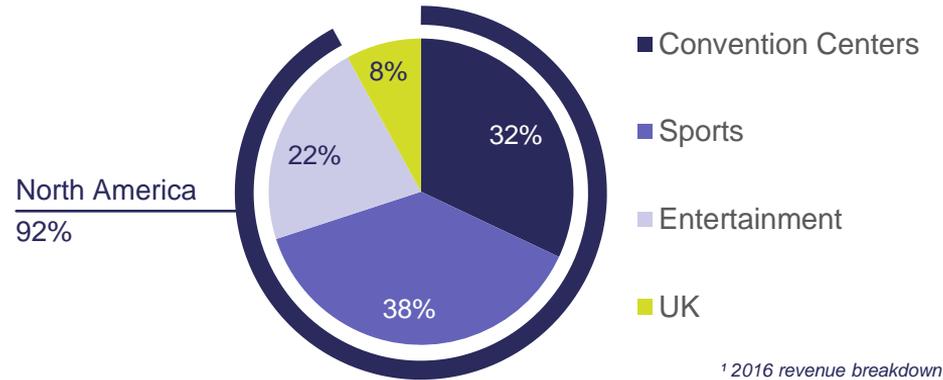
FY 17

A leading event hospitality provider for North America and the UK

COMPANY OVERVIEW

- Food and beverage service provider
- **40,000 events and 100m guests annually**
- c.250 venues, in North America, the UK and Spain
- **4th largest operator** by revenues in the US Sports & Leisure market
- **3 business lines:**
 - Convention Centers
 - Sports
 - Entertainment
- c.30,000 employees
- 12-months revenues to June 2017: **\$998 million**

A WELL DIVERSIFIED PORTFOLIO¹



RECOGNISED EXPERTISE – SELECTED AWARDS

“Best Food and Beverage”
5 Years Running, Convene Magazine

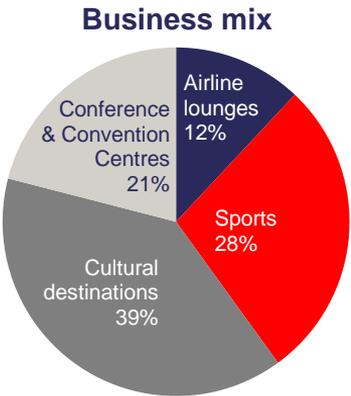
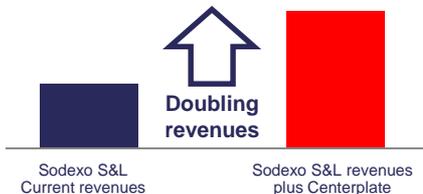
#1 NFL Experience
Stadium Journey

“America’s Best Stadium Food”
Travel + Leisure Magazine

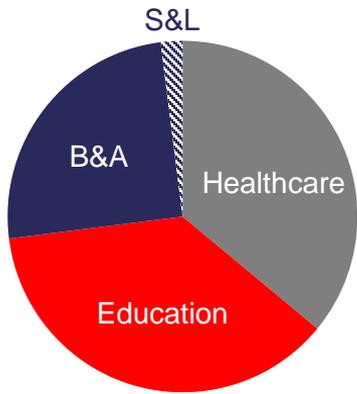
CENTERPLATE + SODEXO

FY 17

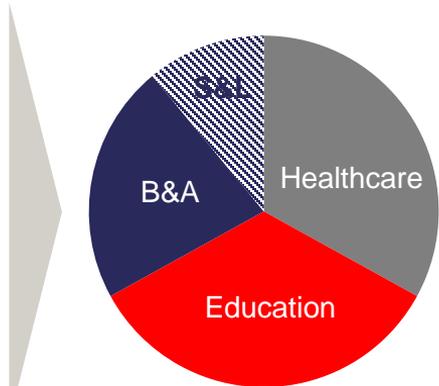
SPORTS & LEISURE TRANSFORMED



NORTH AMERICA STRENGTHENED



122,500
employees



150,000+
employees

CENTERPLATE CONTRIBUTION TO SODEXO FINANCIALS

A leading event hospitality provider for North America and the UK

FY 17

P&L

- 8 months contribution to revenues (~€500 million)
- Brings contribution of external growth to date for Fiscal 2018 = 2.5%
- Before synergies, slight dilution to margins in Fiscal 2018
- With synergies, margins will be in line with Group North American margins
- Mild Net profit accretion from Fiscal 2018

CASHFLOW

- Strong cash generating business, with significant retail operations
- Expected capex / sales ~3%

BALANCE SHEET

- Consideration = \$675m
- Brings total Sodexo commitments since YE=~€650m
- Doubles Sodexo net debt => net debt ratio including commitments at Fiscal 2017 year end = 0.8

VALUATION RATIOS

- EV/revenues = 0.7x
- EV/pro forma EBIT post synergies = 9-10x

SOLID FINANCIAL PERFORMANCE IN FISCAL 2017



ORGANIC GROWTH

FY 17

Solid financial performance

REVENUE GROWTH
+2.2%

Currency effect
-0.1%

Scope changes
+0.4%

ORGANIC GROWTH
+1.9%

of which:

On-site Services
+1.7%

Rugby
Impact
-0.6%

53rd week
effect
+0.7%

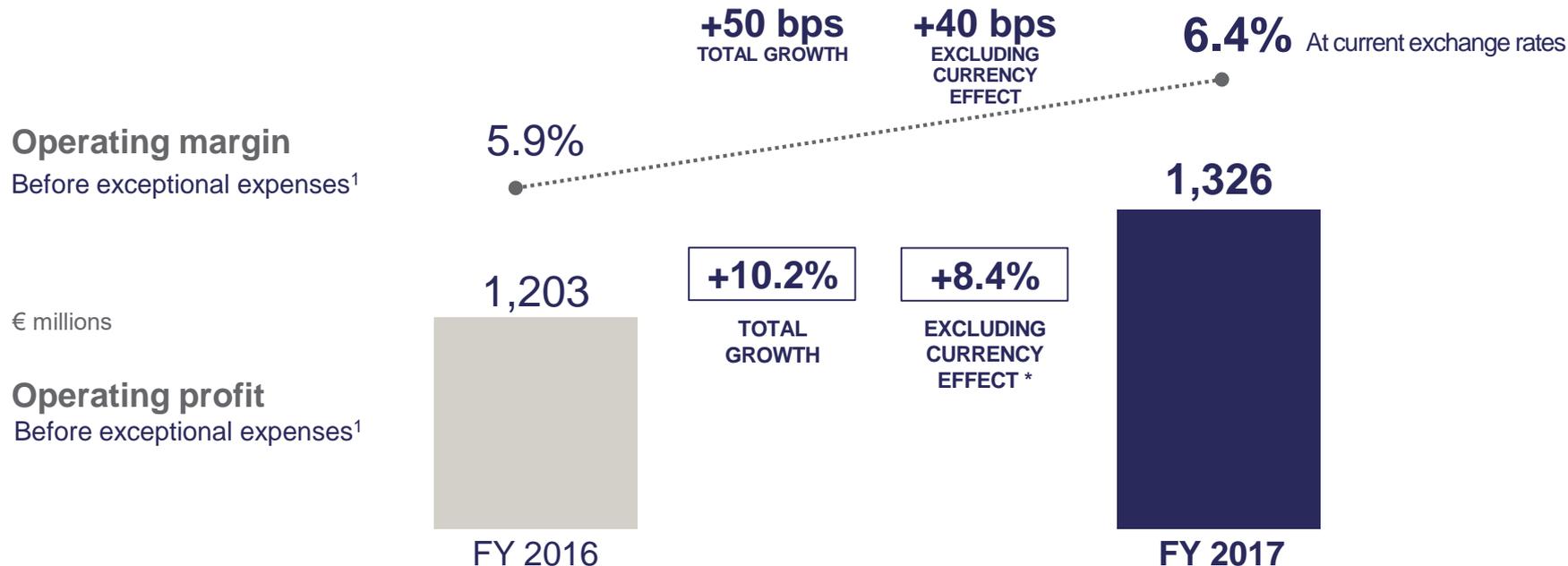
Excluding both,
organic growth
+1.6%

Benefits and Rewards Services
+7.7%

STRONG IMPROVEMENT IN OPERATING PROFIT

FY 17

Solid financial performance



¹ Costs of implementation of the Adaptation and Simplification program (€137m in Fiscal 2017 and €108m in FY 2016)

ADAPTATION PROGRAM DELIVERING ON TRACK

FY 17

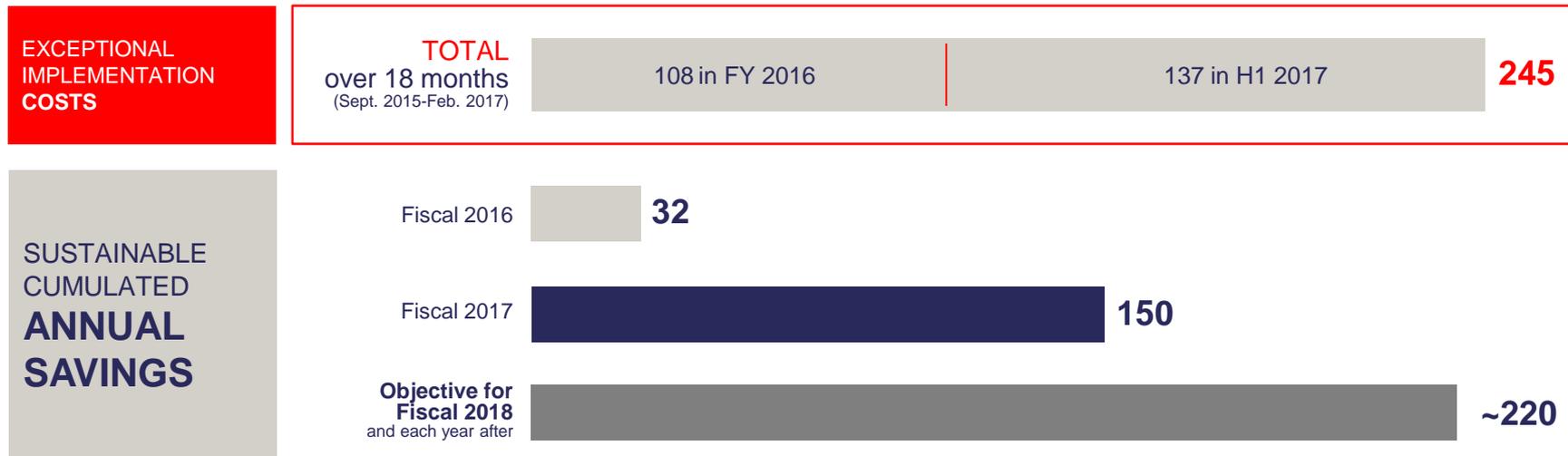
Solid financial performance

OBJECTIVES

- Faster alignment of on-site operating expenses
- Organizational simplification
- Increased international pooling of resources

