



Fiscal 2019 Integrated Report

(Universal Registration
Document extract)

sodexo
QUALITY OF LIFE SERVICES

C O N T E N T S



SODEXO AT A GLANCE	1
SUSTAINABLE AND INCLUSIVE BUSINESS MODEL	2
Our fundamentals	4
Message from Sophie Bellon	6
Our Board of Directors	8
11 Global megatrends	10
Our value creation model	12
Message from Denis Machuel	14
Our Executive Committee	16
General principles for corporate officers' compensation	18
Our evolution	20
Our materiality matrix	22
Our corporate responsibility	24
Our Human Resources strategy	26
Our Risk Management	27
Our profession, our markets	28
Our key figures	36



ABOUT OUR INTEGRATED REPORT

This document reflects Sodexo's decision to adopt the practice of integrated reporting, based on the recommendations of the International Integrated Reporting Council (IIRC) and our roadmap for corporate responsibility, Better Tomorrow 2025.

Managers from various departments within the Group took part in a series of workshops to jointly create the report, ensuring there is a common perspective on Sodexo's overall economic, social and environmental performance.

This Integrated Report covers Fiscal 2019 and draws on information from the Universal Registration Document in which it is published.

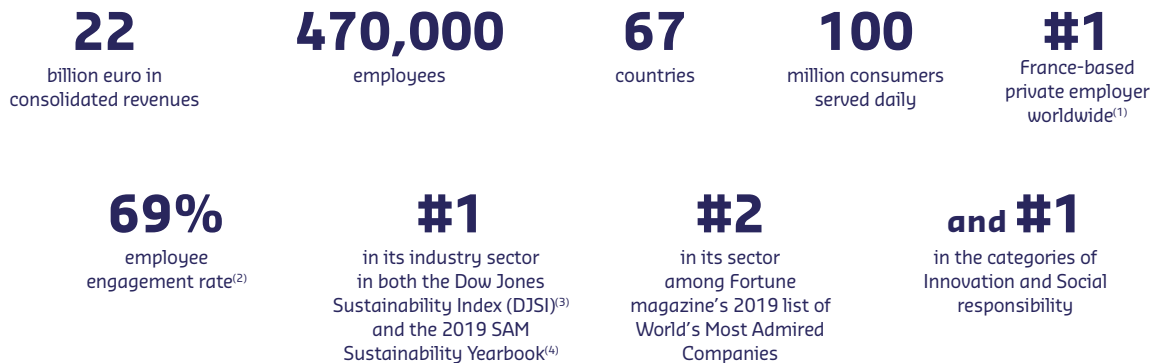
SODEXO AT A GLANCE

Founded in 1966 by Pierre Bellon, Sodexo is the global leader in Quality of Life services.

Sodexo is the world's only company offering **On-site Services, Benefits & Rewards Services and Personal & Home Services.**

Sodexo's services contribute to the performance of our clients, the satisfaction of our consumers, the fulfillment of our teams and the economic, social and environmental development of our local communities.

KEY FIGURES AS OF AUGUST 31, 2019



Source: Sodexo

¹ **2019 Forbes Global 2000 ranking.**

² **2018 employee engagement survey** sent to 386,262 Sodexo employees of whom 62% responded.

³ **The Dow Jones Sustainability Indices (DJSI)** provide a global ranking of the companies most advanced in the area of sustainable development. They are jointly compiled by the Standard & Poor's Dow Jones Indices and SAM.

⁴ **The SAM Sustainability Yearbook** is the world's most comprehensive publication on corporate sustainability performance. More than 2,600 companies were evaluated according to economic, financial, social and environmental indicators.



SUSTAINABLE AND INCLUSIVE BUSINESS MODEL

Whether enjoying a healthy lunch with colleagues, working efficiently in a well-designed workspace, appreciating a cultural performance or interacting with one's community, Sodexo, world leader in Quality of Life services, enhances the moments that touch our daily lives, ensuring that they have a positive impact on our health and well-being as well as on our neighborhoods, our cities and our planet. Since 1966, the Group has remained committed to this mission of sustainably improving quality of life for those it serves and for the communities in which it operates. Together, fueled by the energy and professionalism of its 470,000 employees, Sodexo has embarked on a new phase of profitable and sustainable growth.

OUR FUNDAMENTALS

A GLOBAL, INDEPENDENT, PEOPLE-FOCUSED COMPANY

Sodexo is the community of our consumers, clients, employees and shareholders. To meet their expectations, we have built a business model based on profitable organic growth in revenues. The strength of this model is reflected in our fundamentals.



Since Sodexo's inception, **our mission, our values** and **our ethical principles** have guided the work of all employees.

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.

OUR VALUES

- Service spirit
- Team spirit
- Spirit of progress

OUR ETHICAL PRINCIPLES

- Loyalty
- Respect for people and equal opportunity
- Transparency
- Business integrity

A CONSUMER AND CLIENT-FOCUSED CULTURE

One of the keys to our ability to develop and expand a unique range of Quality of Life services has been our in-depth understanding of the needs of clients and end-users. To leverage our knowledge of the challenges faced by our clients and to adapt to the globalization of our markets, our organization is structured around global client segments for our On-site Services. This segment-based approach enables us to better capitalize on our size and global footprint, thereby increasing the value we bring to our clients. This model also helps us to meet the needs of our consumers, which can differ greatly from segment to segment.

DEVELOPING OUR EMPLOYEES

Sodexo is one of the world's largest employers and a company of people at the service of other people. Our people have been at the core of our development in the past but will be even more so in the future. Sodexo's continued growth is the result of the performance, development, professionalism and engagement of its diverse teams.

Recognizing each individual's contribution to the Group's success is a priority. We are committed to being an employer of choice by providing jobs, learning opportunities and internal progression for our people that will enable them to thrive within the Group.

AN INTEGRATED OFFER THROUGH THREE ACTIVITIES

Through our three activities: On-site Services, Benefits & Rewards Services, and Personal & Home Services, we offer a holistic response to client needs and provide services that enable us to accompany consumers throughout their lives.

We leverage the synergies that exist among our three activities, such as business development opportunities and global brand awareness. Shared organizations and infrastructure generate cost savings while multiple career gateways offer significant opportunities for our employees.

A WORLDWIDE COMPANY RESPONDING TO MAJOR GLOBAL TRENDS

Major global trends are bringing new quality of life issues to the surface. Demographic changes such as aging populations and urbanization are leading to an explosion in the need for home care services and facilities for the elderly.

Operating in 67 countries and with undisputed leadership in developing economies, Sodexo's global network enables us to customize our integrated offer while delivering a consistently high level of services worldwide. These services in turn create value for our clients and improve the daily life of our consumers while respecting our economic, social and environmental commitments.

INDEPENDENCE ENSURED THROUGH FOUNDING FAMILY SHAREHOLDING

Independence enables us to sustain our values, focus on a long-term strategy, maintain management continuity and ensure our sustainability.

Our independence is ensured through the Bellon family shareholding: Mr and Mrs Pierre Bellon and their children control 72.6% of our controlling holding company, Bellon SA.

As of August 31, 2019, Bellon SA held 42.2% of Sodexo's capital and 56.6% of the exercisable voting rights. In June 2015, Mr and Mrs Pierre Bellon and their children entered into an agreement for a duration of 50 years, which prevents his direct descendants from freely disposing of their shares in Bellon SA. The sole asset of Bellon SA is its holding in Sodexo shares and Bellon SA does not intend to sell this shareholding to third parties.

The sustained commitment required to build a truly international organization and a strong management team, nurture lasting client relationships and develop a successful integrated offer, reflects this vision.

OPERATING WITH INTEGRITY AND RESPECTING HUMAN RIGHTS

Central to its values and ethical principles, respect for human rights is a pillar of Sodexo's commitment to business integrity and essential to its mission. Sodexo conducts its business in a manner that does not infringe upon the human rights of others and works to identify, prevent and mitigate any adverse impacts that may result from its business activities. All employees and partners are expected to observe this commitment, which is based on the international human rights principles set forth in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nation's Guiding Principles on Business and Human Rights and Sodexo's Human Rights Policy and Fundamental Rights at Work charter and Guide.

For more information, see the Universal Registration Document (Chapter 3) available on www.sodexo.com.

MESSAGE FROM SOPHIE BELLON

SOPHIE BELLON

CHAIRWOMAN OF THE BOARD OF DIRECTORS



Environmental challenges, migrant crises, aging populations, the growth of inequality, the collapse of community solidarity, the breakdown of integration and social mobility, of education and training... Companies everywhere are now expected to show that they are making a contribution in fields that go far beyond the scope of their actual activity. But few companies are as involved in the major issues facing our world today as Sodexo. Very few are able to have an impact as definitive as ours.

Our presence in 67 countries around the world, our 470,000 employees caring for 100 million people every day, our strong local presence, the wide scope of our business activities and the diverse sectors in which we operate allow us to make significant economic, social and environmental contributions. This has been a central aspect of Sodexo's mission from the beginning, and an integral part of how we measure our performance.

Today, accelerated technological progress is contributing to these global trends, profoundly transforming our markets. Traditional supply and demand mechanisms for services are changing. The direct link we have with the end-users of our services is growing stronger. All this is inspiring us to review our value creation models.

In this complex environment, we remain focused on our top priority: accelerating profitable growth. We intend to succeed in the battles we will choose to take on: our markets are evaluated at 900 billion euros, offering tremendous opportunity for development. It will be increasingly important for us to make the right choices if we want to fully benefit from this opportunity.

To build a promising future, we need to make winning bets through active targeting of investments. The market potential in the food services industry, in particular, is immense – over 300 billion euros.

“Making selective choices will allow us to achieve our goal of one day improving the quality of life of over one billion people around the world.”

Sophie Bellon

“Healthy management practices and the stability provided by our financial independence have given us a strong, solid foundation. We have the capacity to make the investments our growth will require.”

At a time when food is at the heart of many challenges, whether social, environmental or health-related, we want to mobilize the unparalleled expertise that we have developed over the years to promote healthy meals that preserve natural resources and promote social balance.

One thing is certain: making selective choices will allow us to satisfy our hereditary appetite for conquest and help achieve our goal of one day improving the quality of life of over one billion people around the world.

This goal is more than just a slogan. We want to continue serving people in their own communities, at the heart of the social and economic realities in which they live. Our employees live and work there too, and it's where our added value is brought to life. The maintenance of these social connections and the vitality of these local ecosystems must help inform and guide our future decisions. Local reality will continue to be our key to understanding the needs of the world.

We pay rigorous attention to human development, another vital aspect of our future. The people who care for our consumers every day, listen to our clients, and train and engage their teams will continue to be our most precious resource in the future. In today's world, attracting new talent and identifying and developing the talent we already have is a major challenge and an essential element of our differentiation.

I do not believe in a world that will continue to progressively disintermediate forever. Influenced by technological progress, social connections and human capital will continue to create more and more value. But the pace is accelerating: never before has the tension been so high between short and long-term challenges.

Healthy management practices and the stability provided by our financial independence have given us a strong, solid foundation. We have the capacity to make the investments

our growth will require. With our business fundamentals that have been the backbone of our success for 53 years, with Denis Machuel and our Sodexo employees, and with the support of our Board of Directors, we will make the choices that will allow us to go further and faster to address the constantly-evolving needs of our clients and consumers.

It is the commitment of our employees to their clients, their consumers, their teams and their regions that will make this possible. I want to thank them because their hard work and dedication have made Sodexo the major company it is today.

OUR BOARD OF DIRECTORS

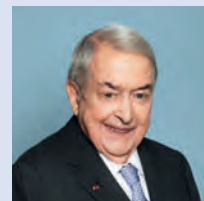
SHARING A LONG-TERM VISION

For Sodexo, the long-term vision that accompanies family control, is a key to the company's success. Under the leadership of Chairwoman Sophie Bellon, the Board of Directors, composed of seven women and five men, determines the strategic orientations of the company.

