



Message from **PIERRE BELLON** *Chairman of the Sodexo Board*

> 1. THE REASONS BEHIND THIS REMARKABLE GROWTH: THE SEVEN FUNDAMENTAL PRINCIPLES OF OUR DEVELOPMENT

1.1 A WILLINGNESS TO GROW AND DREAD OF RECESSION

The initial reason was my willingness to grow and my dread of recession. At the time, Marseilles' maritime supply industry was in decline. I saw three of the world's largest shipyards disappear from Provence in the space of a few years. So, even before creating the company, I made the audacious statement: "Sodexo will be a growth company".

From the start, I decided to focus on organic growth because that's what maintains jobs and gives employees opportunities for internal advancement.

1.2 OUR VISION OF THE BUSINESS

Sodexo is a community shaped by:

- its clients and consumers, serving 75 million people daily;
- its employees and leaders, with a total workforce of 428,000 employees, of which more than 30,000 managers and a number of great "internal entrepreneurs";
- its shareholders totaling around 65,000, of whom 35,000 are Group employees.
- **Our clients and our consumers:** our job is to listen to their needs and create value for them. Value is usually created at the level of the site manager, the district manager and the regional manager.
- **Our employees and our leaders:** our core strength lies in the fact that Michel Landel, our managers and our teams share the same values and are all committed to taking Sodexo forward. Our employee engagement rate was 57% in 2012. Our goal is to increase it to 65%, to put us in a league with the large global companies that are ranked among the best places to work. And then we will set the bar even higher.
- **Our shareholders:** I remind you that Bellon SA currently holds nearly 38% of the capital and over 50% of the voting rights, followed by four other shareholders who own between 2% and 4% of the capital and ten others with between 1% and 2%.

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How did Sodexo, which started from nothing in Marseilles in 1966, become a large global company?

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My children currently own two-thirds of Bellon SA. I would like to thank and congratulate them on behalf of our community. They embody Sodexo's values. They put the Group's interests before their own and their ambitions for its growth before their personal ambitions. **To fully guarantee Sodexo's independence, my children, my wife and I have signed a 50-year agreement that binds our grandchildren to the organization.**

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

Segmentation, sub-segmentation and the identification of niches are the keys to accelerating our growth and have required us to make investments.

These “intangible” investments have allowed us today in France, for example, to become number one in the Healthcare segment and number two in the Education and Corporate segments.

1.4 DEVELOPING OUR HUMAN RESOURCES

Human resources development has been a factor in our growth up to now but more importantly, it is the key to our future growth.

At the outset, I made three crucial observations:

- on my own, it would be hard to accomplish anything; I could become 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 our 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. Nothing gives me greater pleasure than hearing fellow business leaders tell me “your employees are amazing”;
- starting out in the foodservices business, an under-recognized profession in general, I realized that our work needs to be valued and have meaning and that we need to take pride in it.

Upon the creation of Sodexo in 1966, we defined our:

- mission;
- values;
- ethical principles.





PIERRE BELLON
message, continued
Chairman of the Sodexo Board

Our mission is twofold:

- improve the Quality of Life of our employees and all whom we serve: employees in their workplace, patients in hospital, students in schools and universities, prisoners in correctional facilities, soldiers in garrisons, workers at onshore and offshore remote sites, etc.;
- 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 428,000 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 impart a common vision, give meaning to our initiatives and to the work we do as individuals. They are shared by our managers, who set the example, and by our 428,000 employees.

Today, 47 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. Sodexo has been able to grow thanks to its employees and, above all, its internal entrepreneurs.

They all have the same profile; they learned the ropes firsthand, acquired an understanding of the business, took on broad responsibilities and worked to guarantee long-term earnings growth. Their values, behaviors and expertise have helped them climb the career ladder and grow with the Company.

We also benefit from the leadership of our functional senior managers. Their contribution is a determining factor in Sodexo's development.

1.5 OUR STRATEGIC POSITIONING

To define a strategy is to make a choice. It is to decide what we will do and, more importantly, what we will not do. When Sodexo was created in 1966, we made two key choices that remain the cornerstones of our strategy:

We are and will remain a services company

WHY FOCUS ON SERVICES

We made the simple observation that the tertiary (services) sector was going to grow much faster than the primary (raw materials) and secondary (manufacturing) sectors.

WHICH SERVICES

In such a vast sector, we simply cannot do everything.

We chose to focus on Quality of Life Services

Our strategic positioning is clear. It reflects the mission that I defined when the Company was founded back in 1966: "to improve the Quality of Life of our employees, our clients' employees, our consumers and our beneficiaries".

For this reason, to fulfill our mission and set ourselves apart from the competition, Sodexo has become the world leader in Quality of Life Services.

This is also why we have chosen three activities:

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

All of these services help to improve the Quality of Life of our employees, our clients' employees and our consumers.

1.6 CHOOSING TO BECOME GLOBAL

We quickly understood that, like our clients and suppliers, we too had to become global, particularly as France represented only 1% of the world's population.

We have built a global presence in two ways:

- mainly through organic growth, in Belgium, Italy, Spain, the Middle East, Africa, Brazil, Russia, India, China, etc.;
- but also through three major acquisitions completed in the 1990s, in the United Kingdom, Scandinavia and the United States, which represented exceptional, "once in a lifetime" opportunities;

We will not be making any such large acquisitions in the future, because our global network is relatively complete. We will limit ourselves to small acquisitions, mainly to extend our expertise, and will focus on organic growth.