- ▶ **Success of the program:**
multitude of cost reduction projects submitted by the teams
- ▶ **Generate annual savings for Fiscal 2018 equivalent to about 90% of the exceptional costs (~ €220m)**

€ millions



PERFORMANCE IN THE P&L

FY 17

Solid financial performance

€ millions	FY 2017	FY 2016	CHANGE	
			At current exchange rates	Excluding currency effect
Revenues	20,698	20,245	+2.2%	+2.3%
Operating profit before exceptional expenses ¹	1,326	1,203	+10.2%	+8.4%
Operating margin before exceptional expenses	6.4%	5.9%	+50 bps	+40 bps
Exceptional expenses	(137)	(108)		
Operating profit	1,189	1,095		
Net financial expense	(105)	(111)		
Effective tax rate	31.7%	33.7%		
Group net profit Before non recurring items ²	822	721	+14.0%	+13.0%
Group net profit	723	637	+13.5%	+12.2%

¹ Costs of implementation of the Adaptation and Simplification program

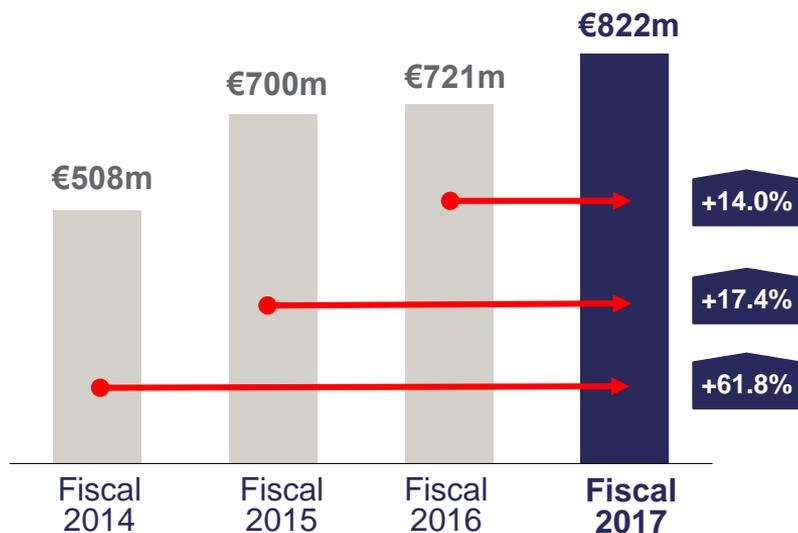
² Net of income taxes: €99m of exceptional expenses and early debt reimbursement indemnity in FY 2017, and €84m of exceptional expenses and early debt reimbursement indemnity in FY2016

EPS LEVERAGE FROM SHARE REPURCHASES

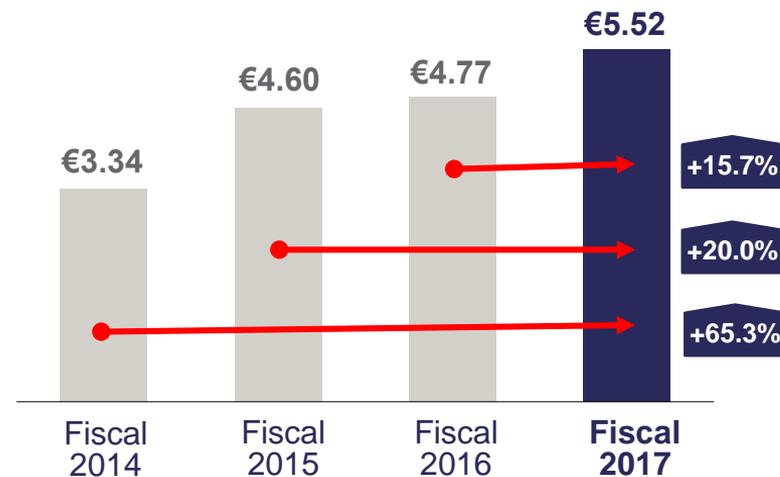
FY 17

Solid financial performance

Group net profit before non-recurring items

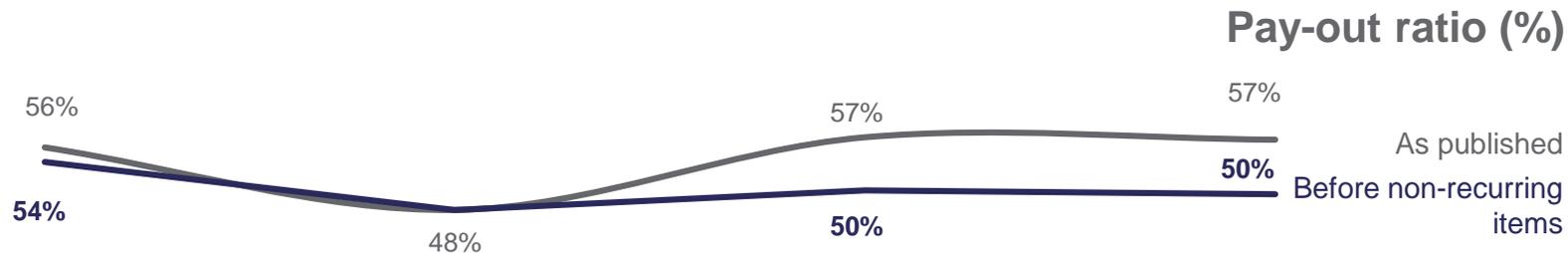


Earnings per share before non-recurring items

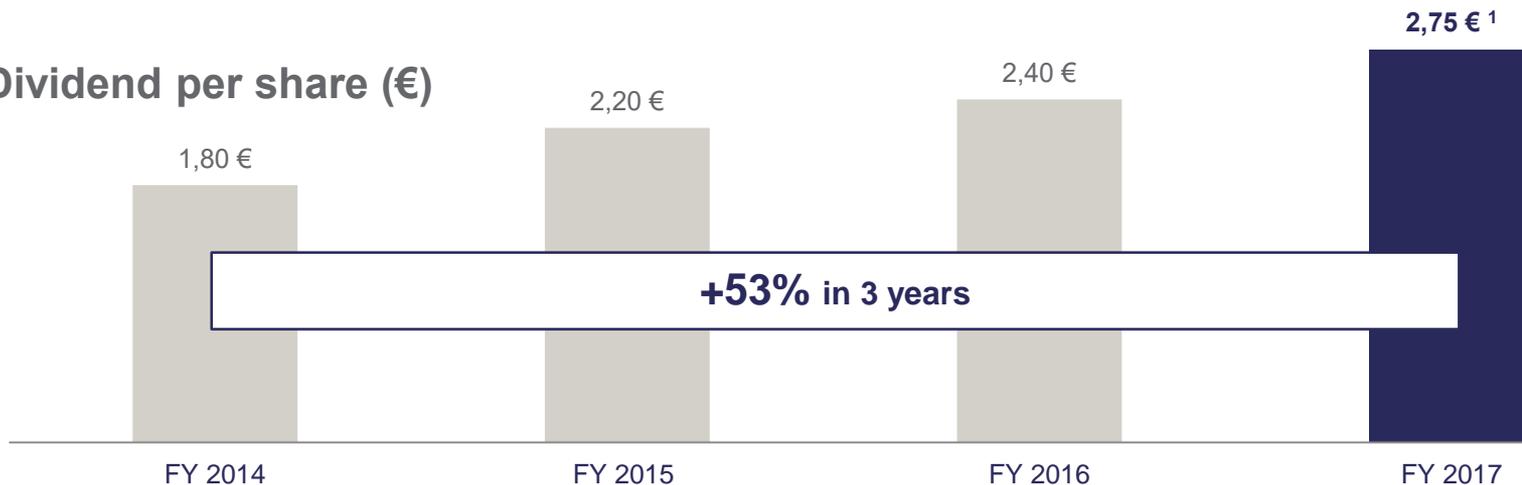


REGULAR PAY-OUT AND DIVIDEND INCREASE

FY 17



Dividend per share (€)



¹ To be proposed at the AGM on January 23, 2018

EXCEPTIONALLY STRONG CASH FLOW

FY 17

Solid financial performance

€ millions

	FY 2017	FY 2016
Operating cash flow	1,076	1,019
Change in working capital ¹	120	(26)
Net capital expenditure	(308)	(398)
Free cash flow	887	595
Net acquisitions	(268)	(42)
Share buy-backs	(300)	(300)
Dividends paid to parent company shareholders	(359)	(335)
Other changes (including change in Financial Assets ² , scope and exchange rates)	(164)	15
(Increase)/decrease in net debt	(204)	(67)

¹ Excluding change in financial assets in Benefits & Rewards of €(134)m in FY'17 and €(48)m in FY'16.