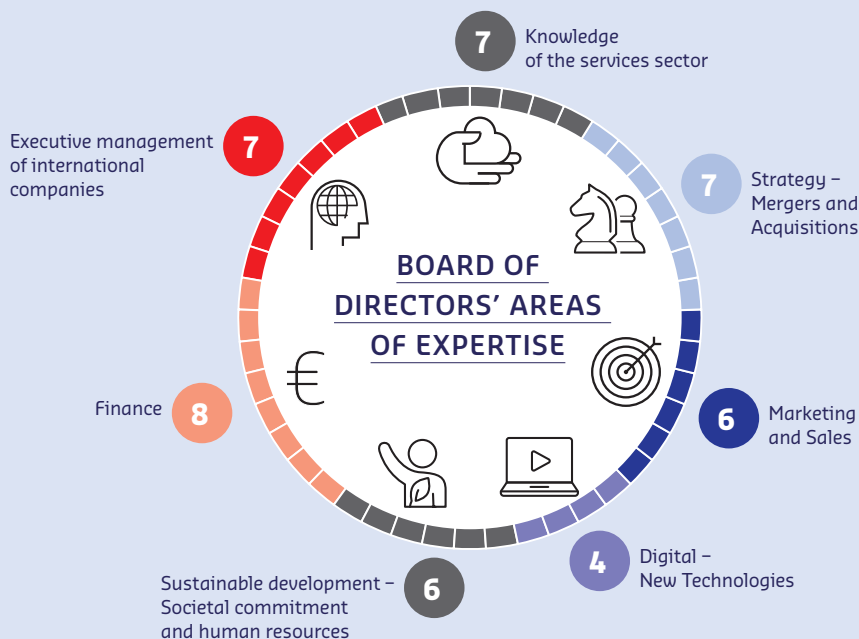
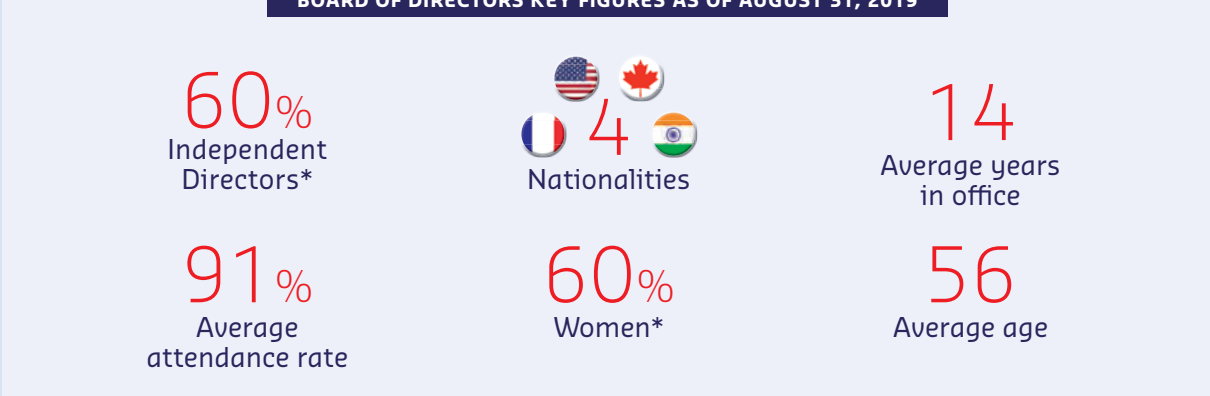
THE BOARD OF DIRECTORS AS OF AUGUST 31, 2019



PIERRE BELLON
 Chairman Emeritus
 Founder of Sodexo
 and Chairman of the
 Supervisory Board
 of Bellon SA



BOARD OF DIRECTORS KEY FIGURES AS OF AUGUST 31, 2019



BOARD OF DIRECTORS COMMITTEES



► For more information on Sodexo's governance, see the Universal Registration Document (Chapter 5).

* Excluding employee representatives.

11 GLOBAL MEGATRENDS

ADAPTING OUR OFFERS TO BUILD THE FUTURE

Preparing for the future means being aware of the world's great transformations. By defining and analyzing 11 major megatrends with demographic, social, environmental, economic and technological implications, we are fine-tuning our strategy and adapting our offers.

Half of the world's top 500 companies did not exist 25 years ago. This speaks volumes about the pace and magnitude of the changes we are undergoing, from Europe to Asia, from the Americas to Africa and Australia. Whether social, environmental, economic or technological, these changes are occurring at an unprecedented speed and scale.

Understanding these 11 megatrends allows us to invest the right resources where they are needed, for example, by developing new businesses or strengthening our global footprint. We are also evolving our offerings to respond to new expectations while creating value for our company.

1. DEMOGRAPHIC SHIFTS

Sodexo responds to these challenges

Developed countries are faced with a rapidly aging population due in part to slow population growth estimated at 2.9% between 2015 and 2030. Meanwhile, developing countries are expected to experience average population growth of 18.5% between 2015 and 2030⁽¹⁾.

1 billion
humans will be older than 65 in 2030, and will represent 13% of the world's population⁽²⁾.

- We are developing a range of services that enhance quality of life for seniors, such as Amelis and Comfort Keepers®.

2. URBANIZATION

Rapid urbanization is contributing to the increase in GDP per capita, but the emergence of mega-cities (>10 million inhabitants) is creating enormous economic and social challenges. In 2030, megacities will generate 72% of global GDP.

24
of the world's 31 megacities in 2030 will be in developing countries⁽³⁾.

- We offer foodservices solutions adapted to the increased mobility of employees.
- We have strong positions in Brazil, China and India.

3. EMERGING MIDDLE CLASS

Education and technologies are transforming consumption modes and habits. The middle class, whose purchasing power is on the rise and which will represent most of the consumers in 2022, are dedicating an increasing share of their budget to leisure and culture.

60%
of the world's population will be part of the middle class in 2030, compared to 27% in 2009⁽⁴⁾.

- We have strong expertise in the field of sporting and cultural events.
- We offer services focused on sports, wellness and quality of life to meet the aspirations of the growing middle class.

4. GLOBAL ECONOMY

Capital, information and talent are now interconnected and trade is growing, providing companies with new sources of growth. At the same time, consumers prefer locally-sourced products.

The share of exports in GDP will increase from 26% in 2010 to **33%** in 2030⁽⁵⁾.

- We encourage innovations from the front line and share best practices among our sites.
- We source responsibly and give preference to fair trade-certified products.

¹ Roland Berger Trend Compendium, UN DESA.

² United Nations, Population Division.

³ GCIF Working Paper No. 4: Population predictions of the 101 largest cities in the 21st century.

⁴ The unprecedented rise of the middle class: Homi Khara.

⁵ McKinsey Global Institute, Boston Consulting Group RB Trend Compendium 2030.

5. DEVELOPING ECONOMIES

Developing economies are creating wealth for millions of people. Their weight in the world economy is increasing due to rapid population growth seven times faster than that of developed countries, combined with the rise of the middle class.

By 2025, almost
50%
of the world's Fortune
500 companies
will be based in developing
markets⁽¹⁾.

Sodexo responds to these challenges

- We are positioned as a major provider of services in developing economies and contributing to their local communities' economic and social development.
- We have invested in leading technology companies in China and India.

6. PUBLIC DEFICITS

The weight of public debt is leading governments to consider more efficient ways to provide public services and to outsource certain services. Between now and 2030, rising public deficits and persistent youth unemployment will strongly impact public policies and taxation.

Public debt will amount to
98%
of world GDP in 2035⁽²⁾.

- We partner with local authorities to create and operate Public-Private Partnerships (PPP).
- We offer competitive Quality of Life services that enable public spending to be optimized.

7. ENVIRONMENTAL ISSUES AND RESOURCE SCARCITY

8.6 billion inhabitants in 2030: the demographic boom is weighing on natural resources, heightening global warming and disrupting traditional consumption patterns.

Energy, water and food
consumption will increase by
50, 40 and 20%
respectively by 2030⁽³⁾.

- We are deploying facilities management services to help reduce carbon emissions from the sites while advocating sustainable use of resources.
- We are investing in the deployment of WasteWatch, our global food waste prevention program.

8. EMPOWERED CONSUMERS

Consumers and clients now have unlimited access to information and expect personalized services and experiences. The niche culture is growing and B to B is naturally following in the footsteps of B to C.

69%
of shoppers are willing
to trade their personal
information
for personalized services⁽⁴⁾.

- We create comfortable, safe and healthy working environments.
- We improve quality of life through diversified offers and innovations such as click-and-collect⁽⁵⁾, delivery of meals and subscriptions⁽⁶⁾...

9. DIGITAL TRANSFORMATION

Technology disrupts the relationship between companies and users and responds to their new expectations. As the value of data grows, offering new insights and usages, companies are able to increasingly personalize their offers.

85%
of websites are tracking
internet users' online
behaviors to propose
personalized offers⁽⁷⁾.

- Our digital platforms and apps provide information about menus, restaurant patronage, user accounts, restaurants and shops accepting Sodexo service vouchers and cards, and reservations at Childcare centers.

10. USE VS. OWNERSHIP

Why buy if you can subscribe or rent? Collaborative platforms are revolutionizing business models and buying behaviors. With their lower capital intensity, these business models can generate much more rapid growth than traditional ones.

Online shipments will
increase by
25% per year
through 2020 and by 15%
beginning in 2021⁽⁸⁾.

- We are developing concierge and car-sharing options.
- We offer work space booking platforms like Neo-Nomade or Wx, which provide companies with the flexibility they need while contributing to the work-life balance of employees.

11. FUTURE OF WORK

Disruptive technologies such as artificial intelligence, robotics or the Internet of Things... all are profoundly transforming the world of work. To succeed, companies must support employability and attract talent.

60%
of jobs have at least one-third
of their work load that can be
automated⁽⁹⁾.

- We will train employees and help them re-skill to adapt to new requirements and the automatization of the work environment.
- We are using robots to deliver meals at universities in the U.S.

¹ McKinsey: The Shifting Global Business Landscape.

² Joseph Gagnon with Marc Hinterschweiger, June 2011. The Global Outlook for Government Debt Over the Next 25 Years. Implications for the Economy and Public Policy.

³ PwC megatrends.

⁴ EY- Empowered Customer.

⁵ Click-and-collect enables online reservations and collection of purchases at the point of sale.

⁶ Digital platforms allow subscribers to receive basic products and ingredients at a special rate to make their own meals.

