

# FIRST-HALF FISCAL 2016 RESULTS



April 14, 2016

**sodexo**  
QUALITY OF LIFE SERVICES

# 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.

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A DYNAMIC  
FIRST HALF  
FISCAL 2016

# HIGHLIGHTS OF THE PERIOD

## **Continuity in governance**

Sophie Bellon succeeds Pierre Bellon as Chairwoman of the Board of Directors

## **Recognized strategy and performance**

Sodexo joins the CAC 40

## **Signature of a major contract for the Group**

Rio Tinto

## **Renewed recognition of Sodexo's societal commitments**

- **RobecoSAM Sustainability Yearbook 2016: Number 1 in sustainable development in its sector, for the 9<sup>th</sup> consecutive year**
- **United Nations: Women's Empowerment Principles CEO Leadership Award**

# PERFORMANCE IN LINE WITH OBJECTIVES

**Reported revenue**

€10.6bn

**+6.7%**  
Total growth

**+3.7%**  
Organic growth

**+2.5%**  
Organic growth  
excluding Rugby

**Operating profit\***

€658m

**+ 7.9%**  
Excluding currency  
effects

**Operating margin\***

6.2%

**+ 30 bps**  
Excluding currency  
effects

**Exceptional expenses**

€37m

\* Excluding exceptional expenses related to the adaptation and simplification program (€37m in H1 2016)

# SOLID NET PROFIT AND CASH POSITION

## Group net profit

**€383m**  
Before exceptionals\*

**+ 11.7%**

**+ 11.2%**  
Excluding currency effects

**€359m**  
After exceptionals\*

**+ 4.7%**

**+ 4.6%**  
Excluding currency effects

## Free cash flow

**€54m**

**+ 5.9%**

\* Exceptional expenses (net of taxes) related to the adaptation and simplification program

# 2

## FIRST-HALF FISCAL 2016 PERFORMANCE

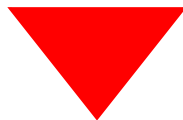


# DYNAMIC GROWTH

**Revenue growth  
+ 6.7%**

Currency effect  
+ 2.9%

Scope changes  
+ 0.1%



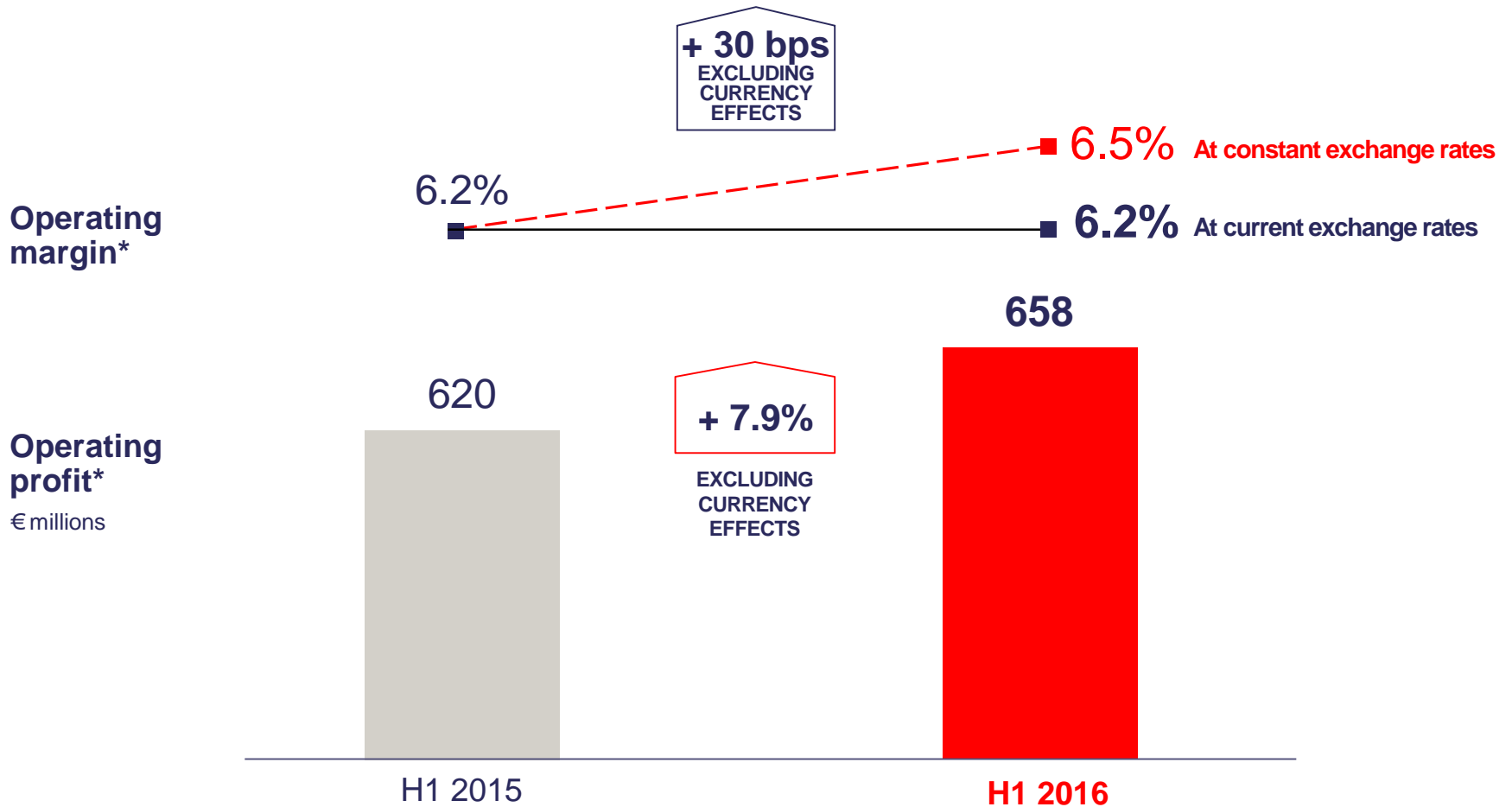
**Organic growth  
+ 3.7%**

of which:

On-site Services  
**+ 3.6%**

Benefits and Rewards Services  
**+ 6.3%**

# GROWTH IN OPERATING PROFIT\*



\* Excluding exceptional expenses related to the adaptation and simplification program (€37m in H1 2016)

# LAUNCH OF ADAPTATION AND SIMPLIFICATION PROGRAM

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

## ANNUAL SAVINGS OF AROUND €200M IN FISCAL 2018

- Gradual increase in savings from H2 2016
- 100% payback by Fiscal 2018



## EXCEPTIONAL EXPENSES OF AROUND €200M

- September 2015 to February 2017
- Of which €37m in H1 2016 and around €100m in Fiscal 2016

