

FUNDAMENTAL PRINCIPLES OF SODEXO'S DEVELOPMENT



Message from **PIERRE BELLON**

*Chairman of Sodexo's Board
of Directors*

> 1. THE SEVEN FUNDAMENTAL PRINCIPLES OF OUR DEVELOPMENT

1.1 MY DETERMINATION TO GROW AND DREAD OF RECESSIONS

In Marseilles in the 1960's, maritime replenishment was in decline; I witnessed the disappearance of three global shipping operations in Provence during those years. Before even creating the company, I made the audacious statement: Sodexo will be a growth company.

1.2 OUR NOTION OF A BUSINESS

Sodexo is the community of:

- its clients and consumers;
- its staff and its leaders;
- its shareholders.

Our purpose is to satisfy their expectations.

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

- guarantees that we are able to retain our current clients as well as attract new ones;
- enables us to self-finance 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.

“

In 1966, I founded Sodexo in Marseilles with 100,000 Francs. During Fiscal 2012, the Group had 18.2 billion euro of consolidated revenues and 984 million euro of operating profit, serving 75 million consumers per day, with 420,000 employees in 80 countries. We are No. 1 in the world in most of our markets. The question we are often asked and that we also need to ask ourselves is: “How did this company, which started from scratch in Marseilles, become such a large global company?”

”

1.3 A CULTURE FOCUSED ON THE CLIENT AND THE CUSTOMER WITHOUT WHOM WE WOULDN'T EXIST

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:
 - focus on client segments and sub-segments;
 - geographic expansion;
- broaden our services offer on our 34,000 sites, with a new expertise: facilities management.

1.4 DEVELOPING OUR HUMAN RESOURCES

Human resources development is a factor in our past development but it is especially the key to our future development.

Since the beginning, I made three observations:

- on my own, it would be hard to accomplish anything; I was a barrier to development. This is why I surrounded myself with competent men and women;
- recognition of the efforts of the men and women on sites is critical; they are the ones who are in daily contact with consumers, who understand their needs, ensure their satisfaction and are the ambassadors of the Group's image;
- lastly, our work needs to have meaning and we need to take pride in it. We have defined our vocation, values

and ethical principles which today are shared by our managers who set the example and by our 420,000 employees. They unite us deeply and serve as a common bond for our teams throughout the world. This is what sets us apart from our competitors.

Our mission is twofold:

- improve the Quality of daily Life of our employees and all whom we serve;
- contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

Our values

The values shared by Sodexo's 420,000 employees are:

- Service Spirit;
- Team Spirit;
- Spirit of Progress.

Our ethical principles:

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



FUNDAMENTAL PRINCIPLES OF SODEXO'S DEVELOPMENT



PIERRE BELLON'S
message, continued
*Chairman of Sodexo's Board
of Directors*

1.5 OUR STRATEGIC POSITIONING

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:

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

This is why we have chosen three activities, all of which contribute to improving Quality of Life for our colleagues, our employees, our clients and our consumers:

- On-site Services;
- Benefits and Rewards Services;
- Personal and Home Services.

The services we provide are catalysts for well-being and performance; **we contribute to the progress of companies as well as individuals**. This is true on a macro-economic level - it has been proven that the sustainable competitiveness of economies is increasingly dependent on the level of well-being - but also on a micro-economic level because they enhance companies' performance.

1.6 CHOOSING TO BECOME GLOBAL

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.

1.7 OUR INDEPENDENCE

Since our creation in 1966, independence has been one of the Group's fundamental principles. Independence enables the Group to:

- maintain its values;
- focus on a long-term strategy;
- maintain management continuity;
- ensure its durability.

Our independence includes six factors.

The most important factor is financial independence

Our family shareholding 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:

- choose activities with low capital intensity and average tangible investments (excluding acquisitions) that represent less than 2% of revenues;
- have 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.

The other five factors of independence are with regard to:

- our 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;
- our financing partners;
- any external organization that would limit the Group's proper functioning;
- public authorities.

Now that I have provided the seven reasons for our development, I would add that, in fact, I could have given only one: the sum of our successes was slightly greater than the sum of our failures. Personally, I have had many failures; I have taken risks and so have my colleagues. Therefore they have a right to fail. I have learned much more from my failures than from my successes.

Starting from nothing, we have become a large global company.

I would like to thank all of those who helped me build Sodexo: our employees, our site managers, our managers, our leaders, the Group Executive Committee and our Chief Executive Officer, Michel Landel, as well as the members of the Board of Directors.

Finally, I would like to thank my wife who has given me her support for the last 52 years and my four children who have tolerated my absences and who have given us 13 grandchildren.

I also want to thank my children Sophie, François-Xavier, Nathalie and Astrid; I am proud of them. They are all members of Sodexo's Board of Directors and are very close-knit. Their personal ambitions have taken a back seat to the ambition that we all have for our Group.



FUNDAMENTAL PRINCIPLES OF SODEXO'S DEVELOPMENT



PIERRE BELLON'S
message, continued
*Chairman of Sodexo's Board
of Directors*



2. WHAT SHOULD WE DO TO CONTINUE OUR SUCCESS IN THE FUTURE?

And now? Is the potential for development limitless?

2.1 THERE ARE MANY EXAMPLES DEMONSTRATING THAT A COMPANY'S PAST SUCCESS DOES NOT GUARANTEE ITS FUTURE

Since 1966, our main concern has been job creation, which is why we have continuously sought leading markets. This is why our potential for revenue growth is considerable; we estimate it at around 50 times our current revenues.

2.2 BUT WE FACE ENORMOUS CHALLENGES:

- globalization is developing;
- competition is intensifying;
- budget deficits and national debt in the U.S. and Europe keep increasing;
- the worst financial, economic and social crisis since 1929 is ongoing, affecting the most developed countries and slowing the growth of emerging countries.

Nevertheless, Michel Landel and his teams are confirming the Group's ambitions:

- 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% average annual revenue growth over the medium term;
- to reach a 6.3% operating margin within three years.

To achieve our ambitions, we have taken a two-pronged approach:

- firstly, reaffirming and sharing the seven fundamental principles that have made our development to date;
- secondly, taking actions that will allow us to continue to succeed in the future.

2.3 OUR FOUR KEY PRIORITIES FOR CONTINUED FUTURE SUCCESS

First priority: Develop our human resources, with a focus on:

- succession planning and future management of our leaders;
- review of our compensation and incentive policies for 1-year and 5-year performance;
- finally, the emergence of future internal entrepreneurs⁽¹⁾ who will increasingly need to be “global citizens.”

Second priority: Transform our organization

Our future organization will need to be clear, simple, and understandable by our employees, our clients, our consumers, our suppliers and the public authorities.

It will need to be designed to increasingly take into consideration the needs of our clients and consumers.

Third priority: Improve our competitiveness

- Through moving from a budget focused culture to an entrepreneurial one.
- By increasingly considering non-tangible investments in our decisions.
- And in relying on progress measures in the four following areas:
 - the development and satisfaction of our clients and consumers;
 - human resources;

- management;
- financial performance.

The progress accomplished as a result of these measures will allow Sodexo to accelerate growth in operating profits, operating cash flows and revenues.

We will also develop a judicious use of new information and communications technologies to collect, share and disseminate our *savoir-faire*.

Fourth priority: Establish a global brand and a communication strategy

We have become a large company but we want the Sodexo brand to be globally recognized, loved and chosen. Investing in our brand, which is an essential non-tangible asset of the Group, will give us a competitive advantage.

To meet our challenges and continue to succeed in the future, the Board of Directors has full confidence in Michel Landel, Chief Executive Officer, his teams and all of the employees.

PIERRE BELLON

Chairman of the Board of Directors of Sodexo



⁽¹⁾ Sodexo was built by internal entrepreneurs, such as the country managers of France, Belgium, Holland, Italy, Spain, United Kingdom, Middle-East, Africa, South America, United States, Asia (China and India), etc. To continue to develop we will increasingly need to promote our internal entrepreneurs.

SODEXO'S BOARD OF DIRECTORS AS OF AUGUST 31, 2012



**NATHALIE
SZABO**

Member
of the Management
Board, Bellon SA

**PIERRE
BELLON**

Chairman
of Sodexo's Board
of Directors

**SOPHIE
CLAMENS**

Chairman
of the Management
Board, Bellon SA

**FRANÇOIS-
XAVIER BELLON**

Chief Executive Officer,
Bright Yellow Group Plc

**ASTRID
BELLON**

Member of the
Management
Board, Bellon SA

SODEXO'S BOARD OF DIRECTORS AS OF AUGUST 31, 2012



MICHEL LANDEL
Chief Executive Officer, Sodexo



ROBERT BACONNIER
Vice Chairman of Sodexo's
Board of Directors



BERNARD BELLON
Chairman of the Board of Directors,
Finavance



PATRICIA BELLINGER
Executive Director of Executive
Education, Harvard Business School



FRANÇOISE BROUGHER
Vice President, Global SMB Sales
& Operations, Google



PAUL JEANBART
Chief Executive Officer, Rolaco



ALAIN MARCHETEAU
Company Director



PETER THOMPSON
Company Director



Message from **MICHEL LANDEL** *Sodexo's Chief Executive Officer*

> **1. 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:

1.1 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.

1.2 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.

1.3 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.

“ 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. ”

➤ 2. 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.

2.1 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.





Message from
MICHEL LANDEL

*Sodexo's Chief Executive Officer,
continued*

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.

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.

2.2 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.

➤ 3. 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.





Message from
MICHEL LANDEL

*Sodexo's Chief Executive Officer,
continued*

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.

