

# FISCAL 2012 ANNUAL REPORT



**sodexo**  
QUALITY OF LIFE SERVICES

# FISCAL 2012 ANNUAL REPORT



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## Message from Michel Landel, Sodexo's Chief Executive Officer. November 8, 2012



In a very difficult economic environment, I am pleased to confirm that Sodexo continues to be a growth company, demonstrating the effectiveness of our strategy and the strength of our unique positioning as an integrator of Quality of Life services.

During the just completed fiscal year, we have maintained the investments necessary to support Sodexo's continued transformation.

### **In a complicated economic environment, Sodexo's growth continues**

In 2012, the global economic climate remained particularly troubled: Europe appears locked in a vicious recessionary circle, the U.S. is still vulnerable under the weight of its debt and the so-called "emerging" countries have felt the effects of the overall slowdown.

Despite this uncertain environment, Sodexo has continued to grow and is maintaining its medium-term objectives.

We can be confident in our Group's future for three main reasons:

#### **Our positioning is at the heart of societal change**

Services are driving development in modern societies. They play an increasingly important role in economic activity, employment and responding to individual needs.

The Quality of Life services we offer are central to this evolution. Because our services contribute to well-being and performance, we contribute to the advancement of individuals and organizations and to society in general.

#### **A favorable environment for outsourcing**

All companies and organizations (hospitals, universities, schools, etc.), in markets throughout the world are seeking to increase productivity and optimize their purchasing of services.

Sodexo today is able to offer highly effective integrated solutions to clients in a potential market that is around 50 times our company's current size.

#### **Proactive development in high potential emerging markets**

With our many years of experience in emerging countries and with the recent acquisition of Puras do Brasil, we are today the market leader in all of the BRIC countries (Brazil, Russia, India and China), both in On-site Services and in Benefits and Rewards Services. Today, we generate 20% of our revenues from emerging economies - which extend beyond the BRICs - compared with 10% in 2005.

### **The world's largest quality of life services company by 2015**

I am convinced that our competitiveness and future growth depend primarily on our ability to accelerate our company's transformation, which has been ongoing for seven years.

Sodexo is in the process of inventing a new profession: services that improve Quality of Life. Our goal is clear: to make our offer a unique offer and our brand a strong global brand that clients and consumers want and for which they are willing to pay a price commensurate with the value delivered.

## Message from Michel Landel, Sodexo's Chief Executive Officer. November 8, 2012



### **Transformation in four dimensions**

To do this, we will accelerate our transformation in four areas: changing our offer, leveraging the power of our brand, strengthening the nature of our relationships with our clients and lastly, rethinking our organization.

### **Sodexo is becoming an integrator of Quality of Life services**

We have been working for several years to develop a comprehensive and integrated offer with a clear mission: to improve Quality of daily Life.

To do this, we rely on our wealth of expertise in our three activities: On-site Services, Benefits and Rewards Services and Personal and Home Services.

Our transformation is on track: today around half of our new contracts involve more than one service. We now are taking the development of our offer to a new level by:

- accelerating the reinforcement of our technical maintenance services skills through the recruitment of specialized teams and acquisitions such as Roth Bros in the U.S. and the facilities management subsidiary of Atkins in the UK in 2011;
- creating a global platform that coordinates the specialized "Hard FM" centers (technical maintenance, building services and energy optimization) across five continents and involving more than 20,000 experts.

The major contracts won this year demonstrate the relevance and attractiveness of our Quality of Life services offer. Examples include the new partnership with Unilever (21 services on 70 sites in 15 countries), the renewal and expansion of the contract with Procter & Gamble (43 services) and new contracts in Health Care in Asia, Education in the U.S. and Remote Sites in Australia, India and Chile.

### **Sodexo is becoming a BtoC brand**

With 75 million people around the world benefiting each day from our Quality of Life services, Sodexo has all of the strengths to become a brand that connects not only with its clients but also its consumers. A stronger brand, symbolizing Quality of Life services, will accelerate our business development and our attractiveness as an employer.

We have initiated an extensive brand visibility program on client sites. Already, nearly 85,000 employees in 27 countries worldwide are wearing our new uniform while our brand is present as a signature of our services on over 10,000 sites.

### **Sodexo is becoming a strategic partner for its clients**

Our challenge is to have an ever more relevant, value-creating offer that contributes directly to our clients' achievement of their strategic objectives. In-depth knowledge of each market's specifics and an intimate understanding of our consumers' needs allow us to create, manage and deliver Quality of Life services that help improve our clients' performance.

For example, through our in-depth knowledge of the lifestyles of the women and men who work on the offshore platforms of our oil and gas clients, this year we developed a comprehensive services offer that helps lower absenteeism and reduce occupational hazards.

## Message from Michel Landel, Sodexo's Chief Executive Officer. November 8, 2012



### **Sodexo combines segmentation and internationalization**

Over the years, we have developed an international network unmatched in our industry. Client segmentation is central to Sodexo's development and we have become specialists in Quality of Life services by client segments and sub-segments. This enables us to better respond to the specific needs of the organizations and consumers we serve.

Today, we want to strengthen this double competitive advantage – segmentation and internationalization – to respond to the globalization of our markets. In the coming years, we will be implementing a global organization by client segments to better anticipate and support the evolving needs of our clients.

### **People: at the heart of our transformation**

To complete the changes underway, we count on the women and men of Sodexo, who remain the main engine for our performance.

Sodexo's success is built on values and a philosophy that today unites our 420,000 employees and guides their actions.

The results of the third engagement survey we conducted this year are proof of this: the rate of employee engagement increased by 2 points compared to 2010 and 9 points compared to 2008, an encouraging result in the current economic environment. The participation rate increased significantly, reflecting the confidence of teams in their managers; and 85% of our employees consider Sodexo a better employer than its competitors.

This collective commitment provides a strong competitive advantage that we must maintain. But, by itself, it is not enough to meet the challenges we face if we are to accelerate our profitable growth, ensuring that we have the right resources at the right time to seize the opportunities before us.

- We must also be able to develop our skills and mindsets to accompany the changes in our markets and our own transformation, which is why we continue to invest around 10% of our operating profit in training.
- At the same time, we are working to standardize processes and optimize resources for even greater efficiency, competitiveness and profitability.
- Finally, we are focused on developing our teams so that they are truly "global citizens," representative of the world's full diversity. Our proactive policy is beginning to pay off, especially on the issue of gender equality: today, Sodexo's Board of Directors is composed of 38% women and 23% of our "Top 300" senior executives are women (compared with 16% in 2008).

Finally, we continue to enhance our contribution to the economic, social and environmental development of the countries where we operate as part of our **Better Tomorrow Plan**, launched in 2009. Our commitment has again been recognized through numerous awards this year, including the Catalyst Award for our diversity policy and being named Global Sustainability Leader - for the eighth consecutive year - in the Dow Jones Sustainability Index.

Message from Michel Landel, Sodexo's Chief Executive Officer. November 8, 2012



## **Our fiscal 2013 and medium term outlook**

As a result of the initiatives undertaken and Sodexo's unique strengths in the global marketplace, we can confirm our medium term objectives to:

- achieve an average of 7% annual consolidated revenue growth;
- reach a consolidated operating margin of 6.3% by the end of Fiscal 2015.

In the near term, the outlook for Fiscal 2013 is sharply contrasted with:

- on the one hand, very significant growth factors
  - a sustained pace of development in emerging countries, where the amount of services provided by our company continues to grow;
  - new contracts and a solid business portfolio in North America;
  - increasing demand for Quality of Life services from major international companies.
- and at the same time, the global economic downturn continues to exert pressure on our margins, particularly in Europe.

In this context, all of Sodexo's teams are fully mobilized to continue our business development while implementing a program to further improve operational efficiency and reduce costs at all levels to improve our competitiveness.

As the new fiscal year begins, I have full confidence in Sodexo's future.

I am confident in our business success through the value created by our unique Quality of Life services offer that is adapted to the expectations of our clients and our consumers. Even more so, because our success is based on a vision of progress that places our services at the heart of societal changes throughout the world, in both developed economies and in emerging countries.

Finally, our social and societal model has always been a driver for our development. We remain faithful to our mission and at a time when the global economic growth model is under extreme pressure – it will have to evolve – Sodexo will be more than ever a force for development in the communities where it operates.

I want to thank the members of the Executive Committee for their sustained commitment, our clients for their loyalty and our shareholders for their confidence.

Finally, I would like to warmly thank our employees, whose commitment is responsible for the good performance during Fiscal 2012 and who each day renew their commitment to improving Quality of Life for the people they serve.

## Our Group



## PROFILE

### Quality of Life in the service of performance

**Quality of Life**, recognized today as a factor in individual well-being and societal progress, is a pre-requisite for improving the performance of companies and organizations.

It's why we have developed our expertise in this area for more than 40 years, supported by over **420,000 people** in **80 countries**. Through the diversity of Sodexo's talent, we are able to offer a comprehensive array of Quality of Life services, based on more than 100 different professions.

Sodexo is the world's only company offering **On-site Services, Benefits and Rewards Services** and **Personal and Home Services**, which contribute to the performance of its clients, the fulfillment of its teams and the economic, social and environmental development of its host communities.

#### GROUP KEY FIGURES

**18**

billion euro in consolidated revenues

**75**

million consumers served daily

**34,343** sites

**24**

billion U.S. dollars  
in consolidated revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**80** countries

**421,391** employees

Source: Sodexo

## Our Group



### SODEXO INSTITUTE FOR QUALITY OF LIFE

To improve understanding of the stakes and impact of Quality of Life for clients and consumers, Sodexo created the Sodexo Institute for Quality of Life to serve as a **forum for reflection and progress**. A network of experts conducts, collects and analyzes studies at the local and global levels and surveys all information related to improving Quality of Life, in all environments where Sodexo operates, and its relationship on individual progress and improved organizational performance.



### AWARDS | FORTUNE

#### Sodexo listed among FORTUNE magazine's Most Admired Companies

Sodexo was again included among the world's **"Most Admired Companies"** in FORTUNE magazine's prestigious listing, which evaluates the reputation of the largest companies in the world.

Sodexo ranked **4<sup>th</sup> in its industry category, "Diversified Outsourcing Services."** More than 4,000 business executives, directors and analysts evaluated approximately 700 companies from 32 countries based on nine criteria, from investment value to social responsibility.



### AWARDS | DJSI INDEX

#### Recognition of Sodexo's ongoing efforts in sustainable development

In 2012, Sodexo was named **Global Sustainability Industry Leader** for the eighth year in a row in the **Dow Jones Sustainability Index (DJSI)**, for its industry sector, Restaurants, Hotels, Bars and Recreational Services. Sodexo has been featured in the DJSI World and DJSI STOXX indexes since 2005.



## Our Group



## PROFILE | ON-SITE SERVICES

Sodexo deploys its On-site Services in a wide array of workplace environments and living spaces.

In businesses, hospitals, schools and universities, prisons and major work sites located in extreme environments, **our teams ensure the well-being of individuals, optimize work processes and ensure the proper and safe operation of facilities.**

Sodexo-delivered services contribute to progress in eight client segments:

- Corporate
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- Education

## Leader in On-site Services in most of its markets

Source: Sodexo

### KEY FIGURES

**96%**  
of Group revenues

**17.5**  
billion euro in consolidated  
revenues

**417,308** employees

**23**  
billion U.S. dollars  
in consolidated revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

Source: Sodexo

## Our Group



## PROFILE | BENEFITS AND REWARDS SERVICES

(Formerly Motivation Solutions)

Sodexo's **Benefits and Rewards Services** (including Meal Pass, Gift Pass and Social Pass) provide access to a wide range of services that improve Quality of Life of beneficiaries, including client employees, students and recipients of public benefits. Sodexo's offer focuses on three service categories to respond to the primary challenges facing its clients:

- **recruit and retain talented individuals and increase their motivation.** Employee Benefits responds to the issues of company compensation policies, helping clients enhance their attractiveness;
- **mobilize teams around quantitative or qualitative objectives.** With Sodexo's Incentive and Recognition programs, companies have access to customized tools to boost sales, engage their partner networks and promote good plant safety practices;
- **ensure and enhance the distribution and delivery of Public Benefits.** Sodexo-designed solutions are simple, transparent and effective in facilitating the work of governments and local authorities, helping them to optimize budgets and achieve their social policy, cultural or educational goals.

Transport, foodservices, gifts, training... more than one million merchants and service providers worldwide accept Sodexo Pass.

## A worldwide leader in Benefits and Rewards Services

Source: Sodexo

### KEY FIGURES

**14.7**  
billion euro in issue volume

**756** million euro  
in consolidated revenues

**3,633** employees

**4%** of Group revenues

**993**  
million U.S. dollars  
in consolidated revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**410,000**  
clients (excluding individuals)

**30.2** million beneficiaries

**1.2** million affiliated  
partners

Source: Sodexo

## Our Group



## PROFILE | PERSONAL AND HOME SERVICES

Sodexo designs and deploys Personal and Home Services that improve **Quality of Life** in four main areas:

- **childcare**
- **tutoring and adult education**
- **concierge services**
- **senior care**

Through these services, Sodexo contributes to the development of children, teenagers, adults and seniors.

## Our Group



## HISTORY

- 1966**  
Pierre Bellon founds Sodexo, a Company specializing in providing Foodservices to institutions, businesses, schools and hospitals, in Marseilles (France).
- 1967**  
CNES, in French Guiana, awards Sodexo a contract in the “multiservices” market, signaling its entry into the remote site management business.
- 1971-1978**  
International expansion starts with Belgium, Italy and Spain, with developments in Africa and the Middle East.  
A new business – Service Vouchers – is launched in Belgium.
- 1983**  
Initial public offering of Sodexo shares on the Paris Bourse.
- 1985-1993**  
Sodexo establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe.
- 1995**  
Acquisitions of Gardner Merchant in the United Kingdom and Partena in Sweden, the then leaders in Foodservices in their respective countries.
- 1996**  
The Service Vouchers and Cards business expands into Brazil with the acquisition of Cardàpio.
- 1997**  
The holding Company changes its name to Sodexo Alliance.
- 1998**  
The merger of the Foodservice operations of Marriott International and Sodexo and the formation in the U.S. of Sodexo Marriott Services, 48.4% owned by Sodexo, which becomes North American market and global leader in Food and Facilities Management services. Sodexo Marriott Services will become Sodexo, Inc., a wholly-owned subsidiary of the Group, in 2001.

## Our Group



### 2000

Following the integration of Universal, Sodexo becomes the world leader in remote site management.

### 2001

Sogeres (France) and Wood Dining Services (U.S.) join the Group.

### 2003

Succeeding Albert George, Jean-Michel Dhenain and Michel Landel are appointed Chief Operating Officers,

### 2004

The succession plan for Pierre Bellon is being put into place. In September, the Board of Directors announces that effective September 1, 2005, the roles of Chairman of the Board and Chief Executive Officer will be separated.

### 2005

Michel Landel becomes Chief Executive Officer of Sodexo Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.

### 2008

Sodexo Alliance becomes Sodexo. Corporate headquarters is transferred to Issy-les-Moulineaux.

Acquisition of VR's Service Vouchers and Cards activity making Sodexo the co-leader of this market in Brazil, the world's largest.

Sodexo makes several further acquisitions in several markets, including Zehnacker, which doubles Sodexo's size in Germany, making it the leader in the Health Care segment.

### 2009

Acquisition of Radhakrishna Hospitality Services Group (RKHS), the leading provider of On-site Services in India, tripling Sodexo's size in this market with vast potential.

In North America, following the acquisition of Circles, a concierge services business, the acquisition of Comfort Keepers, specialized in non-medical services for seniors, contributes to the development of the Group's third activity: Personal and Home Services.

### 2011

Sodexo becomes No. 1 in On-site Services in Brazil, following the acquisition of Puras do Brasil. The acquisition of Lenôtre, one of the greatest names in French cuisine, strengthens Sodexo's savoir faire in luxury gastronomy in Paris and worldwide.

Source: Sodexo

## Our Group



## CORPORATE GOVERNANCE

### Board of Directors

**Sodexo is governed by a Board of Directors, chaired by Pierre Bellon.** The Board of Directors has thirteen members, five of whom are women (more than 38% of board members). Nine board members are French nationals, three are American and one is Canadian.

Directors are chosen for their ability to act in the interests of all shareholders and for their expertise, experience and understanding of the strategic challenges in the markets where Sodexo operates.

### Executive Committee

**In his role as Chief Executive Officer, Michel Landel is supported by an Executive Committee** on which four nationalities are represented. The linchpin of the management structure, it is responsible not only for discussing and developing strategies to be recommended to the Board of Directors, but also for monitoring implementation of these strategies once they have been approved by the Board.

The Executive Committee tracks the implementation of action plans, monitors business unit performance and assesses the potential benefits and risks of growth opportunities.

## Our Group



# CORPORATE GOVERNANCE

## Board of Directors (As of August 31, 2012)

### Composition of the Board of Directors

**Pierre Bellon:** French – Chairman of Sodexo Board of Directors

**Robert Baconnier:** French – Vice President of Sodexo Board of Directors

**Patricia Bellinger:** Dual American and British – Executive Director of Executive Education, Harvard Business School

**Astrid Bellon:** French – Member of the Management Board, Bellon SA

**Bernard Bellon:** French – Chairman of the Board of Directors, Finadvance

**François-Xavier Bellon:** French – Chief Executive Officer, Bright Yellow Group Plc

**Francoise Brougher:** Dual French and American – Vice President, Global SMB Sales & Operations, Google

**Sophie Clamens:** French – Chairman of the Management Board, Bellon SA

**Paul Jeanbart:** Dual Canadian and Swiss – Chief Executive Officer, Rolaco

**Michel Landel:** French – Chief Executive Officer, Sodexo

**Alain Marcheteau:** French – Company Director

**Nathalie Szabo:** French – Member of the Management Board, Bellon SA

**Peter Thompson:** American – Company Director

### Board Member Biographies

#### • Pierre Bellon

Born January 24, 1930

Married, 4 children.

Nationality: French.

Graduate of the École des Hautes Études Commerciales (HEC).

#### Background

Pierre Bellon joined Société d'Exploitations Hôtelières, Aériennes, Maritimes et Terrestres in 1958 as Assistant Manager. He later served as Managing Director and then Chairman and Chief Executive Officer.

In 1966, he founded Sodexo SA. He served as Chairman and Chief Executive Officer until August 31, 2005, when Michel Landel was named Chief Executive Officer following the Board decision to separate the roles of Chairman and Chief Executive Officer. Pierre Bellon remained as Chairman of the Board of Directors, a position he still holds at Sodexo SA (new name since January 2008).

Since 1988, he has served as Chairman and Chief Executive Officer of Bellon SA, the family holding company that controls Sodexo and Chairman of the Supervisory Board of Bellon SA since February 2002.

Number of Sodexo shares held: 12,900

## Our Group



### • Robert Baconnier

Born April 15, 1940

Married, 3 children.

Nationality: French.

Degree in Literature, Graduate of the Institute d'Études Politiques de Paris and of the École Nationale d'Administration (1965-1967).

### Background

Robert Baconnier began his career in 1967 as a civil servant at the French Ministry of Economy and Finance, and was assigned to the Internal Revenue Service (Direction Générale des Impôts). From 1977 to 1979 he was Technical Advisor to the office of the Minister of Economy and Finance, then Deputy Director in the office of the Minister for the Budget. From 1979 to 1983 he was Deputy Director in charge of the International Division of the Tax Legislation Department; in 1983, he was appointed head of the Litigation Department of the French Internal Revenue Service. In 1986 he became head of the French Internal Revenue Service. From 1990 to 1991 he was Paymaster General at the French Treasury.

In 1991, he joined the law firm Bureau Francis Lefebvre, where he served as Chairman of the Management Board until 2004.

Until January 2012 he was Chairman and Chief Executive Officer of ANSA, the French National Association of Joint Stock Companies. He currently is Honorary Chairman of ANSA.

Number of Sodexo shares held: 410

### • Patricia Bellinger

Born March 24, 1961

Married, 2 children.

Dual American and British nationality.

BA in Literature, Harvard University.

### Background

Patricia Bellinger began her career in Madrid, Spain in 1986 by founding a casting agency, and she continued to work in media and communications in Spain until 1995. In 1995, she returned to the USA and joined Bristol Myers Squibb (BMS), the pharmaceutical company, where she was successively Associate Director for Communications and Associate Director for Public Affairs. In 1998 she became the Corporate Director of Culture and Human Resources Diversity. In 2000, she joined British Petroleum in London as Vice President for Diversity and Inclusion; she was Group Vice President and Director of the BP Leadership Academy until 2007. In March 2011, she was appointed Executive Director of Executive Education, Harvard Business School.

Number of Sodexo shares held: 400



## Our Group



### • **Astrid Bellon**

Born April 16, 1969.  
Nationality: French.  
Graduate of ESLSCA.  
Master of Arts in Cinema Studies, New York City.

#### **Background**

Astrid Bellon is a member of the Management Board of Bellon SA.

Number of Sodexo shares held: 36,723

### • **Bernard Bellon**

Born August 11, 1935.  
Married, 5 children.  
Nationality: French.  
Degree in French Literature from IAE Aix - Marseilles.

#### **Background**

Bernard Bellon was Director of Compagnie Hôtelière du Midi (part of the Compagnie de Navigation Mixte Group) from 1962 to 1970 and then held various managerial positions in banking at CIC-Banque de l'Union européenne Group from 1970 to 1988. He founded Finadvance SA, a venture capital company of which he has been Chairman since its creation in 1988.

Number of Sodexo shares held: 319,782

### • **François-Xavier Bellon**

Born September 10, 1965  
Married, 4 children.  
Nationality: French.  
Graduate of the European Business School.

#### **Background**

François-Xavier Bellon is the CEO of Bright Yellow Group, a company he acquired in August 2007. This UKbased company specializes in providing in-home services to dependent persons.

Previously, François-Xavier Bellon was Sales and Marketing Director of the Global Temporary Work Division of the Adecco Group, where he spent more than seven years. He was based in London for his last posting, but was previously Regional Vice President for Catalonia, based in Barcelona, and Head of the Orsay-les-Ulis Agency, near Paris.

Francois-Xavier Bellon also spent 10 years with Sodexo, where he was Chief Executive of Sodexo UK prior to resigning in May 2004. After joining Sodexo France Hôtellerie et Santé in 1995, he was successively Head of Sector and Head of Development, based in Paris, and then Chief Executive Officer of the Mexican subsidiary for five years.