# GROWTH IN CONSOLIDATED INCOME

	H1 2016	H1 2015	CHANGE	
€ millions			At <b>current</b> exchange rates	Excluding currency effect
Revenues	10,596	9,931	+6.7%	+3.8%
Operating profit before exceptional expenses	658	620	+6.1%	<b>+7.9%</b>
Operating margin	6.2%	6.2%	=	+30 bps
Exceptional expenses	(37)	-		
Operating profit	621	620		
Net financial expense	(49)	(79)		
Effective tax rate	35.5%	35.5%		
<b>Group net profit</b> before exceptional expenses (after tax)	<b>383</b>	<b>343</b>	+11.7%	<b>+11.2%</b>
<b>Group net profit</b>	<b>359</b>	<b>343</b>	+4.7%	<b>+4.6%</b>
<b>Diluted earnings per share</b> <b>(diluted)</b>	<b>2.33</b>	<b>2.23</b>	+4.5%	<b>+4.5%</b>

# CONSOLIDATED CASH FLOW

€ millions	H1 2016	H1 2015	CHANGE
Operating cash flow	587	483	+21.5%
Change in working capital*	(314)	(248)	
<b>Net cash provided by operating activities</b>	<b>273</b>	<b>235</b>	<b>+16.2%</b>
Net capital expenditure	(176)	(160)	
Less change in financial assets related to the Benefits and Rewards Services	(43)	(24)	
<b>Free cash flow</b>	<b>54</b>	<b>51</b>	<b>+5.9%</b>
Net acquisitions	(39)	(45)	
Share repurchase program	(193)	-	
Dividends	(335)	(275)	
Other changes in shareholders' equity	34	(9)	
Other changes (including scope and exchange rates)	(104)	(156)	
<b>(Increase)/decrease in net debt</b>	<b>(583)</b>	<b>(434)</b>	

\*Including change in financial assets in Benefits and Rewards Services of €43M in H1'16 and €24M in H1'15.

# CONSOLIDATED BALANCE SHEET

## ROBUST RATIOS

€ millions

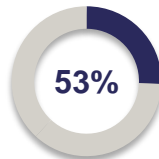
	<b>February 29, 2016</b>	February 28, 2015		<b>February 29, 2016</b>	February 28, 2015
Non-current assets	<b>7,357</b>	7,447	Shareholders' equity	<b>3,562</b>	3,514
Current assets excluding cash	<b>4,855</b>	5,000	Non-controlling interests	<b>45</b>	40
Financial assets related to the Benefits and Rewards Services	<b>689</b>	749	Non-current liabilities	<b>3,698</b>	3,812
Cash	<b>1,224</b>	1,573	Current liabilities	<b>6,820</b>	7,403
<b>Total assets</b>	<b>14,125</b>	<b>14,769</b>	<b>Total liabilities &amp; equity</b>	<b>14,125</b>	<b>14,769</b>
Operating cash: <b>€1,877m*</b> , o/w <b>Benefits and Rewards Services</b> cash investments and restricted cash: <b>€1,510m</b>			Net debt	<b>923</b>	805
			Gearing ratio	<b>26%</b>	23%

\* Benefits and Rewards Services financial assets + Cash – Bank overdrafts

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ON-SITE  
SERVICES

# ON-SITE SERVICES SUCCESS OF INTEGRATED QUALITY OF LIFE SERVICES OFFERS



## Corporate

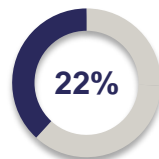
- Contribution of Rugby World Cup contract
- Ramp-up of integrated service contracts, especially in North America and the United Kingdom
- Steep decline in Remote Sites activity

H1 organic growth



## Health Care and Seniors

- Growth in the United States
- Limited contract wins in Europe
- End of contracts in France



## Education

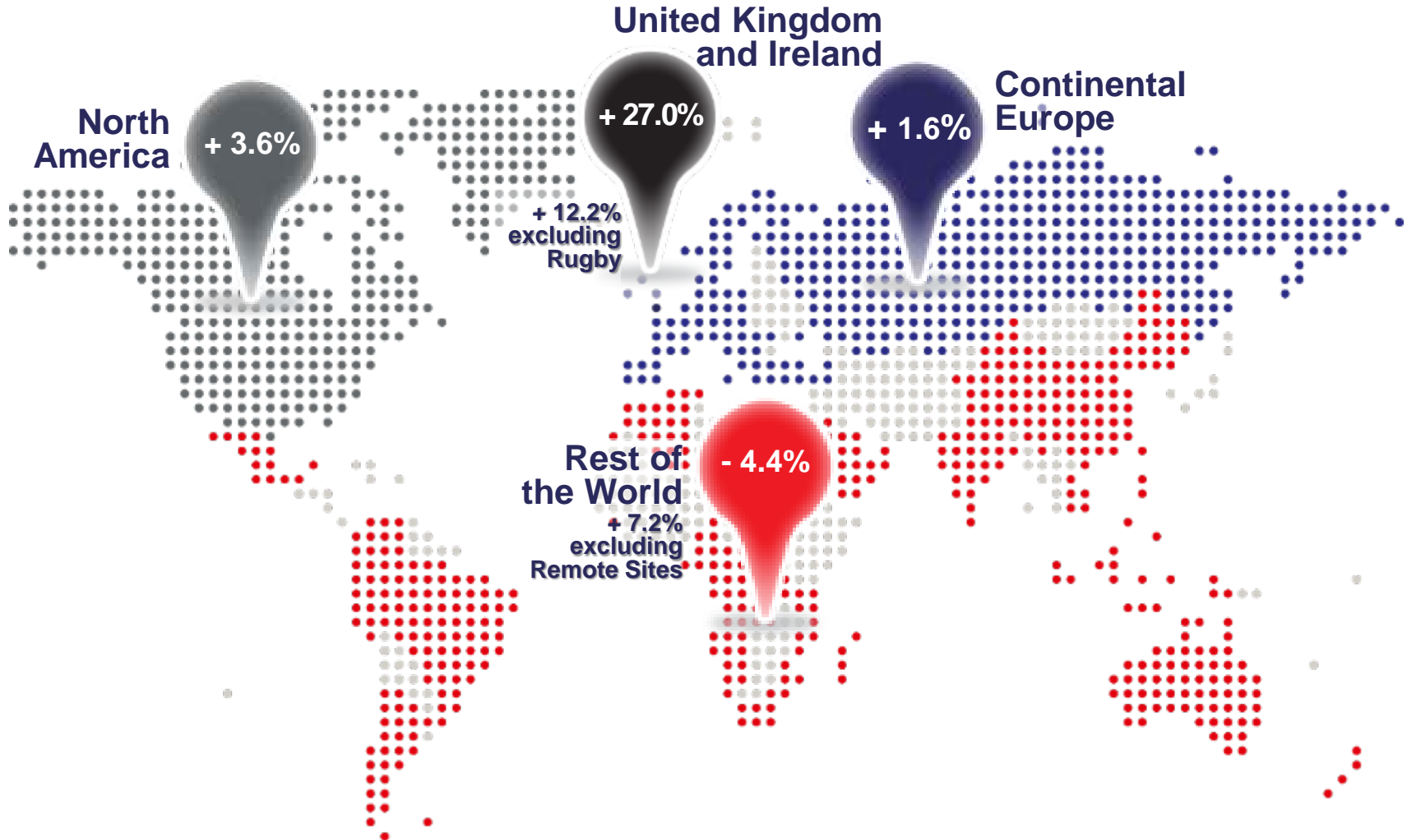
- Modest growth in revenues from existing contracts and selective approach to new business in Europe