MICHEL LANDEL

Chief Executive Officer, Sodexo

SODEXO'S EXECUTIVE COMMITTEE

as of August 31, 2012



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



**ELISABETH
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



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HISTORY

OUR HISTORY

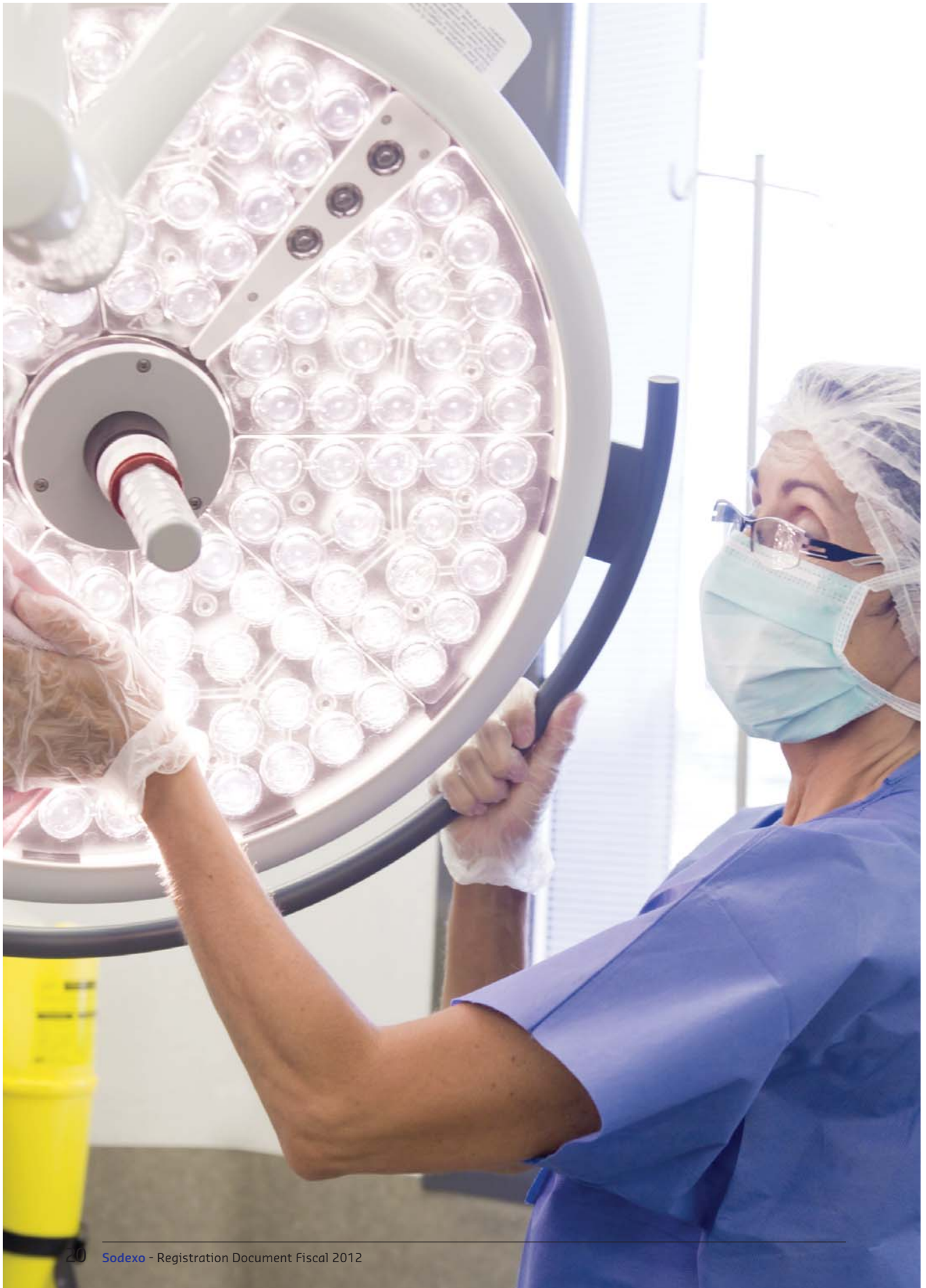
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Our history

Pierre Bellon founds Sodexho, a company specializing in providing Foodservices to institutions, businesses, schools and hospitals, in Marseilles (France).	<	1966	
		1967	> CNES, in French Guiana, awards Sodexho a contract in the "multiservices" market, signaling its entry into the remote site management business.
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.	<	1971-1978	
		1983	> Initial public offering of Sodexho shares on the Paris Bourse.
Sodexho establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe.	<	1985-1993	
		1995	> Acquisitions of Gardner Merchant in the United Kingdom and Partena in Sweden, the then leaders in Foodservices in their respective countries.
The Service Vouchers and Cards business expands into Brazil with the acquisition of Cardàpio.	<	1996	
		1997	> The holding company changes its name to Sodexho Alliance.
The merger of the Foodservice operations of Marriott International and Sodexho and the formation in the U.S. of Sodexho Marriott Services, 48.4% owned by Sodexho, which becomes North American market and global leader in Food and Facilities Management services. Sodexho Marriott Services will become Sodexho, Inc., a wholly-owned subsidiary of the Group, in 2001.	<	1998	
		2000	> Following the integration of Universal, Sodexho becomes the world leader in remote site management.
Sogeres (France) and Wood Dining Services (U.S.) join the Group.	<	2001	
		2003	> Succeeding Albert George, Jean-Michel Dhenain and Michel Landel are appointed Chief Operating Officers.

<p>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.</p>	<	2004	
		2005	> Michel Landel becomes Chief Executive Officer of Sodexo Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.
<p>Sodexo Alliance becomes Sodexo. Corporate headquarters is transferred to Issy-les-Moulineaux.</p> <p>Acquisition of VR's Service Vouchers and Cards activity making Sodexo the co-leader of this market in Brazil, the world's largest.</p> <p>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.</p>	<	2008	
		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.
<p>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 <i>savoir faire</i> in luxury gastronomy in Paris and worldwide.</p>	<	2011	> 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.

Source: Sodexo.





OUR GROUP AND OUR QUALITY OF LIFE SERVICES

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2.1 Profile

GROUP KEY FIGURES

- > **18.2** billion euro in consolidated revenues
- > **421,391** employees
- > **34,343** sites
- > **75** million consumers served daily
- > **80** countries

Source: Sodexo.

> 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⁽¹⁾** 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.

Our growth potential is considerable

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.

(1) Sodexo has changed the name of its Motivation Solutions activity to "Benefits and Rewards Services."

> AWARDS

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 **4th in its industry category, "Diversified Outsourcing Services."** Around 4,000 business executives and analysts evaluated approximately 700 companies from 32 countries based on nine criteria, from investment value to social responsibility.

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.

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> ON-SITE SERVICES

KEY FIGURES

> **96%** of Group revenues

> **417,308** employees *

> **17.5** billion euro in consolidated revenues

Source: Sodexo.

* Including Personal and Home Services and shared structures.

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.

SODEXO, LEADER IN ON-SITE SERVICES IN MOST OF ITS MARKETS

Source: Sodexo.

> BENEFITS AND REWARDS SERVICES

(Formerly Motivation Solutions)⁽¹⁾

KEY FIGURES

- > **14.7** billion euro in issue volume
- > **4%** of Group revenues
- > **756** million euro in consolidated revenues
- > **3,633** employees
- > **410,000** clients (excluding individuals)
- > **30.2** million beneficiaries
- > **1.2** million affiliated partners

Source: Sodexo.

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 talented individuals, retain employees 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.

SODEXO, A WORLDWIDE LEADER IN BENEFITS AND REWARDS SERVICES

Source: Sodexo.

> 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.

(1) Sodexo has changed the name of its Motivation Solutions activity to "Benefits and Rewards Services."

2.2 Financial performance and key figures

> 2.2.1 CONSOLIDATED REVENUES

CONSOLIDATED REVENUES

	(in millions of euro)
Fiscal 2008	13,611
Fiscal 2009	14,681
Fiscal 2010	15,256
Fiscal 2011	16,047
Fiscal 2012	18,236

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.

GROUP REVENUES BY REGION (FISCAL 2012)

North America	37%
Continental Europe	34%
United Kingdom and Ireland	8%
Rest of the World	21%

Sodexo benefits from a global network which today covers 80 countries, with leadership in emerging markets with strong growth potential.

REVENUES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2012)

On-site Services	96%
• Corporate	31%
• Defense	4%
• Justice Services	2%
• Remote Sites	10%
• Sports and Leisure	4%
• Health Care	18%
• Seniors	6%
• Education	21%
Benefits and Rewards Services (formerly Motivation Solutions)	4%

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;

- 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.

FACILITIES MANAGEMENT SERVICES' SHARE OF REVENUES

Fiscal 2008	22%
Fiscal 2009	23%
Fiscal 2010	24%
Fiscal 2011	25%
Fiscal 2012	26%

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 (FORMERLY MOTIVATION SOLUTIONS) (FISCAL 2012)

	Revenues	Issue volume
South America	55%	48%
Europe and Asia	45%	52%

> 2.2.2 EMPLOYEES AND SITES

NUMBER OF EMPLOYEES AS OF THE END OF FISCAL

2008	355,044
2009	379,749
2010	379,137
2011	391,148
2012	421,391

EMPLOYEES BY REGION (FISCAL 2012)

North America	29%	123,698 employees
Continental Europe	25%	103,558 employees
United Kingdom and Ireland	9%	38,035 employees
Rest of the World	37%	156,100 employees

EMPLOYEES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2012)

On-site Services	97%
• Corporate	40%
• Defense	4%
• Justice Services	1%
• Remote Sites	10%
• Sports and Leisure	3%
• Health Care	14%
• Seniors	3%
• Education	22%
Benefits and Rewards Services (Formerly Motivation Solutions)	1%
Personal and Home Services	0.5%
Group headquarters and shared structures of activities	1.5%

NUMBER OF SITES AS OF AUGUST 31

2008	30,584
2009	33,884
2010	33,543
2011	33,400
2012	34,343

SITES BY CLIENT SEGMENT (FISCAL 2012)

• Corporate	51%
• Defense	3%
• Justice Services	1%
• Remote Sites	5%
• Sports and Leisure	2%
• Health Care	12%
• Seniors	9%
• Education	17%

> 2.2.3 RESULTS AND RATIOS

OPERATING PROFIT

	(in millions of euro)
Fiscal 2008	690
Fiscal 2009	746
Fiscal 2010	771
Fiscal 2011	853
Fiscal 2012	984

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.

GROUP NET INCOME

	(in millions of euro)
Fiscal 2008	376
Fiscal 2009	393
Fiscal 2010	409
Fiscal 2011	451
Fiscal 2012	525

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

	(in millions of euro)
Fiscal 2008	197
Fiscal 2009	197
Fiscal 2010	208
Fiscal 2011	229
Fiscal 2012*	250

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

This represents a payout ratio of approximately 50% of Group net income.

NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES

	(in millions of euro)
Fiscal 2008	780
Fiscal 2009	577
Fiscal 2010	1,006
Fiscal 2011	847
Fiscal 2012	1,018

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%
Fiscal 2012	21%

* 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%
Fiscal 2012	17%

* 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.

> 2.2.4 PERFORMANCE PER SHARE

EARNINGS PER SHARE (IN EURO)

Fiscal 2008	2.42
Fiscal 2009	2.54
Fiscal 2010	2.64
Fiscal 2011	2.95
Fiscal 2012	3.48

DIVIDEND PER SHARE (IN EURO)

Fiscal 2008	1.27
Fiscal 2009	1.27
Fiscal 2010	1.35
Fiscal 2011	1.46
Fiscal 2012	1.59*

* 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.