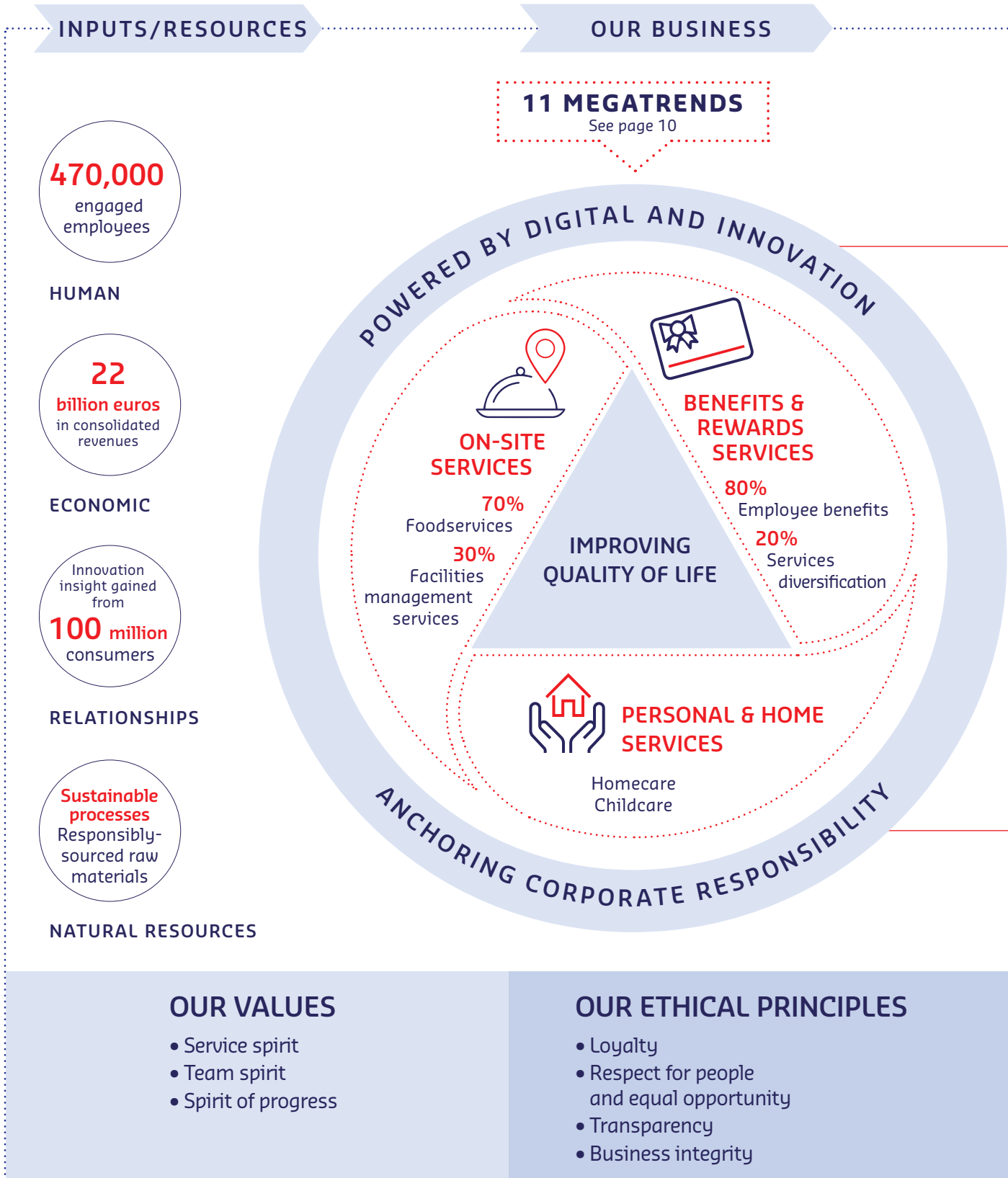
⁷ Forrester Research.

⁸ Statista, Roland Berger Trend Compendium 2030, McKinsey Institute: A future that works, UN Population Division, Accenture: Harnessing Revolution.

⁹ McKinsey Institute: Jobs Lost, Jobs gained.

OUR VALUE CREATION MODEL

CREATING VALUE BY IMPROVING QUALITY



INPUTS/RESOURCES

OUR BUSINESS

11 MEGATRENDS
See page 10

470,000
engaged employees

HUMAN

22
billion euros
in consolidated revenues

ECONOMIC

Innovation insight gained from
100 million consumers

RELATIONSHIPS

Sustainable processes
Responsibly-sourced raw materials

NATURAL RESOURCES

POWERED BY DIGITAL AND INNOVATION

ANCHORING CORPORATE RESPONSIBILITY

IMPROVING QUALITY OF LIFE

ON-SITE SERVICES

70% Foodservices
30% Facilities management services

BENEFITS & REWARDS SERVICES

80% Employee benefits
20% Services diversification

PERSONAL & HOME SERVICES

Homecare
Childcare

OUR VALUES

- Service spirit
- Team spirit
- Spirit of progress

OUR ETHICAL PRINCIPLES

- Loyalty
- Respect for people and equal opportunity
- Transparency
- Business integrity

OF LIFE

STAKEHOLDERS

OUTCOMES/IMPACTS

EMPLOYEES

SUPPLIERS/
AFFILIATED MERCHANTS/NGOS



CLIENTS/INSTITUTIONS

CONSUMERS



SHAREHOLDERS/COMMUNITIES



81.6%

Retention rate
of total workforce

HUMAN

+10.7%

Average annual
Total Shareholder
Return
(5 years)

ECONOMIC

5.5

billion euro
spent
with SMEs⁽¹⁾

RELATIONSHIPS

113,826

tons
CO₂ reduction⁽²⁾

NATURAL RESOURCES

All figures are for Fiscal 2019, unless otherwise stated

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.

OUR AMBITION

Our ambition is to one day improve the quality of life of one billion individuals around the world.

¹ Small and Medium Enterprise, for more information, see the Universal Registration Document (Chapter 3).

² Scopes 1 and 2, compared to 2011 baseline.

MESSAGE FROM DENIS MACHUEL

DENIS MACHUEL

CHIEF EXECUTIVE OFFICER

ENTERING A NEW PHASE OF GROWTH



“Our Focus on Growth strategic agenda is working and has started to deliver results”

Denis Machuel

This fiscal year was a pivotal period for Sodexo: we entered a new phase of growth thanks to our renewed focus on operational discipline.

Our Focus on Growth strategic agenda is working and has started to deliver results. Our consolidated revenues for the year reached 22 billion euro – with organic growth, at +3.6%, exceeding our expectations in nearly all regions, particularly in North America. This is Sodexo’s best organic growth over the last seven fiscal years.

Our On-site Services grew by 3.3%. In all segments, our growth reflects the trust that renowned clients – whether it’s the financial services group Nomura in London, UNESCO in Paris, the Ronald Reagan Presidential Library and Museum near Los Angeles or the Tokyo Organising Committee of the Olympic and Paralympic Games in 2020 – have shown us over the past year.

Our Benefits and Rewards Services also performed well, growing by 8.5% overall and our Personal and Home Services has continued to expand through an active acquisition strategy, as evidenced by the acquisitions of Pronep in Brazil and The Good Care Group in the United Kingdom.

We must maintain our momentum as we are still seeing disparities in our performance. We have enhanced execution on certain large contracts

and our targeting and signing discipline is improving, though our client retention and business development are not where we would like them to be.

In North America, we are confident in our new management teams, notably in our Education and Healthcare & Seniors segments, as they take the necessary steps to revitalize our performance in this growth market.

Our operating margin for the year of 5.5% is in line with our objectives. Thanks to our renewed focus on operating discipline, we have reduced our SG&A costs, while still generating on-site operating productivity gains. We are focusing on expanding our Fit for the Future program to continue optimizing SG&A costs, and accelerating the roll out of our global performance management framework STEP (Sodexo Targets for Enhanced Performance). We look to these initiatives to bring further operating discipline throughout Sodexo and generate additional productivity gains.

We are reinvesting these productivity gains in sales and marketing, training and talent management, digital and IT for the greatest impact to deliver solid and recurring top line growth. This will enable us to seize opportunities in our market, valued at over 900 billion euro, including 300 billion euro for foodservices.

Through our Love of Food culinary expertise platform, we are staying ahead of upcoming food trends that have the potential to become mainstream. We are pursuing, for instance, great opportunities from the rapid growth of vegetarianism and flexitarianism, especially among younger consumers. After launching over 200 plant-based recipes in 2018, we created, in partnership with Knorr, Unilever and WWF-UK, over 40 dishes that include 50 ingredients of the future, which are healthy, beneficial to biodiversity and have a lower carbon footprint. We are introducing these menus in kitchens globally, and they are currently available at 5,000 Sodexo restaurants in Belgium, the United States, France and the United Kingdom.

To go even further, we are building innovative food service concepts that offer healthy, sustainable food while reducing waste from farm to fork. One notable example is the restaurant we developed with fashion giant Inditex in Arteixo, in Spain to feed the company's 1,600 employees. The menu is made up of 65% local products from short supply chains, often coming directly from the farm, including over 40 organically farmed products. The restaurant – operating on a LEED Gold-certified site – uses no plastic, and leftovers are systematically repurposed.

“Our growth is not only an indicator of our financial performance, it also reflects the legitimacy of our mission and the positive impact of Sodexo”

Digital is driving our growth as we create unique experiences to meet the needs of clients and consumers for a simpler, more personalized service. A good example can be seen with the acquisition of Zeta, a digital company specialized in payment solutions, that allows us to develop “one-stop” platforms leveraging synergies across our business activities. Whether for our on-site food service offers, with our restaurant merchant partners, for managing travel and the related expenses, or personal services, with Zeta, we give our clients and consumers unparalleled freedom of choice and services. The platform is currently being rolled out in Asia-Pacific and we see tremendous potential for it in all our markets.

I would like to warmly thank our teams, who have demonstrated their ability to meet our commitments and their rigor in implementing our Focus on Growth strategic agenda. These efforts make Sodexo a more solid company and I am convinced that we are on the right path to better growth over the coming years.

Our growth is not only an indicator of our financial performance, it also reflects the legitimacy of our mission and the positive impact of Sodexo. In a world that is beginning to understand the limits of hyper consumption, the impact of human connections, the reality of social-economic inequalities and the urgency of climate change, our mission to improve quality of life has never been more relevant. With our leadership in promoting the full value of food, making sustainable and local food more accessible, and ensuring more inclusive growth within and across communities, we are paving the way for a growth that is profitable and responsible, putting people first and being more environmentally sustainable.

OUR EXECUTIVE COMMITTEE

ACCELERATE GROWTH

The Executive Committee's mission is to accelerate Sodexo's growth while ensuring that corporate responsibility remains anchored at the heart of its business. This diverse team combines transversal expertise and skills representative of all the Group's activities, segments and geographic regions.

THE EXECUTIVE COMMITTEE AS OF SEPTEMBER 1, 2019



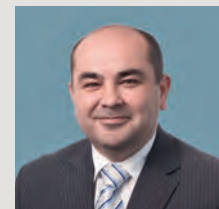
Denis Machuel
Group Chief Executive Officer
Chairman of the Executive Committee
Nationality: French



Nathalie Bellon-Szabo
Chief Executive Officer,
Sports & Leisure worldwide,
On-site Services
Nationality: French



Cathy Desquesses
Group Chief
People Officer
Nationality: French



Johnpaul Dimech
Chief Executive Officer
Geographic Regions
Region Chair, Asia Pacific,
On-site Services
Nationality: Australian



Lorna Donatone
Region Chair
for Latin America
Nationality: American



Sean Haley
Group Chief Executive
Officer of Service
Operations
Region Chair, UK & Ireland,
On-site Services
Nationality: British



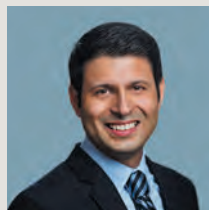
Tony Leech
Chief Executive Officer,
Government worldwide,
On-site Services
Nationality: Australian



Satya-Christophe Menard
Chief Executive Officer,
Schools & Universities
worldwide, On-site Services
Nationality: French



Sylvia Metayer
Group Chief Growth Officer
Nationalities: French, British
and Canadian



Sarosh Mistry
Region Chair for North
America, On-site Services
Chief Executive Officer,
Homecare Services
worldwide
Nationality: American



Belen Moscoso Del Prado
Group Chief Digital &
Innovation Officer
Nationality: Spanish



Sunil Nayak
Chief Executive Officer,
Corporate Services
worldwide, On-site Services
Nationality: Indian

EXECUTIVE COMMITTEE KEY FIGURES AS OF SEPTEMBER 1, 2019



Anna Notarianni
Region Chair, France, On-site Services
Nationality: French



Marc Plumart
Chief Executive Officer, Healthcare & Seniors worldwide, On-site Services
Nationality: French



Marc Rolland
Group Chief Financial Officer
Nationality: French



Dianne Salt
Group Chief Communications Officer
Nationality: Canadian



Didier Sandoz
Chief Executive Officer, Personal & Home Services
Nationality: French



Simon Seaton
Chief Executive Officer, Energy & Resources worldwide, On-site Services
Nationality: British



Aurélien Sonet
Chief Executive Officer, Benefits & Rewards Services
Nationality: French



Bruno Vanhaelst
Group Chief Sales and Marketing Officer
Nationality: Belgian



Damien Verdier
Group Chief Corporate Responsibility Officer
Nationality: French



This year, we bid farewell to a long-serving member of our senior management team who is retiring, **Nicolas Japy**. Under Nicolas' leadership, Sodexo developed a significant footprint in developing markets and in the Energy & Resources segment. We would like to thank Nicolas for his contribution to Sodexo's success.