% of Fiscal 2015  
On-site Services revenues



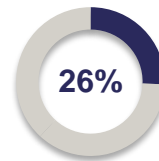
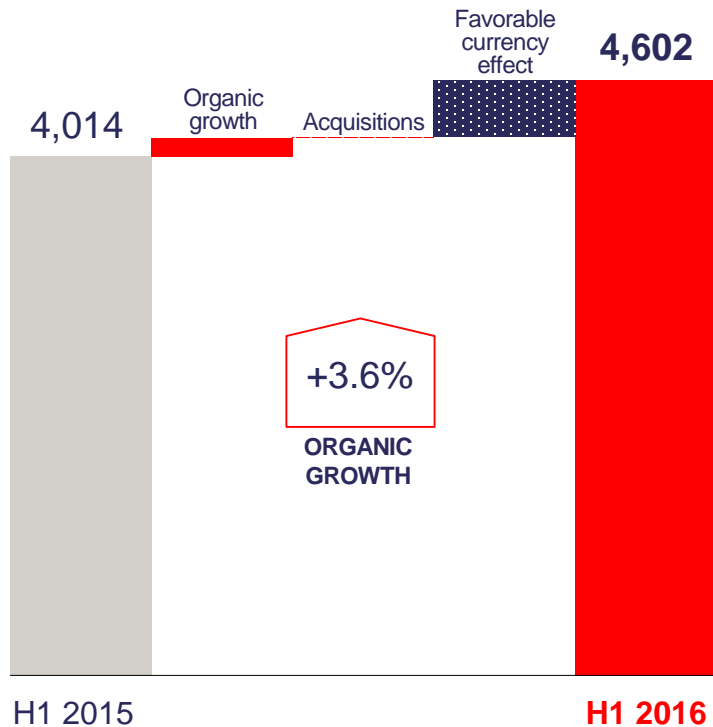
# ON-SITE SERVICES 3.6% ORGANIC GROWTH



# ON-SITE SERVICES NORTH AMERICA

€ millions

## Revenues



### Corporate

+7.5%

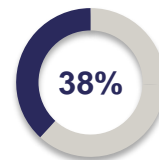
- Robust growth in the Corporate segment



### Health Care and Seniors

+4.6%

- Compelling contract wins
- Q1 impact of withdrawal from ManorCare contract



### Education

+0.8%

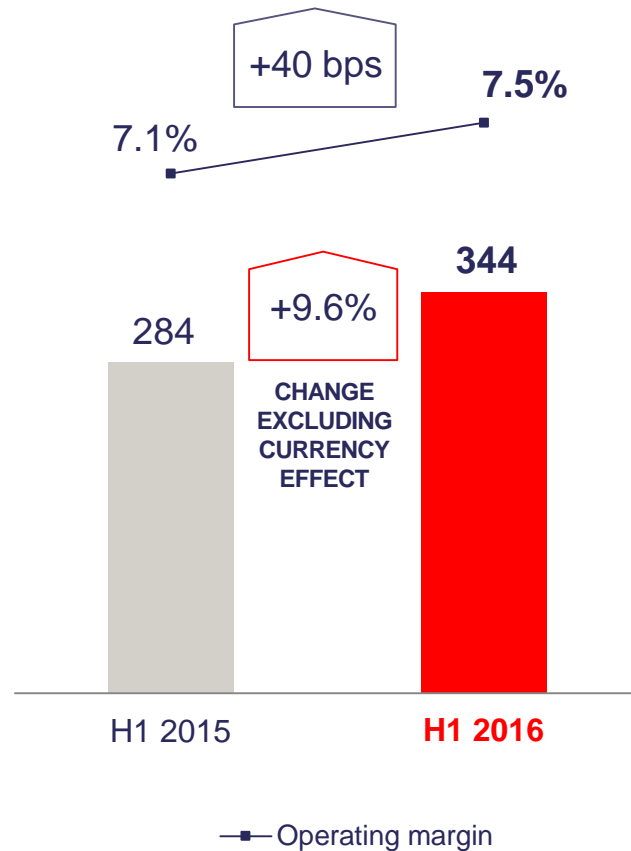
- Limited contract wins in prior year
- Increase in the number of meals served per site

% of Fiscal 2015  
revenues

# ON-SITE SERVICES NORTH AMERICA

€ millions

## Operating profit \*

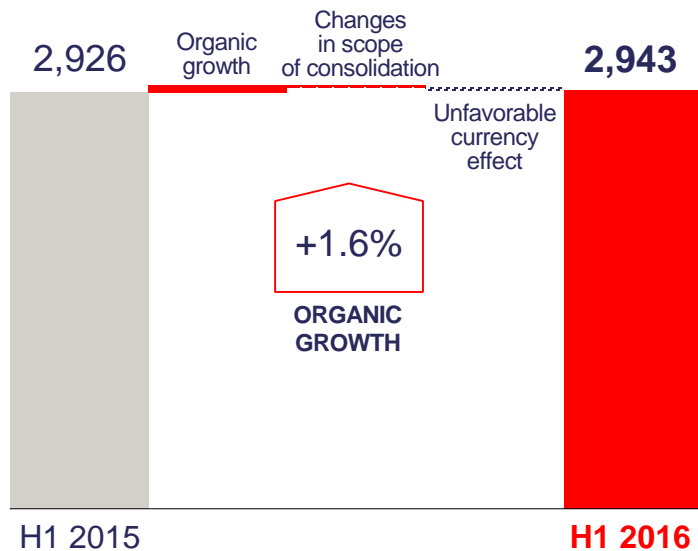


- Optimized food purchases cost savings
- Increased offer and menu standardization
- Lower overheads