2.3 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)⁽¹⁾;
- Personal and Home 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 new 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**.

(1) Sodexo has changed the name of its Motivation Solutions activity to "Benefits and Rewards Services."

➤ 2.3.1 OUR ON-SITE SERVICES

KEY FIGURES

- **96%** of Group revenues
- **417,308** employees *
- **17.5** million euro in consolidated revenues
- **34,343** sites

Source: Sodexo.

* Including Personal and Home Services and shared structures.

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.

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.

Focus on...

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 United Kingdom 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 United States, the United Kingdom, Germany, China, India and Singapore.

The worldwide platform will centralize and take this considerable expertise to a higher level, facilitating sharing of best practices.

CORPORATE

KEY FIGURES

> 5,713 million euro in revenues

> 31% of Group revenues

Source: Sodexo.

> 169,306 employees

> 17,632 sites

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.

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.

On our clients' sites

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.

Focus on...**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."

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.

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 Procter & Gamble manufacturing sites around the world. The agreement expands the number of Procter & Gamble 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.

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 foodservices, 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.

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

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

DEFENSE

KEY FIGURES

> **667** million euro in revenues

> **4%** of Group revenues

> **13,468** employees

> **1,119** sites

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 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.

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.

Focus on...

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.

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.

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.

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

* Outback: the remote semi-arid region of Australia, which is as large as two-thirds of Europe, and has fewer than one million inhabitants.

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

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

JUSTICE SERVICES**KEY FIGURES**

> **353** million euro in revenues

> **2%** of Group revenues

> **4,088** employees

> **119** sites

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.

Focus on...

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 **Seysses** 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.

- **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

REMOTE SITES

KEY FIGURES

> **1,777** million euro in revenues

> **10%** of Group revenues

> **40,625** employees

> **1,765** sites

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.

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.

Focus on...

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.

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 (BGEPI), 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 BGEPI, 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.”

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.

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

SPORTS AND LEISURE

KEY FIGURES

> **830** million euro in revenues

> **4%** of Group revenues

> **12,856** employees

> **806** sites

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.

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.

Focus on...**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.

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" provide 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.

Key contract wins**FRANCE**

- **Seminars**

Sodexo will provide overall management and marketing for events at the **Château 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 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.

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**.

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)

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)

HEALTH CARE

KEY FIGURES

> **3,329** million euro in revenues

> **18%** of Group revenues

> **59,654** employees

> **4,033** sites

Source: Sodexo.

2

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, material 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.

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.

Focus on...

SUPPORTING CLIENT PERFORMANCE ACCREDITATION IN EMERGING MARKETS

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.

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.

Key contract wins

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.

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

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 – CAPIO GROUP RENEWS ITS CONFIDENCE IN SODEXO

For only the second time, Spain's largest private hospital Group, **Capio**, 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.

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)

SENIORS

KEY FIGURES

> **1,043** million euro in revenues

> **6%** of Group revenues

> **13,622** employees

> **2,920** sites

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 the home.

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.

Focus on...

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.

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.

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.

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.

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)

* *Compassion, Accountability, Respect, Enthusiasm and Service.*

Fondazione Maria Ausiliatrice, Bergamo/Villa Serena di Brembate, Bergamo (Italy)

Fundación Teleton, 6 sites (People with Disabilities) Santiago (Chile)

Hopeatie 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)

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** both to 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.

Focus on...

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.

EDUCATION

KEY FIGURES

> **3,785** million euro in revenues

> **21%** of Group revenues

Source: Sodexo.

> **91,375** employees

> **5,949** sites

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.

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.

Award

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.

Focus on...

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.

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.

- **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.

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 **Universitat Politècnica de Catalunya**, Catalonia's leading university for engineering, architecture and other technical degrees. Sodexo 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 University and **Oasis Community Learning** were among the year's notable contract wins in the UK and Ireland. Other successes included the United Kingdom'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.

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)

École 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)

> 2.3.2 OUR BENEFITS AND REWARDS SERVICES

ACTIVITY

KEY FIGURES

- > **14.7** billion euro in issue volume
- > **756** million euro in revenues
- > **4%** of Group revenues
- > **3,633** employees
- > **410,000** clients (excluding individuals)
- > **30.2** million beneficiaries
- > **1.2** million affiliated partners

Source: Sodexo.

2

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.

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.

EMPLOYEE BENEFITS

KEY FIGURE

> **23.6** million beneficiaries

Source: Sodexo.

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.

On our clients' sites

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.

Focus on...

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 euro 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.

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 rollout 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.

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 for 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 on-line 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.

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 Brazil, 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 (India), 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).

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.

On our clients' sites

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.

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.

* Customers first, Innovation, Teamwork, Respect, Accountability

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

PUBLIC BENEFITS**KEY FIGURE**> **1.9** million beneficiaries

Source: Sodexo.

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, JUNAEB (National department of education and scholarships), ensure a secure, reliable means of delivering the benefit to 200,000 income-eligible students.

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 euro, 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)

➤ 2.3.3 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.

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.

On our clients’ sites

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.

Focus on...**THE “GREEN” CONCIERGE**

Sodexo subsidiary Circles, France’s leader in concierge services, is providing an array of **concierge services** for French utility **Électricité 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.

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 services at its international headquarters on the rue Royale in Paris.

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.

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



ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

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Information pertaining to economic, social and environmental aspects of Sodexo's worldwide operations, and particularly in France, is provided below. Further information is available in the "Better Tomorrow Plan" Corporate and Social Responsibility Report available on the Sodexo website www.sodexo.com.

Corporate and social commitments have always been central to Sodexo's fundamental principles. Today, those fundamentals are the cornerstone of its development as a socially responsible company and its economic performance.

True to its mission, Sodexo improves the Quality of daily Life and contributes to the economic, social and environmental development of the cities, regions and countries where it operates.

In 2009, Sodexo unveiled its roadmap, the "Better Tomorrow Plan", aimed at enhancing its economic, social and environmental performance and evaluating the impact of its actions across 80 countries and more than 34,300 sites. The Better Tomorrow Plan is a strategy of continuous progress.

The Better Tomorrow Plan comprises three core pillars:

- **We are:** the fundamentals that serve as the cornerstone of our development;
- **We do:** four priorities with our commitments to action;
 - our commitments as an employer,
 - our commitments to better nutrition, health and wellness,
 - our commitments to support our host communities,
 - our commitments to protect the environment;
- **We engage:** in dialogue and joint actions with our stakeholders.

The Better Tomorrow Plan

3.1 We are

> OUR MISSION, OUR VALUES AND OUR ETHICAL PRINCIPLES

Sodexo is driven by a philosophy and shared values which today still unite its 420,000 employees worldwide.

Sodexo's employees are key to its growth, past, present and future. This growth needs to have meaning, which is why, upon the creation of Sodexo in 1966, Pierre Bellon, founder of the Group defined:

- a mission;
- values;
- ethical principles.

OUR MISSION

Our mission is two fold:

- **improve the Quality of daily Life** of our employees and all whom we serve;
- **contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

OUR VALUES

The values shared by Sodexo's 420,000 employees are:

- Service Spirit;
- Team Spirit;
- Spirit of Progress.

OUR ETHICAL PRINCIPLES

- loyalty;
- respect for people and equal opportunity;
- transparency;
- business integrity.

Our mission, our values and our ethical principles allow for a common vision and a sense of initiative, for the work of each of us.

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.

3.2 We do

We do: our four priorities and commitments to action

- our commitments as an employer;
- our commitments for better Nutrition, Health and Wellness;
- our commitments to our host communities;
- our commitments to protect the environment.

➤ 3.2.1 OUR COMMITMENTS AS AN EMPLOYER

Sodexo is first and foremost a people company. With 420,000 employees, we are the 20th employer worldwide*. Our success is built on a unique economic and social model: our ability to contribute to client and consumer satisfaction is primarily due to our employees' professionalism and engagement.

As an employer, Sodexo is committed to providing employees with the means to **grow and develop** throughout their career and to foster **diversity and inclusion**. Sodexo fully respects its employees' **fundamental rights** and is committed to ensuring their **safety**.

Sodexo has set ambitious human resources objectives in order to ensure its growth:

- **have the Human Resources available, in terms of both quantity and quality, and with the requisite skills**, to satisfy the demands of all its clients, and to offer innovative solutions for their needs;
Investing in **employee training and development** at all levels is therefore a priority. Examples include:
 - training for employees leading to recognized qualifications;
 - orientation programs for future site managers;
 - advanced training programs for managers, including an e-learning platform;
- **promote access to jobs and equal opportunities**;
- **be one of the world's most appreciated employers by its employees**.

3.2.1.1 DEVELOPMENT OF OUR EMPLOYEES

People have always been central to Sodexo's fundamentals. Today, those fundamentals are the cornerstone of its development as a socially responsible company. As with improving the Quality of Life for its clients and consumers, Sodexo firmly believes that, as an employer, improving the Quality of Life for employees in the workplace is the surest way to secure their lasting engagement, thereby satisfying all of its stakeholders and driving efficiency for the Group. Sodexo's 420,000 employees have the **same passion for service for the greatest satisfaction of clients and consumers**.

For Sodexo, the development of our people means:

- offering a fulfilling work environment;
- providing continuous training and professional development throughout their career;
- offering opportunities for internal promotion;
- ensuring constructive labor relations.

Our **Employee Value Proposition**, "**Your future, so Sodexo**", ensures the quality and consistency of their career experience for all Sodexo employees, focused on the five key moments of professional life: Recruiting, Welcoming, Living, Growing and Rewarding.

* Source: Fortune 500 – July 23rd 2012.

A fulfilling work environment

A work environment and jobs that are fulfilling are the basis for ensuring the continuous engagement of our employees.

This means that Sodexo works to ensure a **stable, healthy and positive work environment** with employees united around strong fundamentals and our shared values – Service Spirit, Team Spirit and Spirit of Progress – and guided by the Company's ethical principles.

It also means providing employees with **assistance in their everyday lives**, both within and outside the workplace, thereby helping them to remain fully dedicated to serving our clients and consumers.

"LifeWorks" – Support for daily life

Sodexo's "LifeWorks" offer provides **personal and professional resources to U.S. employees and their families** to help them manage life's daily challenges. From dependent care to financial assistance to planning a vacation, "LifeWorks" professional consultants are accessible by telephone 24/7 to every employee.

Among the most common topics are child care, caring for seniors or the disabled within the family, and legal, financial or health issues.