OUR GENERAL PRINCIPLES FOR CORPORATE OFFICERS' COMPENSATION

A COMPETITIVE COMPENSATION POLICY

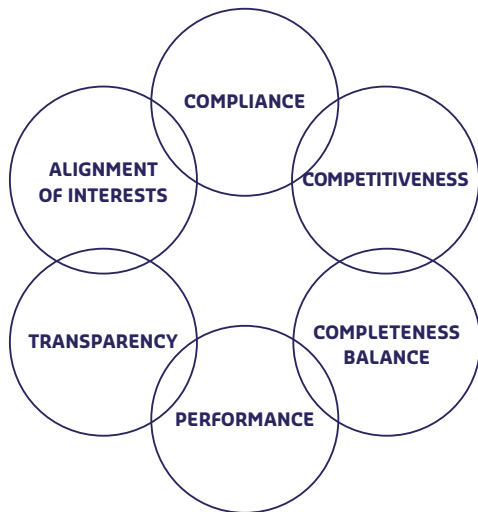
In the interest of Sodexo and its stakeholders and in accordance with our values, the Board of Directors ensures that the company offers a competitive remuneration policy to attract and engage the best talent to deliver performance and achieve Sodexo's long-term strategy.



CÉCILE TANDEAU DE MARSAC
Chairwoman of the Compensation Committee

“ Compensation policy is an essential lever for profitable growth. Through a balance between individual and collective recognition, long term and short term, it aims to strengthen our culture of performance. Our goal is to attract, motivate, retain and mobilize all our talents for our success. ”

PRINCIPLES FOR COMPENSATION

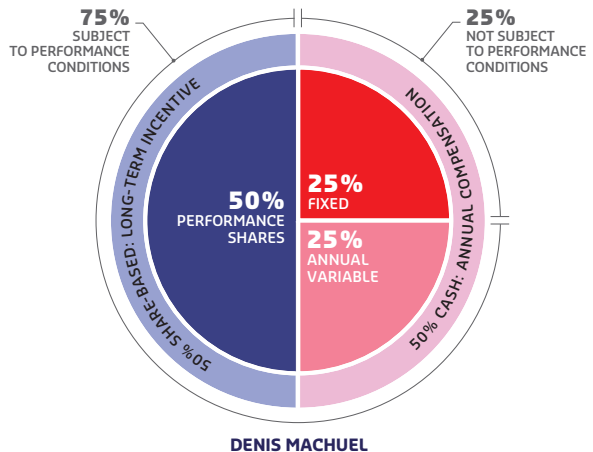
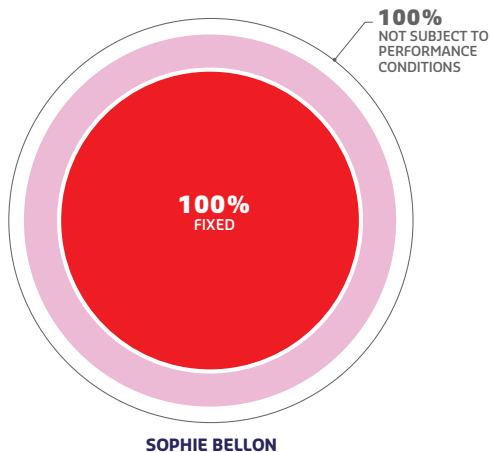


The remuneration policy for Executive Committee members is aligned with that of the Chief Executive Officer.

EVOLUTION OF REMUNERATION

FISCAL 2019	
Sophie Bellon No change	Denis Machuel <ul style="list-style-type: none"> Maximum variable payout reduced from 200% to 150% Compensation for full fiscal year (nominated in January 2018) Performance shares: TSR on a peer group only
FISCAL 2020	
Sophie Bellon No change	Denis Machuel <ul style="list-style-type: none"> Removal of exceptional compensation option Performance shares: <ul style="list-style-type: none"> Vesting period reduced from 4 to 3 years No grant in Fiscal 2020 Next grant in November 2020 In the exceptional case that rights are maintained on departure, they will be based on a pro rata of effective presence

COMPENSATION STRUCTURE



ANNUAL VARIABLE REMUNERATION FOR DENIS MACHUEL

As a reminder, the guidance communicated to the markets on November 8, 2018 for Fiscal 2019 was organic revenue growth of between 2% and 3% and an underlying operating margin of between 5.5% and 5.7%, excluding currency effect.

	AMOUNT PAID FOR FISCAL 2019			COMPENSATION POLICY FOR FISCAL 2020
	WEIGHT OF CRITERIA	FISCAL 2019 RESULTS	ACHIEVEMENT LEVEL	WEIGHT OF CRITERIA
Organic growth*	20%	3.6%	100%	20%
Underlying operating profit margin excluding currency effect	20%	5.5%	86%	20%
Net income growth (in millions of euro)	10%	665	10%	20%
Free cash flow (in millions of euro)	20%	907	175%	20%
Health and Safety (lost time injury rate)	10%	0.86	100%	10%
Talent management	10%	90%	70%	10%
DJSI	10%	Sector leader	100%	10%
Total variable compensation	100%		99%	100%

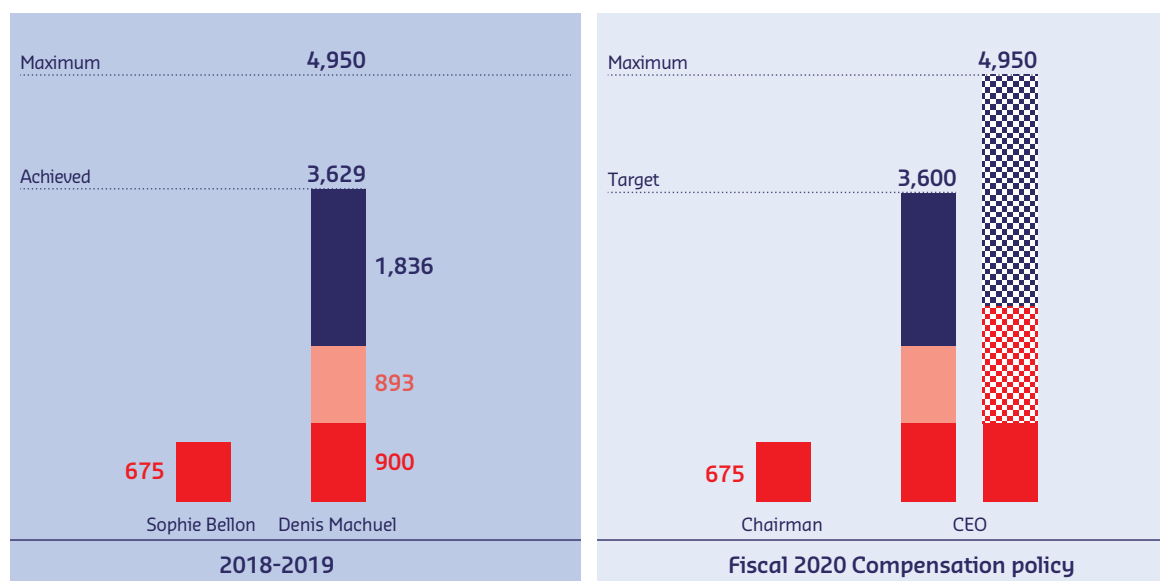
* The organic growth criteria has been capped at 100% despite outperformance during Fiscal 2019, due to the UOP margin performance being at the low end of the guidance range.

LONG TERM COMPENSATION (PERFORMANCE SHARES) FOR DENIS MACHUEL

	FISCAL 2019	FISCAL 2020*
PERFORMANCE CONDITIONS - 4 YEARS	WEIGHT	WEIGHT
Organic growth	25%	25%
Underlying operating profit margin excluding currency effect	25%	25%
TSR performance	30%	30%
Share of women at the highest level of hierarchy	20%	20%

* No Fiscal 2020 long-term compensation to take into account reduction of vesting period.

COMPENSATION AWARDED (in thousand euro)



- Fixed compensation
- Annual variable compensation
- Long term compensation
- Annual variable compensation: maximum authorized on a basis salary of €900,000
- Long term compensation: maximum authorized on a basis salary of €900,000

For more information, see the Universal Registration Document (Chapter 5.5).

OUR EVOLUTION

SUSTAINABLE AND PROFITABLE GROWTH

Since 1966, Sodexo has been dedicated to the goal of improving quality of life, convinced of its contribution to both higher organizational performance and societal progress. This consistent focus has enabled us to grow profitably and sustainably while providing continuous development opportunities for our employees.

INTERNATIONAL DEVELOPMENT AND ACQUISITIONS

35 countries
Development in Belgium, Italy, Spain, Africa and the Middle East

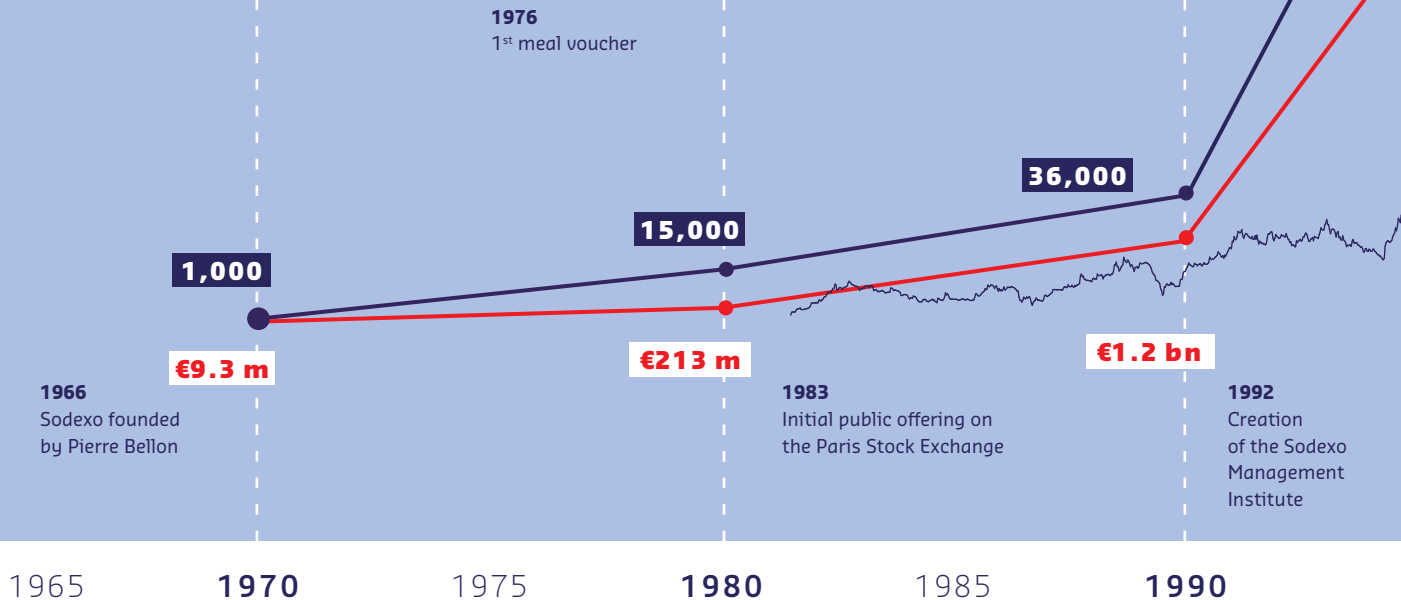
40 countries
Development in North America, South America, Russia and South Africa

QUALITY OF LIFE OFFERS AND SERVICES

1967
First multi-service contract for the management of CNES (French Space Agency) in Guyana

Opening of foodservices in schools and hospitals

KEY MOMENTS





* As of August 31, 2018

OUR MATERIALITY MATRIX

SHARING A COMMON VISION

Our position in the value chain enables us to develop strong relationships with multiple stakeholders. In 2019, we conducted a second materiality study to confirm the validity of our corporate responsibility roadmap. We renewed the process of identification and ranking of key issues and impacts in consultation with internal and external stakeholders and the support of Business for Social Responsibility (BSR)⁽¹⁾.