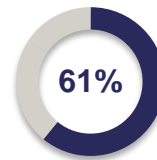
\* Excluding exceptional expenses related to the adaptation and simplification program

# ON-SITE SERVICES CONTINENTAL EUROPE

€ millions



## Revenues



### Corporate

**+3.3%**

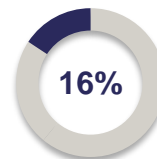
- Contribution of integrated services contracts
- Solid growth at existing Corporate sites



### Health Care and Seniors

**-3.1%**

- Selective approach to new business, especially in France



### Education

**+2.1%**

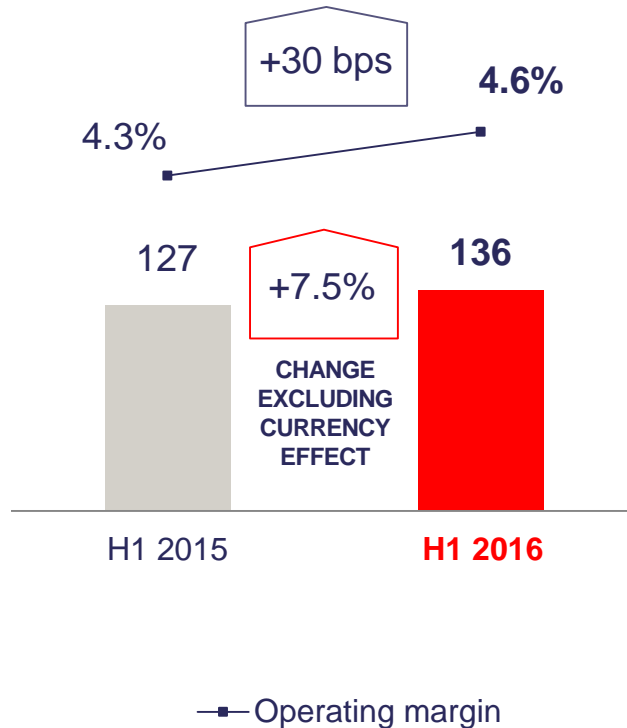
- Higher volumes in Germany and France

% of Fiscal 2015 revenues

# ON-SITE SERVICES CONTINENTAL EUROPE

€ millions

## Operating profit \*



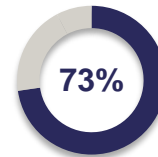
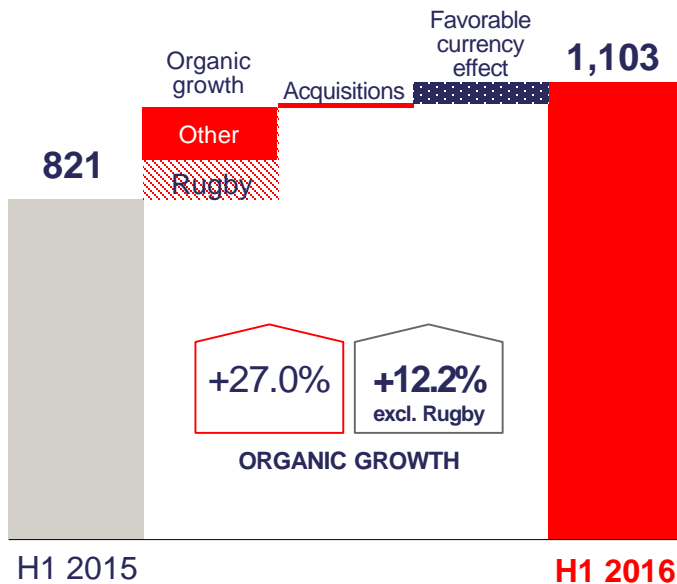
- Productivity gains at existing sites
- Efficient management of food costs

\* Excluding exceptional expenses related to the adaptation and simplification program

# ON-SITE SERVICES UNITED KINGDOM AND IRELAND

€ millions

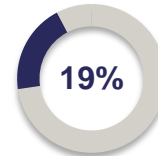
## Revenues



### Corporate

**+35.9%**

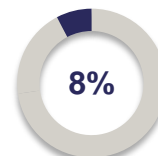
- Contribution of €131m Rugby World Cup contract in Q1 2016
- End of ramp-up phase for Justice contracts (launched in February 2015) and Corporate contracts (launched in H2 2015)



### Health Care and Seniors

**+1.3%**

- End of ramp-up phase for new contracts won in prior year



### Education

**+15.1%**

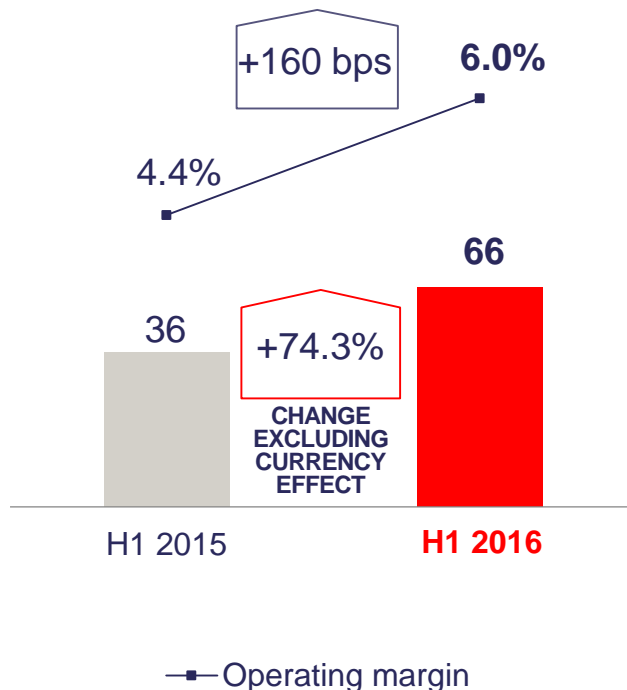
- Strong business development

% of Fiscal 2015 revenues

# ON-SITE SERVICES UNITED KINGDOM AND IRELAND

€ millions

## Operating profit \*



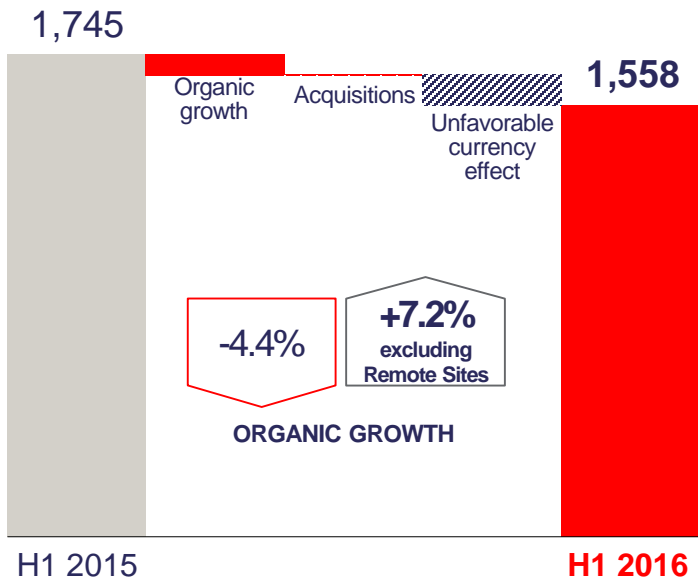
- Favorable basis of comparison (high contract start-up costs in Fiscal 2015)
- Efficiency gains on overheads
- Optimized management of food purchases
- Contribution of Rugby World Cup