Launched in 2010, this initiative has proven highly successful with **20,000 employees** seeking help from "LifeWorks" in Fiscal 2012, generating 1,500 consultations, of which 872 were in person.

KEY FIGURE

Retention rate for our site managers:
84.7% in Fiscal 2012 compared
to 83.6% in Fiscal 2011.

Providing continuous training and professional development

Employee training and development is one of the cornerstones of the Group's Human Resources strategy. Sodexo maintained its investments in training in Fiscal 2012.

Number of employees who have undergone training*

Employees	Management	Total
279,694	47,575	327,269

* Excluding on-site training.

15,875 additional employees received training as compared to the prior year.

Percentage of employees who have undergone training*, compared to average workforce in each grade

Employees	Management	Total
75.2%	95.3%	77.5%

* Excluding on-site training.

Number of training hours

The total number of training hours for all Group employees was 5,407,094 hours, which is 12% higher than for Fiscal 2011.

In providing opportunities to all employees to learn new skills and strengthen their expertise to change professions or move internationally, Sodexo ensures that a **team of talented, committed professionals** is available to clients and consumers, understanding and responding effectively to their needs.

All employees whatever their position and function, benefit from effective training throughout their career.

Throughout the world, Sodexo Academies offer Group employees an impressive array of training and development opportunities offered by **Sodexo Academies**. For example, in the U.S., 113,000 employees participated in 400 different training courses during Fiscal 2012.

Training and development programs have been organized to respond to employees' specific needs and expectations, including academies for the Defense and Healthcare segments, for facilities management as well as an orientation and development program for senior executives.

International – “Emerging talents”

“Emerging Talents” is a mentoring program focused on developing management talent in emerging markets. The program provides participants with opportunities to enhance their management and operational skills to prepare them for key positions within the organization. The program includes classes and e-learning, with sessions on Sodexo's organization and worldwide strategy. Six women and six men participated in the first year of the program, drawn from Angola, Gabon, India, Malaysia, Oman, Singapore and Thailand.

KEY FIGURE

In Fiscal 2012,
327,269 employees
participated in a training program.

Offering opportunities for internal promotion

Providing opportunities for internal advancement is at the heart of Sodexo's employee value proposition... and one of the secrets of our success.

Our constant growth, the range of our activities and diversity of professions enable us to support our employees who want to progress in the organization, whatever their level or function.

During Fiscal 2012, 2,250 front-line staff were promoted to site manager and 488 site managers and other non-site staff were promoted to non-site managerial positions, for a total of 2,738 internal promotions to a manager grade by promotion from one grade to another. These figures do not include internal promotions within the same grade.

Internal promotion by promotion from one grade to another	Front-line staff to site manager positions	Site manager and other non-site staff to managerial positions
Internal promotion/ (internal promotion and recruitment)	26%	27%

In Fiscal 2012, Sodexo continued to deploy **Ingenium**, which helps Sodexo's Human Resources teams manage the annual performance review process, talent and succession planning and the creation of personal development plans. The program is also used to manage international postings and global succession planning, providing a global view of talent, enabling consistent talent management and ensuring a quality and calibrated global standard throughout the world. Since 2010, 25,000 managers have participated in the program, with an objective to reach 45,000 employees in 2015.

KEY FIGURE

27% of site managers and other non-site staff were promoted to managerial positions in Fiscal 2012.

Ensuring constructive labor relations

Since our creation, Sodexo has always maintained a strong social dialogue with our employees and their representatives in the countries where we operate. Such dialogue:

- corresponds with our core values;
- contributes to the long term economic and social development of our Company;
- supports our growth and contributes to the attainment of our strategic objectives.

Sodexo is committed to respecting the right of employees to join the trade union of their choice, or not, as they may so choose and to bargain collectively, free from any form of pressure, as defined by the International Labour Organization (ILO).

Group – International Framework Agreement

In December 2011, Sodexo became the first company in its industry to sign an International Framework Agreement with the International Union of Food Workers (IUF).

This innovative partnership will serve as a forum to **advance social dialogue** and **promote the labor rights** of Sodexo employees around the world.

Through an Annual Meeting and *ad hoc* visits to Sodexo operational sites, Sodexo and the IUF will continuously improve respect for fundamental labor principles, including freedom of association and collective bargaining.

Maintaining social dialogue with trade unions worldwide is a major concern for Sodexo. For instance, Sodexo meets annually with the European Works Council, which includes employee representatives from 22 countries, and quarterly with the Council's Executive Committee to discuss topics of common interest.

3.2.1.2 HUMAN RIGHTS

As a signatory of the United Nations Global Compact, Sodexo is committed to respecting the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Sodexo further acknowledges and respects the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, as well as the employment and industrial relations chapter of the OECD Guidelines for Multinational Enterprises.

Sodexo recognizes that companies have a responsibility to respect human rights as outlined in the United Nations Guiding Principles on Business and Human Rights. Sodexo's respect for human rights dates from the company's founding in 1966. Sodexo's mission, values and ethical principles form the basis for all that we do, and how we interact with all stakeholders.

Sodexo published the Group Human Rights Policy in 2009, which is now available in sixteen languages on Sodexo websites around the world.

As a global employer, Sodexo respects employee rights, as defined through the key principles of the International Labour Organization:

- freedom of association and effective recognition of the right to collective bargaining;
- elimination of all forms of forced or compulsory labor;
- effective abolition of child labor;
- elimination of discrimination with respect to hiring and employment.

Consistent with these principles, Sodexo has adopted a **Fundamental Rights at Work Charter**, which is supported by:

- deployment of a self-assessment questionnaire to evaluate country level policies and practices concerning employee rights, with action plans developed to respond to the issues identified;
- creation and distribution of a Guide to Fundamental Rights at Work to help in the development of action plans;
- creation of an e-learning tool for managers, to raise their awareness about Fundamental Rights at Work;
- introduction of a "Fundamental Rights at Work" assessment in the internal audit function;
- incorporation of Fundamental Rights at Work within Sodexo's Supplier Code of Conduct.

3.2.1.3 DIVERSITY AND INCLUSION

For Sodexo, diversity and inclusion is a **business imperative** that ensures our ability to attract, develop and retain the best talent and create an inclusive workplace where employees can thrive and deliver the services that improve Quality of Life for our clients and consumers.

Sodexo has identified diversity and inclusion as a **strategic priority** and set five key areas of focus:

- **gender:** Expand the representation, engagement and development of women in leadership and operational positions;

- **generations:** Build awareness and identify new opportunities to increase generational representation and a culture of effective working relationships across generations;
- **ethnic minorities:** Strive to have our workforce reflect the diversity of our consumers and clients;
- **people with disabilities:** Recruit, engage, develop and provide accommodations for employees with special needs;
- **respect for sexual orientation and gender identity:** Foster an inclusive environment in which Lesbian, Gay, Bisexual and Transgender employees can “bring their whole selves to work.”

Four key drivers support achievement of these areas of focus: supporting and strengthening the **commitment of leaders**; increasing recruitment, development, engagement and retention of **top talent**; fostering a **culture of diversity and inclusion** developed at all levels and in all functions; and making diversity and inclusion a **competitive advantage**.

Diversity and inclusion is an essential element of our **long-term strategy** that will enable the future success of the organization. For the past five years, Sodexo’s progress has been measured through a scorecard that tracks both quantitative and qualitative accountability to ensure we are sourcing, developing and retaining a diverse and highly skilled workforce.

SWIFT – Promoting women’s development

- Launched three years ago by Sodexo’s Chief Executive Officer Michel Landel, the **Sodexo Women’s International Forum for talent (SWIFT)** works to advance Sodexo’s global gender strategy, increase representation of women in management positions and reinforce the engagement of women throughout the company.
- Bringing together 25 senior women leaders, representing 14 nationalities and all areas of the organization, SWIFT proposes concrete actions to allow the organization to attain its target: **25% representation of women among Sodexo’s Top 300 managers by 2015**.
- SWIFT has initiated a culture change at Sodexo by raising awareness of the business case, championing new initiatives and implementing new tools for developing mentoring programs and employee networks.

United States – Diversity leadership

- Sodexo received the “**Catalyst Award**” for the proven, measurable results of its multi-pronged diversity and inclusion strategy that addresses the **recruitment, development and advancement of women and minorities** in the workplace. Evaluation criteria include business rationale, senior leadership support, accountability, communication, employee engagement, innovation and measurable results.
- In addition, for the seventh straight year, Sodexo was included in the Diversity Inc Top 50 list, ranking #2 for the second consecutive year, among a group of more than 500 participating companies from a wide range of industries.

KEY FIGURE

In five years, the percentage of women in senior management has increased from 16% to **23%**.

3.2.1.4 HEALTH AND SAFETY

Health and Safety is an integral part of Sodexo’s mission to improve Quality of daily Life. Sodexo is committed to achieving a global health and safety culture and world class health and safety performance. We believe that integrating health and safety into everything we do will minimize risk to employees and consumers.

Food Safety

Our global **Food Safety and Hygiene Policy** defines a management framework for food safety consistent with ISO 22000 (food safety) that incorporates good hygiene practices and generic HACCP (Hazard Analysis and Critical Control Points) controls. Requirements of the system include health monitoring, hygiene, management of food suppliers, training, food safety audits, food service facilities and equipment, food safety, inventory control and verification of use-by dates and temperature.

All Sodexo food service operations are required to implement the Food safety & Hygiene Policy. Our progress is tracked using **Key Performance Indicators** in the following areas; Food Supplier authorization, Food Safety Training, Food Safety Audits and Food Safety incident tracking.

Occupational Health and Safety

Our **global health and safety management system**, based on the OHSAS 18001 framework (occupational health and safety), has been launched in UK, Australia, the U.S. and France. Work is ongoing to harmonize existing processes, systems and standards to enable a common management system approach globally. Implementation is the responsibility of each business unit leader, who defines and puts in place country-specific health and safety policies and supporting procedures consistent with the Group health and safety policy, Group standards and local laws and regulations.

Our progress is tracked using **Key Performance Indicators** including deployment status, occupational health & safety legal and regulatory training and site audits.

All business activities have processes to identify and manage work-related risks with an objective to continuously improve occupational risk prevention methods. All business operations are required to update their major risk assessments for workplace health and safety annually, followed by consolidation at the Group level.

In the interest of continuous improvement, it is important for Sodexo to have sites and operational activities which have received certifications such as OHSAS 18001 (occupational health and safety), ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 22000 (food safety), granted by independent external auditors.