Number of Sodexo shares held: 36,383

## Our Group



### • **Françoise Brougher**

Born September 2, 1965.

Married, 3 children.

Dual French and American nationality.

Graduate of the Institut Catholique d'Arts et Métiers in Lille (France) and of Harvard University (USA).

### **Background**

Françoise Brougher began her career in 1989 in a production unit of L'Oreal in Japan. After receiving her MBA in 1994, she joined the consulting firm Booz Allen & Hamilton, dividing her time between Europe and the United States. In 1998, she joined Ocean Gem Pearl Corporation, an importer of black Tahitian pearls, where she served as Chief Executive Officer for two years. From 2000 to 2005, she was Vice President of Strategy at Charles Schwab Corporation based in California. She joined Google in March 2005, where she managed the Business Operations group from 2005 to 2009. Since 2009 she has managed global sales and operations for small and medium sized businesses.

Number of Sodexo shares held: 400

### • **Sophie Clamens**

Born August 19, 1961

4 children.

Nationality: French.

Graduate of the École des Hautes Études Commerciales du Nord (EDHEC).

### **Background**

Sophie Clamens began her career in 1985 with Crédit Lyonnais in the United States as a mergers and acquisitions advisor for the bank's French clientele in New York. She joined Sodexo in 1994 as a senior analyst in the Group Finance Department. In 2001, she was appointed Project Manager – Strategic Financial Planning within the Group Strategic Planning Department, to develop and implement key performance indicators for the Group. In September 2005, she was named Group Vice President of Client Retention and was responsible for the worldwide deployment of the initiative on client retention.

In September 2008 she was appointed Chief Executive Officer of Corporate Services for Sodexo France. In that capacity, she also took over responsibility for Facilities Management activities in France in September 2010.

Number of Sodexo shares held: 7,964

## Our Group



### • **Paul Jeanbart**

Born August 23, 1939.

Married, 3 children.

Nationality: Dual Canadian and Swiss.

Civil engineer.

### **Background**

Co-founder, partner and Chief Executive Officer of the Rolaco group since 1967.

Number of Sodexo shares held: 400

### • **Michel Landel**

Born November 7, 1951.

Married, 3 children.

Nationality: French.

Graduate of the European Business School.

### **Background**

Michel Landel began his career in 1977 with the Chase Manhattan Bank, then in 1980 became manager of a building materials plant belonging to the Poliet Group.

He was recruited by Sodexo in 1984 as Head of Operations for East and North Africa, and was promoted in 1986 to Vice President for Remote Site Management in Africa. In 1989 he took over the management of activities in North America. Among the notable developments in which he was involved was the 1998 merger with Marriott Management Services and in the creation of Sodexo Marriott Services.

In 1999, he became Chief Executive Officer of Sodexo Marriott Services, now Sodexo. Inc.

Michel Landel was named Vice-Chairman of the Executive Committee of Sodexo in February 2000.

From June 2003 through August 2005, Michel Landel served as Group Co-President and Co-Chief Operating Officer in charge of North America, the United Kingdom and Ireland, together with Remote Site Management. He has been Chief Executive Officer of Sodexo since September 1, 2005.

Number of Sodexo shares held: 81,897

## Our Group



### • Alain Marcheteau

Born September 5, 1944.

Married, 4 children.

Nationality: French.

Graduate of the Institut d'Études Politiques de Paris, Holder of a Masters' degree in Law and graduate of the École Nationale d'Administration.

### Background

Alain Marcheteau was a civil servant at the French Ministry of Transports from 1971 to 1975 and then at the Ministry of Finance (Treasury section) from 1975 to 1981. He successively became Treasurer, Chief Financial Officer, and Chief Operating Officer (Finance and Subsidiaries) of Air France from 1981 to 1991. He then was Chief Financial Officer of Compagnie de Suez from 1991 to 1996, Chief Executive Officer of ISM (Real Estate Leasing), a subsidiary of Crédisuez, from 1996 to 1998, and then Chief Operating Officer and Project Director with the Management Board of Suez-Lyonnaise des Eaux from 1998 to 1999. He joined the Snecma Group in 1999 as Chief Operating Officer for Economic and Financial Affairs and then, in connection with the creation of Safran in 2004, became the General Secretary and Member of the Executive Committee of Safran until July 1, 2009.

Number of Sodexo shares held: 500

### • Nathalie Szabo

Born January 26, 1964.

3 children.

Nationality: French.

Graduate of the European Business School.

### Background

Nathalie Szabo began her career in the Foodservices industry in 1987. From 1989, she was an account manager for Scott Traiteur, and then Sales Manager of Le Pavillon Royal.

She joined Sodexo in March 1996 as Sales Director for Sodexo Prestige in France, becoming a Regional Manager in 1999. In September 2003 she was appointed Managing Director of Sodexo Prestige, and then Managing Director of L'Affiche in January 2006. In 2009 she was named Chairman of the Management Board of the Lido. On September 1, 2010, she became Chief Executive Officer of Sodexo Prestige Sports and Leisure in France. She was also named Chairman of the Management Board of Lenôtre in 2012.

Number of Sodexo shares held: 1,147

## Our Group



### • Peter Thompson

Born September 15, 1946.

Married, 3 children.

Nationality: American.

BA Modern Languages, Oxford University; MBA, Columbia University.

### Background

Peter Thompson began his career in marketing in 1970. In 1974, he became a Product Manager at General Foods Corp. He joined Grand Met Plc in 1984, where he held management positions (Green Giant, Haagen-Dazs, Pillsbury, etc.). In 1992 he became Chairman and CEO of GrandMet Foods Europe, based in Paris. In 1994 he joined the PepsiCo Group where he successively held the following positions: President of Walkers Crisps in the UK; CEO Europe, Middle East, Africa of Frito-Lay International; and finally CEO of Pepsi-Cola International (1996-2004).

Currently, he is a private investor and a Director of Syngenta AG and Chairman of the Board of Directors of Vero Beach Museum of Art.

Number of Sodexo shares held: 400



### INTERVIEW | FRANÇOISE BROUGHER - INDEPENDENT DIRECTOR

#### Why did you agree to serve on Sodexo's Board of Directors?

**F.B.** - Becoming part of a global company, learning a new business sector, gaining insights into other professions, understanding an organization different from that in which I work... all were important factors. I also was particularly impressed during my preliminary interviews by the perceptible strength of Sodexo's values, the importance of the client relationship and the social and environmental aspects of its development approach that go well beyond strictly business considerations. I'm thinking, for example, of Sodexo's global STOP Hunger program to combat hunger, malnutrition and food waste or the SWIFT initiative, implemented to accelerate progress toward the company's diversity objectives through the engagement and leadership of female executives.

#### What are your impressions after one year?

**F.B.** - I have seen, both at the headquarters and on the sites, the reality of this very strong client culture that I had sensed initially: Sodexo's employees are truly the brand's most effective ambassadors! I have had the opportunity to be part of some exciting challenges, such as the search for new areas for development or application of new technologies, a subject on which I'm particularly able to contribute. I also have appreciated the strength of the management team and its openness to suggestions during a time of especially difficult economic conditions. The diversity of experience and complementary skills of Board members provides for lively - but always interesting and constructive - discussion! It has been a very rewarding first year.

## Our Group



# CORPORATE GOVERNANCE

## **Executive Committee** (As of August 31, 2012)

- **Michel Landel**

Chief Executive Officer and member of the Board of Directors of Sodexo  
President of Executive Committee

- **Élisabeth Carpentier**

Group Executive Vice President and Chief Human Resources Officer

- **George Chavel**

Group Chief Operating Officer  
Chief Executive Officer, North America, On-site Services

- **Pierre Henry**

Group Chief Operating Officer  
Chief Executive Officer Europe, On-site Services  
President, Benefits and Rewards Services, and President Personal and Home Services

- **Siân Herbert-Jones**

Group Executive Vice President and Chief Financial Officer

- **Nicolas Japy**

Group Chief Operating Officer  
Chief Executive Officer, Remote Sites  
Chief Executive Officer Asia/Australia, On-site Services

- **Aurélien Sonet**

Group Executive Vice President, Strategic Planning and Group Communications

- **Damien Verdier**

Group Executive Vice President and Chief Marketing Officer responsible for  
Client Retention, Offer Marketing, Supply Chain and Sustainable Development

## Our Group



## FINANCIAL PERFORMANCE

### Interview with Siân Herbert-Jones, Group Chief Financial Officer

#### *What is your view of Sodexo's results for Fiscal 2012?*

Before presenting Sodexo's Fiscal 2012 results in detail, I would like to say that these are **solid results** and that they are consistent with the objectives that we set at the beginning of the year.

Our good growth momentum is driven by:

- First, our business development, which demonstrates **the effectiveness of our Quality of Life services offer**: We have won major contracts with a broad range of services. In addition, for more than two years, facilities management services has been growing three times faster than foodservices.)
- Second, our growth comes from **our leadership in emerging countries**, that have strong potential for growth; our activities in the Rest of the World now represent 20% of our revenues, compared to less than 10% in 2005.
- Finally, our **cash-generating financial** model is proving more than ever to be a major asset, enabling us to continue to invest in our people and in our business for the long term.

#### *What was revenue growth?*

Revenues for Fiscal 2012 exceeded 18 billion euro, representing overall growth of 13.6% and organic growth of 6.5%.

**I want to emphasize that organic growth, which is the basis of the Group's development, is accelerating, rising from 5.2% in Fiscal 2011 to 6.5%.**

This acceleration applies to our two activities:

- **Organic revenue growth in On-site Services reached +6.3%**, benefiting primarily from the impact of two major sporting events, the London Olympics and the Rugby World Cup.
- **In Benefits and Rewards Services, organic growth increased from 6.9% in fiscal 2011 to +8.5%**, as a result of strong momentum in Latin America and a better performance in Europe.

## Our Group



### ***What about your growth indicators?***

- **Our client retention rate improved slightly, to 94.1%**, which is a high level. During the year, we made significant progress in the UK, in France and in certain countries in Latin America. In the United States, the rate declined slightly, but remains at around 95% – which is a great strength.
- **At 3.4%, growth on existing sites was down** from 4.3% recorded in Fiscal 2011. This decrease reflects the economic slowdown in the second half, particularly in Europe, resulting from clients seeking to cut costs and headcount and also reduced spending by consumers.
- Finally, our Quality of Life services offer enabled us to sign **more than 1.2 billion euro in new contracts**. The business development rate was **7.6%**, an improvement of 20 basis points.

### ***And your international positions?***

- **Organic growth of On-site Services was +6.3%**.

This growth was driven by:

- first, the Rest of the World, which includes Latin America, Asia, the Middle East, Africa and Remote Sites – with, again this year, growth of +15%;
- and also, the UK and Ireland, which benefited from two major sporting events during the year, the Rugby World Cup and the Olympics with growth of 16%.

In North America, growth was close to 5%.

And, finally, in Continental Europe, it was 1.6%, with the slowdown related to the difficult economic environment.

- **In Benefits and Rewards Services, Sodexo teams have again had an excellent year:**

#### **The growth is very strong:**

Most of the **+8.5% organic revenue growth** results from the excellent performance of teams in **Latin America, which continue to record double-digit growth, at 15.2%**.

Benefits and Rewards Services issue volume **reached 14.7 billion euro and organic growth was more than 10%**.



## Our Group



### ***What was the Group's operating profit for Fiscal 2012?***

**Operating profit grew strongly, by 15.4%, to 984 million euro.**

However, we had a favorable accounting adjustment of 26 million euro this year relating to pension plans in the UK.

**Excluding the effect of this accounting adjustment, operating profit would have been 958 million euro, an increase of +10.6%, excluding currency effects.** This growth is fully in line with the objective set at the beginning of the fiscal year.

The increase in operating profit reflects both:

- an excellent performance in Benefits and Rewards Services and progress achieved in On-site Services in the Rest of the World, in the U.S. and in the UK;
- and also a decline in operating profit in Continental Europe as a result of the difficult economic environment.

Our operating margin was **5.3%**, excluding the impact of the favorable accounting adjustment, therefore at a **level similar to last year**.

### ***Can you talk to us about net income and the dividend?***

**Group net income was 525 million euro, an increase of 16.4%.**

In view of these results, the Board of Directors will propose **a dividend per share of 1.59 euro**, which represents **an increase of 8.9%** and a payout ratio of approximately 50%, consistent with our practices.

Let me now emphasize **the strength and soundness** of our financial model, which generates solid cash flows.

Over the year, **Sodexo generated 683 million euro of free cash flows** that were utilized principally to finance acquisitions, for a total of 586 million euro, including Puras do Brasil, Lenôtre and Roth Bros.

## Our Group



### **What was the impact of these acquisitions on the Group's borrowings?**

We have always given priority to organic growth. However, we remain open to external growth opportunities that allow us to reinforce our strategy, such as the acquisitions made at the beginning of last year.

At the end of August 2012, the Group's net debt was 639 million euro, representing only **21% of the Group's equity**. In addition, our financial debt at the end of the year represented only **2.8 years of operating cash flow**.

These very solid ratios demonstrate the excellence of Sodexo's financial model, an important asset in the current environment. This model also allows us to self-finance our development and pursue our long term strategy.

## CONSOLIDATED REVENUES

### CONSOLIDATED REVENUES

Fiscal 2008	13,611 M€ 20,449 M\$*
Fiscal 2009	14,681 M€ 19,846 M\$*
Fiscal 2010	15,526 M€ 20,794 M\$*
Fiscal 2011	16,047 M€ 22,299 M\$*
<b>Fiscal 2012</b>	<b>18,236 M€ 23,946 M\$*</b>

\* Calculated at the average exchange rate for each year; for Fiscal 2012: 1 euro = 1.3131 U.S. dollars.

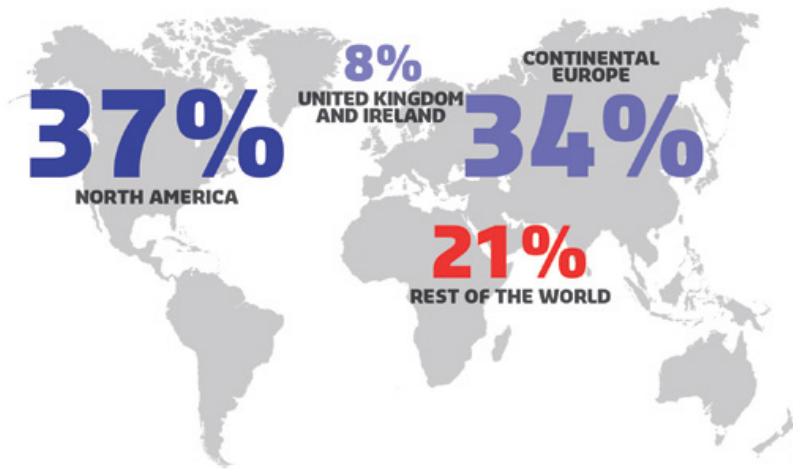
**Total growth in Sodexo's revenues for Fiscal 2012 was 13.6%.** Organic growth was 6.3% for the On-site Services activity and 8.5% for Benefits and Rewards Services. Organic revenue growth accelerated compared to the previous year, in particular reflecting:

- the success of Sodexo's integrated and unique Quality of Life services offer;
- its strong growth in emerging markets;
- the contribution from contracts for two prestigious sporting events, the London Olympics and Rugby World Cup in New Zealand.

Our Group

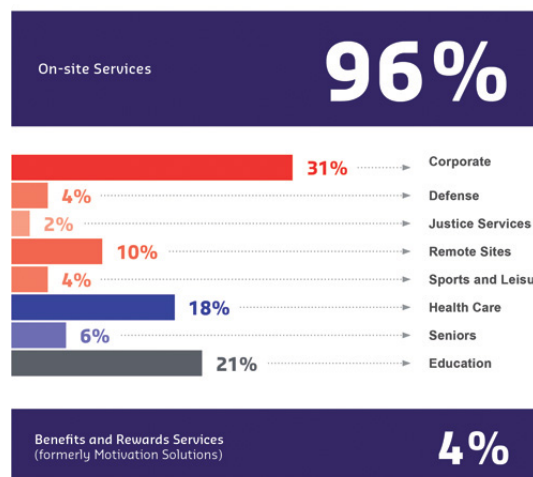


REVENUES BY REGION (FISCAL 2012)



Sodexo benefits from a global network which today covers 80 countries, with leadership in emerging markets with strong growth potential. Revenues in Latin America, Asia, Australia, Africa, the Middle East and in Remote Sites (together, Rest of the World) represented 20% of On-site Services revenues in Fiscal 2012 compared to only 10% in Fiscal 2005.

REVENUES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2012)



**For On-site Services** by client segment, **organic growth** was as follows:

- +9.3% in Corporate, a clear acceleration over the +6.7% achieved in Fiscal 2011;
- +2.7% in Health Care and Seniors, reflecting modest business development (new contract wins);
- +4.2% in Education, a result of satisfactory growth in North America.

Organic growth for **Benefits and Rewards Services accelerated, reaching +8.5%**, driven by growth in Latin America.

Our Group

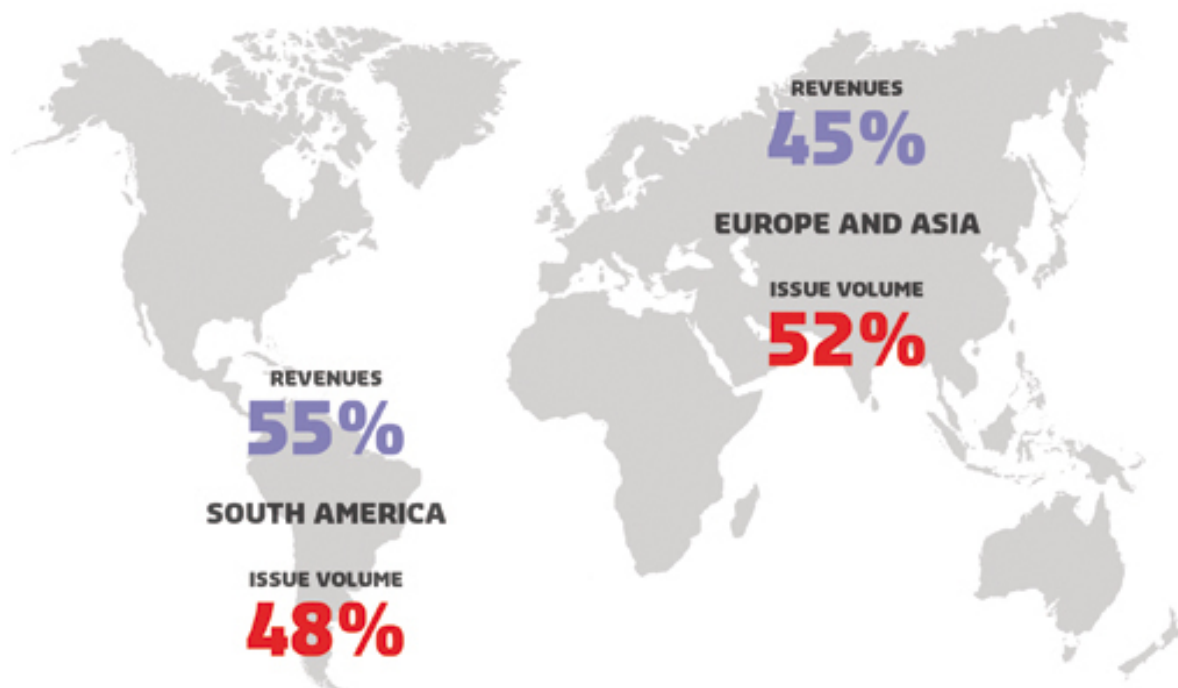


FACILITIES MANAGEMENT SERVICES' SHARE OF REVENUES



**Facilities management services now represent 26% of consolidated revenues**, compared with 18% in Fiscal 2005. During Fiscal 2011 and Fiscal 2012, the growth in facilities management services was three times that of Foodservices.

REVENUES AND ISSUE VOLUME, BENEFITS AND REWARDS SERVICES (FISCAL 2012)  
 (FORMERLY MOTIVATION SOLUTIONS)



## Our Group

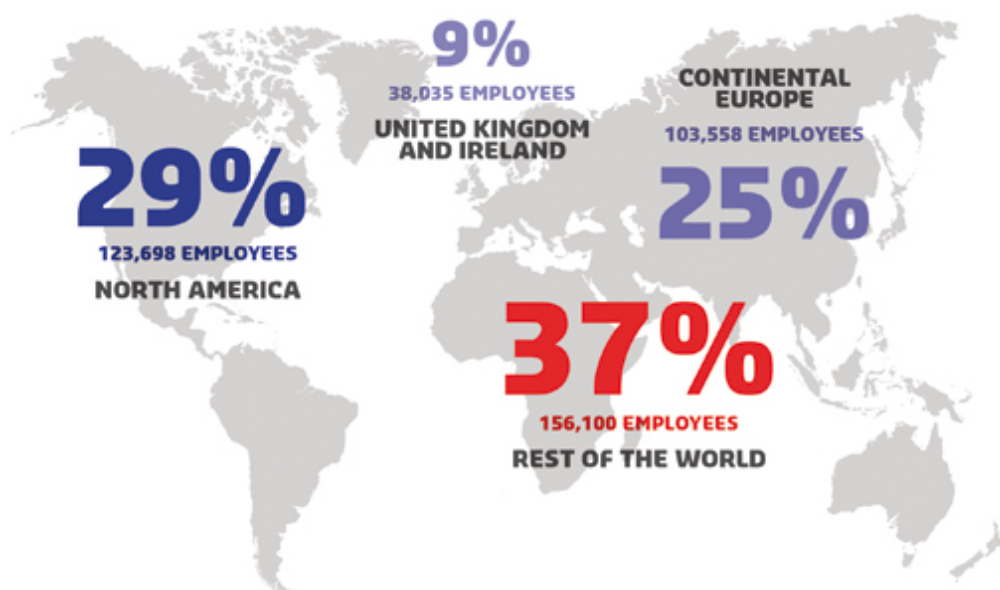


## EMPLOYEES AND SITES

NUMBER OF EMPLOYEES AS OF THE END OF FISCAL:

2008	355,044
2009	379,749
2010	379,137
2011	391,148
<b>2012</b>	<b>421,391</b>

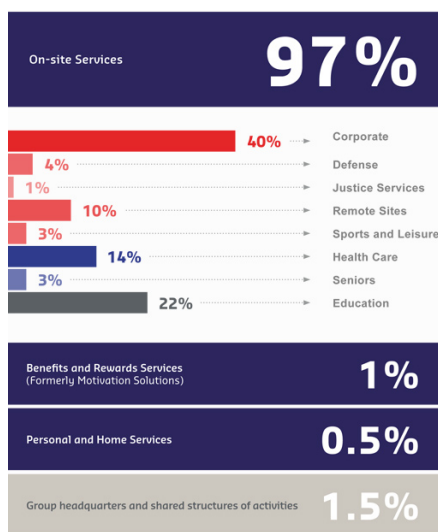
EMPLOYEES BY REGION (FISCAL 2012)



## Our Group



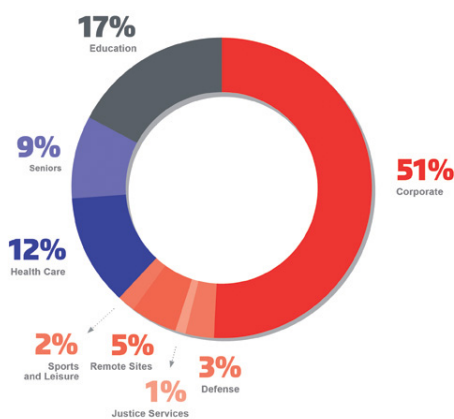
### EMPLOYEES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2012)



### NUMBER OF SITES AS OF AUGUST 31



### SITES BY CLIENT SEGMENT (FISCAL 2012)



## Our Group



## RESULTS AND RATIOS

### OPERATING PROFIT

Fiscal 2008	690 M€ 1,036 M\$*
Fiscal 2009	746 M€ 1,008 M\$*
Fiscal 2010	771 M€ 1,051 M\$*
Fiscal 2011	853 M€ 1,185 M\$*
<b>Fiscal 2012</b>	<b>984 M€ 1,292 M\$*</b>

\* Calculated at the average exchange rate for each year; for Fiscal 2012: 1 euro = 1.3131 U.S. dollars.