\* Excluding exceptional expenses related to the adaptation and simplification program

# ON-SITE SERVICES REST OF THE WORLD\*

€ millions

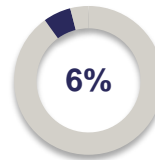
## Revenues



### Corporate

**-6.1%**

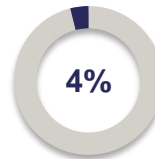
- Sharp 18% decline in Remote Sites revenues
- Strong business development dynamic



### Health Care and Seniors

**+20.6%**

- Continued steady growth in Latin America and Asia



### Education

**-0.4%**

% of Fiscal 2015 revenues

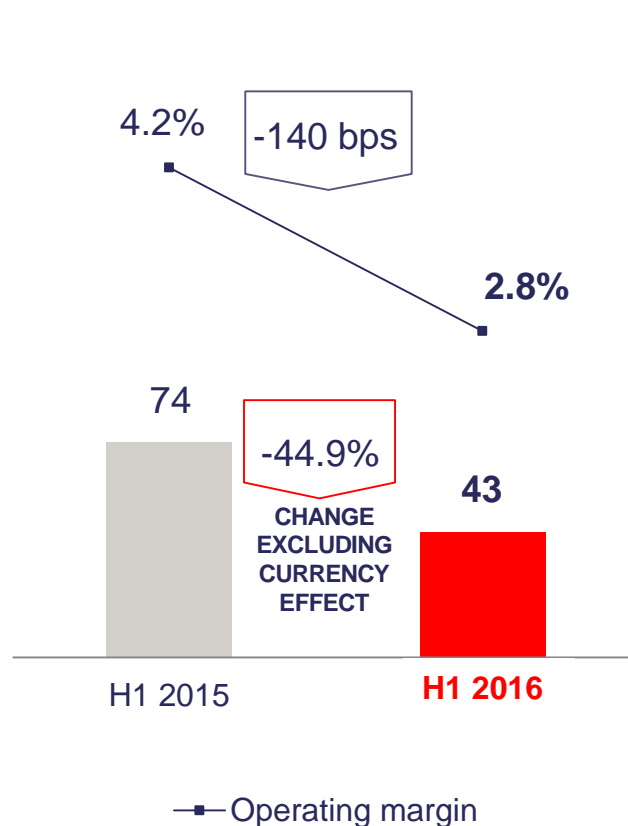
\* Latin America, Africa, Middle East, Asia, Australia and Remote Sites



# ON-SITE SERVICES REST OF THE WORLD

€ millions

## Operating profit \*



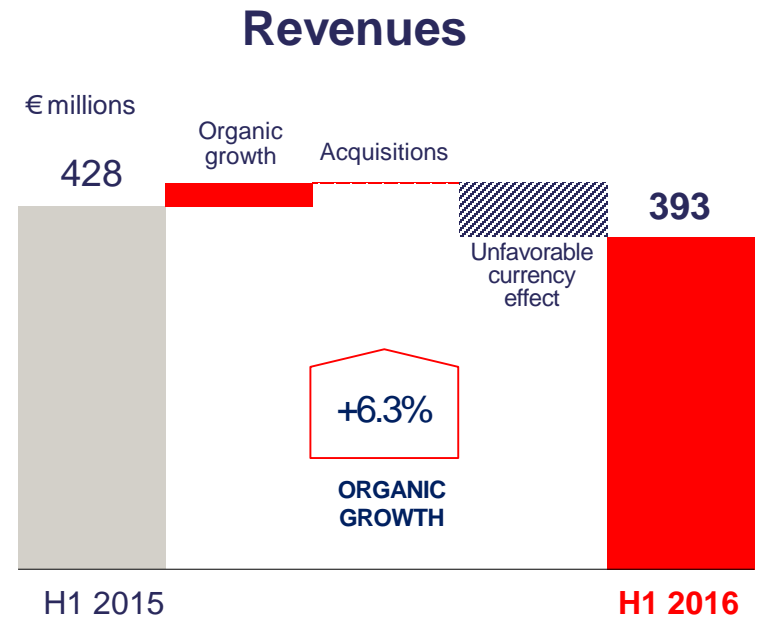
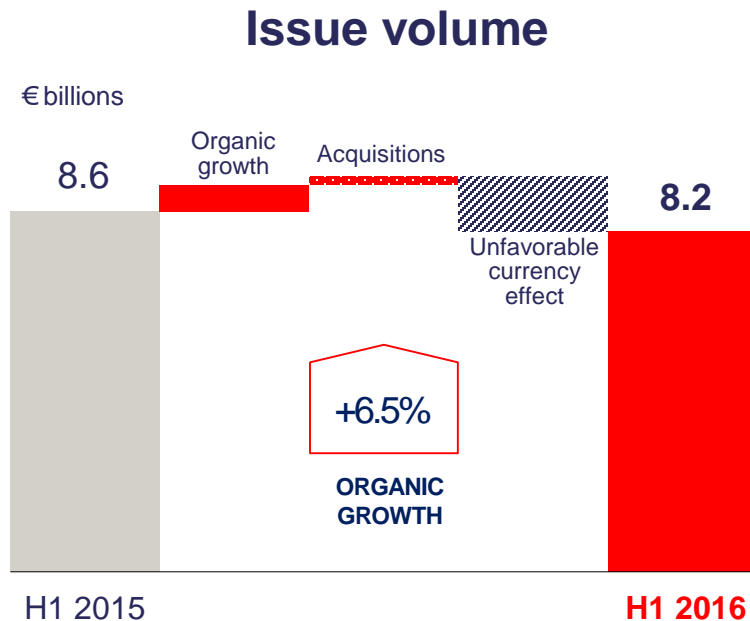
- Challenging economic environment in Latin America and mining and oil and gas industries
- Significant operating cost reductions, not sufficient to offset sharply lower volumes