WORK-RELATED ACCIDENTS

Number of work-related accidents by grade

Employees	Management	Total
7,247	388	7,635

Percentage of work-related accidents relative to average workforce

(number of accidents/average workforce)

Employees	Management	Total
1.95%	0.78%	1.81%

Despite a sharp increase in the workforce, the number of work-related accidents remained stable between 2011 and 2012, thanks to a constantly evolving Health and Safety policy.

3.2.1.5 EMPLOYEE ENGAGEMENT

Employees' engagement and Quality of Life are a strategic challenge for Sodexo, in pursuit of its ambition to become one of the world's most appreciated employers by its employees.

In May 2012, Sodexo conducted its fourth worldwide Engagement Survey in 60 countries (such countries cover more than 98% of the Group's employees). This survey measures employees' engagement, identifies what motivates them, and allows for action plans to be developed.

The 70% response rate was 14 percentage points better than in Fiscal 2010.

The Groupwide engagement score of 57%⁽¹⁾ was 9 percentage points better than for the Fiscal 2008 survey and 2 percentage points better than for the Fiscal 2010 survey.

The next survey will be conducted in Fiscal 2014.

KEY FIGURE

85% of employees rate Sodexo a better employer than its competitors.

Source: 2012 Engagement Survey, on a representative sample of 130,000 employees.

(1) Percentage of employees responding to the six questions relating to engagement with an average score equal to or greater than 4.5, on a rising scale of 1 to 6.

3.2.1.6 HUMAN RESOURCES DATA⁽¹⁾

Worldwide

GROUP WORKFORCE AS OF THE END OF FISCAL 2012

Employees	Management	Total
371,180	50,211	421,391

Employees: 371,180



Management: 50,211



0% 20% 40% 60% 80% 100%

● Women ● Men

WORKFORCE BY GEOGRAPHIC REGION (AS OF THE END OF THE FISCAL YEAR)

Geographic region	2011-2012	2010-2011	2009-2010
North America	123,698	124,919	122,425
Continental Europe	103,558	102,166	104,609
United Kingdom & Ireland	38,035	34,918	33,507
Rest of the World	156,100	129,145	118,596
TOTAL	421,391	391,148	379,137

The Group's workforce expanded significantly in Fiscal 2012, particularly in the emerging markets. The acquisition of Puras do Brasil at the beginning of the year increased the workforce in Brazil by 20,000. An increase in workforce was also observed in France with the acquisition of Lenôtre at the beginning of the year, and

in the United Kingdom with the Sodexo teams dedicated to the organizing of the Olympic Games of London 2012.

For the Group as a whole we see a growth in total workforce of around 8% (of which 3% is organic growth).

WORKFORCE BY ACTIVITY AND CLIENT SEGMENT (AS OF THE END OF THE FISCAL YEAR)

On-site Services	97%
• Corporate	40%
• Defense	4%
• Justice Services	1%
• Remote Sites	10%
• Sports and Leisure	3%
• Health Care	14%
• Seniors	3%
• Education	22%
Benefits and Rewards Services (previously Motivation Solutions)	1%
Personal and Home Services	0.5%
Group Headquarters and shared structures	1.5%

(1) Scope = 100% of Group workforce as of the end of Fiscal 2012 (as of August 31, 2012 in France and July 31, 2012 elsewhere).

WORKFORCE BY GENDER (AS OF THE END OF THE FISCAL YEAR)

	2011-2012			2010-2011		
	Management	Employees	All personnel	Management	Employees	All personnel
Women	20,527	208,359	228,886	19,272	190,167	209,439
Men	29,684	162,821	192,505	28,386	153,323	181,709
TOTAL	50,211	371,180	421,391	47,658	343,490	391,148

The proportion of men and women for the entire Sodexo population is close to parity in Fiscal 2012, with men representing 46% and women 54%.

It should be noted that the proportion of women in senior management is 3 percentage points higher than for Fiscal 2011, thus reaching 23.1%. The Group's objective is to reach 25% by 2015.

RECRUITMENT BY GRADE**Recruitments on permanent contracts**

Employees	Management	Total
143,359	7,584	150,943

Percentage of recruits on permanent contracts as a percentage of average workforce

Employees	Management	Total
38.5%	15.2%	35.8%

The number and percentage include replacements of employees leaving the Group, but do not include staff taken over and acquisitions. The percentage of recruits is down 5 percentage points from last year, due to a sharp increase in the workforce relating to acquisitions including Puras do Brasil, Lenôtre and Roth Bros.

EMPLOYEE RETENTION RATE

The employee retention rate is one of the Group's key performance indicators. For the current fiscal year, the retention rate for all employees was 60% and the rate for site managers was 84.7%.

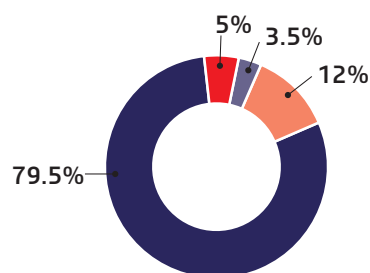
The employee retention rate is down 1.9 percentage points from last year, mainly due to the sharp increase in workforce in countries with a high employee turnover (mainly India, China and Brazil). It is worth noting that the employee retention rate for site managers is 1.1 percentage points higher than for Fiscal 2011.

In France

Data on employment aspects of all Sodexo operations in France, i.e., On-site Services, Benefits and Rewards Services, Personal and Home Services, the parent company, and the Group's management companies, are presented below.

WORKFORCE

As of August 31, 2012, Sodexo employed a total of 38,306 people in France.

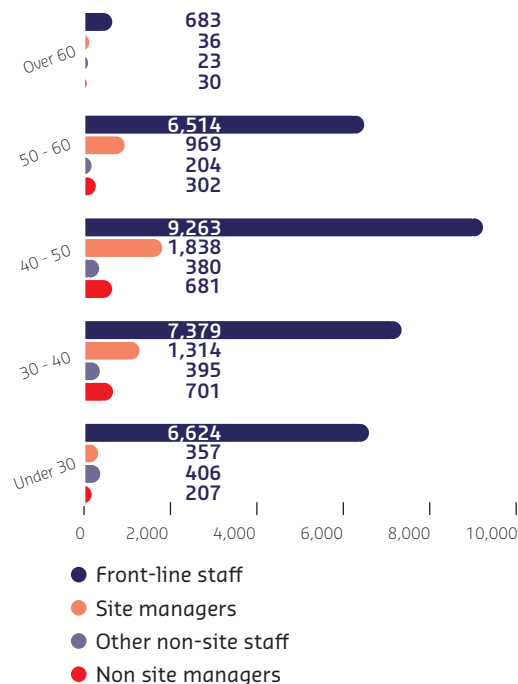
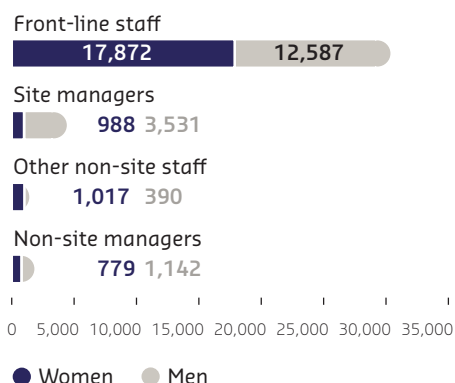


- Non-site managers 5%
- Other non-site staff 3.5%
- Site managers 12%
- Front-line staff 79.5%

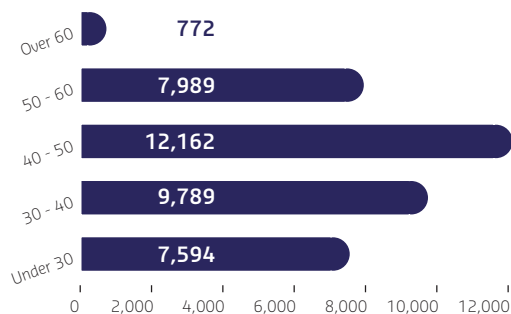
We do

Workforce by gender

Women represent 54% of total employees, 59% of front-line staff, 22% of site managers, 72% of non-site employees, and 41% of non-site managers.

**Workforce by age group and grade**

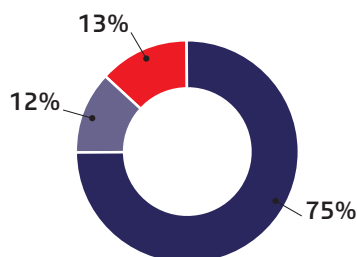
The average age is 40.8.



	Non-site managers	Other non-site staff	Site managers	Front-line staff	Total
Under 30	2.7%	5.4%	4.7%	87.2%	19.8%
30 - 40	7.2%	4.0%	13.4%	75.4%	25.6%
40 - 50	5.6%	3.1%	15.1%	76.2%	31.7%
50 - 60	3.8%	2.6%	12.1%	81.5%	20.9%
Over 60	3.9%	3.0%	4.6%	88.5%	2.0%

EMPLOYMENT

5,693 staff were recruited in France on a permanent contract during Fiscal 2012, comprising 4,270 by direct recruitment, 675 by conversion of fixed-term contracts into permanent contracts, and 748 by taking over staff from other service-providers.

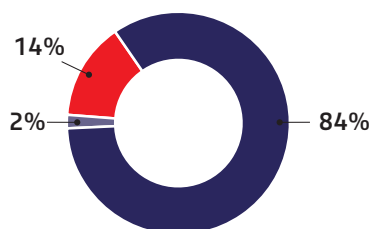


- Direct recruitments on permanent contract
- Conversion of fixed-term contract into permanent contract
- Staff assumed from other service-providers

As of August 31, 2012, 11.8% of employees were on fixed-term contracts.

During the fiscal year, employment on fixed-term contracts represented 13.71% of hours worked and temporary work represented 2.12%. These mainly concerned temporary replacements and spikes in workload.

297,115 hours of overtime were worked in Fiscal 2012, or 0.5% of hours worked.



- Number of hours worked on permanent contracts
- Number of hours worked on temporary contracts
- Number of hours worked on fixed-term contracts

705 employees had their employment contract terminated in Fiscal 2012, of which 9 were for economic reasons.

Focus on the Sodexo France subsidiary

Availability of qualified personnel continues to be difficult, particularly in two job areas: service technicians and cooks. Different actions have been undertaken to overcome this difficulty:

For more than seven years, Sodexo France has been maintaining active relations with educational institutions in order to better promote its range of services and its areas of business, and to attract recruits. To this end, a number of actions have been carried out:

- the development of a long-term relationship with the **French Department of Education**, by welcoming teachers in continuous education at our sites (9 in 2012), contributing to modernizing the progress of study (vocational high-school chef's diploma, in 2012), working with two French associations of high school level hotel trade schools (attending conferences on trends in occupations and training, etc.) and helping several Academies implement new training classes resulting from the reform of the vocational high-school diploma;
- the consolidation of partnerships with more than 30 higher educational institutions (business schools, engineering schools and universities), through attendance at 55 events such as education forums organized by school, presenting Sodexo's businesses to classes and conferences, holding round-table conferences, etc.
- a focus on the recruitment of young people through apprenticeships and internships. More than 500 apprentices were hired during Fiscal 2012, and close to 120 higher education students completed their internships at Sodexo France, either at our headquarters and regional offices, or directly on site.