### **Operating profit increased by 15.4%, compared with the prior year, or 13.6% excluding currency effects.**

Excluding a favorable accounting adjustment related to the cost of pension plans in the United Kingdom, the Group's operating profit was 958 million euro, an increase of 12.3% compared to the previous year, or 10.6% excluding currency effects.

This increase is a result of:

- a more significant contribution to operating profit from On-site Services activities in the emerging markets, mainly resulting from the acquisition of Puras do Brasil in Brazil;
- a very good performance by Benefits and Rewards Services, reflecting higher volumes and productivity improvements;
- the favorable impact in the United Kingdom of two major sporting events during the year (the 2011 Rugby World Cup and the 2012 Olympics)
- on site productivity gains in North America.

These good performances more than offset the decline in operating profit in Continental Europe resulting from the current economic environment.

## Our Group



### GROUP NET INCOME

Fiscal 2008	376 M€ 565 M\$*
Fiscal 2009	393 M€ 531 M\$*
Fiscal 2010	409 M€ 557 M\$*
Fiscal 2011	451 M€ 627 M\$*
<b>Fiscal 2012</b>	<b>525 M€ 689 M\$*</b>

\* Calculated at the average exchange rate for each year; for Fiscal 2012: 1 euro = 1.3131 U.S. dollars.

**Group net income increased by 16.4% or 14% excluding currency effects compared to the prior year**, slightly higher than the increase in operating profit, primarily as a result of the lower effective tax rate, which is explained by the greater weight in the results from activities in countries with lower tax rates.

### DIVIDENDS PAID

Fiscal 2008	197 M€ 281 M\$*
Fiscal 2009	197 M€ 250 M\$*
Fiscal 2010	208 M€ 301 M\$*
Fiscal 2011	229 M€ 331 M\$*
<b>Fiscal 2012**</b>	<b>250 M€ 315 M\$*</b>

\* Calculated at the closing exchange rate for each year of payment; as of August 31, 2012: 1 euro = 1.2611 U.S. dollars.

\*\* Subject to approval at the Annual Shareholders' Meeting of January 21, 2013

The Sodexo Board of Directors will propose a dividend of **1.59 euro per share**, an increase of 8.9% over the previous year, at the January 21, 2013 Shareholders' Meeting. This represents a payout ratio of approximately 50% of Group net income.



## Our Group



### NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES

Fiscal 2008	780 M€ 1,172 M\$*
Fiscal 2009	577 M€ 780 M\$*
Fiscal 2010	1,006 M€ 1,371 M\$*
Fiscal 2011	847 M€ 1,177 M\$*
<b>Fiscal 2012</b>	<b>1,018 M€ 1,337 M\$*</b>

\*Calculated at the average exchange rate for each year of payment; for Fiscal 2012: 1 euro = 1.3131 U.S. dollars.

Net cash provided by operating activities amounted to more than 1 billion euro, compared to 847 million euro generated in Fiscal 2011. This significant improvement is mainly a result of the increase in operating profit.

### NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY\* (INCLUDING NON-CONTROLLING INTERESTS)

Fiscal 2008	21%
Fiscal 2009	38%
Fiscal 2010	24%
Fiscal 2011	15%
<b>Fiscal 2012</b>	<b>21%</b>

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

### RETURN ON CAPITAL EMPLOYED (ROCE)\*

Fiscal 2008	17%
Fiscal 2009	15%
Fiscal 2010	15%
Fiscal 2011	18%
<b>Fiscal 2012</b>	<b>17%</b>

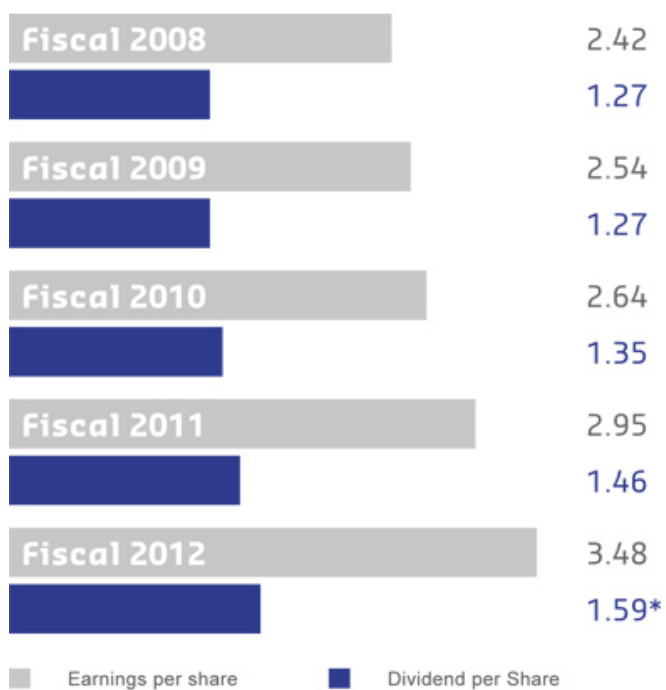
\*Operating income after tax  
 Total of tangible and intangible assets  
 plus goodwill plus client investments plus working capital,  
 as of the end of the year.

## Our Group



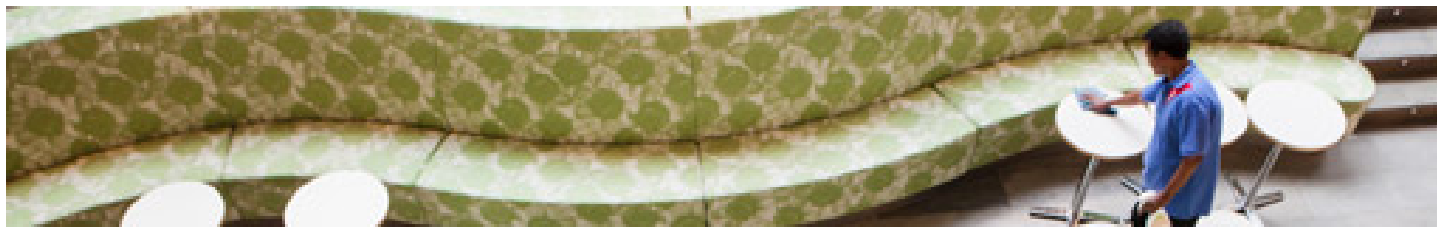
## SODEXO SHARES

EARNINGS PER SHARE (IN EURO) AND DIVIDEND PER SHARE (IN EURO)



\* At the Shareholders Meeting on January 21, 2013, Sodexo's Board of Directors will propose a dividend of 1.59 euro per share, an increase of 8.9% over the previous year.

## Our Strategy



## THE FUNDAMENTAL PRINCIPLES OF OUR DEVELOPMENT

**Sodexo, founded in 1966 in Marseilles, France, by Pierre Bellon**, Chairman of the Board of Directors, is built on seven fundamental principles that today unite the Group's **420,000** employees throughout the world.

### Choosing growth

**Pierre Bellon** explains it as a "determination to grow and a dread of recession:" "In Marseilles in the 1960's, maritime replenishment was in decline; I witnessed the disappearance of three global shipping operations during these years. Before even creating the company, I made the audacious statement: Sodexo will be a growth company."

### Our notion of a business

**A company is the community of its clients, consumers, employees and shareholders.**

**Our purpose is to satisfy their expectations.**

To reach our goals, we have chosen to focus on organic growth in revenues and profits.

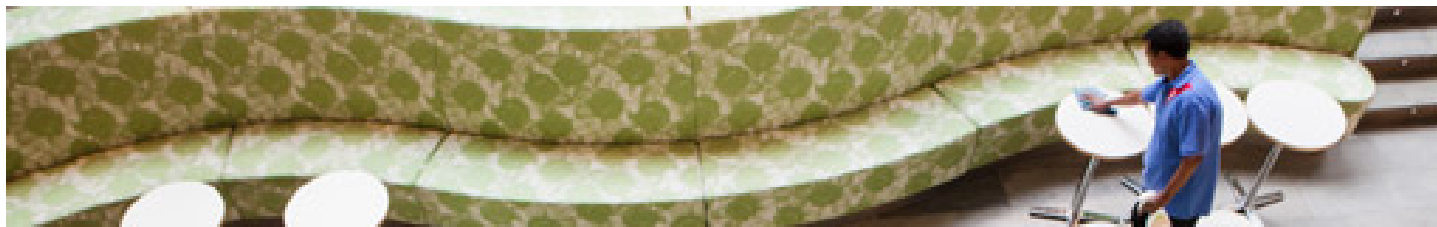
- guarantees that we are able to retain our current clients and consumers as well as attract new clients;
- enables, through self-financing, investment and job creation, giving priority to internal promotion;
- ensures return on investment for our shareholders;
- contributes to the economic and social development of communities, regions and countries in which we operate.

### A culture focused on the client and consumer

Three principles guide our development:

- **retain our clients and satisfy our consumers:** we have an average client retention rate of 94.1%;
- **win new clients** in two ways:
  - a focus on client segments and sub-segments;
  - geographic expansion;
- **broaden our services offer:** today, facilities management services represent 26% of our revenues.

## Our Strategy



### Developing our human resources

**Human resources development is a factor in our past development but it is the key for our future development.**

**In 1966**, we defined **our mission, our values** and **our ethical principles** that provide the common vision and direction for our initiatives and efforts.

**Today, 46 years after Sodexo's creation, they are the foundation of our commitment**, uniting us and serving as a common bond for our teams throughout the world. This is what sets us apart from our competitors.

#### Our mission

Our mission is twofold:

- **Improve the Quality of Daily Life** of our employees and all whom we serve - employees in the workplace, patients in hospitals, students at schools and universities, prisoners in correctional facilities, soldiers in their barracks, etc.
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

#### Our core values

Over 95% of our employees are in direct daily contact with our clients and consumers.

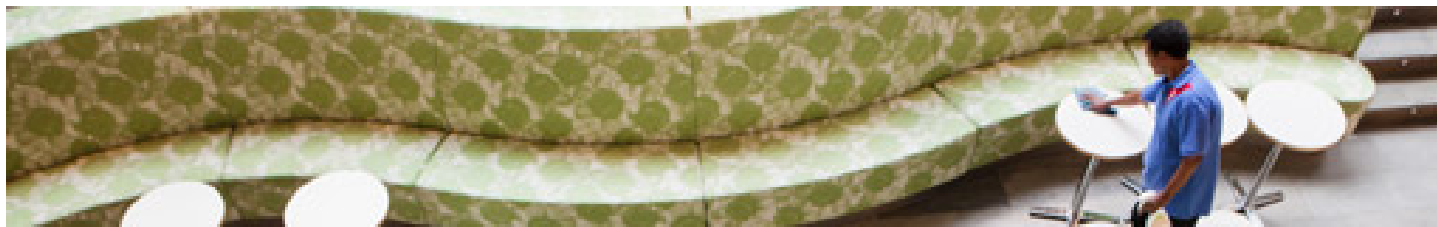
This demands exceptional human qualities and specific behavior that we call: Service Spirit, Team Spirit and Spirit of Progress.

**The nobility of our profession resides in our service to others.**

#### Service Spirit

- **Clients and consumers** are at the center of all that we do.
- In order to serve them well, on a daily basis and at all levels, we have to demonstrate our **availability**, our **ability to listen**, our **capacity to anticipate their expectations**, our **sense of conviviality**, our **responsiveness** to their remarks and our **pride in satisfying them**.
- Sodexo has become a large, worldwide company; but we remain a local company where each manager in the field is a true entrepreneur, **close to their clients** and **empowered in their decision-making**.

## Our Strategy



### Team Spirit

- It is needed **everywhere, throughout our Group**: in all of our business units and administrative offices, as well as in our management committees.
- **Each person's skills** combine with **other team members' knowledge** to help ensure Sodexo's success.
- Teamwork depends on the following: **listening, transparency, respect for others, diversity, solidarity** in implementing major decisions, **respect for rules** and **mutual support**, particularly in difficult times.

### Spirit of Progress

It is manifested through:

- Our **will**, but also the **firm belief** that one can always improve on the present situation.
- **Acceptance of evaluation** and **comparison** of one's performance; with colleagues or with competitors.
- **Self-assessment**, because understanding one's successes as well as one's failures is fundamental to continuous improvement.
- **A balance** between ambition and modesty.
- **Optimism**, the belief that for every problem there is a solution, an innovation, or some way to progress.

### Our ethical principles

Sodexo is a global company, operating in 80 countries around the world under varying political and economic systems, laws, cultures, traditions and languages.

Sodexo's 420,000 employees represent numerous diverse nationalities and backgrounds. **Respect for others, ethical conduct and integrity in all of our business practices are the foundation of our activity.**

### Loyalty

A foundation of **shared loyalty**, between Sodexo and its clients, employees and shareholders, based on honest, open relations. Trust is one of the cornerstones of our organization.

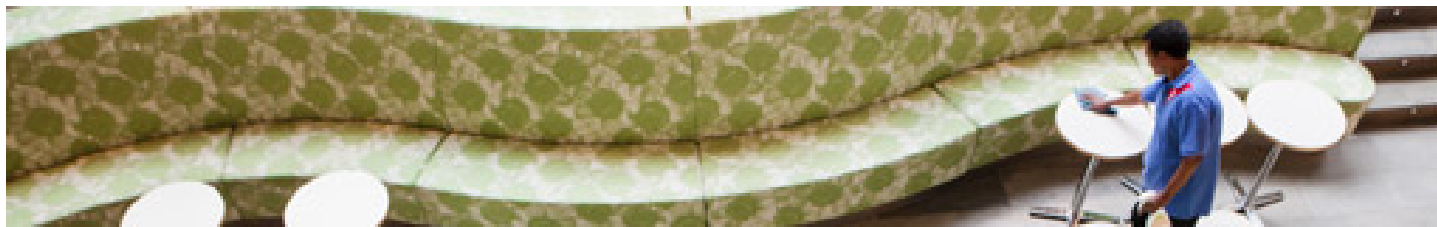
### Respect for people and equal opportunity

- **Humanity** is at the heart of our business.
- Sodexo is committed to providing **equal opportunities** regardless of race, origin, age, gender, beliefs, religion or lifestyle choices.
- Improving Quality of Life means according each person **respect, dignity** and **equal opportunity**.

### Transparency

This is one of Sodexo's major principles and **a constant** with all stakeholders: clients, consumers, employees, shareholders and the general public.

## Our Strategy



### **Business integrity**

- We do not tolerate any practice that is not born of **honesty, integrity** and **fairness**, anywhere in the world where we do business.
- We clearly communicate our position on this issue to our **clients, suppliers and employees** and expect them to share this rejection of corrupt and unfair practices.

### **Sodexo is and will remain a services company**

To define a strategy is to make a choice. It is to decide what we will do and, especially, what we will not do. When Sodexo was created in 1966, we made **two major choices** that remain **pillars of our strategy**.

- we are and will remain **a services company**;
- we have sought to make Sodexo **the world leader in Quality of Life services**.

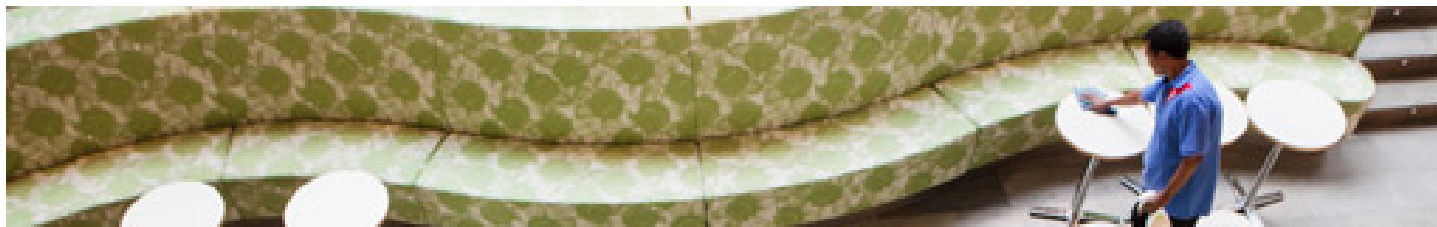
**We have chosen three activities**, all of which contribute to improving Quality of Life for our employees and those of our clients and our consumers:

- **On-site Services**
- **Benefits and Rewards Services** (formerly Motivation Solutions)
- **Personal and Home Services**

### **Choosing to become global**

**Pierre Bellon** explains: "We quickly understood that, like our clients and suppliers, we too had to become global and that France represented only 1% of the world's population."

## Our Strategy



### Sodexo is and will remain an independent company

Since Sodexo's creation in 1966, **independence has been one of its fundamental principles**. Independence enables the Group to maintain its values, focus on a long-term strategy, maintain management continuity and ensure its durability.

#### We control six independence factors:

**First, financial independence**, through family shareholding that prevents us from being acquired by a financial or industrial Group: as of August 31, 2012, our controlling holding company, Bellon SA, held 37.7% of Sodexo's capital and 49.6% of the voting rights.

#### • Our financial independence is based on four simple principles:

- choosing activities with low capital intensity and average tangible investments (excluding acquisitions) that represent less than 2% of revenues;
- permanent access to sufficient cash resources to finance development, reimburse medium term borrowings and pay a dividend to shareholders;
- regularly generate operating profits;
- maintain a strong financial structure.

#### Independence with regard to:

- **clients** (our largest client worldwide represents less than 2% of our total revenues);
- **suppliers** (our largest supplier represents less than 3% of our overall purchasing);
- **financing partners**;
- **any external organization** that would limit the Group's proper functioning;
- **public authorities**.

## Our Strategy



## OUR AMBITION

### We seek:

- to become, ultimately, the **global leader in operating income, free cash flow and revenues** generated in our three activities, in each client segment and sub-segment and in every country where we operate;
- to provide **opportunities for employee development**;
- to be **among the global companies most admired by its employees**;
- to make Sodexo **a globally known, chosen and beloved brand**;
- to generate **7% annual average revenue growth over the medium term**;
- to reach **a 6.3% operating margin** within three years.



### CONSIDERABLE GROWTH POTENTIAL

**Sodexo's market potential** is estimated at more than **800 billion euro**, approximately 50 times its current revenues.

- **On-site Services:** A market estimated at more than **650 billion euro**
- **Benefits and Rewards Services:** A market estimated at more than **155 billion euro** in issue volume

Sodexo estimate

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



## Our Quality of Life services



### Sodexo is the world's leading Quality of Life services company

Sodexo's mission, since its founding in 1966, has been improving the Quality of Life of its own employees, its clients' employees, as well as that of students, parents, patients, seniors, workers in desert or frozen regions, soldiers in garrisons or on peacekeeping operations and prisoners.

To fulfill its mission, Sodexo has chosen three activities:

- On-site Services
- Benefits and Rewards Services (formerly Motivation Solutions)
- Personal and Home Services

#### GROUP KEY FIGURES

**18**  
billion euro in consolidated  
revenues

**75**  
million consumers

**34,343** sites

**421,391** employees

**24**  
billion U.S. dollars  
in consolidated revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**80** countries

Source: Sodexo

## Our Quality of Life services



### Synergies between our three activities

Important synergies exist between Sodexo's three activities:

#### Commercial synergies

Commercial relationships created by one of the three activities generate business development opportunities for the other two, such as:

- Sodexo's On-site Services clients may also need restaurant vouchers for geographically-dispersed employees; conversely, Benefits and Rewards Services clients may seek On-site Services.
- Benefits and Rewards Services and On-site Services clients may need Personal and Home Services such as concierge services, a childcare center or assistance for elderly individuals.

#### Brand visibility synergies

The Benefits and Rewards Services activity includes a large number of affiliates. The presence of the Sodexo brand at their points of sale contributes to building global brand awareness in countries where the Group operates, helping promote medium term development.

#### Organizational and cost synergies

The teams of Sodexo's different activities are able to share the same infrastructure (support functions, facilities, etc.), saving on overheads. In addition, the multiple career gateways that exist between the Group's three activities offer significant human resource synergies.

These examples illustrate how the choice of these three activities helps Sodexo **accelerate its organic growth**.