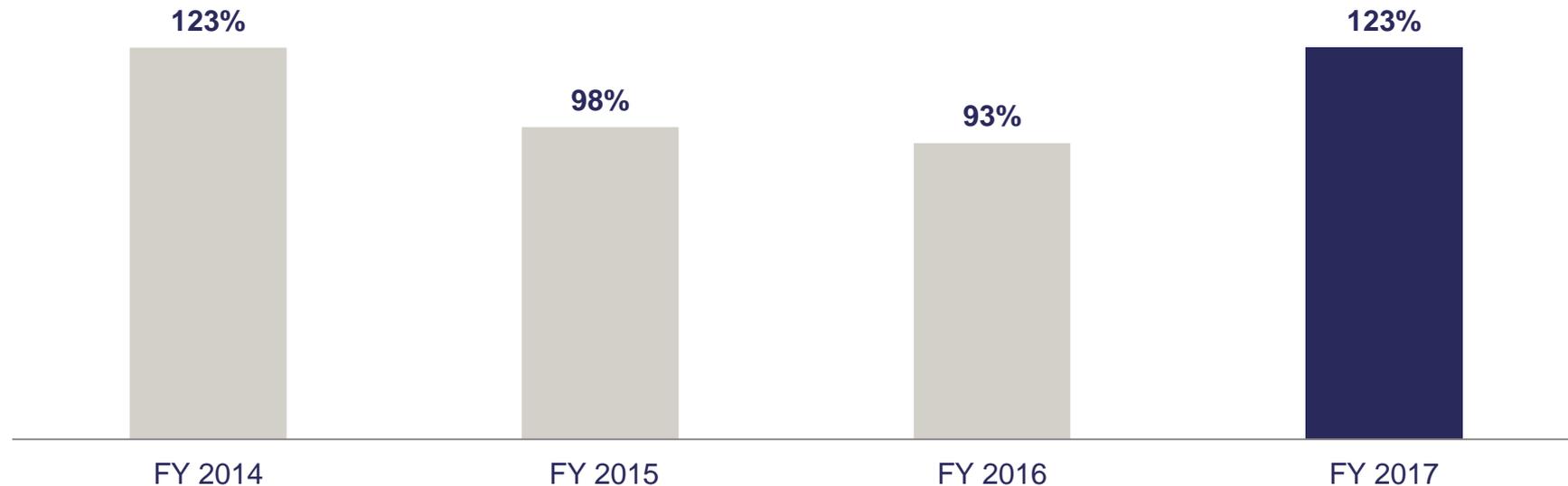
Total Change in working capital as reported in Consolidated Cash Flow statement: **FY'17** of €(14)m = €120m + €(134)m and **FY16** of €(74)m = €(26)m + €(48)m

² including Sodexo Ventures investments in *Wynd*, *Neo-Nomade* and *Life-Dojo*

RETURN TO CASH CONVERSION OF OVER 100%

FY 17

Cash conversion (Free cash flow/net profit)



ROBUST BALANCE SHEET AND RATIOS

FY 17

Solid financial performance

€ millions

	August 31, 2017	August 31, 2016		August 31, 2017	August 31, 2016
Non-current assets	7,416	7,498	Shareholders' equity	3,536	3,668
Current assets excluding cash	4,531	4,486	Non-controlling interests	34	34
Restricted cash Benefits & Rewards	511	507	Non-current liabilities	3,885	3,549
Financial assets Benefits & Rewards	398	292	Current liabilities	7,419	6,907
Cash	2,018	1,375			
Total assets	14,874	14,158	Total liabilities & equity	14,874	14,158
			Gross borrowings	3,500	2,553
			Net debt*	611	407
			Gearing ratio*	17%	11%
			Net debt ratio* (net debt/EBITDA)	0.4	0.3

Operating cash totaled **€2,889 million¹**, of which **€1,825 million** related to **Benefits and Rewards Services**

¹ Cash – Bank overdrafts of €38m + Financial assets related to BRS activity

REVIEW OF OPERATIONS FISCAL 2017

**On-site Services
Benefits & Rewards
Services**

4

BUSINESS & ADMINISTRATIONS – REVENUES

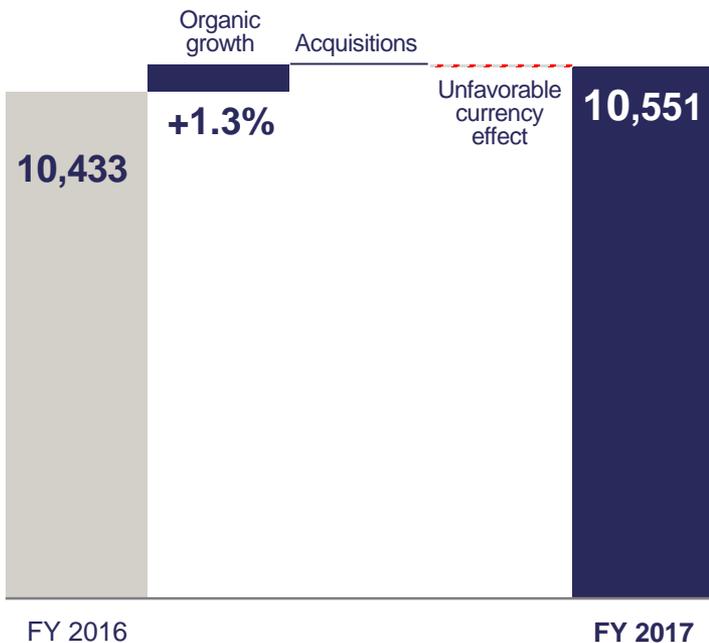
FY 17

56%
On-site
Services
FY 17

ORGANIC GROWTH

excluding RWC and 53rd week*

€ millions



+3.4%

North America

- High single digit growth in Corporate supported by development of large accounts and FM activities
- E&R still challenging

-1.6%

Europe

- Lack of new business, particularly in the UK
- E&R -16%, impacted by North Sea offshore business
- Pick-up in peak season tourism activity in Q4 in France

+9.0%

Africa, Asia, Australia, Latam & Middle East

- Double digit growth in Corporate driven by strong development and retention
- Energy & Resources momentum due to recovery in mining and onshore sub-segments and contract start-ups

TOTAL
+2.1%

24%

of FY17 B&A

50%

of FY17 B&A

26%

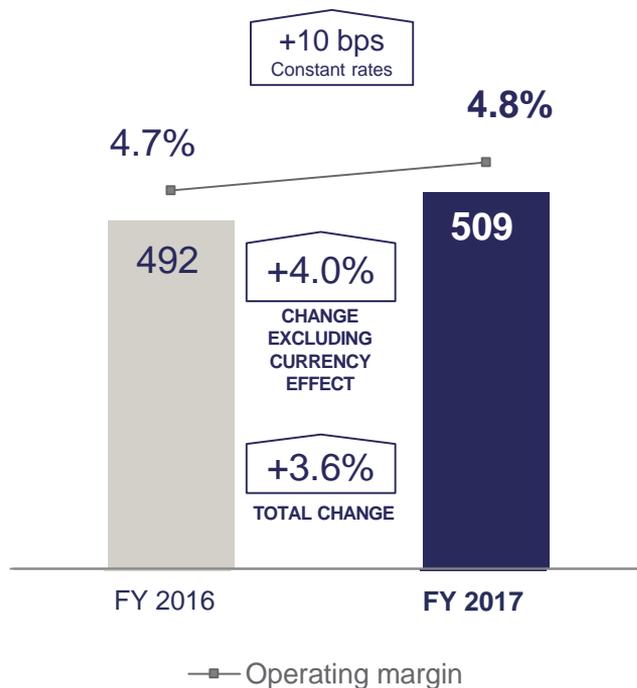
of FY17B&A

BUSINESS & ADMINISTRATIONS - OPERATING PROFIT

FY 17

On-site Services

€ millions



- Stronger momentum in H2, as expected
- Rigorous control of SG&A

HEALTH CARE & SENIORS – REVENUES

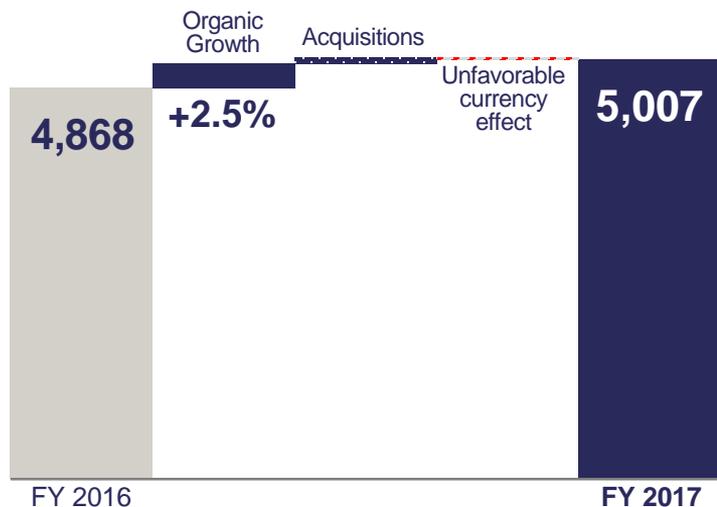
FY 17

25%
On-site
Services
FY 17

ORGANIC GROWTH

excluding RWC and 53rd week*

€ millions



+1.8%

North America

- Limited comparable unit growth due to Q3 service losses
- Low retention and development

-0.8%

Europe

- Limited development in Hospitals in France and UK
- Selective bidding

+13.1%

Africa, Asia, Australia, Latam & Middle East

- Double digit growth in Latam and Brazil due to contract wins and increased same sites sales