\* Excluding exceptional expenses related to the adaptation and simplification program

# 4

## BENEFITS AND REWARDS SERVICES

# BENEFITS AND REWARDS SERVICES ISSUE VOLUME AND REVENUES



- Resilience in Latin America
- Ongoing growth in Europe and Asia

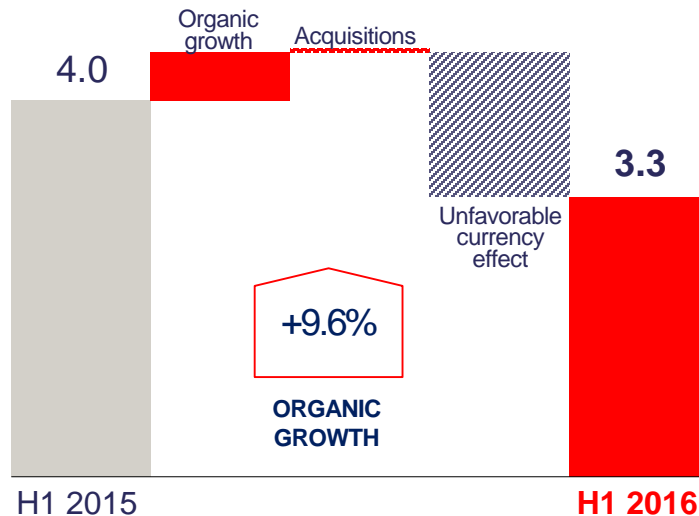
For organic growth calculation, H1 2016 revenues in Venezuelan bolivar are converted at the Fiscal 2015 exchange rate (USD 1 = VEF 199).

# BENEFITS AND REWARDS SERVICES ISSUE VOLUME AND REVENUES

## Latin America

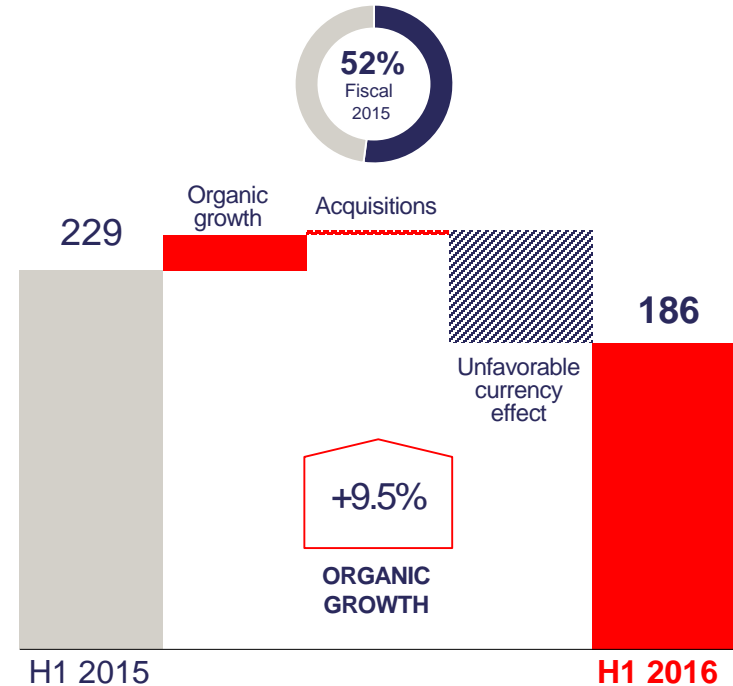
€ billions

### Issue volume



€ millions

### Revenues



- Higher face values and higher interest rates
- Contract wins but decline in number of beneficiaries in Brazil
- Healthy growth in Mexico and Chile

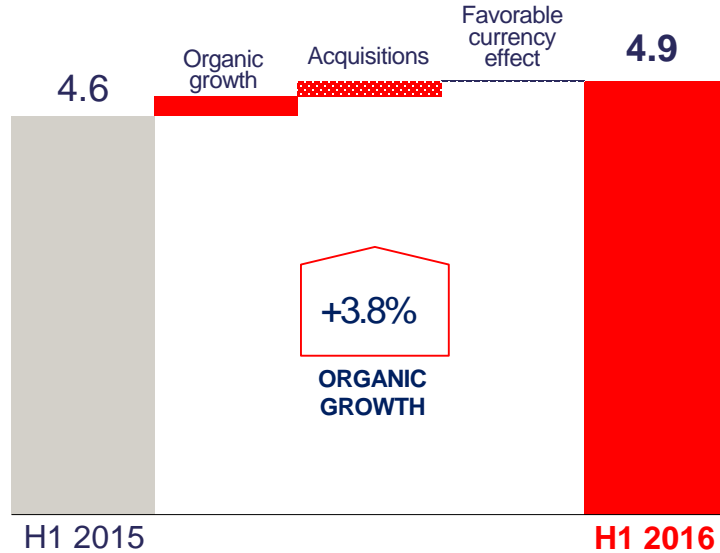
For organic growth calculation, H1 2016 revenues in Venezuelan bolivar are converted at the Fiscal 2015 exchange rate (USD 1 = VEF 199).