### Eight long-term trends contribute to the development of Sodexo's three activities:

- **demographic change** (population growth, life expectancy);
- **a global economy** in which capital, information, talents and trade are continuously interconnected;
- **rapid urbanization** and the development of megacities;
- **the transfer of economic power to new countries** with the development of emerging markets (including the BRIC countries, Mexico and Turkey) and a rising middle class;
- **increased public deficits**;
- **environmental issues** including natural resource depletion leading to high inflation in the cost of raw materials and the search for renewable resources;
- **the growing influence of consumers** seeking well-being, quality of life, improved health and personalized service;
- **development of new information and communication technologies**.

## Our Quality of Life services



## OUR ON-SITE SERVICES

**Whether improving workplace productivity, reinforcing a hospital's reputation, promoting student fulfillment, furthering prisoner rehabilitation or ensuring safety and comfort on a remote site... Sodexo contributes through its mission of improving the Quality of daily Life.**

From construction management to reception, from medical equipment sterilization to housekeeping, from technical maintenance to leisure cruises, from foodservices to prisoner rehabilitation... Sodexo delivers a wide array of performance-enhancing services across eight client segments:

- Corporate
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- Education

### CHIFFRES CLÉS

**96%**  
of Group revenues

**17.5**  
billion euro in consolidated  
revenues

**417,308** employees

**23**  
billion U.S. dollars  
in consolidated revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**34,343** sites

Source: Sodexo

## Our Quality of Life services



### **MULTI-TECHNICAL EXPERTISE** | INTERNATIONAL

#### **Sodexo strengthens facilities management technical expertise**

Today, facilities management services already account for more than 26% of Sodexo's revenues and are growing three times faster than foodservices. The recent acquisitions of technical services specialist, **Roth Bros**, in the U.S. and a facilities management subsidiary of Atkins - renamed **Sodexo Property Services** - in the UK have reinforced Sodexo's ability to provide best-in-class technical facilities management and infrastructure services.

**Sodexo is implementing a worldwide technical expertise** platform to drive the development of technical facilities management services throughout the Group. This platform enables Sodexo to:

- define and deploy **shared processes, tools and standards** for the management of infrastructure and equipment in all countries;
- implement the **infrastructure and IT tools** required to expand the Group's technical expertise;
- manage the **monitoring, research and development** activities that will enable the company to fine-tune and further expand its expertise in technical fields.

In recent years Sodexo has accelerated **the development of regional and national multi-technical platforms** including in Asia, Latin America, France, the U.S., the UK, Germany, China, India and Singapore. The worldwide platform will centralize and take this considerable expertise to a higher level, facilitating sharing of best practices.

## Our Quality of Life services



## CORPORATE

### KEY FIGURES

**5,713**

million euro in revenues

**31%**

of Group revenues

**17,632** sites

**7,502**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**169,306** employees

Source: Sodexo

## Our offer

### Quality of Life for better performing organizations

Faced with the unprecedented pace of competition, innovation and globalization, corporations are seeking solid partners to improve their employees' **Quality of Life** and **productivity**.

In essential areas such as **employee motivation**, **process efficiency** and **equipment reliability**, Sodexo provides innovative and integrated services to clients, meeting industry-specific challenges in offices, R&D laboratories, manufacturing sites and industrial zones. Through its strong presence in emerging countries, Sodexo supports its international clients while offering services to an increasing number of local clients.

## Our Quality of Life services



### Market trends

**Beyond the long-term trends that promote the development of all Sodexo activities, specific factors affect the Corporate segment.**

In a rapidly changing socio-economic context and a market still beset by uncertainty, clients are seeking **efficiency, simplification, flexibility, cost reduction and risk mitigation** to reinforce their ability to compete:

- new approaches such as working at home or remotely, made possible by new technologies, are leading to alternative workplace strategies for promoting productivity, flexibility and work-life balance;
- economic momentum in developing markets such as India, Brazil and China is accelerating competition for talent, driving higher demand for integrated services that contribute to the engagement and well-being of client employees;
- clients and governments are seeking socially-responsible outsourcing partners with demonstrated efficiency based on best practices, expertise in integrating business services and a commitment to ongoing innovation;
- international companies are seeking global partners able to meet their needs and capable of adapting to local contexts and cultures;
- the increasingly sophisticated expectations of clients and their global procurement strategies demand tailored solutions adapted to the client's specific organization, site portfolio and scale.

Source: Sodexo

### Growth potential

**More than 250 billion euro in estimated total market value,**

with an outsourcing rate around 55% (among the highest rates: the United Kingdom and Italy, above 70%; among the lowest rates: Brazil and China, around 35%).

Sodexo estimate

## Our Quality of Life services



中国移动通信  
CHINA MOBILE

### SUPPORTING OUR CLIENTS... | CHINA

#### Supporting culture change at China Mobile

**China Mobile** is the world's largest cell phone operator. To strengthen its position in China's intensely competitive labor market, China Mobile's research arm selected Sodexo to help it retain highly qualified employees.

#### Our client's needs

China Mobile sought to improve its ability to recruit and retain highly-skilled people at its research and innovation site as part of a culture transformation drive.

#### Sodexo's response

Sodexo applied its integrated Quality of Life services approach successfully demonstrated at Nokia's Beijing headquarters. Sodexo customized its offer for China Mobile with a mix of foodservices and wellness services to create an optimum work environment.

#### Results

The success achieved was reflected in improved satisfaction survey results:

- restaurant patronage of **95%**;
- a decrease in the rate of offsite dining from 38% to **5%**;
- use of wellness services by **47%** of employees;
- an overall employee satisfaction rate of **88%** after only three months.



### SUPPORTING OUR CLIENTS... | EUROPE

#### Facilities management services for Unilever at 70 sites

**Unilever, one of the world's leading suppliers of fast moving consumer goods, chose Sodexo to provide and integrate a wide range of services at 70 sites across 15 European countries.**

This contract has been awarded for an initial five years. The agreement aligns strongly with Sodexo's strategic aim to expand its provision of facilities management (FM) solutions for its clients and to integrate a wide range of services that help improve its clients' performance as well as the quality of life of those it serves. Sodexo intends to take over the delivery of a wide range of hard and soft FM services.

**Ken Manke**, Unilever's Vice President for Workplace Services, commented:

"This partnership is in line with Unilever's strategy to provide excellent services across the organization and to translate global scale into local competitiveness. Moving to one principal supplier contributes significantly to reducing cost, driving greater consistency and alignment in our services and improving the measurement of facility performance."

## Our Quality of Life services



### SUPPORTING OUR CLIENTS... | UNITED STATES

#### Roth Bros partners with the U.S. Postal Service

To manage the roofing maintenance for its 200 million square feet of facilities, the U.S. Postal Service (USPS) selected Roth Bros, a leader in integrated facilities management services acquired by Sodexo in November 2011.

Under the contract, Roth provides a robust **maintenance option** to streamline care and upkeep of the client's roofing assets, an approach designed to double performance life. Condition designations are assigned to roofs and customized asset management "game plans" are created for each facility.

Services also include 24/7 management of requests for roof leak services, all part of ensuring a safe, dry environment and enjoyable retail experience for USPS customers. During the first year, 70% of the 6,150 locations in the client's facility portfolio were assessed and scheduled for preventative maintenance.

## Highlights

### International - Pharmaceutical industry quality standards

Sodexo's global **Quality Management System (QMS)**, which ensures that its services meet pharmaceutical industry regulatory standards and contribute toward client quality and safety goals, has been certified as meeting **ISO 9001** standards. Centered around core regulated services - such as Good Manufacturing Practice cleaning, distribution/logistics, laboratory services and technical facilities management - Sodexo's global pharmaceutical QMS enables clients to focus their management systems on their core business.

### International - Award for "Start-Up Business Process Excellence Program"

Operational Excellence is a longstanding Sodexo priority, as illustrated through specific company programs such as its "Lean Six sigma" approach. Beyond tools and methods, Sodexo's approach to **operational excellence** is based on the human factor and the expertise of its teams. This commitment was recognized independently in April 2012 when the company's International Large Accounts team won the "Start-Up Business Process Excellence Program" award from the "Process Excellence Network."

### International - CoreNet Global partnership

Continuing to extend its **facilities management expertise**, Sodexo has renewed its strategic partnership with CoreNet Global, the world's leading association for corporate real estate and workplace professionals, service providers and economic developers. Sodexo is actively leveraging the partnership including by conducting surveys on workplace Quality of Life and global outsourcing.



## Our Quality of Life services



### **United Kingdom - Health and safety recognition**

Sodexo received the **“Order of Distinction Award”** from the Royal Society for the Prevention of Accidents (RoSPA) for its commitment to occupational health and safety. Established in 1956, the **“RoSPA Occupational Health and Safety Awards”** recognize companies’ overall health and safety management systems, including important practices such as strong leadership and workforce involvement.

### **United States - Launch of a new service offer: “Local Artisan”**

“Local Artisan” is a new **farm-to-table** dining concept launched with Sodexo’s Corporate clients in the U.S. Overseen by a specially-appointed chef, “Local Artisan” ensures a menu of fresh, hand-picked and locally-grown products that travel a simple and responsible path from farm to consumer.

## Key contract wins

### **International - Procter & Gamble contract expands**

Consumer products leader Procter & Gamble renewed its partnership with Sodexo, signing a **long term global agreement** under which Sodexo provides and integrates facility services for P&G manufacturing sites around the world. The agreement expands the number of P&G sites on which Sodexo teams deliver services, which include building and landscape maintenance, security, site mail services, industrial cleaning, and foodservices.

### **Brazil - New contracts**

New contracts in Brazil include providing foodservices for 1,100 employees of **Reckitt Benckiser**, a global leader in household cleaning products, and 4,500 employees on four sites for **Vale Fertilizantes**.

### **Colombia - Siemens chooses Sodexo to support its development**

**Siemens** selected Sodexo to provide a wide range of **Quality of Life services** to 900 people working in its new 96,000-square meter plant near Bogota. Sodexo’s team customized services, incorporating several innovations such as advanced cleaning technology and an inspection process for maintenance. In optimizing the management and effectiveness of services while reducing direct costs, this integrated offer facilitates the client’s expansion in the Colombian market.

### **Germany - Supporting Deutsche Telekom sites**

To support Deutsche Telekom’s “Best Employer” strategy, Sodexo developed a foodservices offer for 275 sites with operational **concepts customized according to site size and needs**. In addition to improved employee satisfaction and the savings achieved, the partnership provided the client with a single interface, enabling efficient management of service delivery for all sites.

## Our Quality of Life services



### **India - "Simply Blue"**

Sodexo's "Simply Blue" offer was chosen to improve Quality of Life for 1,500 employees at **Adani Power** and 2,500 employees at **Volvo Eicher Commercial Vehicles**. "Simply Blue" provides nutritious food with a clear emphasis on menu variety and efficient service to optimize worker relaxation during lunch breaks. Availability of fresh products and educational promotional materials in company restaurants underline "Simply Blue's" wellness and well-being principles.

### **Netherlands - KLM-Sodexo partnership soars**

Dutch airline KLM renewed for five years a contract under which Sodexo teams support the client's strategy implementation and deliver **45 types of services** including, cleaning, green space management, crew uniform care, building maintenance and transportation. One indicator of the client's satisfaction is Sodexo's **increasingly strategic role**, including managing overall costs of 700,000 square meters of buildings, shops and hangars at KLM's Schiphol Airport site.

### **Thailand - Historic services contract for new mega mall**

A 38-person Sodexo team will be delivering technical facilities management services for **SF Development** at a 700-store mega mall, the country's largest. Services include providing power, water and other utilities as well as carrying out preventative and corrective maintenance for tenants in the main concourse.

### **United States - Delivering innovation and sustainability for the FAA**

Sodexo is now providing foodservices to the **Federal Aviation Administration (FAA)** in Washington, D.C., under a seven-year contract. In addition to providing **innovative offerings** to more than 5,000 federal employees through its retail foodservices operations, Sodexo is reducing waste management costs and water/energy consumption and will be decreasing landfill waste by five tons per year.

## Our Quality of Life services



### Among our clients...

**Adidas**, 3 sites, Germany  
**Agrosuper**, 4 sites, Chile  
**Airbus Operations Ltd**, 2 sites, United Kingdom  
**AkzoNobel**, Germany, Italy, Netherlands, Russia  
**Alcatel-Lucent**, Austria, Belgium, Canada, Czech Republic, France, Hungary, India, Italy, Poland, Portugal, Romania, Slovakia, Spain  
**ArcelorMittal**, Belgium  
**AREVA**, France  
**Argos**, 90 sites, Colombia  
**AstraZeneca**, Belgium, China, France, Mexico, Sweden, United Kingdom, United States  
**AXA**, Australia, Belgium, France, Germany, Morocco, Spain, United Kingdom, United States  
**Bajaj Auto Limited**, India  
**Banco Santander**, 19 sites (Brazil), 2 sites (Spain)  
**Baosteel Group**, 4 sites, China  
**BBVA Banco Continental**, 268 sites, Peru  
**BlueCross Blue Shield**, multiple locations (North Dakota, Nebraska), United States  
**China Energy Conservation and Environmental Protection Group**, China  
**Coca-Cola Enterprises**, Belgium, Brazil, Chile, China, Colombia, France, Hungary, Mexico, Netherlands, Peru, United Kingdom  
**Compañía Manufacturera de Papeles y Cartones(CMPC)**, 12 sites, Chile  
**Compagnie Maritime d'Affrètement Compagnie Générale Maritime (CMA CGM)**, France  
**ConocoPhillips**, Ireland, United Kingdom, United States  
**Danfoss**, 6 sites, Denmark  
**Dow Chemical**, (Michigan) United States  
**EADS**, France, Germany, United Kingdom  
**Eli Lilly**, China, France, Germany, Ireland, Italy, Spain  
**Ericsson**, Netherlands, Russia, Turkey, United States  
**Exxon Mobil**, Australia, Italy, Luxembourg, Norway, United States  
**FAW**, 22 sites, China  
**General Electric**, Angola, Austria, China, Czech Republic, Finland, France, Germany, Italy, Mexico, Norway, Poland, Russia, Sweden, United Kingdom, United States  
**General Mills**, (Minnesota) United States  
**GSK**, Argentina, Belgium, Brazil, Canada, Chile, China, Colombia, Costa Rica, France, Ireland, Italy, Mexico, Poland, Spain, United Kingdom, United States  
**Honda**, United Kingdom  
**HSBC**, Hong Kong, India, Ireland, Luxembourg, United Kingdom, United States  
**Jernbaneverket**, 58 sites, Norway  
**Johnson & Johnson**, Argentina, Belgium, Canada, China, Colombia, France, Germany, Portugal, Sweden, Switzerland, United Kingdom  
**Kamaz**, Naberezhnye Chelny, Russia  
**La Poste Belge**, 35 sites, Belgium

## Our Quality of Life services



**Merck**, Austria, Belgium, Chile, Colombia, Cyprus, Czech Republic, France, Germany, Hungary, Israel, Italy, Lebanon, Morocco, Poland, Romania, Russia, Slovakia, Slovenia, South Africa, Spain, Switzerland, Turkey  
**Natura**, 3 sites, State of São Paulo (Brazil)  
**Nokia**, Brazil, Canada, China, Finland, Germany, India, United Kingdom, United States  
**Procter & Gamble**, Argentina, Belgium, Brazil, Chile, China, Colombia, Czech Republic, France, Germany, Hungary, Italy, Japan, Mexico, Peru, Poland, Romania, South Africa, Turkey, United Kingdom, United States, Venezuela  
**Pilkington**, 8 sites, United Kingdom  
**Reliance Industries Limited**, 12 sites, India  
**Royal Dutch Shell**, Denmark, Gabon, Norway, Russia, United States  
**Sanofi-Aventis**, Brazil, France, India, Italy, Poland, Russia, South Africa, Spain, United States  
**Shanghai Automotive Industrial Corporation (SAIC)**, 2 sites, China  
**Société Générale**, Czech Republic, Luxembourg, Morocco, Poland, United States  
**Tata Group**, 46 sites, India  
**Toyota**, Belgium, Italy, United States  
**Unilever**, Austria, Belgium, Brazil, China, Costa Rica, Denmark, Finland, France, India, Italy, Netherlands, Poland, Portugal, Russia, Spain, Sweden, Switzerland, United Kingdom, United States  
**Wipro**, India

## Our Quality of Life services



## DEFENSE

### KEY FIGURES

**667**

million euro in revenues

**4%**

of Group revenues

**1,119** sites

**876**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**13,468** employees

Source: Sodexo

## Our offer

### Supporting Quality of Life at home and abroad

Sodexo has years of experience supporting armed forces throughout the world. With its expertise and insight into the special demands of military life, Sodexo delivers **integrated service offers that improve the Quality of Life** for women and men serving their countries, on domestic bases and on missions overseas.

From maintenance, recreational activities and dining facilities on bases for service personnel and their families to the complex logistical services of peacekeeping operations, Sodexo's **flexibility, reliability and rapid deployment capabilities** make it a valued partner for defense leadership teams in delivering Quality of Life services.

## Market trends

### Professionalizing the armed forces

The trend toward professionalizing armies continues. Military leaders seek comprehensive Quality of Life services that contribute to troop retention while also controlling costs. By outsourcing activities such as base operations maintenance, technical maintenance, uniform care and dining services, military leaders are able to focus their resources on their core mission.

### Peacekeeping operations

Armed forces are being downsized due to budget reductions but governments seek to maintain their foreign peacekeeping commitments undertaken through international bodies such as the United Nations, NATO and the European Union. With military forces stretched, these operations are becoming more sophisticated, demanding complex logistical resources that only experienced partners such as Sodexo can provide.

Source: Sodexo

## Our Quality of Life services



### Growth potential

#### Over 20 billion euro in estimated total market value,

with an outsourcing rate around 40% (among the highest rates: the United Kingdom, more than 85%; among the lowest rates: Denmark, around 10%).

Sodexo estimate



#### EXTENDING OUR SERVICE OFFER | FRANCE

##### Postal support for French troops overseas

Sodexo will be supporting provision of **postal service** for French troops deployed in bases across **Africa, the Middle East and Central Asia** under a new four-year contract won in partnership with La Poste. Expanding on the many services it already provides to France's military services, Sodexo will be in charge of distributing mail and packages to military personnel and receiving their outgoing posts.

The contract also includes **setting up and managing post offices in operational theaters** and providing deployed troops with top quality postal services. Among the strengths in the contract bid: Sodexo's expertise in operating in hostile environments.

## Our Quality of Life services



### Highlights

#### **Australia - Expert partner to Australia's Defence Force**

##### • **Environmental services**

Under frequently challenging conditions in the Australian Outback, Sodexo and its partner Serco provide a wide range of environmental services to their client, Australian Defence Force. Among the services requiring **specialized expertise** are reduction of fuel loads to control wildfires, weed management services and mosquito control.

##### • **Optimized facilities maintenance**

Through a new systems "interface" developed with the Australian Defence Force's database, Sodexo and Serco can now provide the client with accurate, up-to-the minute asset inventories. The **new framework** allows optimization of facilities management services, including effective maintenance and life cycle budgeting for facilities and equipment.

#### **United Kingdom - Sodexo Colchester Garrison team wins top FM award**

The Sodexo team serving the British Army at Colchester Garrison won the prestigious "**Partners in Facilities Management Award**" from Premises & Facilities Management magazine. The 550-member team delivers a comprehensive array of support services, including foodservices, cleaning, administrative support and security services to the British Army's rapid reaction force.

#### **United States - Sodexo again wins Marine's Best Mess Hall award**

For a second time, the Sodexo-run Mess Hall 590 at Parris Island, South Carolina, earned the United States Marine Corps' highest honor for a foodservices operation. The operation was named the winner of the "**2012 W.P.T. Hill Memorial Award**", an annual competition recognizing foodservices excellence at Marine installations around the world.

## Our Quality of Life services



### Key contract wins

#### Chile - Military hospitals renew their confidence in Sodexo

- Contract won to provide hygiene and general cleaning services to the 305-bed **Hospital Militar Santiago**, adding to the foodservices and retail services already delivered by Sodexo. The company also was recognized by its client for the reliability of its safety processes at the 84,000-meter square hospital.
- Renewed the contract with the 360-bed **Hospital Naval Almirante Neff at Viña del Mar** where Sodexo provides foodservices, retail, vending, general services and bio-cleaning.

#### France - Invalides national military hospital

Sodexo provides food services at the 91-bed **Institution Nationale des Invalides** in Paris, a national institution that has provided specialized care for military veterans for three centuries. Its residents, temporary or permanent; are former soldiers and armed forces veterans. Sodexo's services are specially adapted for **Alzheimer patients**, with regard to diet, meal texture, nutritional needs and sensory stimulation.



## Our Quality of Life services



### Among our clients...

#### **Australia**

**Australian Defence Force**, 52 bases - 6 contracts

#### **Chile**

**Astilleros y Maestranzas de la Armada (ASMAR)**, Naval base in Talcahuano

**Empresa Nacional de Aeronáutica de Chile (ENAER)**, Santiago

**Military Hospital**, Santiago and Antofagasta

**Naval Hospital**, Talcahuano and Viña del Mar

#### **France**

**Future Defense Ministry Headquarters**, Paris

**Institution Nationale des Invalides** (Military hospital), Paris

**Naval Air Station**, Landivisiau

#### **India**

**Naval Officers Club**, Delhi

#### **Poland**

**Military Medical Institute**, Warsaw

#### **Singapore**

**Civil Defence Force Basic Rescue Training Centre and Academy**

#### **South Korea**

**DLA Troop Support**, Osan

#### **Sweden**

The Ronneby Air Force Garrison

#### **United Arab Emirates**

**1 US base**

**French foreign Legion base**, Abu Dhabi

#### **United Kingdom**

**Army main Garrisons of Aldershot**, Brecon, Bulford, Catterick, Colchester, London, Tidworth, Warminster, York

**Joint garrisons in Cyprus and the Falkland Islands**

**Naval Air Stations:** Culdrose and Yeovilton

**Naval shore establishments:** Fleet Headquarters Portsmouth, HMS Nelson, HMS Sultan, HMS Collingwood

**Royal Marines Commando Training Centre**

## Our Quality of Life services



### **United States**

**U.S. Air Force**, 1 retail operation

**U.S. Army**, 9 hospital sites, 1 retail operation

**U.S. Marine Corps**, 48 mess halls, 8 retail operations

**U.S. Merchant Marine Academy**, 1 dining facility

**U.S. Navy**, 7 Starbucks Stores, 5 facilities management contracts

**Military Office Building Retail Operations**, 6 client sites

### **IN THEATER MILITARY FORCES**

**Postal service for the troops in the French deployed bases.**

**UNIFIL**, Lebanon

**U.S. Air Force** 1 site, Kuwait

**U.S. Defense Logistics Agency** (MRO contract), South Korea

**U.S. Forces Camps**, 3 sites, Kuwait

## Our Quality of Life services



## JUSTICE SERVICES

### KEY FIGURES

**353**  
million euro in revenues

**2%**  
of Group revenues

**119** sites

**464**  
million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**4,088** employees

Source: Sodexo

## Our offer

### Quality of Life at the service of prisoner rehabilitation

**Sodexo operates prisons only in democratic countries** that do not have the death penalty, where the ultimate goal of incarceration is prisoner rehabilitation and where its staff is not required to carry arms. Sodexo adapts its offer to national laws and cultures.