¹ BSR is a non-profit organization that has been developing sustainable business strategies and solutions through consulting, research, and cross-sector collaboration for 25 years.
² GHG: greenhouse gas.

Update of the issues

The evolution of the major contemporary issues - social, societal and environmental - as well as the evolution of the market and the expectations of the various stakeholders led Sodexo to conduct its second materiality analysis in 2019.

This year, Sodexo not only identified and prioritized the issues of internal and external stakeholders, but also incorporated two new dimensions into its process: enterprise risk management and strategic planning. This improvement provides a relevant and comprehensive answer to current issues.

Governance, Technology, Data Privacy and Protection and Disclosure and Transparency are the four new issues introduced in the 2019 assessment. When compared to the previous study, Climate Mitigation, Healthy and Sustainable Eating, Food Waste and Diversity and Inclusion are seen as issues with higher importance for both stakeholders and Sodexo.

Prioritization of issues

The prioritization of previously defined issues and their impacts have been established in consultation with internal and external stakeholders.

Sodexo has involved its employees through numerous workshops, interviews, surveys and internal data searches of its

clients. The workshops and interviews conducted by BSR brought together representatives from the Strategy, Communication, Risk Management, Corporate Responsibility, Marketing, Digital and Innovation, Human Resources, Purchasing and Investor Relations teams. Leaders have also provided feedback through surveys.

Sodexo also sought the views of its external stakeholders. Interviews were conducted with suppliers, clients and NGO partners. Lastly, the analysis of external data from investors, rating agencies and competitors greatly contributed to the assessment of the importance of the new issues.

Improve the impact on individuals, communities and the environment

All of the consultations allowed the quantitative and qualitative assessment of the issues, identified by the Sodexo teams upstream.

Thirty issues have been clearly defined and prioritized according to the Sodexo impacts identified in the Corporate Responsibility Roadmap: Better Tomorrow 2025.

The results of the materiality analysis will optimize the implementation of our commitments and the management of the risks associated with the material issues.

CRITICAL ISSUES AND IMPACTS ON BUSINESS ACTIVITIES

CRITICAL ISSUE	KEY PERFORMANCE INDICATOR	RISK MANAGEMENT (SEE THE UNIVERSAL REGISTRATION DOCUMENT)
Disclosure and Transparency Disclosure of financial and sustainability performance information is clear, comparable, accessible and enables consumers, investors, other stakeholders and management to make informed decisions.		p. 24, 36-39, 236
Respect for Human Rights Commitment to respect human rights throughout the value chain, as well as practices and procedures aimed at preventing, mitigating and ultimately, addressing the adverse human rights impacts that may result directly from Sodexo's activities or that can be directly related to the business through supplier relationships.	In 2019, 97.4% of workforce working in countries having the Group Human Rights policy available in at least one official language.	p. 5, 74, 235, 236
Climate Mitigation, Resilience and GHG⁽¹⁾ emissions Action for climate and alignment with the objectives of the Paris agreement on climate through the value chain to moderate the impact on climate change, increase resilience and adaptability, reduce greenhouse gas emissions and meet the growing expectations of stakeholders.	In 2019, 62% reduction in carbon emissions intensity - compared to baseline year 2011.	p. 54, 76, 77, 235
Business Integrity The norms and principles that govern the actions and behavior of an individual in the business organization regarding the prevention of unfair competition, treatment with stakeholders, prevention of corruption, conflicts of interest, confidentiality, the use of assets, the integrity of the financial statements and the Group's files, the responsibilities of the employees and the declaration of the violations.	In 2019, 98.1% of workforce working in countries having the Sodexo Statement of Business Integrity available in at least one official language.	p. 5, 74, 236
Healthy and Sustainable Eating Health attributes and nutritional provisions of the menus, including reduction of sugar, salt and fat, as well as additives and portion control; menus that meet the criteria for sustainable food, especially based on seasonal and local products.	In 2019, 83.3% of On-site Services activity provided Health and Wellness Services including physical wellness services.	p. 75, 232
Food Quality and Safety Quality and safety standards respected throughout the value chain of the products served.	In 2019, 98.6% of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety.	p. 75, 235
Food Waste Prevention and reduction of food waste through programs, initiatives, innovative systems, technologies, awareness raising and behavior, etc. and the application of circular economy principles. Reuse, recycling and recovery of food waste downstream.	In 2019, 69.2% of Group revenues of countries working to deliver on the United Nations' food waste objective.	p. 52, 78, 235
Occupational Health and Safety Exposure of workers to potential health and safety hazards that may cause injury or illness. Risk control defined by global standards, including for specific risks such as those occurring during a commute.	Sodexo's employees were absent for an average of 8.3 days, due to occupational accidents or sickness and/or personal accidents or sickness during Fiscal 2019.	p. 44, 46, 73, 235

For more information, see the Universal Registration Document.

¹ GHG: greenhouse gas.

OUR CORPORATE RESPONSIBILITY

OUR STAKEHOLDER RELATIONS

The success of Sodexo, a service provider, employer and corporate citizen, depends on its ability to build enduring relationships with stakeholders through its numerous programs of responsible action.

SODEXO'S IMPACT

ACTION TAKEN

Employees

Sodexo offers jobs in local communities and training that promotes career development and internal promotion.

From the latest global survey, conducted in Fiscal 2018, employee engagement rate: 69% up 1 point from the previous survey.

Clients

Sodexo can provide clients with a range of services that directly impact strategic business issues such as the motivation of their employees and the competitiveness and attractiveness of their company.

Good execution, innovation and corporate responsibility are key factors in Sodexo's ability to retain and develop relationships with its clients. Sodexo's client retention rate was 93.3% in Fiscal 2019.

Consumers

Sodexo is able to improve quality of life for millions of people by helping consumers adopt healthier and more sustainable lifestyles.

92.2% of North America client sites implement actions that proactively address Sodexo's 10 Golden Rules of Nutrition, Health and Wellness. Sodexo employs 5,138 registered dietitians worldwide.

Suppliers, Affiliated merchants

Sodexo seeks mutually beneficial relationships with its commercial partners and encourages them to meet its high standards for quality, working conditions, business integrity and environmental stewardship.

92.3% of Group revenues are from countries having specific initiatives to integrate SMEs (Small and Medium Enterprises) into Sodexo's Value Chain. Developing new relationships with a view to advancing the implementation of the Partner Inclusion Program.

Institutions and NGOs

Sodexo continues to widen its eco-system to tackle global issues of working conditions, human rights, diversity and inclusion, carbon emissions, nutrition, food waste and the fight against hunger.

Successful relationships with the Organization for Economic Co-operation and Development (OECD), the World Wildlife Fund (WWF), the International Labour Office (ILO), the United Nations, the Global Sustainable Seafood Initiative (GSSI), the Seafood Task Force, Academic institutions such as Harvard, Cornell or Audencia. The company is also linked through an International Framework Agreement with International Union of Food and Allied Workers (IUF). Sodexo initiated the creation of the International Food Waste Coalition (IFWC) and the Global Coalition for Animal Welfare (GCAW).

Investors

Bellon family share ownership guarantees Sodexo's independence and stability. All of our family, institutional and individual shareholders provide the support necessary for the Group's development.

Shareholders from around the world choose Sodexo for its solid growth, the long-term rate of return and its commitment to Corporate Responsibility. Launch of Shareholders Club.

Government and Regulators

Sodexo's activities are covered by numerous laws in the field of food safety, health and safety in the workplace, public procurement, payments, etc. A large part of its business is contracted with government entities.

Sodexo participates in consultations organized by governments. Sodexo is registered on the Transparency register of the European Commission and the European Parliament. Sodexo conducts an ethical lobbying policy at Group level in all interactions with politicians and decision-makers.

BETTER TOMORROW 2025: OUR CORPORATE RESPONSIBILITY ROADMAP

Adapted to the challenges of today and tomorrow and comprised of nine commitments, Better Tomorrow 2025 drives the deployment of our corporate responsibility actions and measures their impact in the 67 countries where we operate.

Our nine commitments are consistent with the most material issues identified through the Materiality process. They are based on tangible and measurable objectives that allow all of our entities to monitor and drive progress.

OUR 9 COMMITMENTS AND 2025 OBJECTIVES

	OUR IMPACT ON INDIVIDUALS	OUR IMPACT ON COMMUNITIES	OUR IMPACT ON THE ENVIRONMENT
 OUR ROLE AS AN EMPLOYER	Improve the Quality of Life of our employees, safely 80% Employee <u>Engagement Rate</u>	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve 100% of our employees work in countries that have <u>gender balance</u> in their management populations	Foster a culture of environmental responsibility within our workforce and workspaces 100% of our employees are trained <u>on sustainable practices</u>
 OUR ROLE AS A SERVICE PROVIDER	Provide and encourage our consumers to access healthy lifestyle choices 100% of our consumers are offered healthy <u>lifestyle options every day</u>	Promote local development and fair, inclusive and sustainable business practices 10 billion euro of our business value will <u>benefit SMEs⁽¹⁾</u>	Source responsibly and provide management services that reduce carbon emissions 34% <u>reduction</u> of carbon emissions ⁽²⁾
 OUR ROLE AS A CORPORATE CITIZEN	Fight hunger and malnutrition 100 million <u>Stop Hunger</u> beneficiaries	Drive diversity and inclusion as a catalyst for societal change 500,000 <u>women in communities</u> <u>educated</u> through job training centers	Champion sustainable resource usage 50% <u>reduction</u> in our food waste

(1) For more information, see the Universal Registration Document (Chapter 3).

(2) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2011 baseline.

Better Tomorrow 2025 was developed in accordance with the United Nations Sustainable Development Goals (SDGs). The SDGs are a set of global goals in 17 key areas, requiring action by governments, businesses and society to achieve a more just and sustainable world by 2030. All our commitments are aligned with these goals.

OUR HUMAN RESOURCES STRATEGY

NURTURING TALENT, PROMOTING PROFITABLE GROWTH AND PREPARING TOMORROW'S WORKFORCE

As a company of people serving people,
Sodexo recognizes that employees are central to its ability
to create sustainable value and profitable growth.

Sodexo's human resources strategy contributes to achieving its long-term growth objectives. It promotes empowerment, performance and accountability, anticipating resource and skill needs, investing in employee development and ensuring a safe, diverse and inclusive working environment that improves quality of life and fosters professional growth. The company's strategy enables it to manage the identified risks for its 410,000 consumer- and client-facing employees and its 60,000 managers.

A STRATEGY TO ENHANCE OPERATIONAL EFFICIENCY

To reinforce operational efficiencies and provide access to more sustainable employment, Sodexo leverages personnel management programs to connect employees with local job opportunities.

In response to shortages in skills and employee turnover, Sodexo helps employees develop skills through comprehensive training programs and the accelerated use of new technologies. Other initiatives include new training centers that enable people to learn new skills, increasing their employability and providing the Group with the right

capabilities to deliver its services. In order to anticipate workforce needs, Sodexo implements workforce planning processes and tools.

To ensure fair employment practices (compensation, data management), Sodexo is continuously improving its processes, governance and tools, including deploying a Human Resources Information System (HRIS) starting in 2020.