TOTAL
+1.5%

66%

of FY17
Health Care
& Seniors

29%

of FY17
Health Care
& Seniors

5%

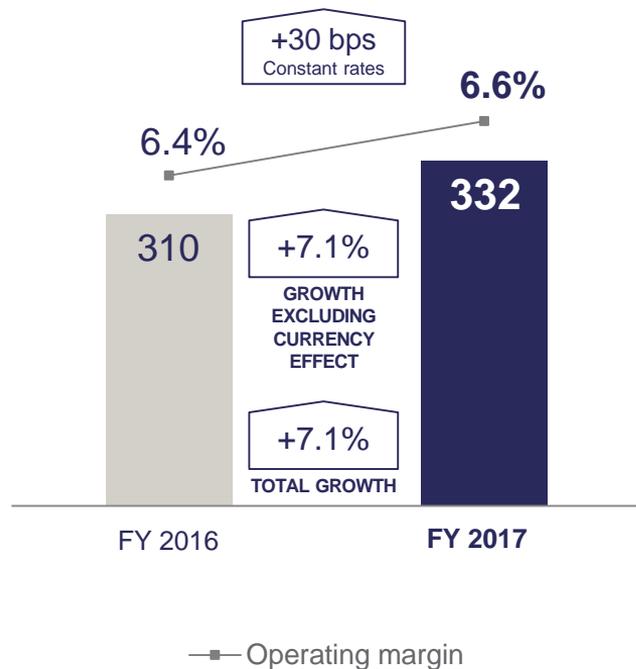
of FY17
Health Care
& Seniors

HEALTH CARE & SENIORS - OPERATING PROFIT

FY 17

On-site Services

€ millions



- Continuous improvement in on-site efficiency
- Comparable base in H2 FY2016 already boosted by the Adaptation and Simplification program

EDUCATION – REVENUES

FY 17

21%
On-site
Services
FY 17

€ millions

ORGANIC GROWTH

excluding RWC and 53rd week*

+0.1%

North America

- Extension at Chicago and ramp-up in Washington DC in Schools compensating net loss in Universities

+0.0%

Europe

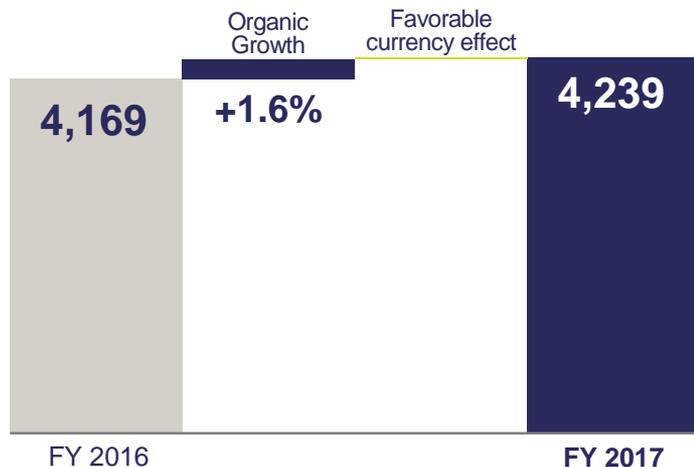
- Less days in France and Italy
- Low prior year development in UK and France
- Robust growth in Schools in Italy

+11.3%

Africa, Asia, Australia, Latam & Middle East

- Very strong growth in Schools in Asia (mainly China, Singapore and India)

TOTAL
+0.3%



77%

of FY17
Education

21%

of FY17
Education

2%

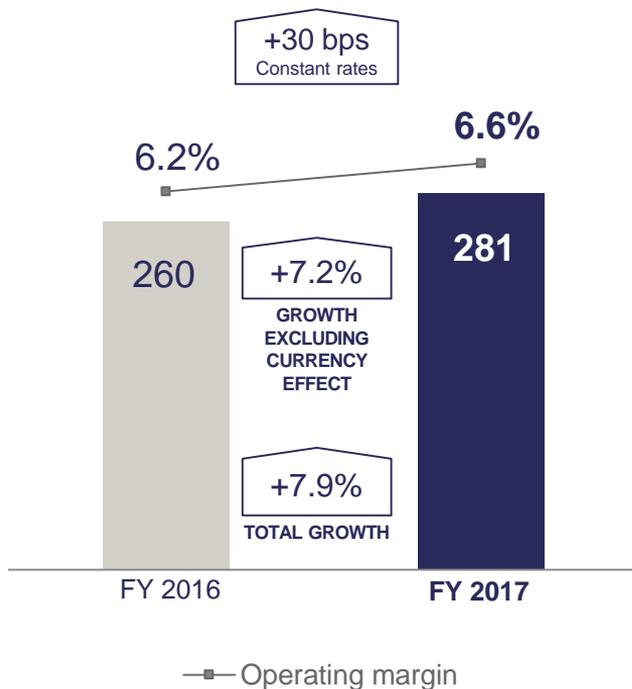
of FY17
Education

EDUCATION - OPERATING PROFIT

FY 17

On-site Services

€ millions

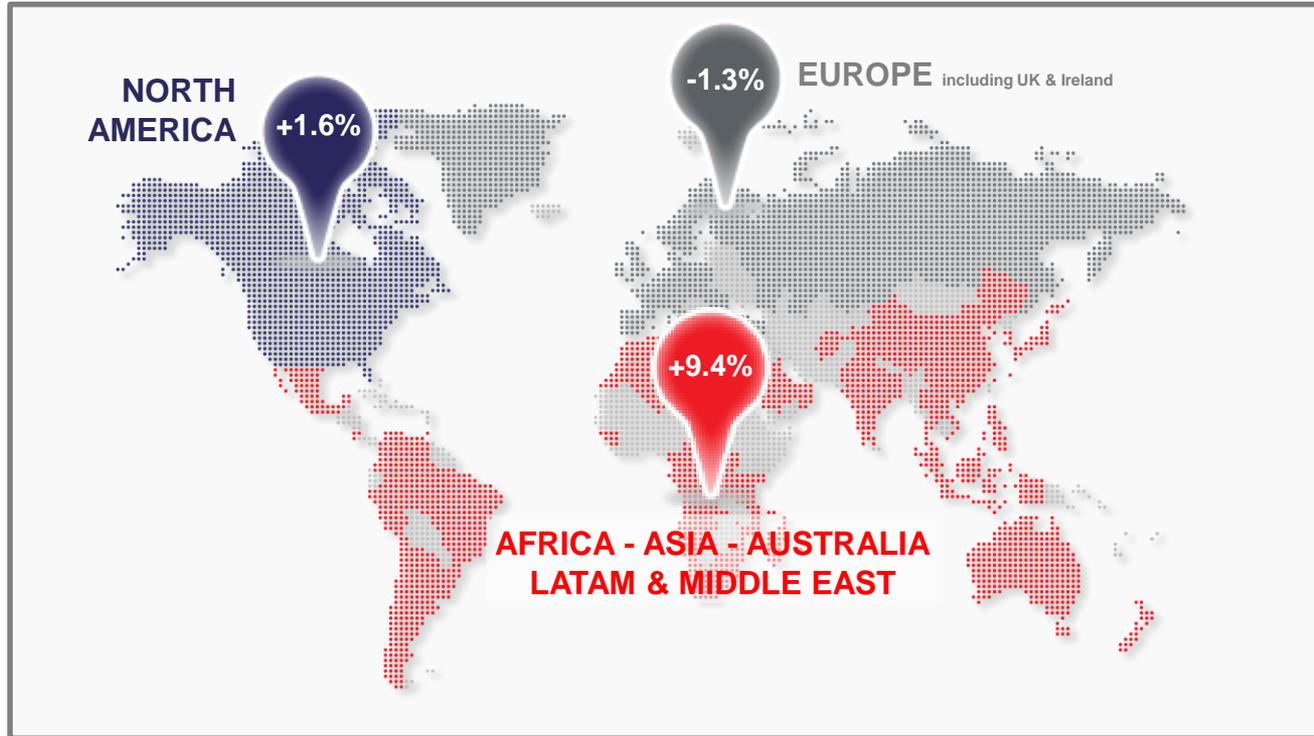


- Strict control of SG&A
- Continuous improvement in onsite efficiency
- Portfolio management with rigorous control of low-performing contracts

ON-SITE SERVICES ORGANIC GROWTH BY REGION

FY 17

All organic growth figures are excluding RWC and 53rd week*



FISCAL 2017 HIGHLIGHTS

FY 17

Benefits & Rewards Services

ISSUE VOLUME*

€17.8 billion



REVENUES

€905 million



OPERATING PROFIT

€307 million



Organic growth

+6.1%

+7.7%

Growth excluding currency impact

+6.2%

+12.7%

+8.9%

Total growth

+9.3%

+16.0%

+16.7%

LATIN AMERICA

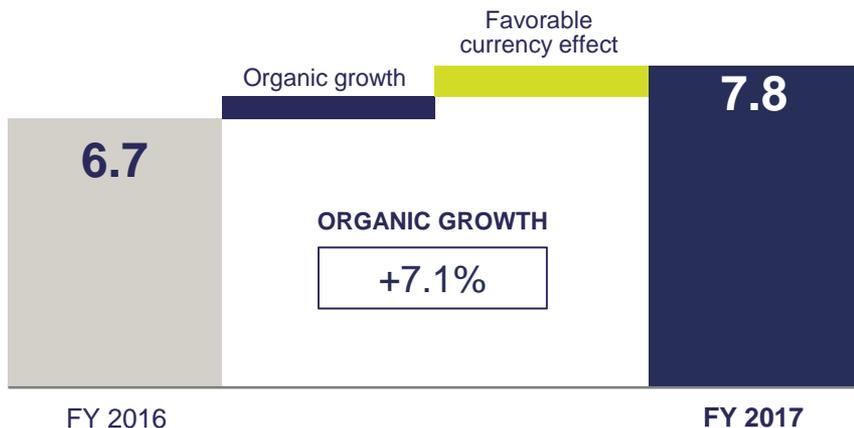
FY 17

47%
FY 17 BRS
revenues

Benefits & Rewards Services

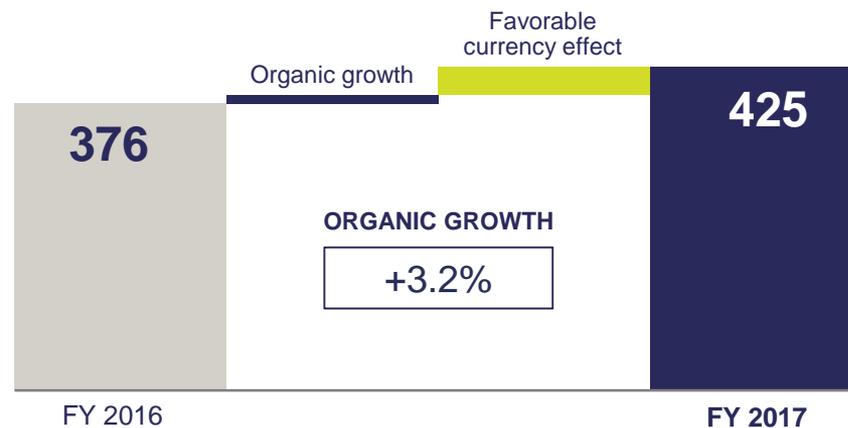
ISSUE VOLUME

€ billions



REVENUES

€ millions



- Signs of stabilization in Brazil despite a highly competitive environment
- Falling interest rates in the second half in Brazil
- Strong growth in the rest of the region