# BENEFITS AND REWARDS SERVICES ISSUE VOLUME AND REVENUES

## Europe and Asia

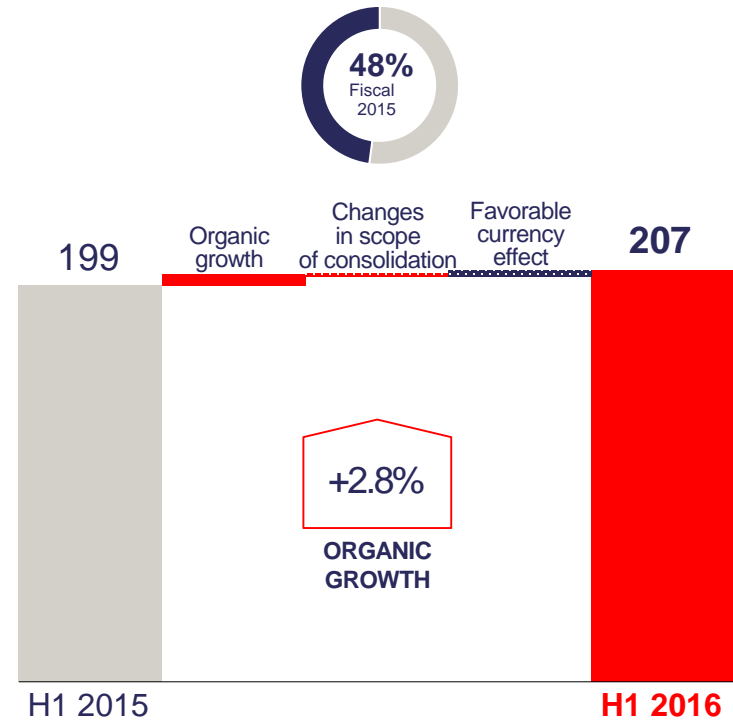
€ billions

### Issue volume



€ millions

### Revenues

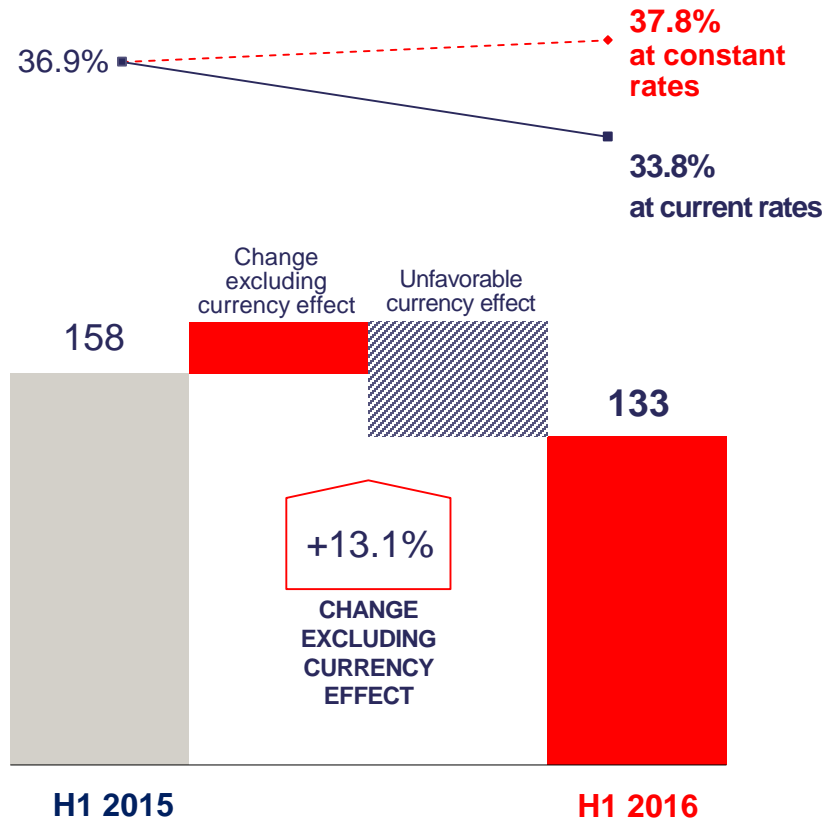


- Solid momentum in Turkey and the Czech Republic
- Modest growth in Western Europe

# BENEFITS AND REWARDS SERVICES OPERATING PROFIT

€ millions

## Operating profit \*



- Negative impact of exchange rates (mainly BRL)
- Tight control of overheads and operating costs

\* Excluding exceptional expenses related to the adaptation and simplification program

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OUTLOOK

# FISCAL 2016 OBJECTIVES

The objectives for Fiscal 2016 are as follows:

- 
- Organic revenue growth of around 3%
  - Growth in operating profit of around 8%  
(excluding currency effects and exceptional items related to the adaptation and simplification program)

Reminder, the negative effect of the Brazilian real should continue in the second half, while the favorable effect of the U.S dollar should decline. However this is purely a conversion effect with no operational impact.



# MEDIUM-TERM OBJECTIVES

The Group remains confident of achieving its medium-term objectives:

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

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

# A MAJOR CONTRACT IN THE GROUP'S HISTORY: RIO TINTO RECOGNIZING OUR EXPERTISE



**RioTinto**

# THE GROUP'S LARGEST EVER CONTRACT: RIO TINTO UNPARALLELED VALUE FOR THE CLIENT

- Technical expertise and global experience
- Sophisticated services in a variety of complex environments
  - 1.7bn euros over 10 years
  - 500,000 sq.km
  - ports, towns, aerodromes, operational sites, houses, etc.
- Sustainable energy management with cost savings
- A strong commitment to employing members of the local aboriginal communities



# THE GROUP'S LARGEST EVER CONTRACT: RIO TINTO BETTER QUALITY OF LIFE IN EXTREME ENVIRONMENTS

A “home away from home”



- Comfort, well-being and safety for teams working in extreme conditions
  - transportation between and on sites
  - aerodrome management
  - building maintenance
  
- Every-day services hundreds of miles from the nearest city
  - swimming pool
  - yoga
  - movie theaters
  - hairdressers
  - grounds and community building maintenance
  - grocery stores...