In addition to creating this special relationship with the French Department of Education, Sodexo has signed a partnership agreement with the French Department of Defense with a view to hiring members of the armed forces wishing to return to civilian life.

A partnership agreement was also signed on January 24, 2012 between Sodexo in France and Pôle Emploi, the French governmental agency which is responsible for public services concerning unemployment throughout France. This agreement aims at strengthening already existing collaborations and harmonizing them at a national level in order to help Sodexo recruit successfully and to encourage job-seekers' professional integration.

Further, the range of career opportunities within Sodexo is not sufficiently known, whether outside the Company or internally. That is why "job videos" with testimonials from Sodexo employees were developed, illustrating the range of management positions in food services, technical maintenance and Facilities Management services. They also highlight the wide range of profiles which can access these positions.

Lastly, the accelerated roll-out of our integrated services strategy has resulted in growing needs in the recruitment of expert profiles, particularly technical experts.

Sodexo France aims at becoming the best employer in its areas of business; to this purpose, the Company launched in June 2012 the "Responsible Employer" approach, in partnership with Vigeo Enterprise. This approach consists of promoting equal opportunity, wellness in the workplace, quality relations with all stakeholders and the development of human capital.

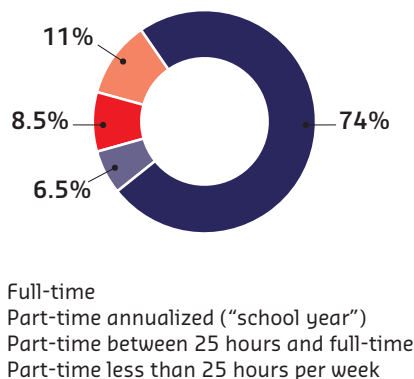
INTERNAL PROMOTION

Internal promotion is a central pillar of Sodexo's Human Resources policy. In Fiscal 2012, 182 front-line employees in France were promoted to site manager and 30 site managers were promoted, for a total of 212 employees promoted to a supervisory position by a change of grade. These figures do not include internal promotions within the same grade.

ORGANIZATION OF WORKING HOURS

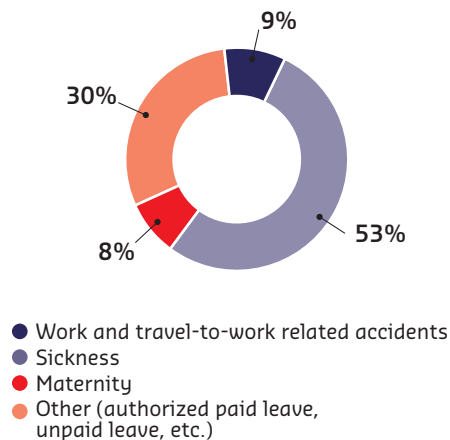
The working week is 35 hours (34.87 hours for most subsidiaries).

For Fiscal 2012, 74% of the workforce worked full time. Part-time work concerned 26% of the workforce.



ABSENTEEISM

In France, the average absenteeism rate based on the number of days absent was 8.4% for the workforce as a whole. The reasons were as follows:



COMPENSATION

The average annual salary for a full-time front-line employee was 23,408 euro in France, which is 36.8% higher than the French legal minimum wage⁽¹⁾.

Pursuant to a law introduced in France on July 28, 2011 (which only pertains to the Group's activities in France) related to a profit sharing bonus, Sodexo concluded on April 6, 2012 an agreement with a majority of the collective bargaining units represented in Sodexo's entities in France. This agreement provides for the payment of a bonus of 90 euro (net of payroll taxes) to all employees in France (irrespective of compensation level, status (fixed term or permanent), or seniority, but subject to a minimum of three months of presence during the period from September 1, 2011 to August 31, 2012).

Statutory and voluntary employee profit-sharing (Part IV of Book IV of the French Labor Code)

Profit-sharing agreements exist within Sodexo's French subsidiaries. The share of profits allocated to employees during Fiscal 2012 was 6,118,053 euro.

FRENCH PAYROLL TAXES

For Fiscal 2012, French payroll taxes represented 24% of the compensation of front-line staff. The employer's contribution was 45%.

SOCIAL AND CULTURAL ACTIVITIES

The contribution to the financing of social and cultural activities promoted by the various Works Councils represented 0.6% of payroll.

EMPLOYEE RECOGNITION

The annual gala evening reception honored over 320 employees (60% of them women) who have earned qualifications under our different vocational training programs, while long-service awards were presented to employees with 30 years' seniority.

COLLECTIVE AGREEMENTS

In total, 43 collective agreements were signed in Fiscal 2012, including:

- one agreement aimed at integrating and keeping people with disabilities employed;

- two agreements relating to gender equality;
- two agreements addressing the issue of difficult working conditions;
- one agreement relating to electronic voting with regard to the Works Council and staff representative elections for Sodexo France.

HEALTH AND SAFETY

The frequency rate of work-related accidents in France was 46.8 in Fiscal 2012, and the severity rate was 1.3.

There were 97 meetings of Health, Safety and Working Conditions Committees during the fiscal year.

As part of general legal obligations for health and safety:

- all new recruits receive initial training familiarizing them with their work area, informing them of the risks to which they will be exposed, and telling them what action they should take in the event of an accident;
- as a service-provider on premises usually belonging to the client, Sodexo prepares an accident prevention plan jointly with the client, based on an assessment of the risks and potential interference between our activities;
- a single document, the "Work-related Risk Assessment," is produced, which identifies dangers, analyzes risks and indicates preventive action to be taken.

The QHSE Department (Health and Safety) relies on the work of the Health and Safety Unit of Sodexo Group.

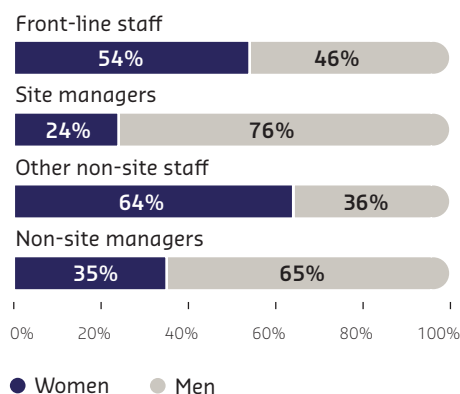
Three high-profile measures have been implemented this last fiscal year to improve hygiene and safety conditions in the workplace:

- work within a commission constituted by various Sodexo departments and trade union representatives with the aim of evaluating the level of risk and difficulty associated with particular working conditions, and the creation of forms permitting individual assessments of such levels;
- the circulation of annual prevention programs to all of the Health, Safety and Working Conditions Committees;
- creation of a new *ad hoc* tool to evaluate professional risk levels, which is easier to use by the workforce.

(1) The French gross legal minimum wage (Smic) in euro for a workweek of 37.87 hours, as of June 29, 2012.

HUMAN RESOURCES TRAINING AND DEVELOPMENT

Expenditure on training⁽¹⁾ by all Sodexo businesses in France totaled 18.5 million euro in Fiscal 2012. This figure represented 1.96% of total payroll.



The number of training hours totaled 317,958 during the fiscal year.

DIVERSITY AND INCLUSION

Sodexo France wishes to share with its employees and clients the values of diversity and inclusion, which are crucial to progress and development and central to the Group's concerns. In 2011, Sodexo France created a Council for Diversity and Inclusion. The council consists of employees from five different levels of management and representative of the variety of the Company's activities and businesses. Its mission is:

- to determine Sodexo France's strategic guidelines with regard to diversity and inclusion;
- to set clear and measurable objectives for the various business units.

In order to improve employees' individual fulfillment within the Company and to promote all differences, the Council for Diversity and Inclusion defined four priorities:

- facilitate employment for people with disabilities;
- promote gender diversity in the workplace;

- encourage professional development and motivation for all generations;
- reflect in our Company the cultural and social diversity of our clients and consumers.

Gender balance

Two agreements relating to "equality in the workplace" on various scopes were unanimously signed by social partners representing the personnel. These agreements are being deployed, mainly on the following lines:

- promoting gender equality to work towards a harmonious balance of men and women representation in all areas of business and at all levels of the Company;
- changing attitudes: a study relating to Stereotypes and Genders was carried out in partnership with the "IMS – *Entreprendre pour la cité*" association in order to raise awareness among managers and to deconstruct stereotypes and reduce the self-censorship observed in many women;
- efforts to erase all compensation differences not justified by differences in experience levels or seniority, by each year allocating to these realignments a percentage of the budget negotiated within the mandatory annual negotiations;
- developing gender-equitable recruitment practices, in particular by encouraging the recruitment of a person of the sex least represented in the function concerned, where qualifications are equal;
- taking into account the essential balance between personal and professional life by better accompanying employee leaves for maternity, adoption or parental leave, by fixing a time limit for meetings and by setting specific leave policies for special family circumstances;
- bringing financial support to employees having dependent children under 13 and whose professional training requires them to be away from home for more than one day.

(1) Excluding on-site training.

Employees with disabilities

Sodexo subsidiaries in France employ 1,213 workers with a disability.

In February 2012, Sodexo France confirmed its long-term commitment to hiring individuals with disabilities in a third "employees with disabilities" agreement.

This agreement, signed by all the trade union organizations, has been approved by the 'Regional Department of Work' (*Direction régionale du travail*) for 2012, 2013 and 2014.

Two major areas of action are keeping people with disabilities employed and working with partners to provide adapted work environments.

This agreement is being monitored and steered by an Organization for Disabilities and a Disability Support Network representing nearly 80 people across the country.

As of August 30, 2012, within the framework of this third "Employees with disabilities" agreement:

- 14 people had been hired on permanent contracts and 8 on fixed-term contracts;
- 23 apprentices had been recruited (beginning of the 2011 school year);
- 47 interns had been hired;
- 19 individuals had been kept employed.