EUROPE, ASIA, USA

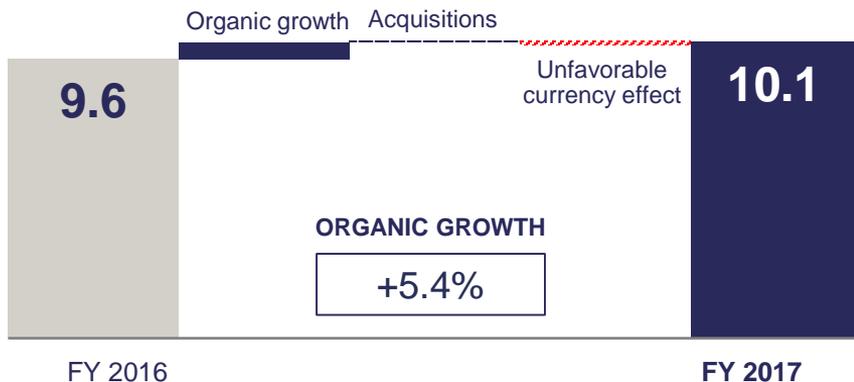
FY 17

53%
FY 17 BRS
revenues

Benefits & Rewards Services

ISSUE VOLUME

€ billions



REVENUES

€ millions



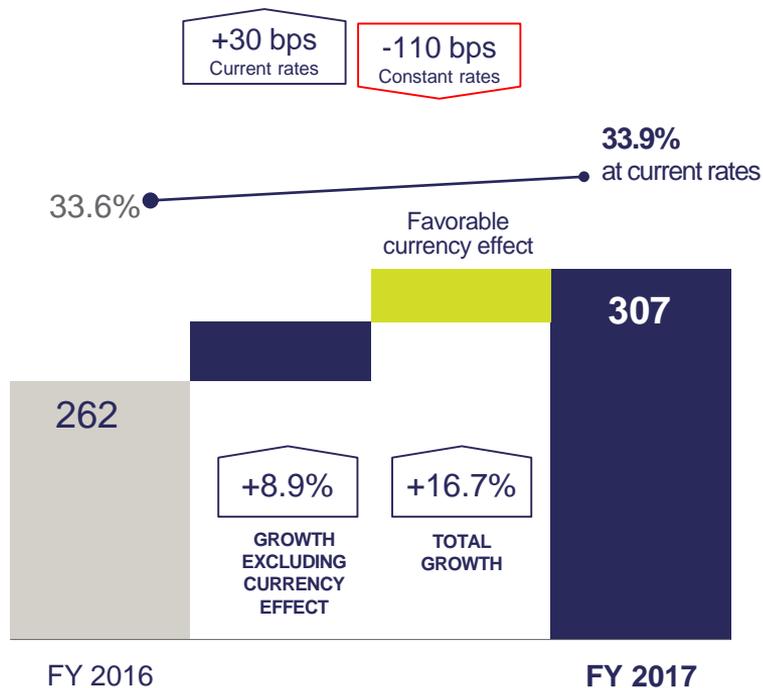
- Robust growth in Italy and Central Europe
- Strong momentum in Incentive & Recognition

OPERATING PROFIT

FY 17

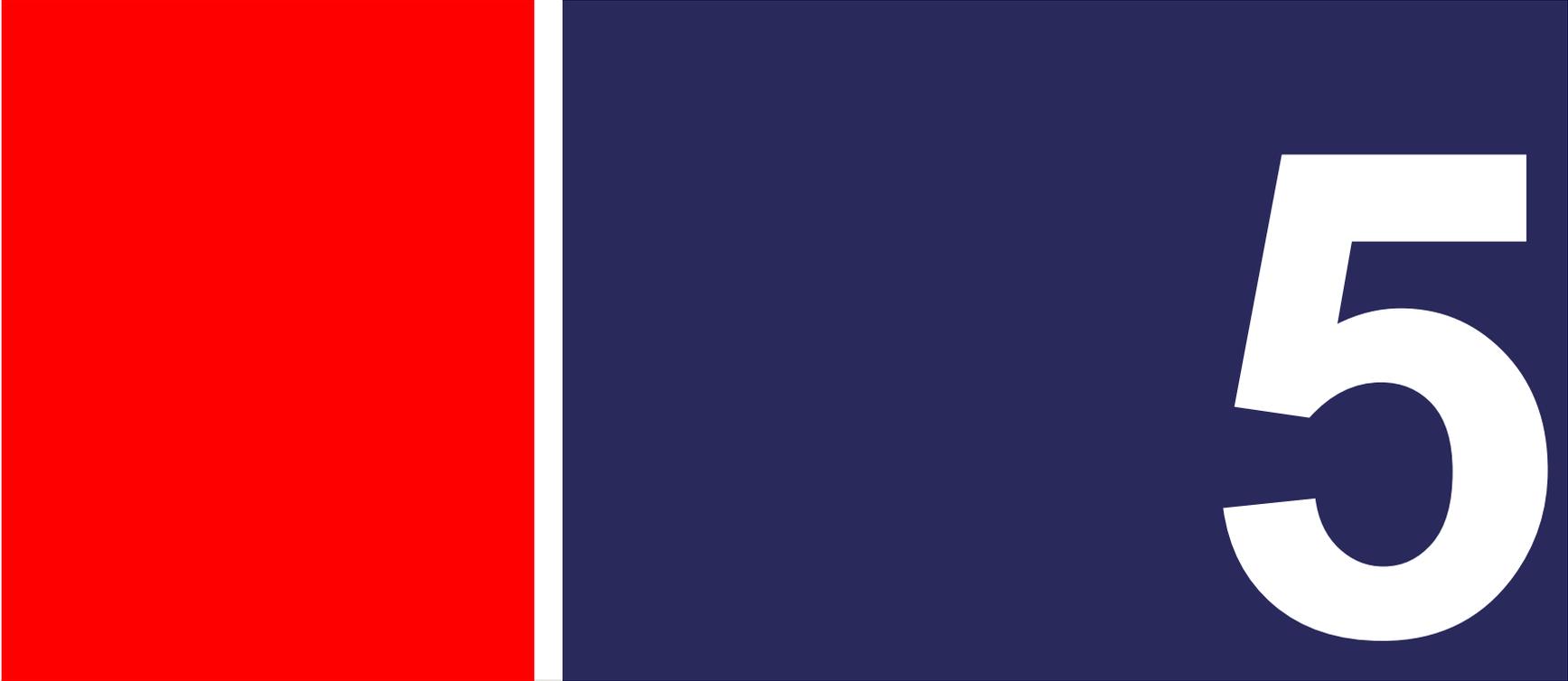
Benefits & Rewards Services

€ millions



- Mix effect on margin resulting from strong development of Incentive and Recognition activity and the acquisition of *Inspirus*
- Positive impact of *Vivabox* disposal (€16m /+170bps)
- Investment in Mobility offers
- Accelerated card migration and digitalization investments

INTRODUCING UNDERLYING OPERATING PROFIT



5

INTRODUCING UNDERLYING OPERATING PROFIT

FY 17

WHY	<ul style="list-style-type: none">▪ Focus on recurring operating profit drivers▪ Simple benchmark with competitors▪ Guidance to the market based on Underlying operating profit	
HOW	Underlying Operating profit	
	+ Other operating income: <ul style="list-style-type: none">▪ Gains related to perimeter changes▪ Gains on changes of post-employment benefits	- Other operating expenses: <ul style="list-style-type: none">▪ Restructuring and rationalization costs▪ M&A costs▪ Losses related to perimeter changes▪ Losses on changes of post-employment benefits▪ Amortization of client relationships and trademarks▪ Impairment of non-current assets
	= Operating profit	
CONSEQUENCES	<ul style="list-style-type: none">▪ Segment information to underlying operating profit	

CURRENT P&L/REDEFINED P&L (FY 2017)

FY 17

€ millions	Current P&L	FY 2017
Revenues		20,698
Operating profit before exceptional expenses		1,326
Operating margin before exceptional expenses		6.4%
Exceptional expenses		(137)
Operating profit		1,189

€ millions	Redefined P&L	FY 2017
Revenues		20,698
Underlying Operating profit		1,340
Operating margin		6.5%
Other operating income		24
Gains related to perimeter changes		21
Gains on changes of post-employment benefits		3
Other operating expenses		(176)
Restructuring and rationalization costs		(137)
M&A costs		(6)
Losses related to perimeter changes		-
Losses on changes of post-employment benefits		(2)
Amortization of client relationships and trademarks		(31)
Impairment of non-current assets		-
Operating profit		1,189

Fiscal 2017 underlying operating profit would have been up +7.3% on Fiscal 2016 underlying operating profit

OUTLOOK

A large, white, sans-serif number '6' is centered on a dark blue rectangular background. The number is bold and occupies most of the right half of the slide.