Consistent with its commitment, Sodexo has developed a strong expertise **in prisoner rehabilitation** and has made education, training and help with basic actions necessary to successfully re-enter society, such as opening a bank account or finding housing or a job, an intrinsic part of its offer.

## Market trends

### Economic and societal costs, prison over-population are major challenges

**Government budgets everywhere are falling**, reflecting the continuing effects of the global economic crisis and causing many clients to outsource certain services in an effort to significantly reduce costs while maintaining standards.

**The high economic and societal costs of re-offending** resulting from the associated police, court and prison costs are compelling governments to look at more effective forms of rehabilitation in order to reduce the number of repeat offenders.

**Justice Departments around the world** are seeing that the private sector can meet their social needs effectively while complying with budget constraints and bring added expertise to prison management and offender rehabilitation.

Source: Sodexo

## Our Quality of Life services



### TRAINING AND JOBS | FRANCE

#### Rehabilitation through construction jobs

Prisoners at Sodexo-managed prisons in France, are being given the opportunity to **learn construction** trades while serving their terms and increasing their chances to **find long-term employment** upon release. Released for the day to work on external construction sites, detainees sign a fixed term contract and are paid according to normal employment laws.

Examples of projects include the renovation of social housing by 11 prisoners over a 10-month period in Saint Martin d'Hardinghem and the renovation of a paper mill by eight prisoners over a six-month period.

As part of its support for its client's commitment to prisoner rehabilitation, Sodexo has set an objective of finding long-term construction jobs for 70% of the detainees working in the program.

## Highlights

### Chile -Training prisoners in historic furniture restoration

Sodexo has reached an **agreement with UNESCO** to train long-term prisoners in the restoration of furniture belonging to the National Collection. The training, for up to a full year, helps prisoners at the **Alto Hospicio** prison to learn a useful new trade while also aiding the Chilean government in providing the furniture at low cost for the New Heritage Centre. The Centre, located in former nitrate mines, is home to new offices, shops and a museum.

### France - Florist training

At the **Seysse** prison in France, a "flower fashion show" highlighted the creative work of women detainees being trained in a degree course in applied arts and floral composition in the prison's workshops. The bouquets created in the workshops are sold to staff in the prison's florist "boutique", with the benefits donated to a local charity.

### United Kingdom

#### • Restorative Justice

Sodexo-managed **HMP Bronzefield** is piloting a program that enables victims of crime and the prisoners who committed the crimes against them to meet face to face. The "Restorative Justice" initiative is proving to be a powerful instrument in helping offenders realize the consequences of their actions. This initiative also is being used successfully between prisoners who have disagreed with – and perhaps committed violent acts against – one other.

#### • Business development unit

**HMP Peterborough** has launched a business development unit, with prisoners manufacturing a range of prison-designed goods and crafts for sale, learning new skills and generating revenue that is re-invested in prisoner training. A newly opened restaurant is enabling female prisoners to prepare for vocational qualification – including Barista-coffee bar training – while also providing an excellent facility for prison staff.

## Our Quality of Life services



### • Health and safety performance

All four of the Sodexo managed prisons in the UK have achieved the highest level of international accreditation in health and safety, the International H&S Award from the **British Safety Council**. Three of the prisons achieved the highest possible **rating of five stars "\*\*\*\*\*"**, receiving the **"Sword of Honour"**, awarded each year to 40 companies worldwide.

## Key contract win

### Belgium - An inaugural contract in the prison sector

The 312-bed **Marche-en-Famenne prison** will open in 2013, Sodexo's first Justice Services contract in Belgium. Services provided under the contract include foodservices, laundry services, grounds maintenance, waste management, janitorial services and technical maintenance. **Rehabilitation of prisoners** to aid their reintegration is an integral part of the contract and many of the services will be provided by inmate volunteers, who will receive vocational training organized in close collaboration with Sodexo.

## Among our clients...

### Belgium

**Ministry of Justice**, 1 prison (2013)

### Chile

**Ministry of Justice**, 5 prisons

### France

**Ministry of Justice**, 34 prisons

### Italy

**Ministry of Justice**, 17 prisons

### Netherlands

**Ministry of Justice**, 54 prisons

### Spain

**Catalonia Government**, 5 prisons

### United Kingdom

**Ministry of Justice England and the Scottish Prison Service**, 4 prisons

## Our Quality of Life services



## REMOTE SITES

### KEY FIGURES

**1,777**

million euro in revenues

**10%**

of Group revenues

**1,765** sites

**2,333**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**40,625** employees

Source: Sodexo

## Our offer

### Efficiency and Quality of Life at the ends of the earth

Sodexo contributes to the performance of remote sites clients around the world, **both on and offshore**. Our teams' international expertise and our proven technical processes put us in a unique position to deliver **innovative, valued services** that contribute to the **well-being** of the women and men who live and work in these challenging, often isolated environments.

**From conception to dismantling of remote sites**, Sodexo's integrated offer:

- includes added-value technical and cost-saving services;
- meets rigorous Quality, Health, Safety and Environmental standards;
- creates a safe and comfortable workplace for all;
- reflects Sodexo's commitment to sustaining the economic development, social needs and environmental resources of host communities.

## Our Quality of Life services



## Market trends and growth potential

### Market Trends

**Mining companies** have strongly increased their exploration investments, driven by rising demand from emerging countries. Challenges include the need to reach higher risk remote locations, attracting and retaining workers and engineers as well as ensuring site compliance with local regulatory requirements.

**In the oil and gas sector**, high oil prices continue to drive large exploration and production projects for deep-water and unconventional resources. At the same time, regulatory uncertainties may continue to affect drilling activity in the Gulf of Mexico.

While work on some mega-projects launched before the recession in **the engineering and construction sector** remains suspended or has slowed, new growth opportunities are being generated through demand from the petrochemicals industry and the increasing reliance of financially constrained governments on private sector participation to address infrastructure needs.

Source: Sodexo

### Growth potential

**10 billion euro** total estimated sales for On-site Services

Sodexo estimate



#### **NEW OFFER** | INTERNATIONAL

#### **On track with Well Track**

**To help its clients attract and retain employees**, Sodexo has introduced the “Well Track” offer, a comprehensive incentives-based program that helps workers on remote sites to get and stay in shape, both physically and mentally, at work and on leave. Workers are provided with constant encouragement and rewards through the three-module program, which includes:

- **“Fit to work,”** aimed at improving professional, social, fitness, nutritional and recreational conditions under the supervision of a Sodexo Wellness coach;
- **“Family away,”** to improve workers’ relations with their families while apart through the use of a virtual concierge;
- and **“Motivation”** providing incentives for workers to become actors in their own well-being, featuring gifts for workers and their families through an online points system. An excellent example of synergies between the Group’s three activities.

## Our Quality of Life services



### Highlights

#### **Australia - Supporting Indigenous communities**

Sodexo was recently awarded the **“Indigenous Engagement Award”** in **Rio Tinto’s** Iron Ore Supplier Recognition Program. The award recognizes Sodexo for its indigenous employment, trainee and apprenticeship programs, its commitment to helping aboriginal micro-businesses develop through sub-contracting and its participation in events within the Aboriginal Pilbara communities in the mining region of Western Australia.

#### **Canada - 63% of employees from Aboriginal communities**

Sodexo has renewed its partnership agreements and reinforced its relations with Aboriginal communities, continuing a 22-year commitment. Sodexo has **36 active partnerships** with investments in training and development programs for Aboriginal Canadians and an average of 63% of site employees are members of Aboriginal communities. For the fourth consecutive year, Sodexo has achieved **“Gold certification”** for Progressive Aboriginal Relations by the Canadian Council for Aboriginal Business.

#### **India - Health and safety commitment recognized**

Sodexo was awarded the prestigious **“British Gas Group Chairman’s Award”** in partnership with British Gas Exploration and Production India Limited (BGEPIIL), in recognition of its ongoing commitment to health and safety. Sodexo is the only food and facilities provider to obtain **HACCP** certification for its operations with BGEPIIL, reflecting compliance with all requirements and standards at British Gas India’s offshore processing platform.

#### **International - Eco-camp**

**Oxygen Eco Village** is Sodexo’s innovative, turnkey offer for new, onshore camps with integrated, environmental performance monitoring. With thorough design of orientation, ventilation, lighting and landscaping and careful selection of the most efficient technologies and processes – including insulation, renewable energy, water management and eco friendly materials – Sodexo’s solution protects the environment, offers superior comfort and saves clients money.

#### **Peru - Corporate Social Responsibility commitment recognized**

The numerous CSR awards won by Sodexo teams include: the **“Antamina Mining Company’s Sumajg award”** for the “Local Suppliers Development Program;” the **“2011 Entrepreneurial Creativity award”** for the “Nutrition and Food Partnerships for Inclusion Project;” the **“National Society of Mining, Oil and Energy’s Sustainable Development 2011 award”** for the “Community Nutrition and Food initiative;” and **“Barrick Misquichilca Mining Company’s Social Responsibility excellence award.”**



## Our Quality of Life services



### Key contract wins

#### Argentina - Major contract

Sodexo signed its largest contract in Argentina, with mining company Vale, to provide food, cleaning, laundry, accommodation and recreation services for **Consorcio Rio Colorado's** 3,200-member camp, in partnership with **Grupo Alvarez**.

#### Chile - Multi-expertise teams

- More than 1,000 Sodexo employees will deliver food, cleaning, laundry, concierge, maintenance and upkeep services for as many as 6,000 people at the Sierra Gorda copper mining camp. Once it opens in 2014, **Sierra Gorda** is expected to produce more than 200,000 metric tons of copper annually, making it one of the country's most promising projects.
- **BHP Billiton Escondida**, which operates two copper mines at Antofagasta with 6,300 people, entrusted a wide array of services to Sodexo including laundry and cleaning services, leisure activities, maintenance of recreational equipment and security.

#### Peru - New contract wins

Sodexo won a number of major contracts in Peru during the year, including with **Repsol**, **JJC Contratistas Generales** and **Hunt Oil Company** as well as with **Hochschild Mining** at its Selene, Pallancata and Inmaculada mines.

#### Qatar - Expanded facilities management services

Sodexo is providing facilities management services to two **ExxonMobil** administrative sites in Doha, adding to the services already provided at a number of the client's remote sites. Services provided at the head office and research center include technical hotline, equipment maintenance, janitorial services, pest control, landscaping, visitor reception, vehicle fleet management, mail and management of file and copy room and conference center.

#### United Arab Emirates

##### • Strategic water management

Sodexo is providing **food and facilities management services** for 2,800 people as part of Abu Dhabi's Strategic Water Storage Project.

##### • Desert mobilization in record-time

A new camp and foodservices facilities for 5,000 workers at **Samsung Engineering's** new Ruwais refinery project was set up by Sodexo teams in just four weeks. Services include five dining halls, lunch boxes, gardening, catering and cleaning, as well as laundry, linen distribution, and soft camp maintenance.

## Our Quality of Life services



### Among our clients...

#### Oil and Gas

**BP:** Argentina, Norway, United Kingdom, United States (Alaska, Gulf of Mexico)

**ConocoPhillips:** United Kingdom, United States (Alaska, Gulf of Mexico)

**ExxonMobil:** Angola, Australia, Canada, Norway, Saudi Arabia, United States (Alaska, Gulf of Mexico)

**Petrobras:** Brazil

**Saudi Aramco:** Saudi Arabia

**Shell:** Gabon, Norway, Qatar, Russia, Saudi Arabia, Sultanate of Oman, United Kingdom, United States (Gulf of Mexico)

**Talisman:** Norway, United Kingdom

**Total:** Angola, Congo, Gabon, Indonesia, Netherlands, Norway, Qatar

#### Energy

**GDF-Suez:** Netherlands

**Manitoba Hydro:** Canada

**Suncor:** Canada

#### Offshore and Marine

**Diamond Offshore:** Norway, United Kingdom

**ENSCO:** Angola, Denmark, Indonesia, Qatar, United Arab Emirates, United Kingdom

**Noble Drilling:** Netherlands, Qatar, Singapore, United Kingdom, United States (Gulf of Mexico)

**Seadrill:** Angola, Brazil, China, Indonesia, Mexico, Norway, Saudi Arabia, United States (Gulf of Mexico), Vietnam

**Teekay:** Brazil, Norway, Qatar, United Kingdom

**Transocean:** India, Malaysia, Netherlands, Norway, Qatar, Saudi Arabia, Thailand

#### Mines

**Anglo American:** Chile, Peru

**Barrick Gold:** Australia, Chile, Dominican Republic, Peru, Tanzania

**BHP Billiton:** Australia, Brazil, Chile, Gabon, Peru

**Codelco:** Chile

**Freeport McMoran:** Democratic Republic of Congo

**Rio Tinto:** Australia, Guinea Conakry, Madagascar, Russia

**Vale:** Brazil, New Caledonia, Peru

**Xstrata:** Australia, Chile, Peru

#### Engineering and construction

**Bechtel:** Peru

**Fluor Daniel:** Canada, Qatar

**Foster Wheeler:** Australia

**Halliburton:** Algeria, Congo, Qatar, United States (Gulf of Mexico)

**Punj Lloyd:** Oman, Qatar

**Samsung engineering:** United Arab Emirates

## Our Quality of Life services



## SPORTS AND LEISURE

### KEY FIGURES

**830**  
million euro in revenues

**4%**  
of Group revenues

**806** sites

**1,090**  
million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**12,856** employees

Source: Sodexo

## Our offer

### Quality of Life for exceptional moments

As a strategic partner in managing **unique venues** and organizing **world-class sports and cultural events**, including the Olympics, Rugby World Cup and the Chelsea Flower Show, Sodexo has been delivering exceptional services that respond to the demands of exacting clients for more than 20 years.

From ticketing, travel, foodservices, security and logistics to technical and artistic execution, Sodexo teams know what it takes to create memorable events and enhance the reputation of prestigious sites.

Sodexo also helps clients attract visitors and consumers by emphasizing social responsibility, local procurement and eco-friendly practices in its foodservices operations. Organizers know they can rely on Sodexo's expertise and creativity to bring exceptional moments to daily life.

## Our Quality of Life services



### Market trends

**The continuing uncertain economic climate has impacted the market in terms of:**

- **funding:** Reduced government and sponsorship support for sports and leisure activities is prompting clients to seek high value-added solutions to attract consumers;
- **limiting of discretionary spending** in many parts of the world;
- despite the difficult economic conditions, **France**, and particularly **Paris**, where Sodexo has a significant presence, remains a favored destination for international tourists.

**New opportunities arising in this market include:**

- **sustainability, wellness and diversity** are fast becoming key drivers for partner selection and retention and a source of differentiation for market leaders like Sodexo;
- **optimization of venue utilization** is a key request from clients, who are seeking partners that can better assist them in attracting new guests to boost attendance and facility rentals.

Source: Sodexo



### OLYMPIC AND PARALYMPIC GAMES | UNITED KINGDOM

#### London 2012

More than **4,000 Sodexo employees** were involved in the London **2012 Olympic and Paralympic Games**, providing foodservices to athletes, staff, journalists and spectators. Sodexo provided foodservices at numerous event venues and provided hospitality packages for the games through Prestige Ticketing Limited (PTL), its joint venture with Mike Burton Group. PTL designed and built hospitality pavilions at Olympic Stadium and other venues and provided exclusive hospitality at Wimbledon and the North Greenwich Arena.

## Our Quality of Life services



## Highlights

### France

#### • **Rising to the occasion!**

The **Lounge Eiffel** is the new dining area opened in June 2012 on the first level of the Eiffel Tower, part of the 18-month refurbishment of the Paris icon. The friendly, welcoming environment features a bar and take-out counter.

#### • **What's new on the water**

A new look now welcomes customers aboard the **Diamant II**, the redesigned flagship of **Bateaux Parisiens**. Small rooms under the windows offer a cozy atmosphere and round tables grace the boat's front deck offering an elegant, friendly atmosphere for cruising through Paris. A **new tri-maran** will join the Bateaux Parisiens fleet in spring 2013. Meanwhile, following the redevelopment of Port Javel II, **Yachts de Paris** will offer a new center for corporate events, a plaza overlooking the river and a terrace restaurant along the Seine.

### Netherlands – Floriade world horticultural exhibition

Sodexo was the hospitality partner during the **2012 Floriade** world horticultural exhibition, held every ten years in the Netherlands. Operating in an enormous exhibition area (equal to 130 football fields), Sodexo's 250-person team managed business banqueting events and operated five large restaurants with an average of 700 seats, an Aspretto coffee corner and ice cream salon and 22 catering kiosks. More than two million visitors visited the 2012 exposition between April and October.

### New Zealand – Sodexo continues Rugby World Cup run

**Rugby World Cup 2011** in New Zealand proved a resounding success with sales of travel and hospitality packages by Sodexo exceeding expectations. Sodexo's joint venture with the Mike Burton Group, **Rugby Travel & Hospitality** (RTH), was awarded the contract to exclusively create, implement and market the official travel and hospitality program following its success at the 2007 tournament in France, where it achieved record sales. RTH was also awarded the contracts for both the 2015 Rugby World Cup in England and the 2019 tournament in Japan.

### United States

#### • **New comprehensive offer: Shomi Events by Sodexo**

Sodexo now offers comprehensive **sales, marketing and technical and artistic production for events** through a new service. "Shomi Events" provides each client with customized solutions, including designing, planning and producing every aspect of an event.

#### • **New awards**

Among recognitions received during the year were the "Catered Arts Through Innovative Excellence award" by the International Caterer's Association for the **Atlanta Zoo**, the "2012 Pinnacle Awards" for the **High Country and Black Canyon conference centers** and the listing of **Shedd Aquarium** and **The Children's Museum of Indianapolis** as two of the best ten museums to throw a party.

## Our Quality of Life services



### Key contract wins

#### France

##### • Seminars

Sodexo will provide overall management and marketing for events at the **Chateau de Fillerval**. Located 90 minutes from Paris and owned by GDF-Suez, the magnificent 78-room edifice is equipped with high-performance equipment for corporate seminars and events.

• **Amusement Parks** Sodexo signs a contract with the **Parc de Sainte-Croix**, an animal park welcoming 250,000 visitors annually, and the future "**Parc de la Grotte Chauvet**," Europe's first prehistoric park and a UNESCO world heritage candidate, which will open its doors in 2015.

#### Poland - A big start for Sports and Leisure segment

Sodexo teams have signed a 10-year contract to provide foodservices to the **National Stadium in Warsaw**, the first for the Sports & Leisure Segment in Poland. In addition to its 58,000 seats, the Stadium includes 35 kiosks, 65 VIP lodges and two Club Areas with capacity to host up to 2,500 guests. Its Club Prestige area welcomed 6,000 guests for the opening match of the Euro 2012 soccer tournament.

#### United States

##### • Professional sports

**Circuit of The Americas** selected Sodexo to design, manage and deliver all aspects of concession services including catering, food and beverage services, hospitality and associated vendor management for the USA's first Formula One Race Grand Prix event, in Austin, Texas.

##### • Cultural pursuits

Sodexo was awarded the contract for the **National Zoo**, in Washington, D.C., which welcomes two million visitors annually. The contract with the National Zoo, part of the **Smithsonian Museums**, reinforces Sodexo's position as a leading provider of high-quality foodservices in the cultural destination sector.

##### • Conference centers

A new contract with the **Arnold and Mabel Beckman Center** expanded Sodexo's long-term corporate services relationship with **the National Academy of Sciences**.

#### United Kingdom - Multiple services, multiple sports

Sodexo won an exclusive, long-term contract with **Headingley Experience** to provide catering, hospitality and retail services for Leeds Rhinos, Leeds Carnegie and Yorkshire County Cricket Club.

## Our Quality of Life services



### Among our references...

#### **Athletic and cultural activities**

**Art Café**, Strasbourg (France)  
**Ascot Racecourse**, Berkshire (United Kingdom)  
**Bateaux Parisiens**, Paris (France)  
**Café Carlu** (Cité de l'Architecture et du Patrimoine), Paris (France)  
**Children's Museum of Indianapolis**, Indiana (United States)  
**Dallas Museum of Art**, Texas (United States)  
**Detroit Institute of Art**, Michigan (United States)  
**Grand Parc du Puy du Fou**, (France)  
**Hampden Park**, Glasgow, Scotland (United Kingdom)  
**Hippodrome race courses**: Auteuil, Enghien, Longchamp, Maisons-Laffitte, Saint-Cloud, Vincennes (France)  
**Houston Zoo**, Texas (United States)  
**Jardin du Petit Palais**, Paris (France)  
**Lido de Paris** (France)  
**L'Olympique Lyonnais Football Club**, Lyons (France)  
**L'Olympique de Marseille Football Club**, Marseilles (France)  
**Le Tour de France**  
**Museo del Prado**, Madrid (Spain)  
**Museum of Science and Industry**, Chicago, Illinois (United States)  
**Newcastle United Football Club**, Newcastle (United Kingdom)  
**Roland Garros Tennis Stadium**, Paris (France)  
**Seattle Aquarium**, Washington (United States)  
**Shedd Aquarium**, Chicago, Illinois (United States)  
**Space Center Houston**, Texas (United States)  
**The Churchill Museum & Cabinet War Rooms**, London (United Kingdom)  
**The Dakar Rally**, France, Chile, Argentina

#### **Prestige Restaurants**

**Huntington Library Gardens Café**, Pasadena, California (United States)  
**Le Pré Catelan**, Paris (France)  
**St. Bartholomew's Church**, New York City (United States)  
**The restaurants of the Eiffel Tower**, Paris (France)  
**Yachts de Paris**, Paris (France)

## Our Quality of Life services



### **Private Clubs, Associations and Conference Centers**

**Aéroclub de France**, Paris (France)

**Black Canyon Conference Center**, Phoenix, Arizona (United States)

**Centre d'Affaires Étoile Saint-Honoré**, Paris (France)

**Centre d'Affaires Capital 8**, Paris (France)

**Desert Willow Conference Center**, Phoenix, Arizona (United States)

**Domaine du Manet**, Montigny-le-Bretonneux (France)

**La Faisanderie - Stade Français**, Paris (France)

**La Maison des Polytechniciens**, Paris (France)

**Les Salons de la Maison des Arts et Métiers**, Paris (France)

**Maison de la Recherche**, Paris (France)

**San Ramon Valley Conference Center**, California (United States)

**Tecnológico de Monterrey** (Mexico)



## Our Quality of Life services



## HEALTH CARE

### KEY FIGURES

**3,329**

million euro in revenues

**18%**

of Group revenues

**4,033** sites

**4,371**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**59,654** employees

Source: Sodexo

## Our offer

### Improving health care through Quality of Life services

Sodexo understands the interdependency of care activities in a hospital and contributes to a **positive patient experience** through the productive use of human, materiel and financial resources. Sodexo's services range from management of clinical equipment to sterilization of medical devices, from disinfection of patient rooms and operating theaters to patient reception and admissions, and from hospital logistics to providing foodservices for patients, visitors and hospital staff. With all of this expertise, Sodexo's services are adapted to address **client priorities**:

- improve quality of care and health outcomes
- increase patient satisfaction
- motivate and retain staff
- ensure compliance with rigorous medical standards
- reduce overheads
- maximize revenues

The value added: **better patient outcomes**, improved **operational performance** and **increased competitiveness** in their market.