# | Q&A |

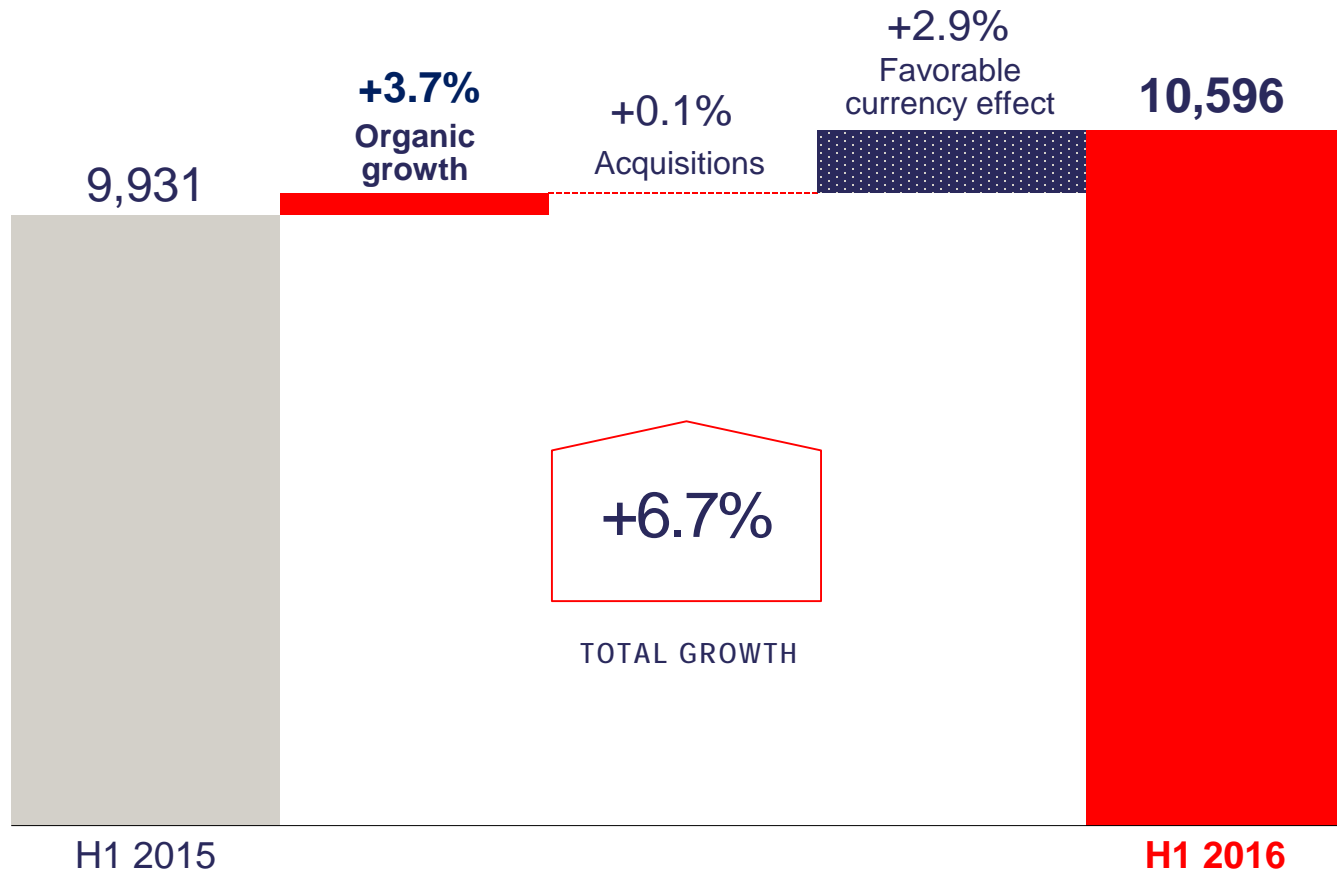
# APPENDICES



1. Revenue growth
2. Financial debt analysis
3. €300M share repurchase program
4. H1 2016 exchange rates
5. Principal currency effects on Balance Sheet

# APPENDIX 1 REVENUE GROWTH

€ millions



# APPENDIX 2 FINANCIAL DEBT ANALYSIS\*

AT FEBRUARY 29, 2016

€ millions

## BY CURRENCY



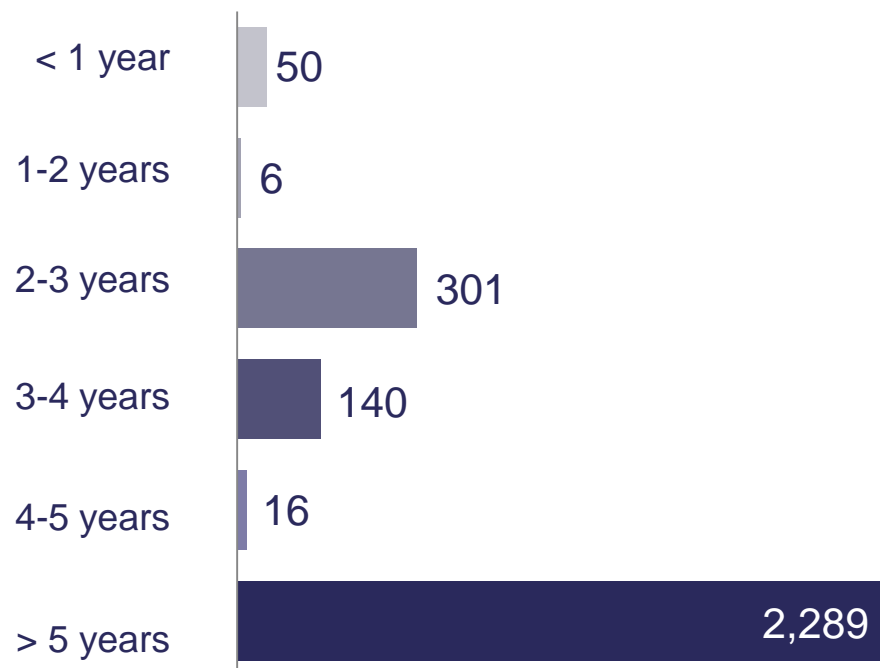
## INTEREST RATE



**Average interest rate 3.4%  
at February 29, 2016**

(vs. 3.8% at August 31, 2016)

## BY MATURITY



\* Financial debt of €2,802 million (excluding derivative financial instruments for €(2) million)



## APPENDIX 3

# €300M SHARE REPURCHASE PROGRAM

- 2,672,340 shares repurchased between September 1, 2015 and March 11, 2016, representing 1.7% of the capital
  - Average price €88.57
  - Program 79% complete (€237m out of €300m)
  - Of which 2,198,788 shares purchased before February 29, 2016

	At August 31, 2015	Purchased	Delivered	At February 29, 2016	Purchased
Number of shares	157,132,025			157,132,025	
Treasury stocks	4,862,456	+ 2,198,788	- 894,688	6,166,556	+ 473,552
%	3.1%	+1.4%	- 0.6%	3.9%	+0.3%
Basic number of shares	152,269,569			150,965,469	
Average number of basic shares	152,087,430			152,025,146	

# APPENDIX 4 H1 2016 EXCHANGE RATES

€ millions

€1 =	Average rates H1 2015	Change	Period-end rates February 29, 2016	Change	<i>Impact of exchange rates vs. the euro on H1 2016</i>	
					Revenues	Operating profit before exceptional costs
U.S. Dollar	1.0939	+ 11.5%	1.0888	+ 3.2%	+ 457	+ 34
Pound Sterling	0.7353	+ 5.5%	0.7858	- 7.4%	+ 57	+ 3
Brazilian Real	4.2896	- 27.2%	4.3394	- 24.9%	- 156	- 32

# APPENDIX 5

## PRINCIPAL CURRENCY EFFECTS ON BALANCE SHEET

### AT FEBRUARY 29, 2016

€ millions

	USD	£	BRL
Non-current assets	98	(65)	(38)
Deferred tax assets	3	(1)	(2)
Change in working capital and other assets	30	(27)	(31)
Cash	16	(20)	(15)
<b>Total assets</b>	<b>147</b>	<b>(113)</b>	<b>(86)</b>

	USD	£	BRL
Shareholders' equity	50	(63)	(36)
Provisions	-	(1)	(2)
Deferred tax liabilities	1	(1)	(4)
Borrowings	51	(5)	(3)
Change in working capital and other liabilities	45	(43)	(41)
<b>Total liabilities and equity</b>	<b>147</b>	<b>(113)</b>	<b>(86)</b>

| THANK YOU |