FISCAL 2018 OBJECTIVES

FY 17

Outlook

In Fiscal 2017

- Disappointing growth in revenues
- Solid increase in margins
- Strong cash flow

- France turning positive but soft environment in Northern Europe
- Improvement in Energy & Resources and continuous strong growth in developing economies
- North America impacted by lack of growth in Education and Health Care

- Further substantial cost savings this year as part of the Adaptation and Simplification program
- Significant investment to enhance growth

Organic revenue growth of between 2 and 4%
excluding 53rd week impact

Underlying operating profit margin maintained at 6.5%
(excluding currency effects)

REINFORCING INVESTMENT TO ENHANCE GROWTH AND ACCELERATING OUR DIGITAL TRANSFORMATION

FY 17

- Global deployment of innovative offers
 - › *Student living*
 - › *Evolution smart kitchens* across segments
 - › *Protecta* in Healthcare
 - › *Harmonie* in Seniors
 - › *Boundless* in BRS
 - › *Camp living* in Energy & Resources

- Strengthening sales and marketing
 - › Training: *Sales Academy*, digital marketing
 - › Consumer engagement and experience
 - › Digital leads in Corporate and Universities
 - › Deployment of consistent global CRM
 - › Opening our eco-system
 - › Creation of Sodexo's *Datalab*

- BRS strategic investments
 - › Building end-to-end digital platforms for mobility offers
 - › Moving from dematerialization to digitalization
 - › Diversifying Offers in Incentive & Recognition

- Digital investments in processes and back office
 - › Digital Food and FM platforms
 - › Data infrastructure
 - › Testing new technologies
 - › Food waste initiatives

MEDIUM-TERM OBJECTIVES

FY 17

Outlook

Confident in the future with,

- Significant further outsourcing potential in all regions and segments
- Strong potential of our new segment organization
- Increased M&A activity

The Group confirms its medium-term objectives:

average annual **growth**
in **revenue between 4% and 7%**
(excluding currency effect)

average annual **growth**
in **underlying operating profit between 8% and 10%**
(excluding currency effect)

SHAREHOLDER & INVESTOR RELATIONS



FINANCIAL CALENDAR

1 st quarter revenues, Fiscal 2018	January 11, 2018
Annual Shareholders' Meeting 2018	January 23, 2018
Dividend ex-date	February 1, 2018
Dividend record date	February 2, 2018
Dividend payment date	February 5, 2018
1st half results – Fiscal 2018	April 12, 2018
Nine month revenues, Fiscal 2018	July 5, 2018
Annual results, Fiscal 2018	November 8, 2018
Annual Shareholders' Meeting 2019	January 22, 2019

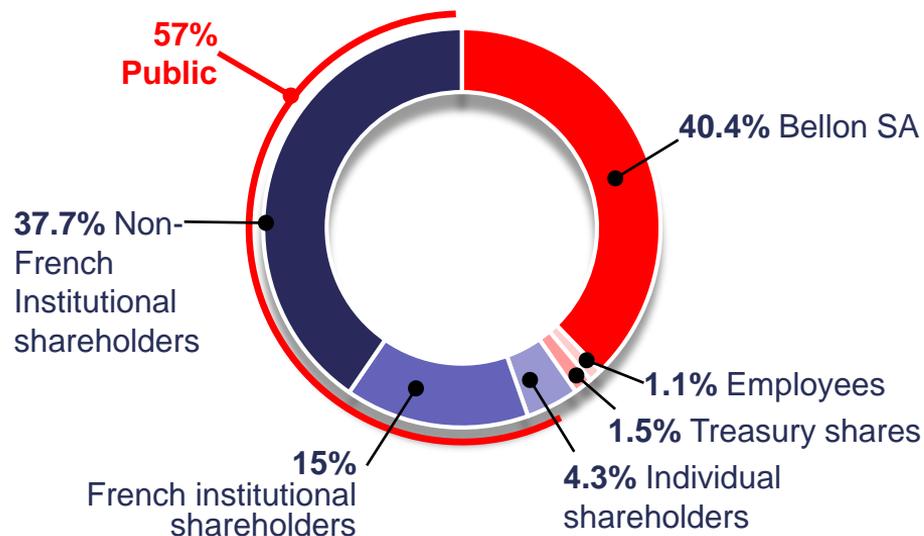
These dates are purely indicative, and are subject to change without notice. Regular updates are available in the calendar on our website www.sodexo.com



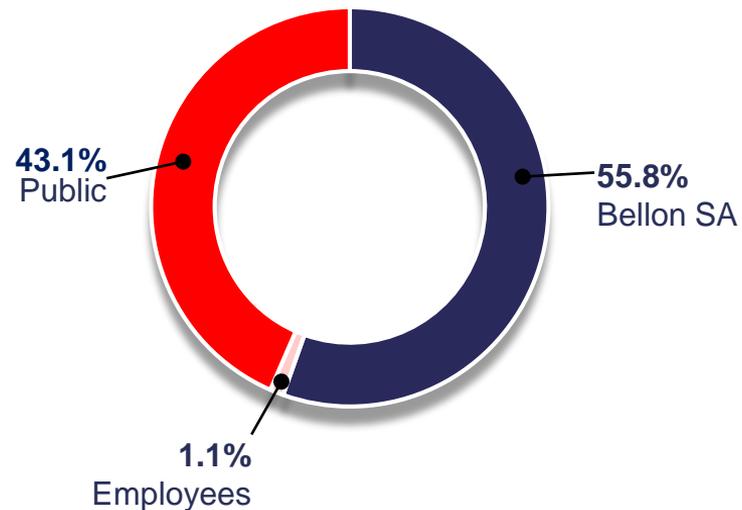
SODEXO SHARE OWNERSHIP AS OF AUGUST 31, 2017

Shareholder & Investor Relations

OWNERSHIP STRUCTURE AS OF AUGUST 31, 2017



BREAKDOWN OF VOTING RIGHTS AS OF AUGUST 31, 2017



SODEXO SHARES

Shareholder & Investor Relations

- Sodexo shares are **listed on NYSE Euronext Paris**
Euroclear code: FR 0000121220; included in the Next 20 index
- Sodexo American Depositary Receipts (**ADRs**) are traded on the over the counter (**OTC**) market, ticker **SDXAY**, with five ADRs representing one Sodexo share.

Since initial listing in 1983

SHARE PRICE HAS BEEN MULTIPLIED BY 63*

* As of August 31, 2017

More than **4.6 times**
the growth of the CAC 40

STOCK MARKET PERFORMANCE

Shareholder & Investor Relations



- Over the last five fiscal years, Sodexo's share price increased by **+55.9%**, whereas the CAC 40 index increased by **+49.0%** during the same period
- During the last fiscal year, Sodexo's share decreased by **5.6%** whereas the CAC 40 index rose by **+14.6%**

REGISTERED SHAREHOLDERS

Shareholder & Investor Relations

Benefits of being a registered Sodexo shareholder:

- reduced administration costs (for pure registered shares only);
- double voting rights for registered shares held for at least four years;
- and since 2014, a dividend premium of 10% for registered shares held for more than four years (limited to 0.5% of issued capital per shareholder)

REFERENCE DATE FOR REGISTRATION OF SHARES TO QUALIFY FOR THE DIVIDEND PREMIUM	RIGHT TO DIVIDEND PREMIUM FOR FISCAL:	DIVIDEND PREMIUM FOR THE DIVIDEND PAID IN*:	ISIN CODES FOR REGISTERED SHARES
Before August 31, 2013	2017	February 2018	FR0011532431**
August 31, 2014	2018	February 2019	FR0012033199
August 31, 2015	2019	February 2020	FR0012891414
August 31, 2016	2020	February 2021	FR0013193125
August 31, 2017	2021	February 2022	FR0013270261
August 31, 2018	2022	February 2023	FR0000121220

* Dates provided for indicative purposes only and subject to the approval of a dividend payment by the Annual Shareholders' Meeting.

** On September 1, 2017, Euroclear merged the shares held under the code SODEXO ACTIONS PRIME DE FIDELITE 2018 - FR0011532415 into the code FR0011532431 (which will be eligible for the 10% dividend premium for the February 2018 dividend payment).

Contacts for Registered Shareholders:

For further information call :

Société Générale Nantes (France) : +33(0)2 51 85 67 89

or visit the Société Générale website: www.sharinbox.societegenerale.com

SODEXO ADR PROGRAMME

Shareholder & Investor Relations

Sodexo offers investors the convenience of investing in American Depositary Receipts (ADRs)

■ KEY INFORMATION ON THE SODEXO ADRS:

ADR ticker symbol	SDXAY
Platform	OTC
CUSIP	833792104
DR ISIN	US8337921048
ISIN code	FR0000121220
SEDOL	7062713
Custodian bank	Citi
ADR ratio	5 ADRs for 1 ordinary share

Benefits of ADRs to US investors

- They clear and settle according to normal US standards
- Stock quotes and dividend payments are in US dollars
- They can be purchased in the same way as other US stocks via a US broker
- They provide a cost effective means of building an international portfolio.