## Our Quality of Life services



### Market trends

Health care costs are constantly increasing, driven by a combination of demographic, social, economic and technological factors.

#### In developed countries:

- concentration of the health care sector is resulting in larger but fewer facilities;
- budgetary constraints and technological advances are contributing to a reduction in the number of beds and average length of stay, as well as the development of care outside of the traditional hospital setting (ambulatory centers or home care);
- chronic diseases (diabetes, cardiovascular disease, cancer, etc.) have a significant impact on the organization and costs of health systems;
- patient consumerism is forcing hospitals to focus increasingly on improving the patient experience;
- Economic crisis and healthcare reforms are reducing reimbursement rates, requiring hospitals to further focus on increasing efficiency and cutting costs.

#### In emerging markets:

- increased disposable income, emergence of private insurance and population growth are driving higher demand;
- national health care systems are struggling to provide the appropriate level of care, due to insufficient infrastructure and limited budgets and health care human resources, paving the way for a growing and ever stronger private healthcare sector.

Source: Sodexo

### Growth potential

**More than 150 billion euro in estimated total market value,** with an outsourcing rate around 40% (among the highest rates: Chile and Spain above 60%; among the lowest rates: Finland and Sweden, around 25%).

Sodexo estimate



#### INTERNATIONAL CERTIFICATIONS | EMERGING COUNTRIES

##### Supporting client performance accreditation

**Sodexo's global health care expertise** is playing an important role in supporting clients in emerging countries to achieve international accreditation, such as from Joint Commission International (JCI). Sodexo's value adding services contribute not only to strengthening operational performance but also to improving patient and staff satisfaction and, thus, client competitiveness. Achieving accreditation is quite often one of the primary reasons why a hospital chooses Sodexo as a service partner.

**In Malaysia,** for example, Sodexo's quality assurance and technical innovations helped increase the quality of service to patients and staff at **Sri Kota Specialist Medical Centre (SKSMC)**. Sodexo's experience supported SKSMC in earning accreditation from the national quality assurance agency.

**Client hospitals** achieving national or international accreditations with Sodexo's support also included TotalCor Hospital and Santa Paula Hospital in Brazil, Max Bathinda, Max Mohali & Shalimar Bagh Hospitals, and Vijaya Hospital in India and Pantai Hospital in Malaysia.

## Our Quality of Life services



### Highlights

#### **Chile - Launch of new foodservices offer**

Sodexo implemented a new retail concept called **"Le Jardin,"** a mixed cafeteria and restaurant concept, at a new 350-bed facility for **Clínica Alemana** Santiago. The vertical garden inside the Sodexo-designed and operated restaurant lends a special ambience amidst an atmosphere of nature.

#### **Netherlands - "At Your Request®"**

Sodexo's popular "At Your Request®" service, an innovative approach to food preparation and meal delivery developed in North America was introduced on the Dutch market at the 500-bed **Ziekenhuis Gelderse Vallei** hospital in Ede. The hospital, the first in Europe to implement hotel-style "room service," believes the new service will be a driver of culture change at the facility.

#### **Thailand**

##### **• Innovative meal ordering system**

Sodexo's "Touch to Order menu" system provides a real-time ordering system that directly links the patient ward to the kitchen, greatly improving efficiency while reducing printing and recurring paper costs. The modern, innovative system was launched at **Bangkok Nursing Home** and has received positive feedback from patients and hospital staff.

##### **• New state-of-the art services**

With its acquisition of Bangkok-based Global Lithotripsy Services, Sodexo is now providing a **lithotripsy service** used by over 100 urologists at 85 hospitals across Thailand. The equipment can be installed at a site, transported between sites or deployed inside a fully equipped mobile lithotripsy clinic, manned by trained specialists.

#### **United States - Advanced infection-fighting technology**

In partnership with Xenex, the world leader in room disinfection systems, Sodexo has incorporated **pulsed UV technology** into its infection prevention solutions to bring the advanced technology to hospital clients and to help lower costs. Results following implementation at one leading hospital showed a 58% decrease in Hospital Acquired Infections, a significant increase in satisfaction scores and a nearly two-thirds reduction in costs.

## Our Quality of Life services



### Key contract wins

#### **Brazil - Business development**

New contracts won by Sodexo in Brazil include a foodservices offer especially adapted for cancer patients at **Santa Paula Hospital** and ICESP, an offer for children at **Metropolitano Hospital** and provision of foodservices at the 427-bed **Hospital Salvalus**, all in Sao Paulo. Sodexo also won contracts to provide foodservices at **Hospital Sino Brasileiro** in Osaco and **Unimed** in Volta Redonda and to deliver a range of services at **Hospital Renascença**.

#### **Chile - New success**

The numerous contracts won by Sodexo teams in Chile include providing foodservices at **Hospital Integral de Rancagua** and managing surgical clothing packages at **Santiago Oriente Hospital**.

#### **China - Fuxing Hospital**

Sodexo provides **foodservices** for 1,500 staff members and patients at the 800-bed hospital.

#### **France - A comprehensive services solution for improved coordination**

At the Red Cross' 158-bed **Henri Dunant Hospital**, Sodexo is delivering an integrated services offer that responds to the client's needs for a single point of contact, improved service levels and better cost control. Services provided include foodservices, bio cleaning, waste management, maintenance, security and green spaces management.

#### **Singapore - First Health Care contracts**

Sodexo signed its first Health Care contract in Singapore with the **National University Hospital**, providing foodservices to 1,000 patients per day. To enhance the patient experience, Sodexo offers varied meal choices, personalized meal service, celebration dinners and distinct menus to meet specific needs, such as for post-natal patients and children. Sodexo also won contracts to provide foodservices at the 350-bed **AMK Hospital** and at the 850-bed **KKH Women's Hospital**.

#### **Spain - Capiro Group renews its confidence in Sodexo**

For only the second time, Spain's largest private hospital group, Capiro, has outsourced foodservices at one of its major hospitals, **Fundación Jimenez Diaz**, again choosing Sodexo.

#### **Sweden - Expanded scope of services**

Sodexo has added a wide array of new services to the foodservices it already provides to Stockholm's **Danderyds Hospital**, including patient transportation, mail handling services, goods reception, deliveries of drugs and medical gases, waste management, handling of medical tests and linen supply.

#### **United States - Serving major regional health care providers**

New contracts during the year included the 320-bed acute care in **Rapides Regional Medical Center**, serving 16 central Louisiana parishes, the 430-bed hospital and multiple specialty **Parkview Regional Medical Center**, part of Parkview Health's eight-hospital network in Northeastern Indiana, and the 260-bed **Chilton Hospital**, with 1,450 employees and more than 630 physicians.

## Our Quality of Life services



### Among our clients...

**Beijing Friendship Hospital**, Beijing (China)  
**Casa di Cura Multimedita SpA**, 4 sites, Sesto San Giovanni, Milan (Italy)  
**Centre Hospitalier Universitaire Ibn Rochd**, Casablanca (Morocco)  
**Centre Hospitalier Universitaire**, Rennes (France)  
**Deventer Ziekenhuis**, Deventer (Netherlands)  
**Groupe 3H**, Niort (France)  
**Hospital Militar de Santiago**, Santiago (Chile)  
**ICESP - Hospital do Câncer de São Paulo**, (Brazil)  
**Institut Catala de Salud**, Catalonia, 10 sites (Spain)  
**Johns Hopkins Medical Center**, Baltimore, Maryland (United States)  
**KCS Klinikum**, Darmstadt (Germany)  
**Krakow University Hospital**, Krakow (Poland)  
**KZN Public Hospitals**, 9 sites (South Africa)  
**Lilavati Hospital**, Mumbai (India)  
**Lowell General Hospital**, Massachusetts (United States)  
**Mackenzie Health**, Ontario (Canada)  
**Medi-Partenaires**, 25 sites (France)  
**Military Medical Institute (WIM)**, Warsaw (Poland)  
**Orbis Medical Park**, Sittard (Netherlands)  
**Papworth Hospital NHS Foundation Trust**, Cambridgeshire (United Kingdom)  
**Samitivej Hospitals**, 3 sites, Bangkok (Thailand)  
**Stockholm County Council** (Sweden)  
**The Hillingdon Hospital**, Uxbridge, Middlesex (United Kingdom)  
**Universitair Ziekenhuis Gent**, Ghent (Belgium)  
**University Healthcare Consortium (UHC)**, an alliance of 107 university medical centers and 233 affiliated hospitals (United States)  
**Vancouver Coastal Health Authority**, multiple sites, Vancouver (Canada)  
**Wilhelminenspital**, Vienna (Austria)

## Our Quality of Life services



### SENIORS

#### KEY FIGURES

**1,043**

million euro in revenues

**6%**

of Group revenues

**2,920** sites

**1,370**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**13,622** employees

Source: Sodexo

### Our offer

#### Improving the Quality of Life of Seniors

Sodexo helps ensure the overall well-being of seniors through medical nutrition and a full range of high value-added services designed to:

- **ensure efficient assistance** to senior care providers: Sodexo's services enhance client business performance and reputation;
- **improve seniors Quality of Life:** with a good understanding of the diversity of senior needs, Sodexo offers services appropriate to all stages of the aging process;
- **contribute to the physical, emotional and mental well-being** of seniors residing in retirement communities and care facilities;
- **enable seniors to preserve their independence** through the delivery of quality services in their home.

## Our Quality of Life services



### Market trends

#### Economic trends

##### Rising demand and expenditures

- The increasing senior population is contributing to rising health care costs.
- Greater prevalence of chronic diseases is contributing to higher costs.

##### Controlling budgets

- Many seniors lack sufficient personal resources to cover medical care costs.
- Governments are seeking cost-effective solutions to meet the increasing demands for senior care.

#### Social trends

##### Extended life expectancy, changing society

- Medical advances are prolonging life expectancy with those over 80 comprising the fastest growing segment of the population in many countries.
- More seniors, preferring to live independently at home, are entering facilities later in life.

##### A rising need for professional caregivers

- Growing numbers of families are seeking help to meet the unique requirements of the elderly.
- Competition for professional caregivers is intensifying.

Source: Sodexo

### Growth potential

#### Close to 90 billion euro in estimated total market value,

with an outsourcing rate around 25% (among the highest rates: Australia and Denmark, above 50%; among the lowest rates: Hungary and the United States, around 10%).

Sodexo estimate



#### **PARTNERSHIP** | UNITED STATES

##### **New solutions for senior independence**

Together with its partner **Healthsense**, an industry leader in technology enabled care solutions, Sodexo offers fully integrated services designed to increase independence and improve Quality of Life for seniors.

**A wireless technology platform** supports multiple solutions, including the **eNeighbor**® system, which monitors a resident's daily routine through a series of small, unobtrusive sensors. The system "learns" an individual's daily routine and is able to call for assistance automatically in the event of emergencies as well as notifying caregivers to abnormal levels of daily activity that could indicate a deteriorating health condition.

Another system, **eNeighborVitals**™, supports four vital sign monitoring devices while **eCall**™, a state of the art emergency call system, alerts staff and provides valuable information about the location of an emergency to speed the response.

## Our Quality of Life services



### Highlights

#### **Australia - Reinforcing desired behaviors**

The U.S.-developed **CARES\*** behavioral training program is part of a new Human Resources plan to reinforce employee responsiveness with consumers in the Seniors segment. Already, it has resulted in increased resident satisfaction and higher employee engagement on sites where it has been introduced.

\*(Compassion, Accountability, Respect, Enthusiasm and Service)

#### **France - "Family time" for Alzheimer's patients**

Sodexo has developed "Family time," an **innovative, pro-active foodservices offer** designed specifically to reduce the risks of malnutrition linked to Alzheimer's disease. The offer encourages patient autonomy and socializing and aids families and support staff while providing an important regular and enjoyable moment during the day for patients in a family environment. Successfully tested with residents of care facilities, the offer is customized to each patient's individual condition to provide an effective nutritional solution that improves their Quality of Life.

#### **United States - Well-being services for seniors... and the environment**

At the **Asbury-Solomons Island senior community** in Maryland, Sodexo's Solution Center Energy and Construction Services team installed new, energy-efficient cooling and heating units and a new building automation system to control the equipment.



## Our Quality of Life services



### Key contract wins

#### **France - Menu of services**

**Omega**, a private provider of senior living centers chose Sodexo to ensure quality foodservices for residents while optimizing costs. The client sought a customized offer that would maintain its own teams in place while optimizing costs across its 11 sites. In addition to providing a catalogue of products and an array of service options, Sodexo's SoAppro offer also provides expert counseling on foodservices operations, including safety, hygiene, nutrition, menu planning as well as human resource management.

#### **United States - Comfort, well-being and vitality**

Under a new contract, a 75-member Sodexo team provides an array of Quality of Life services, at the **Wesley Willows** continuing care retirement community in Rockford, Illinois. Sodexo's services help Wesley Willows improve quality of life and wellness for its 600 residents through a full fitness center, fine dining, concierge services, computer center, art center, salon, and a large auditorium for group activities and events. Additional services include indoor and outdoor maintenance, housekeeping, and complimentary scheduled transportation.

## Our Quality of Life services



### Among our clients...

**Adavir Group**, 12 sites (Spain)  
**Air Force Villages**, San Antonio, Texas (United States)  
**American Baptist Homes of the West (ABHOW)**, 10 sites (United States)  
**Asbury Group**, 6 sites (United States)  
**Baptist Housing**, 5 sites in British Columbia (Canada)  
**China Welfare Institute (CWI)**, Shanghai (China)  
**Covenant Retirement Communities**, 15 sites (United States)  
**CSP Campo Grande**, Lisbon (Portugal)  
**Domain Principal Group**, 7 sites (Australia)  
**Fondation Caisses d'Épargne pour la Solidarité**, 94 sites (France)  
**Fondazione Maria Ausiliatrice**, Bergamo/Villa Serena di Brembate, Bergamo (Italy)  
**Fundación Teleton**, 6 sites (People with Disabilities) Santiago (Chile)  
**Hopetie Senior Home**, Helsinki (Finland)  
**Hospedaria Hogares de Cristo**, 5 sites, Santiago (Chile)  
**Keshet Amuta Le-Maan Ha-Kashish**, 3 sites (Israel)  
**Korian**, 95 sites (France)  
**Maison Marie Immaculée**, 4 sites - Neufvilles (Belgium)  
**Maison Notre Dame** (The Sisters of the Sacred-Heart) Beirut (Lebanon)  
**Maisons de Soins de Bettembourg et de Wasserbillig** (Luxembourg)  
**MENSA**, 8 sites - Meulebeke (Belgium)  
**Novaire**, 11 sites (Spain)  
**Orpéa**, 5 sites (Spain)  
**Retirement Home**, City of Stockholm (Sweden)  
**Seniorenresidenz Schloß Kahlsperg**, Puch (Austria)  
**Shepherd Village**, Toronto, Ontario (Canada)  
**Stichting Cordaan**, Amsterdam (Netherlands)  
**Uniting Care Ageing NSW ACT**, 15 Aged Care sites, Sydney, New South Wales (Australia)  
**Yallambi Aged Care Facility**, Melbourne, Victoria (Australia)

## Our Quality of Life services



## PEOPLE WITH DISABILITIES

### Our offer

### Improving Quality of Life for individuals with disabilities

Sodexo helps people with disabilities overcome challenges and provides ways to make their daily life simpler, safer and more enjoyable.

**In helping to integrate people with disabilities more fully into society and the workplace**, Sodexo actively engages in increasing awareness – and altering attitudes – about all forms of disability.

### Highlight

#### France – “Cap Saveurs”

Sodexo’s foodservices solution “Cap Saveurs” (top flavors) unit operates a **central kitchen specifically designed** to both accommodate workers with varied disabilities and meet the specific nutritional needs of consumers with disabilities, such as children or individuals who cannot receive solid food. For its client **Apogei 94**, “Cap Saveurs” delivers its specially conceived “menu du jour” offerings at more than 30 of the association’s sites.



#### AWARD | UNITED KINGDOM

##### Recognition for dedicated service

**Pat Metcalfe**, Sodexo site manager at **Doncaster Deaf Trust**, was recognized for her years of service to the Trust’s nursery, school and college students through the **“Specialist Manager Award”** at the “Educating Awards”.

Pat received the award for the service she and her team provide on a daily basis to 320 students who have disabilities and special educational needs, accommodating special dietary requirements related to allergies or religious backgrounds.

Pat manages the extra demands by investing heavily in the training and development of her chefs, who are encouraged to go the extra mile in coming up with new menu ideas for the students. Each member of her team also has learned sign language in order to improve their ability to communicate with their young consumers.

## Our Quality of Life services



## EDUCATION

### KEY FIGURES

**3,785**

million euro in revenues

**21%**

of Group revenues

**5,949** sites

**4,970**

million U.S. dollars in revenues  
(at the average exchange rate for Fiscal  
2012: 1 euro = 1.3131 U.S. dollars)

**91,375** employees

Source: Sodexo

## Our offer

### Fostering success through enhanced Quality of Life

Schools and universities today face considerable challenges, from increased competition for students and faculty to aging infrastructure and constrained budgets to concern over student nutritional habits. Sodexo plays a key role in helping **ensure a safe, welcoming and healthy learning environment** through efficient and innovative integrated service offers that:

- create positive student experiences that improve performance and achievement
- enhance Quality of Life for the learning community
- ensure students are offered balanced, healthy diets
- strengthen clients' image and reputation
- retain students and faculty
- help control operating expenses

## Our Quality of Life services



### Market trends

#### Student health and wellness

Governments in developed and emerging economies are battling to curb alarming increases in both obesity and malnutrition, including among student populations. In the U.S., The Healthy Hunger-Free Kids Act, provides an opportunity to make real reforms to school lunch and breakfast programs for the first time in 30 years by improving the critical nutrition and hunger safety net for millions of children.

#### Globalization of education

International student and faculty exchanges are on the rise; Western schools and universities are building campuses abroad and increasing international partnerships to meet rising demand in developing countries, especially Southeast Asia and the Middle East, while adapting to increased international student enrollment on their home campuses.

#### Sustainability

With an educational institution's commitment to sustainable practices now a key factor influencing school selection, universities are increasingly adopting sustainable energy and environmental policies -- which also help reduce operating costs and improve productivity, satisfaction and health.

#### Financial constraints

With a focus on attracting and retaining students but facing increased financial constraints, educational institutions are hard-pressed to meet day-to-day operating budgets and fund capital projects; increasingly, they are relying on their outsourcing partners to optimize costs while governments are turning to the private sector for investments.

#### Technology

More than ever before, technology is transforming classroom dynamics. Education is being individualized, allowing for greater engagement with students and increasing knowledge development. For today's educational institutions, applying cutting edge technology is an absolute requirement.

#### Economic conditions

Prolonged and rising unemployment in many developed nations has reduced families' spending power, multiplying the number of children without access to proper nutrition.

Source: Sodexo

### Growth potential

#### Over 150 billion euro in estimated total market value,

with an outsourcing rate around 35% (among the highest rates: Belgium and Singapore, more than 60%; among the lowest rates: Canada and Poland, around 25%).

Sodexo estimate

## Our Quality of Life services



HealthierUS School Challenge  
Recognizing Excellence in  
School Nutrition and Physical Activity

### WORK-LIFE BALANCE AND WELL-BEING | UNITED STATES

#### Promoting student well-being

**Long Branch Middle School** was one of 111 schools across the U.S. that received “Healthier U.S. School Challenge awards”, with the help of Sodexo’s nutrition expertise. The school was the first in New Jersey to earn the **“Gold Award of Distinction”** under the challenge program, designed to promote good nutrition and physical activity in schools, and First Lady Michelle Obama’s **“Let’s Move initiative”** to end childhood obesity.

**Sodexo, a partner to more than 480 school districts** across the country, works with its clients to provide healthy options to students and teach them about the importance of making smart nutrition choices – a continuation of the company’s long-term commitment to student well-being.



### WORK-LIFE BALANCE AND WELL-BEING | FRANCE

#### Keeping Marseilles’ schoolchildren happy and healthy

Emphasis on local suppliers, the introduction of organic products and the preparation of “home-made” pastries in a special kitchen are among the unique features of a new Sodexo contract to provide **foodservices for 45,000 students in 314 school restaurants** in Marseilles, France’s second largest city.

**Other sustainable initiatives** include use of electric delivery vehicles, the recycling of all central kitchen waste and an extensive awareness and communications campaign to inform children and adults about the principles of balanced nutrition.

**A one-of-a-kind agreement**, this seven-year contract will generate cost savings that can be reinvested in higher quality products and the creation of lunchtime presentations.