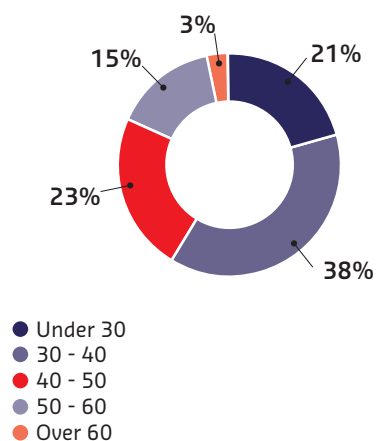
Employment information on the parent company

These disclosures relate to the employment and environmental impact of all of the activities of Sodexo SA in France and its Overseas Departments and Territories (DOM), as required by article L.225-102-1 of the French Commercial Code.

As of August 31, 2012, Sodexo SA employed 285 people, as follows:

	Non-site managers	Other non-site staff	Site managers	Front-line staff	Total
Men	90	2	0	3	95
Women	125	44	7	14	190
TOTAL	215	46	7	17	285

Women represent 67% of the Sodexo SA workforce. The breakdown by age group is as follows:



During Fiscal 2012, 58 staff were recruited on permanent contract, comprising 56 by direct recruitment, and 2 through conversion of fixed-term contracts into permanent contracts.

3.5% of the workforce was on fixed-term contracts. Temporary work accounts for only 0.42% of hours worked. In both cases, these are basically jobs designed to cope with spikes in workload.

During the fiscal year, 3 employees had their employment contract terminated, none of them for economic reasons.

The working week in metropolitan France and the overseas departments (DOM) is 35 hours.

Part-time work involved 26 people, *i.e.*, 11 non-site managers, 3 other non-site staff, and 12 front-line staff.

Altogether 445 hours of overtime were worked during the year, representing 0.10% of total hours worked.

The absenteeism rate was 3.27% and the number of days off work was as follows:

	Non-site managers	Other non-site staff	Site managers	Front-line staff	Total
Number of days absence for work-related and travel-to-work accidents	3	6	0	0	9
Number of days absence for sickness	681	291.5	28	69	1,069.5
Number of days absence for maternity	646	155	71	113	985
Number of days absence for other reasons (unpaid leave, authorized paid leave)	227	13	0	0	240
TOTAL	1,557	465.5	99	182	2,303.5

Average annual salaries for the fiscal year:

Average annual salary in euro	Non-site managers	Other non-site staff	Site managers	Front-line staff
Men	133,529	n/a*	n/a*	n/a*
Women	87,446	38,975	40,599	24,180

* Not communicated, as there are not enough employees in this grade.

Sodexo SA paid 188,668 euro gross into a special employee profit-sharing plan for Fiscal 2012.

The frequency rate was 4.31, and the severity rating was 0.02.

The Health and Safety and Working Conditions Committee met four times in Fiscal 2012 and registered 2 work-related accidents resulting in 9 days of sick leave.

Sodexo SA spent 1.6% of its payroll on training, as follows:

	Non-site managers	Other non-site staff	Site managers	Front-line staff	Total
Number of hours training	3,118	549	0	0	3,667
Number of persons trained	140	30	3	9	182
Men (%)	44%	3%	0%	0%	34%
Women (%)	56%	97%	100%	100%	66%

Sodexo SA spent 57,777 euro on finding work for persons with disabilities and employs one worker who has a disability.

The Company also paid 152,161 euro to the Works Council for social programs for staff.

> 3.2.2 OUR COMMITMENTS TO NUTRITION, HEALTH AND WELLNESS

As a world leader in Quality of Life services, Sodexo plays a key role in the consumption habits of 75 million consumers each day. Sodexo's commitment to **nutritional education, balanced diet, health and wellness** are the cornerstone of its offer.

Sodexo's three commitments to better nutrition, health and wellness

"We will develop and promote health and wellness services for our clients, consumers and employees in all countries where we operate by 2015."

"We will advocate balanced meal options at all client sites by 2016."

"We will provide and promote choices with reduced sugar, salt and fats at all client sites by 2015."

3.2.2.1 HEALTH AND WELLNESS

Chronic diseases are often linked to unhealthy diets and lack of physical activity. Wellness is a driver for **reducing workplace absenteeism** and **increasing performance** of employees and consumers.

3.2.2.2 VARIED AND BALANCED FOOD OPTIONS

With nearly 4,700 dietitians, Sodexo is the profession's number one private sector employer in the world. Sodexo menus and recipes are reviewed by a qualified nutritionists in 95.6% of the countries in which the Company operates. Country teams also use an on-line tool developed by Sodexo for managing their foodservices portfolio and share innovations.

International – Golden rules for well-balanced diets

Based on a survey sent to Sodexo dietitians from around the world, 10 "Golden rules" highlighting recommendations for healthy and balanced living are being shared throughout the Company.

International – Dietitian virtual network

A pilot network created on a virtual platform links Sodexo dietitians around the world to exchange on experiences and best practices, work collaboratively on projects such as the 10 Golden Rules, diversify menus and work together to prevent cardiovascular problems or diabetes.

3.2.2.3 SUGAR, SALT AND FATS

Many countries' populations have intakes of salt, sugar and fats that are higher than both international and national recommendations.

Sodexo's numerous actions include looking at ways to **reduce salt content across the entire food chain**, from suppliers to end consumers.

France - Recipes with reduced salt

Salt quantities in Sodexo restaurants have dropped 25% since the 2010 launch of a program to reduce salt in recipes.

➤ 3.2.3 OUR COMMITMENTS TO LOCAL COMMUNITIES

Since its creation, Sodexo has always contributed to the **economic and social development** of the cities, regions and countries where we operate. We are committed to having a positive impact through our activities on the **Quality of Life of local communities**.

Sodexo's three commitments to local communities

"We will fight hunger, malnutrition and food waste through our STOP Hunger initiative in all countries where we operate by 2020."

"We will support local community development in all countries where we operate by 2015."

"We will increase the purchase of products from fair trade certified sources by 2015."

3.2.3.1 COMBATING HUNGER, MALNUTRITION AND FOOD WASTE

Under-nutrition, sometimes combined with malnutrition, also affects populations of developed countries. In 2010, 16.4% of the population of the European Union, or 80 million people, and 16% of the U.S. population, or 49 million people, lived below the poverty line*.

* Source: FAO (Food and Agriculture Organization of the United Nations).

STOP Hunger is a global initiative developed by the Group.

Our objective is to mobilize all of Sodexo's teams and expertise, in concert with our host communities and local partners, and make a lasting contribution to the fight against hunger and malnutrition.

At the end of 2012, **42 countries** were involved in the **STOP Hunger initiative**, operating **618 major programs** in partnership with **573 NGOs and associations**.

In April 2012, nearly **40,000** employees in **35 countries** participated in the 16th edition of the **"Servathon"**, spearheading **900 actions** in partnership with **925 associations and NGOs**. The Servathon's objective is to fight hunger and malnutrition and includes volunteering sessions, food drives, fundraisers, and training for workers and beneficiaries at food banks and homeless shelters.

3.2.3.2 ECONOMIC AND SOCIAL DEVELOPMENT OF LOCAL COMMUNITIES

With operations in 80 countries, the vast majority of our 420,000 employees are hired locally and more than 80% of our procurement is locally sourced.

An international working group based on the **Development of Local Communities** has defined a program applicable in all our countries and eight focus areas to reinforce our actions:

1. strategic relationships and partnerships with host communities;
2. local recruiting;
3. job-training programs for the targeted communities;
4. support for education, health, culture and employment;
5. analysis of local supply chain and market needs;
6. help create new local enterprises;
7. train and help accredit local suppliers;
8. respond to humanitarian crises.

International – Helping to create new local enterprises

Among Sodexo's programs to support the creation of new local business enterprises is the **Super Vegetable Garden Project**, which supplies Sodexo operations with fresh and seasonal vegetables grown in local communities. Sodexo helps growers to understand and meet its standards for quality, competitive pricing and vendor service as well as helping them find market opportunities for local products, both within and outside Sodexo's markets. Launched in 2010, the Project has been implemented in several countries, including **Algeria, Tanzania, the UK, Peru and Brazil**. In addition to generating income in local communities, the Project promotes awareness of where food comes from and how it is grown and helps participants to build their skills.

3.2.3.3 FAIRLY TRADED CERTIFIED PRODUCTS

Sodexo improves Quality of Life by purchasing products that meet our standards for **fairly traded products** and by making them available to our employees, clients and consumers. In certain countries, Sodexo gives preference to certified products available on our markets as long as they meet our standards.

KEY FIGURE

Certified fairly traded coffee represents **19.1%** of our total coffee purchases.

➤ 3.2.4 OUR COMMITMENTS TO PROTECT THE ENVIRONMENT

Sodexo works to reduce environmental impacts at client sites. The Better Tomorrow Plan promotes **sustainable practices for sourcing** and optimizes the consumption of natural resources.

Sodexo's seven commitments to protect the environment

	"We will ensure compliance with our Global Sustainable Supply Chain Code of Conduct in all countries where we operate by 2015."
Sustainable supplies	"We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015."
	"We will source sustainable fish and seafood in all the countries where we operate by 2015."
	"We will source and promote sustainable equipment and supplies in all countries where we operate by 2020."
Energy and emissions	"We will reduce our carbon footprint in all countries where we operate and at client sites by 2020."
Water and effluents	"We will reduce our water footprint in all countries where we operate and at all client sites by 2020."
Materials and waste	"We will reduce organic waste in all countries where we operate and at client sites by 2015. We will support initiatives to recover organic and non-organic waste."

3.2.4.1 SUPPLY CHAIN CODE OF CONDUCT

Sodexo continued its efforts in Fiscal 2012 to ensure the signing of the Supplier Code of Conduct by all contracted suppliers. The indicator, with an objective to achieve 100% compliance, has been included within the scope of Sustainable Development internal audits to reinforce the reliability and consistency of country reporting on this subject.

3.2.4.2 LOCAL, SEASONAL AND SUSTAINABLE PRODUCTS

To continue to make progress on its commitments, Sodexo has worked since 2010 with some of the world's leading international organizations, including World Wildlife Fund (WWF), to increase sustainable sourcing and promote sustainable agriculture for fruit and vegetables, beef, dairy products, palm oil and soy products. Sodexo joined the Roundtable On Sustainable Palm Oil (RSPO) in 2012 and is working toward GreenPalm membership to encourage sustainable and responsible palm oil production.

North America – Grow local, buy local

Sodexo promotes local sourcing by **matching local farms to distributors**, using a database of more than 600 farmers. A Sodexo requirement that regional produce distributors purchase locally grown produce has resulted in an average 17% increase in local produce sales – and as much as 60% in some areas.