A STRATEGY TO ENABLE PROFITABLE GROWTH

To reinforce its performance culture, Sodexo launched Aspire in 2019, a simplified performance assessment and development tool for its 60,000 managers worldwide. Aspire links managers' objectives with the KPIs for the company's strategic STEP⁽¹⁾ framework. Progress is monitored through ongoing collaborative and constructive dialogue and feedback. A new compensation philosophy rewards individual contributions to the company's collective success through annual bonus and performance shares.

Site managers conduct frequent surveys of their teams as does the Group on a periodic basis for all employees. Results are used to form action plans that address identified issues and enhance engagement.

A STRATEGY TO ANTICIPATE FUTURE NEEDS

To sustain a pipeline of talent needed to manage its business today and tomorrow, Sodexo leverages succession planning, talent reviews and competency models to help managers project their future career paths.

Based on the 11 worldwide megatrends (see pages 10-11), the Human Resources community is actively evaluating options for our future of work: evolution of our roles, leveraging technologies, new profiles, way of working, etc., in a fast-changing competitive environment.

#1

France-based private
employer worldwide⁽²⁾

81.6%

Employee retention rate

12.4

Average hours of training
provided annually per
employee

(excluding Germany and the U.S.A.)

¹ STEP for Sodexo Targets for Enhanced Performance.

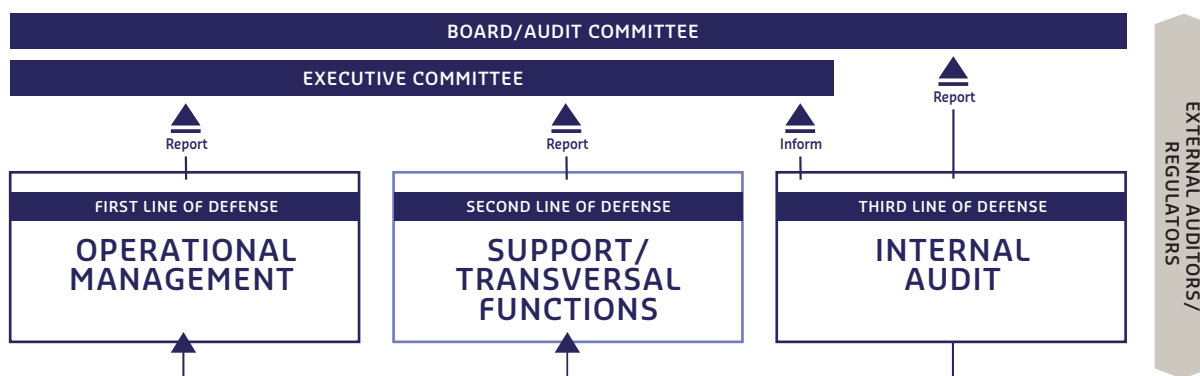
² 2019 Forbes Global 2000 ranking.

OUR RISK MANAGEMENT

RISK MANAGEMENT AND MAIN RISKS

Operational managers are the first line of defense for identifying and managing risks in their area of activity. Support and transversal functions define the procedures and standards and provide tools and processes for operational staff to manage the risks. Internal audit makes an independent assessment of risk management and recommendations for improvement.

RISK MANAGEMENT PROCESS IN THREE LINES OF DEFENSE



MAIN RISKS

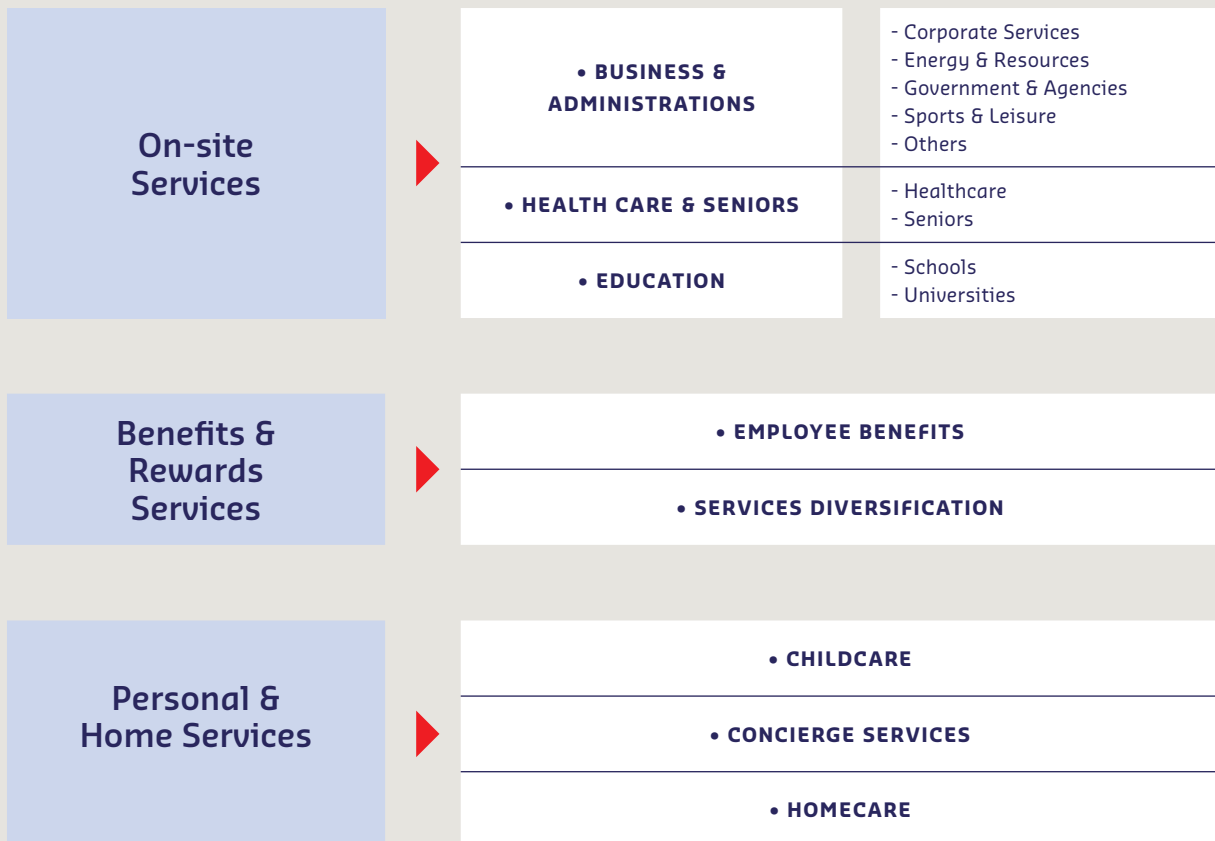
Each year, a risk profile is established based on the risk assessments carried out by senior management of the main entities and interviews with senior executives. The following risks are considered the most significant for Sodexo:

		MEDIUM	HIGH
CLIENT & CONSUMER CENTRIC	Client retention		
	Consumer expectations		
	Bidding risk		
	Competition		
OPERATIONAL EFFICIENCY	Client contract execution		
	Technology and information security		
TALENT	Talent management and development		
	Labor shortage		
CORPORATE RESPONSIBILITY	Food, services & workplace safety		
	Environmental impact		
EXTERNAL ENVIRONMENT	Compliance with laws and regulations		

OUR PROFESSION, OUR MARKETS

IMPROVING QUALITY OF LIFE: A UNIQUE ARRAY OF SERVICES

Sodexo believes no asset is more valuable to any business than its people and that improving their quality of life is key to lasting performance. An essential partner for companies and organizations, our unmatched offer of On-site Services helps them to better serve consumers and increase their efficiency. Our Benefits & Rewards Services and Personal & Home Services complete our offer to help ensure a better tomorrow for all.



On-site Services

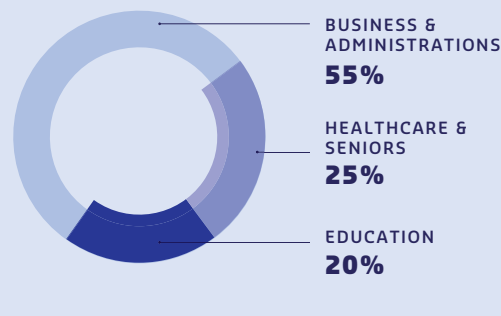
**Increasing a company's efficiency,
caring for patients in the hospital, promoting academic growth,
providing safety and comfort on a remote site:**

our services delivered directly on site improve quality of life for millions of consumers and enable our clients to improve their performance. From foodservices and the design of workplaces to the sterilization of medical devices, reception and cleaning services, our customized, innovative solutions are adapted to our clients' needs, organized into three segments: Business & Administrations, Healthcare & Seniors and Education.

CONSIDERABLE GROWTH POTENTIAL



REVENUES BY CLIENT SEGMENT



KEY FIGURES⁽¹⁾



Source: Sodexo

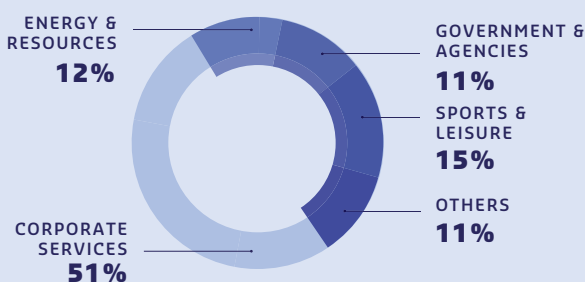
¹ Including Personal & Home Services.

² Note: Market estimates are likely to evolve over time, given the growing reliability of information sources in various countries.

On-site Services

BUSINESS & ADMINISTRATIONS

REVENUES BY CLIENT SUB-SEGMENT



KEY FIGURES


55%
of On-site Services revenues


11,577
million euro
in revenues


275,262
employees

Source: Sodexo

Corporate Services – Enhancing quality of life at work

Professional growth and employee quality of life are drivers of individual and collective performance for companies as well as key differentiators in the competition for talent. Sodexo’s solutions help clients create engaging work experiences, optimize the equipment employees use and improve the efficiency of the buildings they occupy. From food to facilities management services, our solutions respond to the challenges of company attractiveness, engagement and operational performance.

Energy & Resources – Ensuring safety, comfort and performance in harsh environments

Working and living conditions of employees in onshore and offshore oil and gas, mining, engineering and construction companies are often extreme. Sodexo delivers integrated, innovative services to its clients throughout the world. Hospitality, accommodation, site management, logistics, transportation and leisure: all services that ensure residents’ quality of life, safety and comfort. While contributing to the development of local communities, our solutions optimize our clients’ operational efficiency and ability to attract and retain talent despite cyclical, volatile markets.

Government & Agencies – Honored to serve the public interest

Ensuring high-quality services while responding to budgetary constraints: this is a major challenge for our clients, whether they are armed forces, local authorities, national and international institutions or prisons. Sodexo serves government personnel, military communities, offenders, and those who are reintegrating society after prison. From technical maintenance to foodservices, to the management of complex logistics in peacekeeping operations abroad, to training and reintegration assistance to reduce the recidivism rate of offenders upon release, this wide range of services requires flexibility, rigor and reliability.

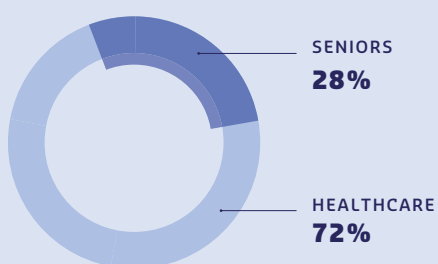
Sports & Leisure – Delivering unique experiences and exceptional moments

Recognized partner of organizers of major sporting and cultural events and manager of exceptional places for more than 20 years, Sodexo develops solutions that meet the expectations of a demanding clientele worldwide. Combining technique and creativity, our turnkey solutions cover ticketing, travel, foodservices, safety, logistics, marketing and technical and artistic organization. In the digital age, Sodexo helps clients to integrate new technologies into their events by offering innovative and personalized services. Multiple benefits that contribute to the success of prestigious events such as Royal Ascot, the Super Bowl in the United States, the Tour de France and the Rugby World Cup, and make exceptional places shine such as the Eiffel Tower, Lido of Paris, La Maison Lenôtre, Bateaux Parisiens, Yachts de Paris as well as Bateaux London and the National Gallery in the United Kingdom.