## Our Quality of Life services



### Highlights

#### **France - My lunch hangout - at school!**

Encouraging high school students to remain at school during lunch period and to dine on healthy fare is the aim of "l'Entre Pot", Sodexo's **new fast food-style offering** being tested at schools in three French cities. Based on studies showing students forsaking in-school, self-service cafeterias for commercial fast food outlets, the new concept, modeled on an apartment environment, provides a warm, friendly space for students to gather during mealtime. Serving attractive, seasonal menus that comply with national nutritional guidelines (France's "Plan National Nutrition Santé"), the alternative venues are proving a success, with **increases in patronage of up to 15%** recorded at the test sites.

#### **Spain - New restaurant concept revitalizes Madrid campus**

Dining sites at the **European University of Madrid** have quickly become an integrated part of daily student life following the successful introduction of Sodexo's "The Unity" concept on the campus. Two restaurants and four "corner" cafeterias offer diversified menus with a Mediterranean flair to the population of more than 10,000 students, faculty and staff as well as welcoming, multifunctional areas for relaxing or working. Widely implemented at UK universities, "The Unity" theme is proving a hit in Spain as well, helping **to increase sales by 20% since its arrival.**

#### **United States - Fostering technology on college campuses**

Sodexo's "**Food on Demand**" (FoD) dining concept was recognized by **Nation's Restaurant News** as the winner of one of five **2011 Hot Concepts Awards**. The program is customizable for each campus allowing guests to order digitally from a touchscreen kiosk. Each dish is then individually prepared, and the customer is buzzed via smartphone or pager when the meal is ready. The "Food on Demand" concept was lauded for displaying bold tactics, outstanding creativity and strong performance in a somewhat slower economy.

#### **United States - Ambassador for "Good Eating"**

**Remmi Smith**, Sodexo's first-ever student ambassador, is bringing a new kid-level perspective to nutrition education and allowing students to learn from one of their peers. Through the partnership, the 12-year-old aspiring chef plays a leadership role in student nutrition, inspiring kids to make healthy food choices both in and out of school. "Chef Remmi" was an integral part of the Sodexo-organized Future Chef's Challenge for which the company received the "**2012 Operator Innovations Award**" from the National Restaurant Association.

## Our Quality of Life services



### Key contract wins

#### China - Growing presence in Shanghai

Sodexo's contract wins in Shanghai include providing foodservices for 2,500 students at the **SMIC School** under a three-year contract, which began July 1, 2012. The latest contract doubles the number of education sites served by Sodexo in Shanghai.

#### Spain - Campus unity in Catalonia

Sodexo has implemented its "Unity" foodservices concept at the **Universidad Politècnica de Catalunya**, Catalonia's leading university for engineering, architecture and other technical degrees. The company operates two restaurants under the 10-year contract, providing foodservices for the university's 800 students and 150 professors.

#### United Kingdom and Ireland - Numerous new contract wins

**Brunel Université** and **Oasis Community Learning** were among the year's notable contract wins in the UK and Ireland. Other successes included the UK's largest girls' **grammar school at Altrincham** where Sodexo added foodservices to an existing cleaning services contract, Ireland's **Clongowes Wood College**, and the **City of London Freeman's and Grammar Schools**, to deliver foodservices, cleaning, laundry, reception and transport for 3,650 students and staff. Several new facilities management services contracts brought to more than 6,000 the number of university student rooms for which Sodexo provides daily services.

#### United States

##### • Facilities management outsourcing

In New Albany, Indiana, Sodexo won a new facilities management contract to provide custodial services for the benefit of 12,000 students and 1,200 personnel at the **Floyd County Consolidated School District** - administrative building, maintenance facility and 16 public schools.

##### • Facilities management again...

At the **Mount Ida College Newton Centre** in Newton, Massachusetts, Sodexo is delivering an array of facilities management services for the 1,500 students at Mount Ida College, including building maintenance, landscaping, energy management, shuttle services and housekeeping. Under the five-year contract, Sodexo will maintain the campus' 30 buildings and 72 acres.

##### • New contract with Vermont colleges

**Vermont State College System** consisting of four colleges awarded Sodexo a new 10-year dining solutions partnership to serve its 13,000 students, with a strong emphasis on local sourcing.



## Our Quality of Life services



### Among our clients...

**Aditya Birla World School**, Mumbai (India)  
**AIM**, Melbourne (Australia)  
**Al Yasmina School**, Abu Dhabi (United Arab Emirates)  
**American School of Bombay**, Mumbai (India)  
**Asian Institute of Technology**, Pathum Thani - Bangkok area (Thailand)  
**Brest public schools** (France)  
**British School**, São Paulo, Rio de Janeiro (Brazil)  
**British International School**, Kuala Lumpur (Malaysia)  
**Brunel University**, Middlesex (United Kingdom)  
**City of London Freeman's School** (United Kingdom)  
**Colegio Franco Argentino**, Buenos Aires (Argentina)  
**Detroit Public Schools**, Detroit, Michigan (United States)  
**Dongping Primary School**, Guangdong (China)  
**Ecole Française de Riyadh** (Saudi Arabia)  
**EDHEC**, Lille (France)  
**Embry-Riddle Aeronautical University**, Daytona Beach, Florida, and Prescott, Arizona (United States)  
**Fundação Dom Cabral**, Minas Gerais (Brazil)  
**Garden International School**, Kuala Lumpur (Malaysia)  
**Gems Academy**, Dubai (United Arab Emirates)  
**Haileybury College**, Melbourne (Australia)  
**Hong Kong International School**, Hong Kong (China)  
**International School Hamburg** (Germany)  
**Jakarta International School**, Jakarta (Indonesia)  
**Lappeenranta University of Technology**, Lappeenranta (Finland)  
**Lycée Français International**, Bangkok (Thailand)  
**Lycée Français Paul Valéry**, Cali (Colombia)  
**Lycée Louis Massignon**, Abu Dhabi, (United Arab Emirates)  
**Marseilles public schools** (France)  
**Northwestern University**, Evanston, Illinois (United States)  
**Oasis Community Learning**, 17 sites  
**Pontifical Catholic University**, Rio de Janeiro (Brazil)  
**Providence City School District**, Rhode Island (United States)  
**Putnam City School District**, Oklahoma City, Oklahoma (United States)  
**Saint Nicholas School**, São Paulo (Brazil)  
**San Jose Unified School District**, California (United States)  
**SMIC School**, Shanghai (China)  
**Tanglin Trust International School** (Singapore)  
**Texas Christian University**, Fort Worth (United States)  
**United World College of South East Asia**, Singapore  
**Universidad Católica de Chile**, Santiago (Chile)  
**Universidad Europea de Madrid** (Spain)  
**Università di Pavia**, Pavia (Italy)  
**Université Saint-Joseph**, Beirut (Lebanon)  
**University of California**, Davis, California (United States)  
**University of Ljubljana**, Ljubljana (Slovenia)  
**University of Technology and Economics**, Budapest (Hungary)

## Our Quality of Life services



## OUR BENEFITS AND REWARDS SERVICES

### KEY FIGURES

**4%** of Group revenues

**756**  
 million euro in revenues

**410,000**  
 clients (excluding individuals)

**30.2**  
 million beneficiaries

**993**  
 million U.S. dollars in revenues  
 (at the average exchange rate for Fiscal  
 2012: 1 euro = 1.3131 U.S. dollars)

**3,633** employees

**1.2**  
 million affiliated partners

**14.7**  
 billion euro in issue volume

Source: Sodexo

## Our offer

### A broad range of Quality of Life benefits

Sodexo Benefits and Rewards Services provides access to a wide range of services that **improve the Quality of Life of beneficiaries**, including employees, students and public benefits recipients. For example, Meal Pass promotes a varied diet, Gift Pass rewards employees and provides an abundance of choices, while a variety of additional Pass offerings provide access to educational, sports, cultural or other activities. Because they improve daily life, facilitate work-life balance and recognize effort, Sodexo Benefits and Rewards Services have a positive effect on employee motivation and contribute to improving the performance of companies and organizations.

Sodexo's offer focuses on three service categories to respond to the main **challenges facing its clients**:

- **recruit, retain and increase the motivation of talented people.** Employee Benefits responds to the issues of company compensation policies, helping clients enhance their attractiveness;
- **mobilize teams around quantitative or qualitative objectives.** With Sodexo's Incentives and Recognition programs, companies have access to customized tools to boost sales, engage their partner networks and promote good plant safety practices;
- **ensure and enhance the distribution and delivery of Public Benefits.** Sodexo-designed solutions are simple, transparent and effective in facilitating the work of governments and local authorities, helping to optimize budgets and achieve their social policy, cultural or educational goals.

## Our Quality of Life services



## Market trends and growth potential

### Market Trends

Beyond long-term trends that promote the development of all of Sodexo's activities, specific factors affecting Benefits and Rewards Services include:

- **socioeconomic:** the increasing service economy, growing numbers of working women, the search for a competitive edge, growing importance given to the human factor;
- **sociological:** work-life balance, environmental and health concerns;
- **political:** combating illegal work, controlling public spending.

The impact of these trends varies widely according to country economic situations.

**Companies** seeking to attract and retain talent to cope with rapidly changing markets are turning to employee motivation programs to differentiate themselves, enhance productivity and respond to the new needs of their workforce.

• **In industrialized countries,** continuing urbanization, a growing number of working women and an aging population that is working longer are creating new needs and expectations.

• **In emerging markets,** middle class growth and a more service-driven economy are increasing demand for human resource services. Companies in countries like Brazil, where competition for trained talent is intense, are seeking solutions to make life easier for employees and improve their purchasing power.

**Governments and local authorities** are constantly looking for efficient aid distribution solutions and are pursuing pro-active policies to improve delivery of support to disadvantaged members of society.

Source: Sodexo

### Growth potential

A market estimated at more than **155** billion euro in issue volume.

Sodexo estimate

## Our Quality of Life services



## EMPLOYEE BENEFITS

### KEY FIGURE

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**23.6**

million beneficiaries

Source: Sodexo

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## Our offer

### Improving Quality of Life to attract and retain talent

In today's extremely competitive environment, **attracting and retaining top performers** is essential for every public and private organization, regardless of size or market. Knowing how to motivate employees can provide companies with a true competitive edge.

Sodexo has developed **customized, easy-to-use, economical solutions with optimized tax treatment** that address client human resource needs and help increase their attractiveness.

Whether through access to a varied diet offered by Meal Pass, the ability to buy environmentally friendly products through Eco Pass or the support for commuting costs provided by Mobility Pass... our services improve the lives of employees and their Quality of Life, enabling them to devote themselves fully to their work.

## Our Quality of Life services



### EMERGING COUNTRIES | BRAZIL

#### Improving Quality of Life for Grupo É-OURO employees

Grupo É-OURO, with 150 distributors in 13 Brazilian states, is the official distributor of Grupo Petrópolis brewery. Its best known brands are Itaipava beer and Crystal beer. Premium line brands include Petra, Black Princess and TNT energy drink.

- **Our client's needs**

To support its quest to become Brazil's market leader, beverage distributor Grupo É-OURO sought to increase **engagement and productivity of its 10,000 employees** through improved Quality of Life.

- **Sodexo's response**

Partnering with the client's HR department, Sodexo created a **customized program** combining its Meal, Food and Gift Pass offers and **emphasizing better health and well-being**. The strategy includes a nutritional program, monthly workshops on "Conversations on Well Being" and a recognition program for employees. To promote Quality of Life internally, the HR department is using a Sodexo study on "Valuing people to create value."

- **Results**

The positive response is reflected in high participation employee levels in the offer. For example, 150 employees diagnosed as overweight or as being predisposed to diabetes or hypertension are enrolled in a support program led by Sodexo dietitians.



### EMERGING COUNTRIES | MEXICO

#### Sodexo reinforces emerging market leadership

Sodexo continued to extend its presence in emerging economies with **the acquisition of Servi-Bonos**, a leading provider of food and meal vouchers and cards in Mexico. Serving 5,000 clients through its nationwide network, Servi-Bonos generated issue volume of 300 million euros in 2011.

The acquisition reinforces Sodexo's position as the Quality of Life services leader and its Benefits and Rewards Services expertise in the fast-growing Mexican market.

## Our Quality of Life services



### Highlights

#### France - A gift card with Spirit

The new **Spirit of Cadeau** gift card launched in France enables retail customers to choose from a large scope of products, services or activities around specialized themes. Possible Sports Card uses include equipment purchases and club memberships while the Home Card can be used in multiple ways for decorating and making home improvements. For those interested in fashion, beauty products and accessories, there is Style Card for men and Trend Card for women. Providing freedom of choice and gift personalization based on the beneficiary's interests is one of the strengths of the cards, accepted by more than 40 partners at over 1,000 stores.

#### International

##### • e-business sites launched

In just three clicks, new web sites in Belgium, Brazil, Chile, France, Luxembourg and the Czech Republic provide visitors with **full information on Benefits and Rewards Services'** offers. New sites are being deployed soon in Turkey, Tunisia and Venezuela, part of a roll out to all countries.

##### • Innovation: "my lunch spot" app

In several countries, employees can easily locate nearby affiliates where they can use their employer-provided benefits using a smart phone application created by Sodexo. In France, for example, the "**Déj@côté**" app helps pinpoint the nearest affiliated restaurant and a recommended itinerary. Similar apps are available in China, India, Italy and Spain.

#### Italy - Healthy innovation

Working with client HR managers to respond to expectations regarding benefits for their employees, Sodexo has developed an innovative and convenient new service, the **Health Pass**. Italian companies can provide the card for use by employees and their families in a network of medical centers to access a range of services, such as dental care and medical check-ups. The card also can be used in combination with required health insurance coverage.

## Our Quality of Life services



### Key contract wins

#### Brazil – Major contract wins

- Sodexo Food and Meal Pass offers benefit approximately 23,000 employees and professors at the **University of São Paulo**, Brazil's largest public university.
- The public company, **COPEL**, responsible for generating, transmitting and distribution of electric power in the state of Parana, provides Sodexo's Food Pass and Meal Pass to its 9,500 employees.

#### China – Optimizing management of employee mealtimes

Through Meal Pass, Sodexo is now ensuring the efficient management of workday meals for employees of **Commercial Aircraft Corporation of China, Ltd** and its subsidiaries. Sodexo's offer helps the client optimize management of employee mealtimes while also helping to improve administrative processes and reduce costs.

#### Czech Republic – Your choice

Sodexo's employee benefits platform enables **bank client CSOB** to manage its benefits program efficiently for its 8,000 employees. From employees' point of view, the platform provides a wide choice of employee benefits, including for health, culture, sport, education and holidays, available through 500 affiliates online and at a total of 11,000 affiliates that accept Sodexo Pass vouchers.

#### France – Community-wide benefits

In providing restaurant vouchers for 8,000 employees of the **city of Lyons**, Sodexo relies on local businesses in helping to provide jobs for people with disabilities in partnership with employment agency ESAT, which also assists Sodexo On-site Services. This new contract reinforces Sodexo's commitment to offer services tailored to support the policies of local authorities.

## Our Quality of Life services



### Among our clients...

#### **Banks - Insurance - Corporate services**

**Adecco:** France, Germany, Mexico, Spain, Tunisia

**Barclays Bank PLC:** India

**BNP Paribas Group:** Czech Republic, France, Germany, Mexico, Spain, Tunisia, Turkey

**HSBC Group:** Mexico, Spain, Turkey

**ING Belgium**

**KPMG:** Belgium

**PricewaterhouseCoopers:** France, Germany, Hungary, Luxembourg, Mexico, Slovakia

#### **IT - Electronics**

**Hewlett-Packard:** Brazil, Philippines, Tunisia, Vietnam

**Microsoft:** Czech Republic, Philippines

**Samsung Electronics:** Brazil, Romania, Spain, Tunisia

**SAP:** Brazil, Germany, Luxembourg, Spain

#### **Consumer goods**

**L'Oréal:** India, Romania, Turkey

**Nestlé:** Czech Republic, Philippines, Venezuela

**PepsiCo:** Philippines, Romania, Slovakia

**TV Globo:** Brazil

**Unilever:** Hungary, Philippines, Spain, Tunisia

#### **Industry - Energy**

**Eli Lilly:** Czech Republic, India, Mexico

**General Motors do Brasil:** Brazil

**Michelin:** Hungary, Mexico, Romania, Tunisia, Turkey, United Kingdom

**Pfizer:** Spain, Tunisia, Turkey

**Schneider Electric:** France, Germany, India, Spain, Vietnam

**Siemens:** France, Philippines, Romania, Tunisia, Turkey

**Tata Steel Processing & Distribution Limited:** India

**Toyota Motors:** Philippines, Spain, United Kingdom

#### **National public services**

Bulgarian Post, China Postal Express & Logistics Co. Ltd, Shanghai Post Co. (China), National Railways (Hungary), Steel Authority of India Limited, National roads of Romania, Ministry of Defence (United Kingdom), Tunisair (Tunisia), Ministry of Agriculture and Fisheries (Uruguay), Executive Direction of Magistracy (Venezuela), Ministry of Popular Power of Health (Venezuela)



## Our Quality of Life services



## INCENTIVE AND RECOGNITION PROGRAMS

KEY FIGURE

**4.7**

million beneficiaries

Source: Sodexo

### Our offer

#### Enhancing organizational performance through Quality of Life

**Sodexo's customized incentive programs** provide companies with the tools to **unite** and **motivate** employees around common objectives and to **reward** their efforts. Clients can easily and efficiently manage programs to increase sales, manage a partner network or promote good safety practices in a factory.

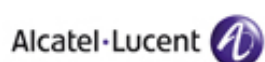
Through its wide range of options, through its online platform and Gift Pass, Sodexo helps in motivating teams, recognizing and rewarding commitment, helping clients to achieve their goals and improve their performance.

### Highlight

#### International – Web platform for incentive programs

Management of clients' multi-country incentive and recognition programs are now being delivered through the Sodexo developed **Web Motivation Center**. The platform offers an international catalogue and enables clients to create and manage Incentive and Recognition campaigns, distributing points and rewards and communicating about the campaigns with their beneficiaries. The online platform also serves as an expert resource supporting Sodexo country teams in implementing their local offers.

## Our Quality of Life services



### SUPPORTING OUR CLIENT... | INDIA

#### Reinforcing Alcatel-Lucent employee engagement

**Alcatel-Lucent**, a leader in mobile, fixed, IP and Optics technologies, and a pioneer in applications and services, is the single largest supplier of digital switching in India with over 50% of market share.

- **Our client's needs**

To encourage, reinforce and promote behavior supporting Alcatel Lucent values\*, the company wanted to put in place a recognition program for individuals and teams, with multiple levels of reward based on significance of contribution.

- **Sodexo's response**

To help its client achieve its objectives, Sodexo provided an online rewards catalogue, providing employees with reward points, which offers them the freedom of choice to choose their own gift. In addition, employees have a clear picture of their performance and can track their reward redemptions via the Sodexo-provided technology platform. They also receive regular communications about the program and a call center is available to respond to their inquiries.

- **Results**

After the first 18 months, employees had a positive response, appreciating in particular the program's flexibility and responsiveness. In addition to the boost to employee motivation, the client appreciated the improved efficiency made possible by Sodexo's program.

*\*Customers first, Innovation, Teamwork, Respect, Accountability*

## Our Quality of Life services



### Key contract win

#### **Belgium - Helping an automotive company reinforce dealer loyalty**

Sodexo designed and rapidly deployed a **web platform** with an online gift catalogue for an automotive client, enabling the company to strengthen connections with its more than 170 tire dealers and reward their loyalty. The platform, which facilitates goal setting, updating of results and use of earned points to buy gifts, is already having a positive impact on dealer loyalty.

### Among our clients...

#### **Banks - Insurance - Corporate services**

**Adecco:** Mexico, Tunisia

**HSBC Group:** Argentina, Mexico

**PricewaterhouseCoopers:** Luxembourg

#### **IT - Electronics**

**Hewlett-Packard:** Tunisia

**SAP:** Philippines

#### **Consumer goods**

**Henkel Adhesive Technologies:** India

**L'Oréal:** Philippines, Romania, Tunisia

**Nestlé:** Hungary, Philippines, Tunisia

**PepsiCo:** Philippines, Romania, Slovakia

**Thomas Cook:** India

#### **Industry - Energy**

**Eli Lilly:** India, Mexico

**Michelin:** India, Tunisia

**Renault Nissan Technology & Business Centre India Pvt. Ltd:** India

**Schneider Electric:** India

**Siemens:** France, Philippines, Tunisia

**Toyota Motors:** Philippines

## Our Quality of Life services



## PUBLIC BENEFITS

### KEY FIGURE

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**1.9**

million beneficiaries

Source: Sodexo

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## Our offer

### Improving Quality of Life through optimized social welfare programs

Through its Public Benefits programs, Sodexo provides access to basic services, culture or residential support services for millions of people worldwide.

Sodexo designs **simple, transparent and effective responses** to facilitate the work of government, optimize budget resources and help clients achieve their **social policy, cultural or educational objectives**. In promoting the development of the local economy, Sodexo also contributes to the creation of enduring employment.

Examples include Culture Pass, which offers students access to sports and cultural activities, Education Pass, helping families to provide learning support for their young children and CESU Pass, offering assistance to seniors or to individuals with disabilities in their homes.

## Highlight

### Chile - Innovation: dial-a-lunch

Low income university students without access to their meal cards no longer risk losing out on their daily allocated lunch benefit thanks to **a mobile phone-based payment system** created by Sodexo. Using a secure account, students can access their accounts with a **mobile phone**, an innovation that helps the client, the Educational assistance & scholarships national department JUNAEB, ensure a secure, reliable means of delivering the benefit to 200,000 income-eligible students.

## Our Quality of Life services



### Key contract wins

#### **Argentina - Social Pass**

The provincial **government of Chaco** renewed its confidence in Sodexo's customized program to deliver social benefits in the remote, economically disadvantaged region. Accepted by retailers throughout the province, Sodexo's Social Pass card helps ensure that nutritional and other basic needs are met for the 90,000 beneficiaries.

#### **Spain - Study abroad scholarships for students**

Sodexo's innovative new system, featuring cards and on-line applications, helped the **Community of Madrid** effectively manage its 2012 study abroad scholarship program. Each scholarship recipient was provided with a personalized card with available credit of up to €1,600, to be used for language training abroad at any of the Community-approved language study centers.