For any question about Sodexo ADRs, please contact Citi:

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CitiADR@Citi.com

Tel: +1(212)723-5435

London

Michael Woods

michael.woods@citi.com

Tel: +44 20 7500 2030

APPENDICES

1. Underlying Operating Profit
2. Segment overview – Onsite services
3. Sodexo Ventures
4. Fiscal 2017 exchange rates
5. Gross Financial debt
6. 2017 €300M share repurchase program
7. Financial ratios
8. Alternative Performance Measure definitions

CURRENT P&L/REDEFINED P&L

Appendix 1

First half Fiscal 2017

€ millions	Current P&L	H1 2017
Revenues		10,634
Operating profit before exceptional expenses		723
Operating margin before exceptional expenses		6.8%
<hr/>		
Exceptional expenses		(137)
<hr/>		
Operating profit		586

€ millions	Redefined P&L	H1 2017
Revenues		10,634
Underlying Operating profit		738
Operating margin		6.9%
<hr/>		
Other operating income		2
Gains related to perimeter changes		2
Gains on changes of post-employment benefits		
<hr/>		
Other operating expenses		(154)
Restructuring and rationalization costs		(137)
M&A costs		(2)
Losses related to perimeter changes		
Losses on changes of post-employment benefits		
Amortization of client relationships and trademarks		(15)
Impairment of non current assets		
Operating profit		586

NEW UNDERLYING OPERATING PROFIT BY SEGMENT

Appendix 1

Full year Fiscal 2017

Fiscal 2017 <i>(in millions of euro)</i>	Revenues	Underlying Operating Profit	Underlying Operating margin	Published Operating Profit	Published Operating margin
Business & Administrations	10,551	518	4.9%	509	4.8%
Health Care & Seniors	5,007	337	6.7%	332	6.6%
Education	4,239	284	6.7%	281	6.6%
On-site Services	19,797	1,139	5.8%	1,122	5.7%
Benefits & Rewards Services	905	304	33.6%	307	33.9%
Elimination of intra-group revenues/Corporate expenses	(4)	(103)		(103)	
TOTAL GROUP Before exceptional expenses	20,698	1,340	6.5%	1,326	6.4%
Exceptional Expenses		(152)		(137)	
TOTAL GROUP After exceptional expenses	20,698	1,189	5.7%	1,189	5.7%

NEW UNDERLYING OPERATING PROFIT BY SEGMENT

Appendix 1

First half Fiscal 2017

First half Fiscal 2017 <i>(in millions of euro)</i>	Revenues	Underlying Operating Profit	Underlying Operating margin	Published Operating Profit	Published Operating margin
Business & Administrations	5,196	220	4.2%	217	4.2%
Health Care & Seniors	2,500	161	6.4%	157	6.3%
Education	2,483	252	10.1%	251	10.1%
On-site Services	10,179	633	6.2%	625	6.1%
Benefits & Rewards Services	457	158	34.6%	149	32.7%
Elimination of intra-group revenues/Corporate expenses	(2)	(52)		(51)	
TOTAL GROUP Before exceptional expenses	10,634	738	6.9%	723	6.8%
Exceptional Expenses		(153)		(137)	
TOTAL GROUP After exceptional expenses	10,634	586	5.5%	586	5.5%

SEGMENT OVERVIEW - ON-SITE SERVICES

Appendix 2

Business & Administrations



ORGANIC GROWTH

+1.3%

+2.1% Excluding Rugby & 53rd week

OPERATING MARGIN*

4.8%

**+10
bps**

SHARE of REVENUES



Health Care & Seniors



+2.5%

+1.5% Excluding Rugby & 53rd week

6.6%

**+30
bps**



Education



+1.6%

+0.3% Excluding Rugby & 53rd week

6.6%

**+30
bps**



TOTAL ON-SITE SERVICES

+1.7%

+1.6%

5.7%

**+20
bps**

Highlights



Strategic Venture Capital Fund

- Investing in and accompanying **innovative start-ups**
- **Commercial agreements** between Sodexo and start-ups as lever for both businesses
- **Creating value** for clients and consumers by combining the agility of start-ups with Sodexo's expertise and international footprint



Included in Net financial investments of €38m in Fiscal 2017

FISCAL 2017 EXCHANGE RATES

Appendix 4

1€ =	Average rate Fiscal 17	Reference rate Fiscal 16	Average rates: change Fiscal 17 vs. Reference FY'16	Closing rate Fiscal 17 at August 31, 2017	Closing rates: change August 31, 2017 vs. August 31, 2016
U.S. Dollar	1.099	1.106	+0.7%	1.182	-5.9%
Pound Sterling	0.867	0.767	-11.5%	0.920	-7.8%
Brazilian Real	3.526	4.069	+15.4%	3.741	-3.7%

BREAKDOWN OF GROSS FINANCIAL DEBT:

€3,500 million as at August 31, 2017

€ millions

BY CURRENCY

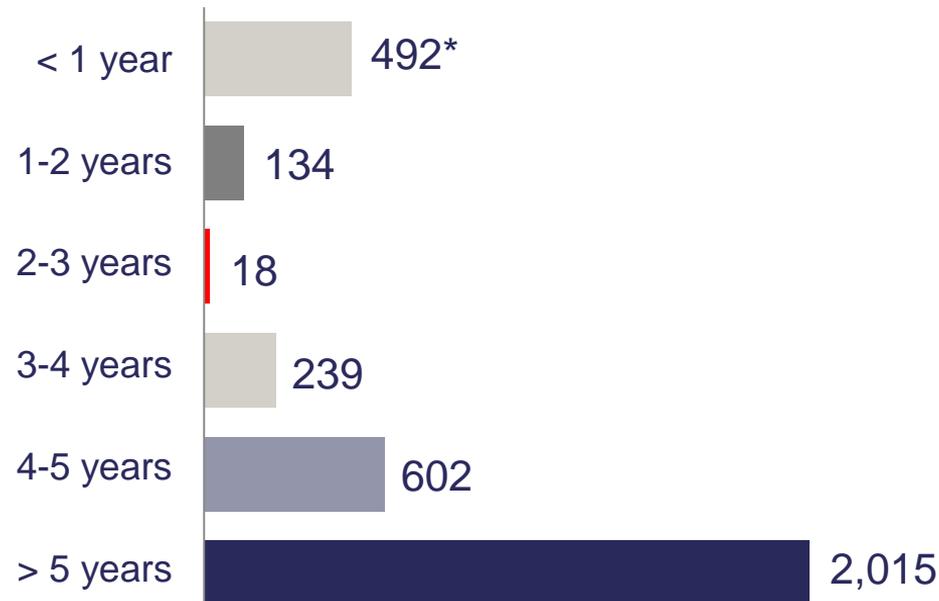


INTEREST RATE



Average interest rate 2.4% Fiscal 2017

BY MATURITY



2017 €300M SHARE REPURCHASE PROGRAM

€ billions

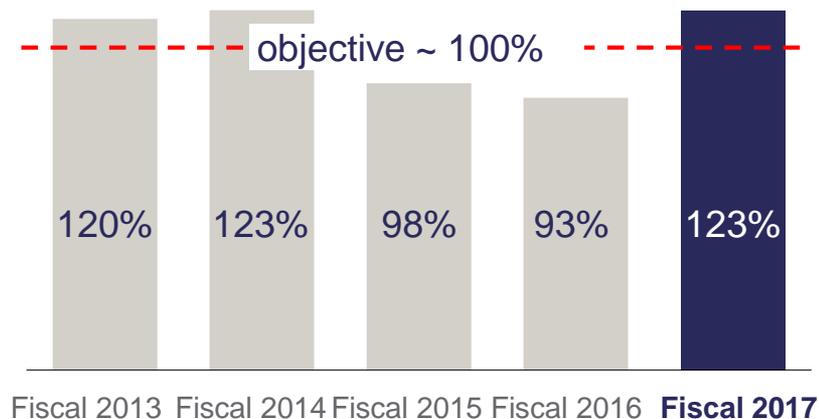
- **2,910,690 shares** corresponding to **1.9% of capital¹** and a value of **300 million euro**, have been purchased by the company by the end of H1 2017 (in line with Nov'16 share repurchase program)
- These shares were canceled in June 2017

<i>Company's share capital</i>	August 31, 2017	February 28, 2017	August 31, 2016
Company's share capital, number of shares	150,830,449	153,741,139	153,741,139
Treasury shares	2,205,010	5,814,876	3,074,444
<i>Number of shares for EPS calculation</i> (Basic weighted average number of shares)	148,998,961	149,936,978	151,277,059