3.2.4.3 SUSTAINABLE FISH AND SEAFOOD

Having successfully eliminated 100% of purchases of at-risk seafood species in Fiscal 2011, Sodexo committed to preserving endangered species and promoting MSC-certified seafood (Marine Stewardship Council). Sodexo works closely with clients to raise consumer awareness regarding responsible fishing.

3.2.4.4 SUSTAINABLE EQUIPMENT AND SUPPLIES

Sodexo is increasing the proportion of sustainable products and equipment it uses, including through product selection in designated priority categories such as paper disposables, cleaning products and office paper.

3.2.4.5 ENERGY AND EMISSIONS

Progress achieved during the year includes:

- **partnering with our suppliers to reduce carbon emissions** from the products we buy and sell – the largest source of scope 3 emissions (indirect emissions from the supply chain including transport of goods and people);
- establishment of a **methodology** for calculating of our Scope 1 and Scope 2 emissions (direct emissions linked to fossil fuel combustion of resources controlled by the Company, and indirect emissions linked to the purchase or the production of electricity);
- creation of **service offers**, including audits, to help clients reduce energy consumption and emissions;
- **procedures and measures** for obtaining certifications and labels and applying for certification with international environmental standards;
- **dialogue with WRI** (World Resources Institute) and others to determine which of our business activities fall into scope 1, 2, 3 for greenhouse gas emissions within the WRI's GHG Protocol.

International – Reducing energy consumption with Endocube

Sodexo has installed more than 600 Endocube devices at sites around the world. Endocube is a small plastic box containing a wax that mimics the properties of food. **It has been shown to lower refrigeration energy consumption by 12 to 45%**, enabling reduction of energy footprints and carbon emissions on client sites. At the refrigeration units, air temperature rises far quicker than food temperature; as a result, refrigerators work harder than necessary to maintain stored products at the right temperature, leading to excessive electricity consumption.

3.2.4.6 WATER AND EFFLUENTS

Understanding and being able to measure Sodexo's water footprint (defined as the total amount of water used for the production or the consumption of goods and consumed services) has been one of the major achievements in Fiscal 2012.

In partnership with the World Wildlife Fund (WWF), we have been able to clearly identify "hot spots" where we need to focus our attention and actions that have to be taken. In 2012, an online training module was created for all site managers and Better Tomorrow Plan Champions to raise awareness among our employees on water-related issues. Through the creation of this tool and our data, the Group has been able to understand for the major Sodexo countries how water is used in our supply chain.

3.2.4.7 ORGANIC AND NON-ORGANIC WASTE

Organic waste minimization efforts in 2012 included preparation of a global site-based initiative to reduce waste from food preparation.

United States – Reducing packaging waste

Sodexo is helping clients reduce packaging waste with its **Packaging Tool**, which enables site managers to choose the best disposable option for their site, considering environmental and site specific factors.

United States – Reducing waste at sporting events

Over 100,000 football fans were called to participate in "**Game Day Challenge**," a 2011 competition between universities to strive for "**zero waste**" from food and drink consumed at sports stadiums. With its client, **Ohio State University**, Sodexo developed an awareness campaign during seven home games. This included replacing products like plastic food trays, non-recyclable paper soda cups and styrofoam coffee cups with compostable or recyclable materials.

3.2.4.8 ENVIRONMENTAL INFORMATION ON THE PARENT COMPANY

As part of its commitment to sustainable development, Sodexo strives to minimize the direct impact of its service activities on the environment. Working at the computer, using the printer, taking a coffee break, heating the office, turning on the light, travelling: all these activities affect the environment.

In 2010, Sodexo obtained a triple certification for ISO 14001 (environmental management), ISO 9001 (quality management) and OHSAS 18001 (occupational health and safety) – for its facilities management services, including at its headquarters. This certification recognizes the many environmental actions that are continuously pursued on-site towards greater energy and water reduction in particular.

Among sustainable development measures implemented at headquarters:

- selective sorting and collection of office waste, with pre-sorting by each office worker: use of collective all-in one printer/photocopier/fax machines, PEFC-certified wood containers for recycling paper, collection of plastic bottle tops and batteries, compostable biodegradable cups, recycling of ink cartridges;
- use of environmentally-friendly cleaning products through an eco-washing system;
- investment in video and web conferencing systems to limit business trips;
- concierge services offering sustainable services such as organic fruits and vegetable baskets or shoe-repairs done with solvent-free glues;
- serving Sodexo's Aspretto offer of organic and fair trade teas and coffees.

Consumption of electricity and water

ELECTRICITY

Fiscal 2012	2,177,775 kWh
Fiscal 2011	2,055,073 kWh
Fiscal 2010	2,130,199 kWh
Fiscal 2009	2,334,494 kWh
Fiscal 2008	2,315,301 kWh

Consumption of electricity per square meter increased by 3% in Fiscal 2012 relative to the prior year. We were able to identify several causes for this increase, including harsher winter conditions and an unusually hot month of August.

Several measures are in place to optimize our energy consumption, including:

- fitting parking garage stairs, changing rooms, loading dock and technical rooms with light presence detectors to curb electricity consumption;
- extending presence detectors to meeting rooms;
- replacing all coffee machines with energy efficient ones;
- using the Ergelis smart heating and air conditioning control system;
- centralized lighting control with different scenarios;
- energy class A electric office appliances;
- special windows that reduce energy consumption.

WATER

Fiscal 2012	2,280 m ³
Fiscal 2011	2,699 m ³
Fiscal 2010	2,366 m ³
Fiscal 2009	2,322 m ³
Fiscal 2008	2,804 m ³

Due to initiatives launched at the site in Fiscal 2012, water consumption in cubic meters decreased by 16% compared to the prior fiscal year.

New measures aimed at cutting water consumption include the training of cleaning personnel.

3.3 We engage

A key to guaranteeing respect for the Group's commitments to Quality of Life is to involve stakeholders – employees, clients, consumers, suppliers and institutions – and dialogue to influence their practices at sites where the Group is present and elsewhere.

Stakeholder engagement is central to our Sodexo's commitment to Quality of Life. Based on interactive discussion and feedback, our approach to stakeholder engagement continues to evolve.

> 3.3.1 EMPLOYEES

Our commitment

"We will support our employees and involve them in programs and citizenship actions that contribute to healthier and better balanced lifestyles."

The success of the Better Tomorrow Plan lies in our ability to engage and sustain a dialogue with our employees, who are our best ambassadors with clients and consumers.

During Fiscal 2012, Sodexo continued to involve an increasing number of employees in the Better Tomorrow Plan, thanks to several actions, including:

- 30,500 site managers in 68 countries participated in a Better Tomorrow Plan training session using an on-line e-learning tool, now available in ten languages.
- More than 50 different training modules have been developed in order to complete Sodexo's expertise in sustainable development. Among the topics addressed are sustainable fish and seafood, water conservation and support for host communities.

> 3.3.2 CLIENTS

Our commitment

"We will support our clients' sustainability strategy and contribute to strengthening client reputations."

We believe that sustainability is a **potentially significant growth opportunity**, because:

- **sustainability initiatives are becoming increasingly important in our markets** and our clients are placing additional resources and emphasis on sustainability;
- **our clients expect Sodexo to demonstrate commitment and leadership on sustainability.** Whether in schools, hospitals or companies, our clients are looking to Sodexo for commitment and visible performance improvements to help them achieve their own sustainability objectives. Our ability to meet these expectations is a source of competitive advantage, increasing client retention and helping us win new business;
- **Implementing awareness and behavior changes through tangible actions** and communicating them to clients will improve client engagement, underlining Sodexo's ability to create value.

> 3.3.3 CONSUMERS

Our commitment

"We will help consumers to adopt more healthy and sustainable practices."

The general public's interest in sustainability issues is growing. Offering employees, students and senior citizens ways to live healthier makes them more effective. Sodexo wants to engage consumers in proactively improving their **lifestyle habits** to improve their health and decrease health costs.

Consumers are increasingly aware of the connections between our services and sustainability. For example, they are concerned about where their food comes from, how and by whom it was made and the links between sustainability and health.

By **educating** and **involving consumers**, we help them to live healthier lives.

> 3.3.4 SUPPLIERS

Our commitment

"We will engage our suppliers to improve sustainability throughout our supply chain and involve them in helping us deliver on our commitments."

Our values and ethical principles serve as a foundation for our **Better Tomorrow Plan supplier relations guidelines**. We actively seek business relationships with suppliers who share our values and maintain high ethical standards wherever we conduct business. We ask our suppliers to promote the application of these high standards among those with whom they do business and we work closely with suppliers across the entire supply chain. This engagement helps us bring the best ideas to the table – to the benefit of our clients and consumers.

In 2012, we continued our efforts to advance together with our suppliers on the Better Tomorrow Plan journey:

- **providing training tools** for use by our Supply Chain teams and our Better Tomorrow Plan network on each of our sustainable supply chain commitments;
- **organizing awards** to recognize suppliers and clients for their participation in actions that support the Better Tomorrow Plan, such as suppliers Kraft Foods and Ecolab in the U.S. and client Acadia University in Canada.

> 3.3.5 INSTITUTIONS

Our commitment

“We will regularly consult external stakeholders on our CSR strategy and innovations.”

Sodexo engages in transparent, ongoing worldwide dialogue with external stakeholders to promote healthy living. Examples include:

- **at the global level**, Sodexo is involved in the World Health Organization’s (WHO) global strategy on diet,

physical activity and health, as well as in International Labour Organization (ILO) working groups;

- **at the EU level**, Sodexo is involved in European Federation of Contract Catering Organization (FERCO) programs in the areas of diet, physical activity and health.

> 3.3.6 RATINGS AND INDEXES FOR SODEXO

Dow Jones Sustainability Index (DJSI)

- Member of the **DJSI World and the DJSI STOXX** since 2005.
- In 2012 and for the eighth year running, Sodexo was named as **“Global Sustainability Industry Leader”** by the Dow Jones Sustainability Index (DJSI), for its industry sector “Restaurants, Hotels, Bars and Recreational Services.”

Sustainability Asset Management (SAM)

- For the fifth year running, Sodexo was recognized in the “Sustainability Year Book 2012” report and won two important distinctions awarded by the Sustainable Asset Management (SAM): “SAM 2012 Sector Leader” and “SAM 2012 Gold Class.”

Sodexo is also ranked among the following indexes:

- ASPI Eurozone® Index (Vigeo);
- STOXX® Global ESG Leaders Index since September 2011;
- Ethibel Excellence Index since July 2010;
- Fédéris ISR Euro index since June 2010;
- Business in the Community (BITC) Corporate Responsibility Index since 2007 (United Kingdom and Ireland).