### Among our clients...

#### **Public Authorities**

**JUNAEB** (Junta Nacional de Auxilio Escolar y Becas), Chile

**Ministry of Social, Development of Chaco** (Argentina)

**United Kingdom Borders Agency** (United Kingdom)

## Our Quality of Life services



## OUR PERSONAL AND HOME SERVICES

### Our offer

#### Quality of Life for all ages

Four types of services:

- **Childcare**

Sodexo designs, builds and manages childcare centers for local authorities and companies, providing attentive care and education and helping parents balance family and work life.

- **Tutoring and adult education**

Sodexo offers in-home and online tutoring services for a vast array of subjects, helping students of all ages develop knowledge and skills and to gain confidence.

- **Concierge services**

Circles, a Sodexo subsidiary, helps to increase employee loyalty toward its clients by taking on the private to-do lists of their customers and employees - from restaurant reservations and ticketing to in-home services, vacations and dry cleaning.

- **In-home senior care**

In-home senior care services enable seniors to remain independent and happy at home. Our non-medical services include companionship, housekeeping, transportation, meal preparation, phone assistance and more.

## Our Quality of Life services



### Market trends

Personal and Home Services responds to four demographic and social megatrends affecting society and companies: an aging society, shortage of skilled labor, women in the work force and work-life balance.

#### **Childcare: demand exceeds supply**

In developed countries, parents are facing a scarcity of affordable childcare solutions, leading many governments to adopt policies promoting development of childcare facilities, and companies to seek “turnkey” solutions to help enhance employee loyalty.

#### **Academic success: a major concern for parents**

For parents eager to ensure their children’s success at school but lacking the time and skills for tutoring, outsourcing the task to professionals is an ideal solution.

#### **A better work-life balance**

Facing increasingly challenging time constraints, people are juggling between work and personal life. Companies that provide support for achieving an improved work-life balance benefit from happier, more productive employees, which also translates into increased engagement and loyalty.

#### **Home sweet home**

As the population ages, the need for in-home assistance for dependent persons will continue to rise, particularly given that seniors prefer to remain in their home for as long as possible. To control public spending, some governments are promoting homecare solutions and technologies that enable autonomy.

Source: Sodexo

## Our Quality of Life services



### CONCIERGE SERVICES | IN HOSPITALS

#### France's first hospital concierge services at Gustave-Roussy Cancer Institute

**Institut Gustave-Roussy** is one of Europe's leading cancer treatment and research facilities. Its 2,500-member staff focuses on cancer patient care, research and application of new therapies and knowledge sharing with the international medical and scientific community.

#### Our client's needs

Institut Gustave-Roussy asked Sodexo's Circles subsidiary to implement an array of concierge services to improve **Quality of Life for its medical staff**.

#### Sodexo's response

To support a better **work-life balance for staff during workdays** that often include long hours and night shifts, Circles offers an **array of services** including dry cleaning, shoe repair and fresh produce delivery, and also manages an onsite boutique with postal services and other amenities.

#### Results

Initial reaction from patients and staff members has been very positive, with an increasing number of requests for Circles' concierge services.



### CONCIERGE SERVICES | IN THE WORKPLACE

#### The "Green" Concierge

Sodexo subsidiary Circles, France's leader in **concierge services**, is providing an array of concierge services for French utility **Electricité de France's (EDF) 700 employees** at its Lyons, France site under a five-year contract. The site is piloting EDF's offer of environmentally friendly, Quality of Life services to employees.

Operating in accordance with the site's sustainability charter and the client's "green" strategy, Circles gives preference in its purchases to local suppliers and provides recycling for mobile phone batteries, small electrical appliances and single-use clothes hangers.



## Our Quality of Life services



### Highlights

#### Belgium - Hospital concierge services debut

Circles, a Sodexo subsidiary, celebrated its first hospital concierge launch at the **Grand Hôpital de Charleroi** (GHdC). Situated within the largest site of the hospital group, Circle's concierge services are complimented by a reception and boutique managed by Sodexo. The concierge services will soon be available to 4,500 staff across GHdC's 5 sites, as well as to patients and visitors.

Dry cleaning, alterations, shoe repair, reservations, tickets, administrative tasks, florist services, organic fruit delivery – everyone can benefit from a wide range of services that are easily accessible directly at the concierge desk as well as by phone or internet. Given the tremendous response since the launch, Circles' hospital concierge services have already proven to be a grand success.

#### United States - Comfort Keepers wins recognition

For the second year in a row, the Sodexo subsidiary Comfort Keepers, specializing in in-home senior care services, received the **"World-Class Franchise" certification** from the Franchise Research Institute, a recognition based on feedback from franchisees.

### Key contract wins

#### France - Dynamic growth of concierge services

Sodexo subsidiary Circles is now delivering customized services to several leading companies operating in France, including **Sanofi, PSA Peugeot-Citroën, Thales, Bic, Oracle, Shell** and **Biogaran**. In addition, Circles extended its offering with **L'Oréal** to include its Professional division, building on its success at the company's international headquarters.

#### Luxembourg - European Investment Bank (EIB) childcare center

**A multicultural bank**, the EIB needed an operator that could offer tri-lingual childcare (French, English, German) and service a capacity of 100 children between the ages of 10 weeks and three years old. Together with its subsidiary Crèche Attitude, Sodexo was able to leverage its international dimension and 30 years of experience as a service provider to the EIB to respond effectively to the client's needs and multicultural criteria.

#### United States - Children's hospital services

Sodexo provides concierge services for patients and staff under a four-year contract at the **Nemours/Alfred I. duPont Hospital for Children**. The complimentary service, including meal delivery and errand running, is designed to optimize the health care experience for patients and their families. The wide array of available services, such as home services/repair referrals and product research and comparison, also save staff members time and money, contributing to an improved work-life balance.

## Our Quality of Life services



### Among our clients

**Altran**, Belgium  
**Baker & McKenzie**, Sweden  
**Bic**, France  
**Biogaran**, France  
**Biogen Idec**, United States  
**Boston Red Sox**, United States  
**Coca-Cola**, United States  
**EDF**, France  
**European Investment Bank (EIB)**, Luxembourg  
**Grand Hôpital de Charleroi** (Belgium)  
**Institut Gustave Roussy**, France  
**Kraft Foods**, Sweden  
**L'Oréal**, France  
**Microsoft**, France, United States  
**NCC**, Sweden  
**Nemours/Alfred I. duPont Hospital for Children**, United States  
**Oracle**, France  
**Procter & Gamble**, United States  
**PSA**, France  
**Saab**, Sweden  
**Sanofi-Pasteur**, France  
**Shell**, France  
**St. Jude Medical Inc.**, United States  
**Thales**, France

## Glossary



### | A |

#### **ASPI EUROZONE® INDEX (VIGEO)**

This index is composed of the 120 top-rated companies in the Eurozone based on a best-in-class approach in terms of environmental, social and governance practices by industry sector.

### | B |

#### **BKK**

Network of German Health Insurance Funds.

#### **BRIC**

BRIC refers to the group of high potential emerging countries formed by Brazil, Russia, India and China.

#### **BSR**

BSR (Business for Social Responsibility) is a global network of more than 300 member companies working to build a just and sustainable world. BSR develops sustainable business strategies and solutions through consulting, research and cross-sector collaboration.

#### **BUSINESS IN THE COMMUNITY (BITC)**

Business in the Community is a business-led charity with 850 member companies, from large multinational household names to small local businesses and public sector organizations. BITC seeks to positively shape business impact on the environment, in the marketplace, the workplace and the community.

### | C |

#### **CARBON DISCLOSURE PROJECT**

The Carbon Disclosure Project is an independent non-profit organization that possesses a large worldwide database of primary corporate climate change information.

#### **CARBON FOOTPRINT**

Used to express the amount of carbon dioxide (usually tons) emitted as a result of the fossil fuel combustion of a business or organization. The carbon component of an ecological footprint goes beyond this definition translating carbon dioxide emissions into the amount of forest area that would be required to absorb carbon dioxide emissions. This enables the effects on the planet of fossil fuel combustion to be calculated.

#### **CERES**

CERES mobilizes a powerful network of investors, companies and public interest groups to accelerate and expand the adoption of sustainable business practices and solutions to build a healthy global economy.

#### **COUNTRY ENGAGEMENT COUNCILS**

Discussion and work group of Sodexo and its stakeholders that discusses the Group's social and environmental commitments.

## Glossary



### | D |

#### **DANNE REPORT**

Report written by Anne de Danne in 2009 on the topic of prevention of obesity, at the request of former French President, Nicolas Sarkozy.

#### **DETOX DIETS**

Balanced diets enabling the elimination of toxins from the body.

#### **DOW JONES SUSTAINABILITY INDEX (DJSI)**

Launched in 1999, the Dow Jones Sustainability Indexes are the first global indexes tracking the financial performance of the leading sustainability-driven companies worldwide. Compiled by Dow Jones Indexes and SAM, these indexes provide asset managers with sustainability benchmarks.

### | E |

#### **EARNINGS PER SHARE**

Earnings per share is the amount of earnings per each outstanding share of a company's stock.

#### **EKO-OKÉ**

Brand of fair trade bananas from Ecuador, distributed in Europe by Agrofair.

#### **EMPLOYEE ENGAGEMENT RATE**

Engagement is the level of employee commitment to the success of a Group or business and their loyalty and their pride in being part of the business. Sodexo's employee engagement rate is expressed as the percentage of employees having responded to the six questions on the employee engagement survey. The average rating was 4.5 on a scale of 1 to 6, with 6 being highest (methodology developed by AonHewitt).

#### **ETHIBEL SUSTAINABILITY INDEX (ESI)**

The Global Ethibel Sustainability Index (ESI) lists 200 leaders in corporate social responsibility in Europe, North America and Asia-Pacific, selected from among companies awarded the Ethibel EXCELLENCE label by VIGEO. The Ethibel EXCELLENCE label is the second created by the Ethibel Forum (Ethibel PIONEER), in 2004, to better respond to investor needs.

#### **EUROPEAN FEDERATION OF CONTRACT CATERING ORGANIZATION (FERCO)**

FERCO brings together members of the foodservices industry to discuss and reflect on key issues and to raise awareness among European institutions regarding industry challenges.

#### **EUROPEAN NETWORK FOR WORKPLACE HEALTH PROMOTION (ENWHP)**

An informal network of national occupational health and safety institutes, public health bodies and statutory social insurance institutions. Its members and partners aim to improve workplace health and well-being and to reduce the impact of work-related illnesses on the European workforce.

## Glossary



### | F |

#### **FEDERIS ISR EURO INDEX**

This index ranks companies from the Euro zone according to 6 categories: clients and suppliers, human rights, social commitments, environment, corporate governance, human resources.

#### **FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)**

FAO is a United Nations agency whose mission is to monitor and improve the distribution and production of food and agricultural products throughout the world. FAO works on international efforts to defeat hunger by helping developing countries modernize and improve agriculture, forestry and fisheries practices. Serving both developed and developing countries, FAO also aims to be a neutral forum where nations can negotiate agreements and debate policy.

#### **FOREST FOOTPRINT DISCLOSURE PROJECT**

Forest Footprint Disclosure (FFDP) is a special project of the Global Canopy Foundation, initiated in 2008. FFDP engages with private sector companies, asking them to publish their current “forest footprint” based on the presence of five key commodities – soy, palm oil, timber, cattle products and biofuels – in their operations and/or their supply chains.

### | G |

#### **GLOBAL G.A.P.**

Global G.A.P is a private-sector body that sets voluntary standards for the certification of production processes of agricultural (including aquaculture) products around the globe.

#### **GOOD MANUFACTURING PRACTICE (GMP)**

Established by countries or bodies such as the European Commission in the development of quality procedures, GMP applies to the manufacture of medicinal products for human or veterinary use.

#### **GREENPALM**

GreenPalm – exclusively endorsed by the Roundtable on Sustainable Palm Oil (RSPO) – is a certificate-trading program supporting the production of sustainable palm oil.

#### **GROUP NET INCOME**

Group net income is total net income generated by all Group companies less the portion of net income attributable to minority investors in subsidiaries not wholly owned by Sodexo.

## Glossary



### | H |

#### **HACCP (HAZARD ANALYSIS CRITICAL CONTROL POINT)**

A management system for controlling food safety through the prevention, elimination or reduction to an acceptable level of any biological, chemical or physical risk. Created in the United States, HACCP has been institutionalized in the European Union and in many countries.

#### **HQE**

A French green building standard, based on the principles of sustainable development to limit short and long term environmental impacts from building construction and rehabilitation, while ensuring comfortable and healthy conditions for occupants.

### | I |

#### **IMS - ENTREPRENDRE POUR LA CITÉ**

Created in France in 1986 by business leaders, IMS – Entreprendre pour la Cité – is an organization that brings together more than 230 companies strongly committed to corporate citizenship. A center for dialogue, innovation and human development expertise, IMS is particularly active on topics such as job access and diversity, equal access to education, socially responsible partnerships and inclusive business development.

#### **INTERNATIONAL LABOUR ORGANIZATION (ILO)**

ILO is the international organization responsible for drawing up and overseeing international labor standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programs promoting Decent Work for all.

#### **INTERNATIONAL UNION OF FOOD WORKERS (IUF)**

The International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) is an international federation of trade unions representing workers employed in agriculture and plantations, the preparation and manufacture of food and beverages, hotels, restaurants and catering services and all stages of tobacco processing. The IUF is currently composed of 336 trade unions in 120 countries representing a combined representational membership of over 12 million workers (including a financial membership of 2.7 million).

#### **ISO**

ISO (International Organization for Standardization) is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective.

#### **ISSUE VOLUME**

The face value of vouchers and cards multiplied by the number of vouchers and cards issued.

## Glossary



### | J |

#### **JOINT COMMISSION INTERNATIONAL (JCI)**

JCI certifies health care organizations that meet a set of standard, internationally recognized requirements designed to improve quality of care and ensure a safe environment for patients and staff.

### | L |

#### **LEAN SIX SIGMA**

Combines the qualitative methods of Lean management and Six sigma to ensure on-time delivery of products to customers with the quality required and at the lowest possible cost. Lean Management is a systematic method of improving production processes. Six sigma is a management method for achievement of continuous improvement in the quality of products delivered to customers.

#### **LEED (LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN)**

An ecology-oriented building certification program organized under the U.S. Green Building Council (USGBC). LEED (Leadership in Energy and Environmental Design) concentrates its efforts on improving performance across five key areas of environmental and human health: energy efficiency, indoor environmental quality, materials selection, sustainable site development and water savings.

#### **LITHOTRIPSY**

Lithotripsy or shock wave lithotripsy is a set of techniques used to remove kidney stones through fragmentation and disintegration.

### | M |

#### **MARINE STEWARDSHIP COUNCIL (MSC)**

The Marine Stewardship Council works with partners to transform the world's seafood markets and promote sustainable fishing practices. MSC strives to develop credible standards for sustainable fishing and seafood traceability and seeks to make certified sustainable seafood more widely available.

#### **MAX HAVELAAR**

The Max Havelaar label, the world's first Fairtrade Certification Mark, distinguishes Fairtrade products from conventional ones, to guide consumers to food producers whose practices improve "the living and working conditions of small farmers and agricultural workers in disadvantaged regions." Stichting Max Havelaar (Max Havelaar Foundation) is the Dutch member of FLO International.

## Glossary



### | N |

#### **NUMBER OF SITES**

The number of sites corresponds to the number of client locations where Sodexo operates.

### | O |

#### **OHSAS 18001**

A UK-developed standard (Occupational Health and Safety Assessment Series) used as a model for occupational health and safety management systems. Its objective is to provide companies with assessment and certification of their health and safety management systems, consistent with international management system standards (examples: ISO 9001 for Quality, ISO 14001 for Environment and ILO-OSH 2001 for Safety and Health at Work).

#### **ORANGE LIST**

It lists the species whose conservation status is not currently classified on the red list as endangered but which soon could be, for various reasons (threats to habitats, large but declining numbers, endangered species in neighboring regions, etc.).

#### **ORGANIC GROWTH**

Organic growth is the increase of revenues, at constant exchange rates, and excluding the impact of acquisitions or divestitures of subsidiaries over a twelve-month period.

#### **ORSE (OBSERVATOIRE DE LA RESPONSABILITÉ SOCIÉTALE DES ENTREPRISES)**

A French network aimed at researching and promoting corporate social responsibility (CSR) and socially responsible investment (SRI). Founded in June 2000, ORSE is a non-profit organization working with a diverse group of stakeholders composed of business, trade union, professional, academic and nongovernmental organizations.



## Glossary



### | P |

#### **PNNS**

Launched in 2001, the French National Health and Nutrition Program is a plan for improving public health through a focus on nutrition. A government sponsored public/private collaboration involving government officials, research, health, education and industry professionals and interest groups, the PNNS program sets four priority objectives focusing on nutrition and physical activity.

#### **PROGRESSIVE ABORIGINAL RELATIONS (PAR)**

The PAR is a certification program that recognizes outstanding Aboriginal relations among leading Canadian companies; certified companies integrate Aboriginal relations into their strategic planning and are viewed by Aboriginal businesses and communities as ideal business partners and places to work.

#### **PULSED UV TECHNOLOGY**

A recently developed technology for surface decontamination capable of destroying all bacteria flowing through the cell, without the use of chemicals, through the rapid release (“flash”) of a high intensity white light (approximately 90,000 times the intensity of sunlight at sea level).

### | Q |

#### **QUALITY MANAGEMENT SYSTEM (QMS)**

A set of guidelines to support implementation of required policy and quality objectives to control and improve various organizational processes to achieve continuous improvement in results and performance.

#### **QUALITY, HYGIENE, SAFETY, ENVIRONMENTAL STANDARDS (QHSE)**

These four components of a responsible corporate management approach are based on the belief that most, if not all, accidents involve human error and are therefore preventable with better training and management practices.

### | R |

#### **ROUNDTABLE ON SUSTAINABLE PALM OIL**

RSPO is a not-for-profit association that unites stakeholders from seven sectors of the palm oil industry – oil palm producers, palm oil processors or traders, consumer goods manufacturers, retailers, banks and investors, environmental or nature conservation NGOs and social or developmental NGOs – to develop and implement global standards for sustainable palm oil.

#### **ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS (ROSPA)**

RoSPA is a registered charity that promotes safety and prevents accidents through safety education to save lives and reduce injuries at work, on the road, in the home and during leisure activities.

## Glossary



### | S |

#### **SCOPE 1, 2, 3 GREENHOUSE GAS EMISSIONS**

Emissions generated directly and indirectly by an entity can be classified into “scopes,” based on the source of the emissions:

- \* Scope 1: direct GHG emissions from sources that are owned or controlled by the entity.
- \* Scope 2: indirect GHG emissions resulting from the generation of electricity, heating and cooling.
- \* Scope 3: indirect GHG emissions from sources not owned or directly controlled by the entity but related to the entity’s activities.

#### **SIEL BLEU**

Siel Bleu (Sport, Initiative et Loisirs) is a non-profit organization active in building health awareness. It focuses on physical activity as a way to stay healthy and prevent disease. The group aims to help improve quality of life and maintain autonomy at all ages.

#### **SODEXO WORLD**

Sodexo’s international orientation program. Sodexo World enables about 120 managers every year to better understand the Group, its strategy, its activities and its fundamentals as well as build a network that will support their development in the organization.

#### **STOP HUNGER**

Through the STOP Hunger initiative, Sodexo fights the hunger and malnutrition that affects over 1 billion people in the world and combats food waste. Under its Better Tomorrow Plan global social and environmental responsibility roadmap, Sodexo is committed to establishing STOP Hunger programs in 50% of the countries where it operates by 2015, and in all countries where it operates by 2020.

#### **STOXX® GLOBAL ESG LEADERS INDEX**

The STOXX® Global ESG Leaders index assesses the environmental, social and corporate governance performance of the leading global companies. It is composed of sub-indices: the STOXX Global ESG Environmental Leaders, the STOXX Global ESG Social Leaders and STOXX Global ESG Governance Leaders.

#### **SUPPLIER CODE OF CONDUCT**

The Supplier Code of Conduct sets forth Sodexo’s expectations for sound and responsible ethical, social and environmental practices among its suppliers. These standards apply to all suppliers, vendors, contractors and other entities with which Sodexo conducts business.

#### **SUSTAINABLE ASSET MANAGEMENT (SAM)**

SAM is an investment company focused exclusively on sustainable investing. The firm’s offering comprises asset management, indexes and private equity. Based on its Corporate Sustainability Assessment, SAM has compiled one of the world’s largest sustainability databases and analyzes over 2,000 listed companies annually.

## Glossary



### | T |

#### **TRANS FATTY ACIDS**

Trans fatty acids created from vegetable oils used to make margarines tolerant of high temperatures and with a long shelf life.

### | U |

#### **UNCONVENTIONAL RESOURCES**

Difficult to access hydrocarbons, such as oil or gas, whose extraction involves costly technology but that become more economically accessible when fossil fuel prices rise. Unconventional resources include oil sands, shale oil or gas trapped in rock, coal-seam gas or coal-bed methane.

#### **UNITED NATIONS ALLIANCE OF CIVILIZATIONS**

United Alliance of Civilizations (UNAoC) works to improve understanding and cooperative relations among nations and peoples across cultures and religions and to help counter the forces that fuel polarization and extremism.

### | W |

#### **WASTELESS DAY**

WasteLESS day is an international internal campaign organized by Sodexo on October 16th to reduce food waste.

#### **WATER FOOTPRINT**

The water footprint of an individual, community or business is defined as the total volume of freshwater used to produce the goods and services consumed by the individual or community, or produced by the business. Water use is measured in water volume consumed (evaporated) and/or polluted per unit of time.

#### **WORLD HEALTH ORGANIZATION (WHO)**

WHO is the directing and coordinating authority for health within the United Nations system. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries and monitoring and assessing health trends.

#### **WORLD RESOURCES INSTITUTE (WRI)**

The World Resources Institute is an independent, non-partisan and non-profit environmental think tank founded in the United States. Its staff of more than 100 scientists, economists, policy experts, business analysts, statistical analysts, mapmakers, and communicators develop and promote policies aimed at protecting the Earth and improving people's lives.

#### **WORLD WILDLIFE FUND (WWF)**

WWF is one of the world's largest conservation organizations. Its mission, supported by over 5 million people, is to stop the degradation of the planet's natural environment. Its action aims to conserve biodiversity, ensure sustainable use of resources and combat pollution and waste.