On-site Services

HEALTHCARE & SENIORS

REVENUES BY CLIENT SUB-SEGMENT



KEY FIGURES



25%

of On-site Services revenues



5,210

million euro in revenues



87,980

employees

Source: Sodexo

Healthcare - Supporting quality care

A market leader for more than 20 years, Sodexo contributes to the quality of life, well-being and safety of patients, visitors and healthcare facility staff. We lead our clients through the changing healthcare landscape. By providing them with professional and standardized services, we respond to their challenges of patient satisfaction and improving performance. In developing countries, Sodexo also helps clients meet the rigorous standards required by international accreditation agencies. Faced with the growing number of patients being treated in day hospitals or outpatient units, Sodexo is leveraging its ability to deliver home-based services to develop services outside the traditional hospital care environment.

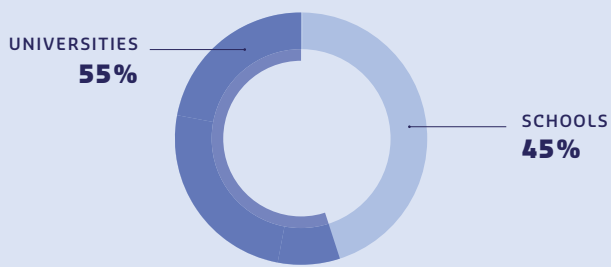
Seniors - Responding to the challenges of an aging population

The demographic weight of seniors and the increase in life expectancy are raising significant societal challenges. With many seniors remaining independent longer, the demand for homecare services is growing. At the same time, the progression of chronic diseases in the elderly is increasing the workload in nursing homes. These developments require more and more solutions to support the senior communities. To meet these challenges, Sodexo offers a range of high value-added integrated services designed to improve the quality of life for seniors in residences or in a health facility. Adapted for all ages and degrees of dependence, these services are dedicated to their physical, moral and social well-being. They also relieve families, while enhancing the attractiveness and performance of institutions. With the shortage of healthcare staff, Sodexo deploys specialized processes and training to provide its clients with motivated, qualified employees who perform their job with kindness.

On-site Services

EDUCATION

REVENUES BY CLIENT SUB-SEGMENT



KEY FIGURES



Source: Sodexo

Schools - Providing a fulfilling educational environment

Sodexo supports schools around the world in improving the quality of life of students by serving nutritious meals to fuel their performance and delivering maintenance and operations services to create healthy, safe learning environments that promote education and engage faculty and staff. Our expertise allows us to use better employee training resources, enhanced processes and leading-edge technology to deliver savings to communities. We drive responsible and positive solutions for communities in terms of procurement, employment and waste management. Sodexo implements innovative programs to help schools adopt good environmental practices, educate students about waste and combat unhealthy eating habits.

Universities - Enhancing quality of life to recruit, engage and retain students

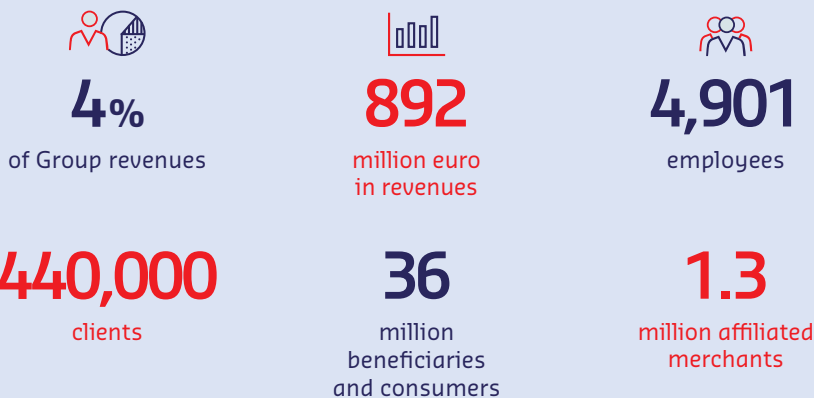
With its integrated services model, Sodexo takes a holistic data-driven approach to improving performance and enhancing quality of life on campus and in the community. Sodexo collaborates with University leaders to support their vision, mission and goals, creating the best possible student experience through strategic, sustainable enhancements to the physical, social and academic environments. From modern, comfortable student accommodations to chef-inspired cuisine to beautifully manicured grounds and clean, safe learning environments, Sodexo is committed to providing a positive and fulfilling experience that will boost a university's ability to recruit, engage and retain its students.

Benefits & Rewards Services

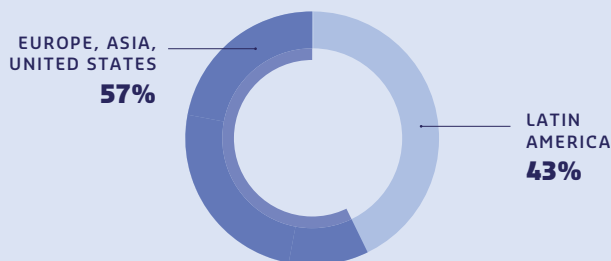
With its range of nearly 250 services, Sodexo Benefits & Rewards Services (BRS) seeks to unlock the potential of people and to keep businesses moving forward.

Its offer strengthen employee experience and ease mobility. Driven by technological innovation, BRS's Quality of Life solutions go beyond its widely recognized vouchers and cards and the workplace. Today, it is creating services that improve engagement, recognition, work-life balance, travel and expense management, health and well-being. Through its customized guidance and bespoke offers, BRS is responding to the main human resource challenge companies and organizations are facing today: increasing employee engagement to contribute to business success.

KEY FIGURES



REVENUES BY REGION



Source: Sodexo

Benefits & Rewards Services

EMPLOYEE EXPERIENCE ENHANCED BY EMPLOYEE BENEFITS

In a particularly competitive environment, companies must differentiate themselves to attract and retain talent. Today, wages are no longer enough: quality of life at work, recognition, the work environment and work-life balance are leading clients to demand innovative and personalized solutions to improve the quality of daily life of their employees and reinforce engagement and motivation; this also contributes to improved company performance.

From Meal Pass to the Sport Pass, our solutions encourage healthier lifestyles, promote a better work-life balance and facilitate personal development.

Sodexo also offers companies services designed to enhance the efforts of their employees: incentive and recognition programs; professional development tools such as training, mentoring and coaching. These solutions help unite teams around common objectives, recognize their work and reward their efforts.

MOBILITY AND EXPENSE AT THE HEART OF SERVICES DIVERSIFICATION

Business travel, the associated expenses and daily commutes can be complex for businesses to manage. For employees, these mobility issues are often stressful, with potential impacts on efficiency, motivation and even health.

Sodexo offers simple and easy-to-access solutions *via* unique platforms including fuel cards, Mobility Pass, which covers travel expenses between home and work, travel booking and management of business expenses.

Advantageous solutions for companies to help them better manage their employees' travel and business expenses by ensuring real-time visibility but also for employees in helping to simplify their movements and improve their quality of life.

Personal & Home Services

Sodexo offers a range of Personal & Home Services that respond to demographic trends and current lifestyles.

Present at each key stage of life, our services cover three areas: Childcare services, designed to take care of the youngest children while making life easier for parents; Concierge services, to enhance the development and well-being of our clients' employees in the workplace; Home care services, to make life easier for seniors and adults who want to maintain their independence while enjoying the comfort of their home.

Childcare

Sodexo responds to one of the main concerns of parents in France and Germany: finding care for their pre-school children. Real alternatives to traditional childcare facilities that are often full and poorly adapted to the time constraints of active parents, our structures have been designed to improve the quality of life of children and their parents.

Concierge Services

With its corporate concierge services, Sodexo helps companies to make their employees' daily life easier. Booking a restaurant, running errands, finding a plumber... employees of our corporate clients can benefit from a broad range of services at their workplace that improve their well-being, helping to strengthen their commitment and performance.

Home Care

With their population increasing around the world, seniors today are healthier and want to stay at home as long as possible. To enhance their independence and quality of life at home, Sodexo offers personal assistance and support solutions in Brazil, Germany, France, Norway and the UK, such as carrying groceries, preparing balanced meals, assisting with travel or basic nursing care.

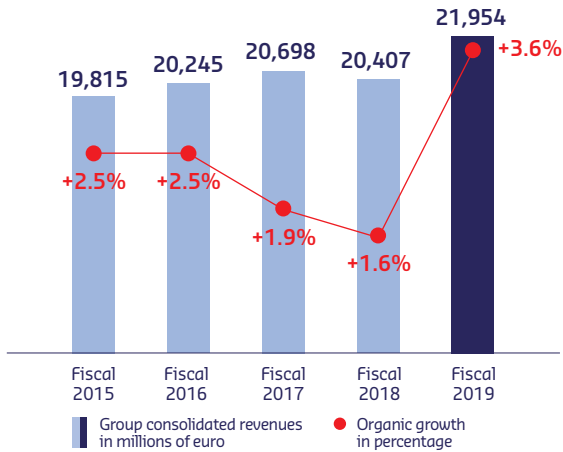
OUR KEY FIGURES

MEASURING OUR PERFORMANCE

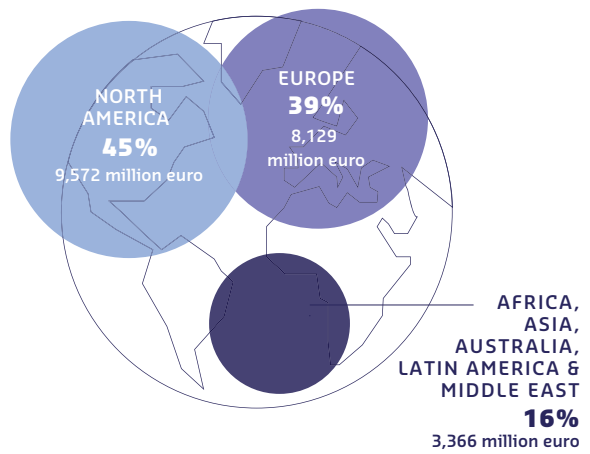
Sodexo's Fiscal 2019 operating performance was marked by an increase in organic growth.