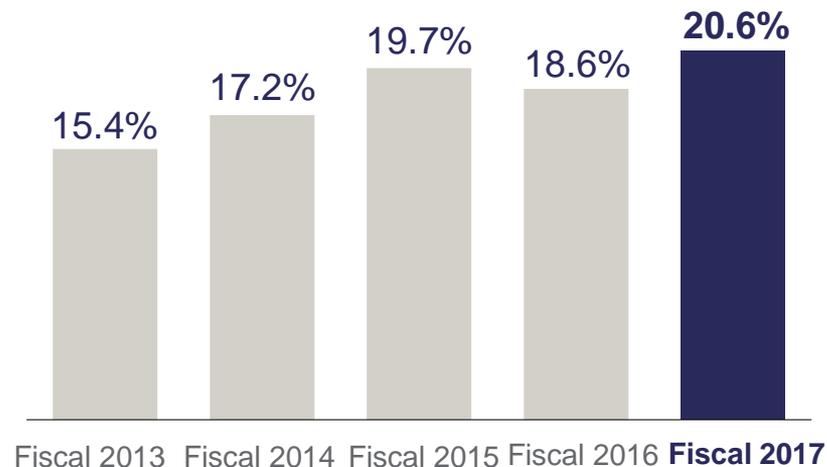
¹ 1.9% = 2,910,690 / 153,741,139

FINANCIAL RATIOS

Cash conversion Free cash flow/Net profit



ROCE* Operating profit after tax/ Capital employed

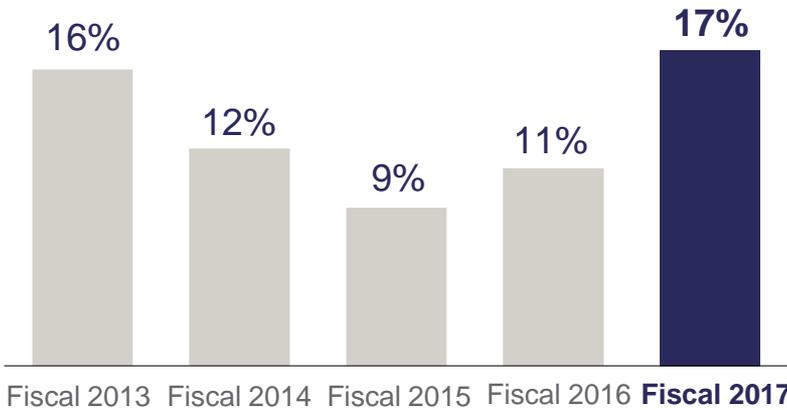


FINANCIAL RATIOS

Gearing ratio*

Net debt/Shareholders' equity

objective < 75%

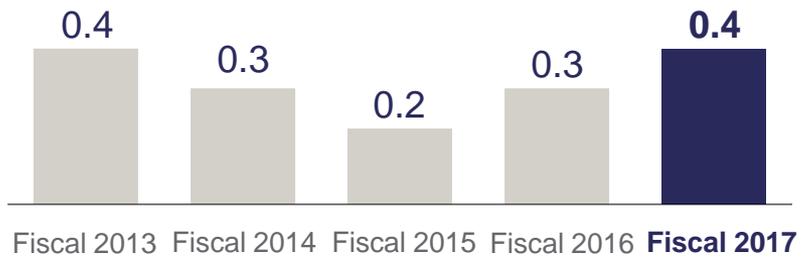


Net debt ratio*

Net debt/EBITDA

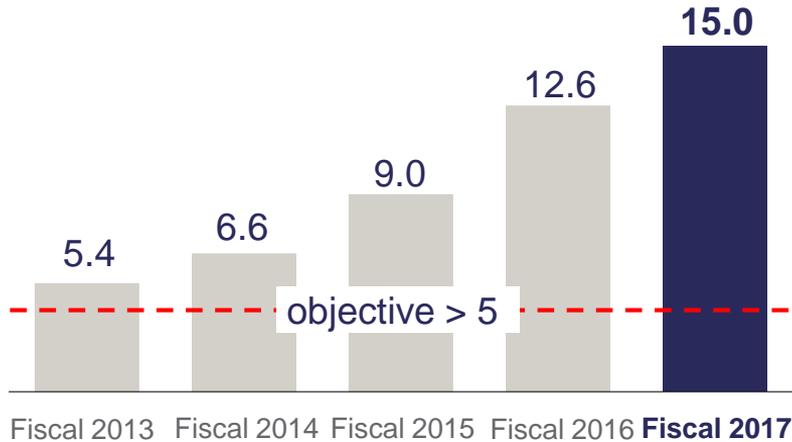
Objective between 1 and 2 years

Fiscal

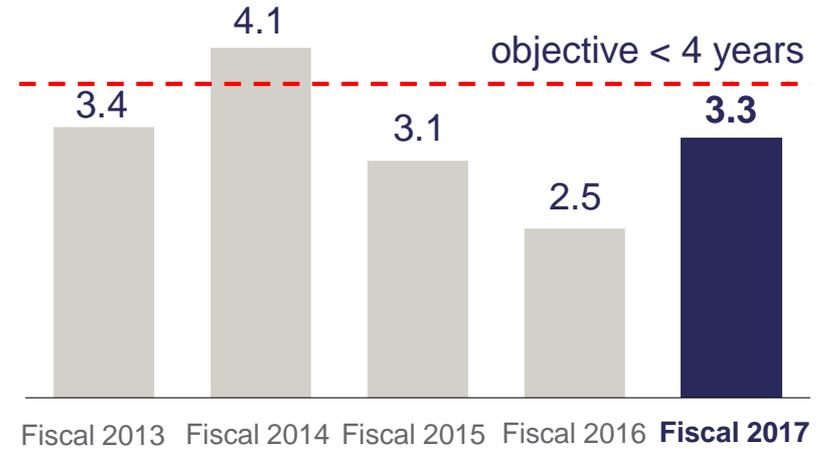


FINANCIAL RATIOS

Interest cover*
Operating profit/
Net borrowing costs



Reimbursement capacity*
Gross financial debt/
Operating cash flow



ALTERNATIVE PERFORMANCE MEASURE DEFINITIONS

Appendix 8

FINANCIAL RATIOS DEFINITIONS		FY 2017	FY 2016
Gearing ratio	$\frac{\text{Gross borrowings}^1 - \text{Operating cash}^2}{\text{Shareholders' equity and non-controlling interests}}$	17%	11%
Net debt ratio	$\frac{\text{Gross borrowings}^1 - \text{Operating cash}^2}{\text{Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)}^3}$	0.4	0.3
FINANCIAL RATIOS RECONCILIATION		FY 2017	FY 2016
¹ Gross borrowings	Non-current borrowings	3,012	2,515
	+ current borrowings excluding overdrafts	499	43
	- derivative financial instruments recognized as assets	(11)	(5)
		3,500	2,553
² Operating cash	Cash and cash equivalents	2,018	1,375
	+ financial assets related to the Benefits and Rewards Services activity	909	799
	- bank overdrafts	(38)	(28)
		2,889	2,146
³ Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)*	Operating profit (last 12 months)	1,189	1,095
	+ depreciation and amortization (last 12 months)	281	308
		1,470	1,403

Exceptional expenses

Exceptional expenses are the costs of implementation of the Adaptation and Simplification and Operational Efficiency plans (€137m in Fiscal 2017, €108m in Fiscal 2016, zero in Fiscal 2015 and €27m in Fiscal 2014).

Free cash flow

Please refer to slide 22.

Change excluding currency effect

Change excluding currency effect calculated converting Fiscal 2017 figures at Fiscal 2016 rates, except for countries with hyperinflationary economies. As a result, for Venezuelan Bolivar, Fiscal 2016 and Fiscal 2017 figures in VEF have been converted at the exchange rate of USD 1 = VEF 3,250 vs. VEF 645 for Fiscal 2016.

Issue volume

Issue volume corresponds to the total face value of service vouchers, cards and digitally-delivered services issued by the Group (Benefits and Rewards Services activity) for beneficiaries on behalf of clients.

Net debt

Net debt corresponds to Group borrowings at the balance sheet date, less operating cash.

Net profit before non-recurring items

Reported Net Profit excluding non-recurring items (for Fiscal 2017 and Fiscal 2016 exceptional expenses and early debt reimbursement indemnity, together net of taxes of €99m and €84m respectively, for Fiscal 2015 no exceptional expenses and for Fiscal 2014 exceptional expenses of €27m related to the Operational efficiency plan, net of taxes €18m).

Non-recurring items

Fiscal 2017 exceptional expenses of €137m related to the Adaptation & Simplification program in operating profit and €11m of early debt reimbursement indemnity in financial expense, together net of taxes of €99m. Fiscal 2016 exceptional expenses of €108m related to the Adaptation and Simplification program in operating profit and €21m of early debt reimbursement indemnity in financial expense, together net of taxes €84m. Fiscal 2014 exceptional expenses of €27m linked to Operational efficiency plan, net of taxes €18m.

Operating margin

Operating profit divided by Revenues.

Operating margin at constant rate

Margin calculated converting Fiscal 2017 figures at Fiscal 2016 rates, except for countries with hyperinflationary economies. As a result, for Venezuelan Bolivar, Fiscal 2017 and Fiscal 2016 figures in VEF have been converted at the exchange rate of USD 1 = VEF 3,250 vs. VEF 645 for Fiscal 2016.

Operating margin before exceptional expenses

Operating profit before exceptional expenses divided by Revenues.

Operating profit before exceptional expenses

Reported Operating Profit excluding exceptional expenses (€137 m in Fiscal 2017, €108m in Fiscal 2016, €0m in Fiscal 2015 and €27m in Fiscal 2014)

Organic growth

Organic growth corresponds to the increase in revenue for a given period (the “current period”) compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year; and excluding the impact of business acquisitions (or gain of control) and divestments, as follows:

- For businesses acquired (or gain of control) during the current period, revenue generated since the acquisition date is excluded from the organic growth calculation;
- For businesses acquired (or gain of control) during the prior fiscal year, revenue generated during the current period up until the first anniversary date of the acquisition is excluded;
- For businesses divested (or loss of control) during the prior fiscal year, revenue generated in the comparative period of the prior fiscal year until the divestment date is excluded;
- For businesses divested (or loss of control) during the current fiscal year, revenue generated in the period commencing 12 months before the divestment date up to the end of the comparative period of the prior fiscal year is excluded.

For countries with hyperinflationary economies all figures are converted at the latest closing rate for both periods. As a result, for the calculation of organic growth, Benefits & Rewards figures for Fiscal 2016 and Fiscal 2017 in Venezuelan Bolivar, have been converted at the exchange rate of USD 1 = 3,250 (vs. VEF 645 for Fiscal 2016).

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Finance home

Sodexo enters the CAC 40 Index

The Euronext Scientific Board on Indices announced March 10, 2016 its decision to include Sodexo in the CAC 40 index.

[▶ Read the press release](#)



Annual results, Fiscal 2017

To be announced on Thursday, November 16, 2017 at 9am (Paris time).

[▶ Watch the webcast](#)



Key financial information

- ▶ Press releases
- ▶ Financial results
- ▶ Webcasts
- ▶ Financial calendar

SODEXO'S FISCAL 2016 HIGHLIGHTS



Financial publications

- ▶ Sodexo in a snapshot (fact sheet)
- ▶ Registration document
- ▶ Presentations & publications



Shareholder information

- ▶ Shareholders' Meeting
- ▶ Registered shares
- ▶ Dividends

Thank you!