OUR FINANCIAL KEY FIGURES

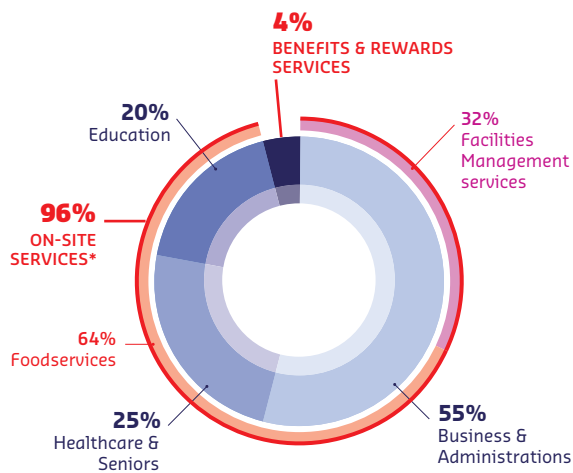
EVOLUTION OF CONSOLIDATED REVENUES AND ORGANIC GROWTH



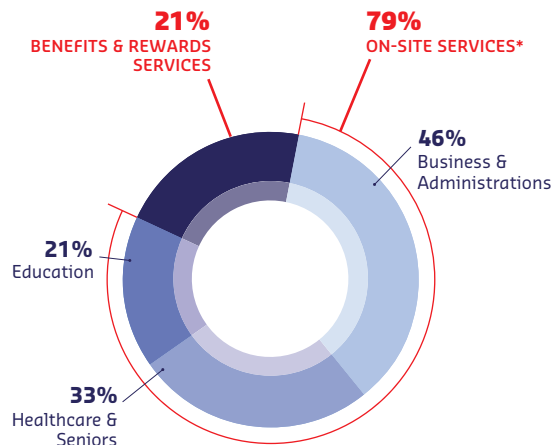
ON-SITE SERVICES REVENUES BY REGION



REVENUES BY ACTIVITY AND CLIENT SEGMENT



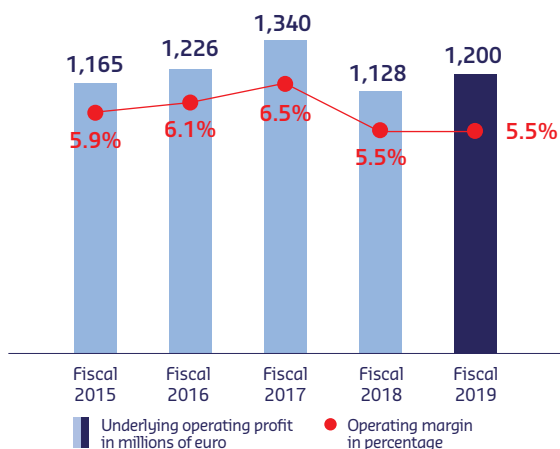
UNDERLYING OPERATING PROFIT BEFORE CORPORATE EXPENSES & INTRAGROUP ELIMINATION BY ACTIVITY AND CLIENT SEGMENT



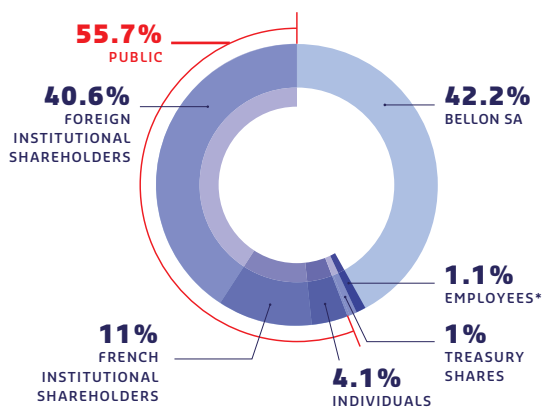
* Including Personal and Home Services.

For more information, see the Universal Registration Document (Chapter 3).

UNDERLYING OPERATING PROFIT AND OPERATING MARGIN



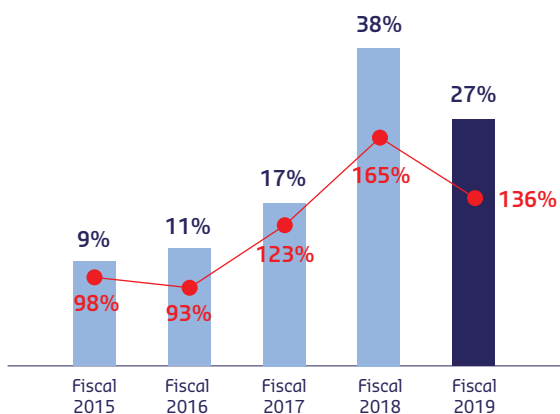
SHAREHOLDERS AS OF AUGUST 31, 2019



Source: Nasdaq

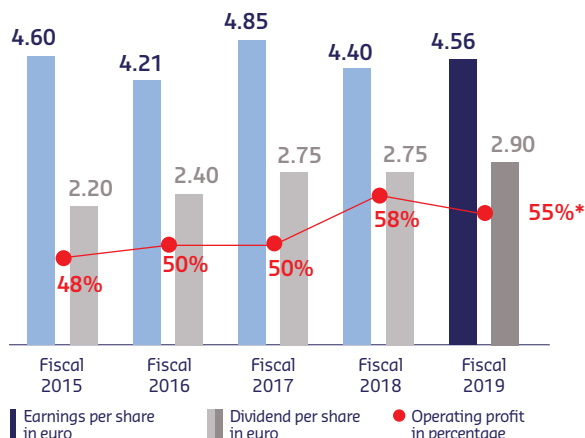
* Including shares resulting from restricted share plans held in registered form by employees and still subject to a lock-up period.

NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY* AND CASH CONVERSION



* Debt net of cash and cash equivalents, restricted cash and financial assets related to Benefits & Rewards Services activity, less bank overdrafts.

EARNINGS PER SHARE, DIVIDEND PER SHARE AND PAY-OUT RATIO



* Dividend subject to approval at the January 21, 2020 Shareholders Meeting.

SODEXO SHARE PRICE TREND FROM SEPTEMBER 1, 2018 THROUGH AUGUST 31, 2019

SODEXO: +15%
CAC 40: +1%

TSR (TOTAL SHAREHOLDER RETURN)

+10.7% per year over the past five fiscal years

$$\frac{\text{Market price at the end of the period} - \text{market price at the beginning of the period} + \text{dividends paid over the period}}{\text{Market price at the beginning of the period}}$$

OUR EXTRA-FINANCIAL KEY FIGURES

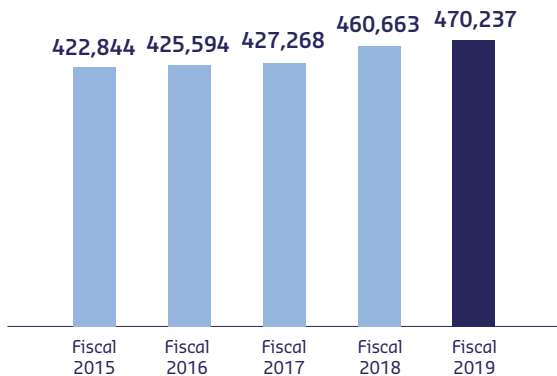
Adapted to the challenges of today and tomorrow and comprised of nine commitments, Better Tomorrow 2025 tracks the deployment of our corporate responsibility actions and measures their impact in the countries where we operate.

1 Improve quality of life for our employees, safely

As the number one France-based private employer worldwide⁽¹⁾, employing over 470,000 people from diverse backgrounds, we are committed to being an employer of choice.

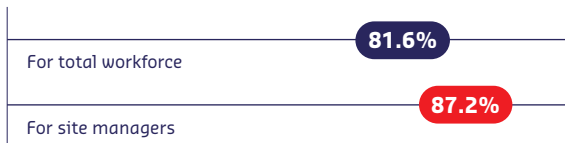
Employees worldwide

END OF YEAR WORKFORCE



Engaged employees

RETENTION RATE



- 69% Employee engagement rate (+1 point)⁽²⁾

... in a safe work environment

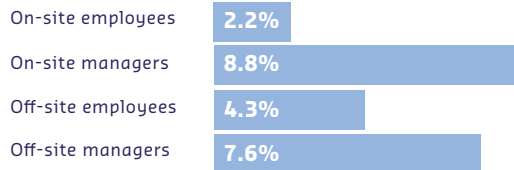
- 0.86 lost time injury rate for fiscal 2019
- Also see the Universal Registration Document (Chapter 3).

Investment in employee development

TRAINING (FISCAL 2019)

- 12.4 average hours of training provided annually per employee (excluding Germany and the U.S.A.)

INTERNAL PROMOTION RATES BY CATEGORY (FISCAL 2019)

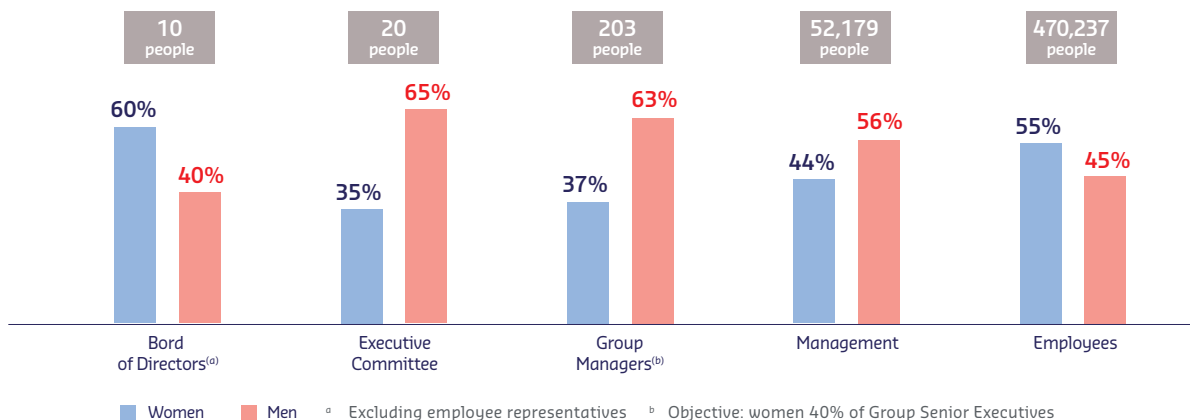


Absenteeism

Sodexo's employees were absent for an average of 8.3 days, due to occupational accidents or sickness and/or personal accidents or sickness during Fiscal 2019.

2 Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve

WORKFORCE BY GENDER AND BY CATEGORY (AS OF AUGUST 31, 2019)



¹ 2019 Forbes Global 2000 ranking.

² 2018 employee engagement survey sent to 386,262 Sodexo employees of whom 62% responded.

3 Foster a culture of environmental responsibility within our workforce and workspaces

- **97.6%** of Group revenues from countries employing environmental experts

4 Provide and encourage our consumers to access healthy lifestyle choices

- **92.2%** of North America client sites implement actions that proactively address Sodexo's 10 Golden Rules of Nutrition, Health and Wellness

5 Promote local development, fair, inclusive and sustainable business practices

- **95.7%** of spend with contracted suppliers having signed Sodexo's Supplier Code of conduct.
- **5.5 billion euro** of our business value benefiting SMEs

6 Source responsibly and provide management services that reduce carbon emissions

- **80.3%** of sustainable fish and seafood of total of fish and seafood procured

7 Fight hunger and malnutrition

- More than **1 million euro** invested in programs to empower women working to end hunger in their communities
- **122,000** volunteers committed
- **1 U.S. dollar** given equals 1 U.S. dollar invested in the fight against hunger.

8 Drive diversity and inclusion as a catalyst for societal change

- **93.8%** of Group revenues of countries with initiatives to improve the quality of life of women

9 Champion sustainable resource usage

- **69.2%** of Group revenues of countries working to deliver on the United Nations' food waste objective

Source : Sodexo

BETTER TOMORROW 2025 OBJECTIVES	For more information, see the Universal Registration Document (Chapter 3).
--	--

Disclosure and Transparency

At Sodexo, we believe that disclosure of financial and sustainability performance information, in a clear, comparable and accessible manner, enables consumers, investors, other stakeholders and company management to make informed decisions. Since Sodexo's creation, our financial, social, societal and environmental performance has been publicly disclosed through our Universal Registration Document. To ensure transparency, the information and indicators have been audited by an independent third party for each of the past seven years.

Sodexo has been the industry leader of the Dow Jones Sustainability Index for the past 15 years and holds Gold Standard certification from EcoVadis.





Get the latest news on Sodexo
www.sodexo.com



@SodexoGroup



Sodexo



@SodexoGroup



SodexoGroup

Published by Sodexo

Designed & published by  **LABRADOR** +33 (0)1 53 06 30 80
INFORMATION DESIGN

Photo credits:

Adobe Stock / Yaruniv-Studio, David Levenson, William Beaucardet, Philippe Castano,
A. Peduzzi, J. David, L. Crespi, Aurélien Bergot, Sodexo Media Library.

This document is printed in France by an Imprim'Vert certified printer on PEFC
certified paper produced from sustainably managed forest.

Sodexo
Group Communications Department
255, quai de la Bataille de Stalingrad
92866 Issy-les-Moulineaux Cedex 9
France
Tel.: +33 (0)1 30 85 75 00