1.7 OUR INDEPENDENCE

Since its creation in 1966, independence has been one of the Group's fundamental principles, as it enables the organization to:

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

Starting with nothing in Marseilles in 1966, Sodexo has become a large international business and a global leader in most of its markets: with 428,000 employees in 80 countries it is the largest private sector French employer in the world and the 18th largest worldwide (in terms of the number of employees).

This ascension was driven by our seven fundamental principles, which we must hold on to unflinchingly and tenaciously.

Rather than list the seven reasons for our exceptional growth, I could have mentioned just one: the sum of our successes has been slightly greater than the sum of our failures. Personally, I have had many failures. I have taken risks and so have my colleagues. This gives them the right to fail. I have learned much more from my failures than from my successes.





PIERRE BELLON
message, continued
Chairman of the Sodexo Board

2. HOW WE CAN RESPOND TO THE CHANGING GLOBAL LANDSCAPE AND PURSUE OUR GROWTH TRAJECTORY?

We have defined five priorities:

2.1 SODEXO'S CORPORATE CULTURE...

... is strong and essential to the Company's development, but I believe **it needs to evolve** in three directions by:

- **looking reality in the face**, *i.e.* each of us should try to see things how things really are at our respective levels;
- **promoting transparency** to instill trust across the organization;
- **inverting the hierarchical pyramid**, by giving more power and responsibility to employees on the front lines and knowing how to listen to them.

2.2 OUR GROWTH POTENTIAL...

... is 50 times greater than our current revenue figures. However, we need to further develop our human resources, as people are the key to transforming this enormous potential into operating income, free cash flow and revenue.

With this in mind, we will focus on:

- succession planning and future management of our leaders;
- reviewing our compensation and performance incentive policies for our managers;
- facilitating the emergence of future internal entrepreneurs, who will increasingly need to be "global citizens".

2.3 THE TRANSFORMATION OF OUR ON-SITE SERVICES ACTIVITY

Currently this activity is mainly organized by geographic region. Our future organization will be clearer, simpler and more easily understandable by our employees, our clients, our consumers, our suppliers and the public authorities. It will be designed to increasingly take into consideration the needs of our clients and consumers. It will gradually evolve into global divisions, segment by segment.

For a Group the size of Sodexo, Michel Landel and I consider that we are not investing enough in Research and Development or Innovation. In addition, I have spoken to Michel and the Board of Directors about my intention to create a Strategy Committee. I am now taking the time to draft recommendations to the Board concerning the Committee's objectives, membership and resources.

2.4 TO IMPROVE OUR COMPETITIVENESS

- We are making headway in the following areas: consumer satisfaction, cost-effective purchasing and menu planning, renegotiation with our clients of under-performing contracts, and reducing operating expenses.
- We have also made major progress on our improvement indicators, which drive growth in operating profit and revenue.

- The bulk of our investments are essentially intangible. The question is how to incorporate them into our decision-making processes. We operate in the services sector, which is inherently low in capital intensity. Our assets are our people. We have therefore decided to create a dedicated working group to make recommendations to us, supported by a multi-disciplinary team representing all of the Group's activities.
- Lastly, paperless solutions and databases are revolutionizing the way companies work and improving their competitiveness. We have to act fast to reap the benefits.

2.5 LASTLY, THE FIFTH PRIORITY IS TO ESTABLISH A GLOBAL BRAND AND A COMMUNICATION STRATEGY

Our goal is to make Sodexo a globally recognized, loved and chosen brand. This will give us a competitive advantage and improve our margins.

But Sodexo is not a product brand, a mass market brand or a luxury brand of clothing, bags or jewelry. The Sodexo brand is the reflection of our history, of who we are today and of what we want to be in the future. It belongs to the Sodexo community, to its clients, its consumers, its shareholders and, above all, its employees.

We've made progress in this area.

- Our managers and their teams understand better than ever the importance of our brand.
- Our logo is now the same everywhere in the world.
- Our visual identity has been simplified and standardized.
- We have chosen uniforms that will be gradually introduced for our employees worldwide.

- The Sodexo positioning, "Quality of Life Services" has been adopted in all activities and countries.

Nevertheless, we still have a lot of work to do to materialize our choice of a single brand.

To conclude

How we can respond to the changing global landscape and pursue our growth trajectory?

People have been talking about the crisis for five years now. In many companies, especially in Europe, we hear them saying that the situation is catastrophic, that we can't do anything except wait for the crisis to end.

This is the prevailing attitude in today's global economy.

But we cannot let ourselves fall into the trap of making excuses.

We have identified plenty of opportunities for Sodexo.

I am therefore very confident in its future.

I would like to say thank you to the clients and consumers who put their trust in us and to the shareholders who guarantee our independence, and thank you and well done to our directors, our managers and all of our employees for everything you have done to make Sodexo a great international business, and also for everything you will continue to do to ensure our future growth.

PIERRE BELLON

Chairman of the Board of Directors of Sodexo



SODEXO'S BOARD OF DIRECTORS AS OF AUGUST 31, 2013



**NATHALIE
SZABO**

Member
of the Management
Board, Bellon SA

**PIERRE
BELLON**

Chairman
of Sodexo Board
of Directors

**SOPHIE
BELLON**

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



MICHEL LANDEL
Chief Executive Officer, Sodexo



ROBERT BACONNIER
Vice President of Sodexo
Board of Directors



PATRICIA BELLINGER
Executive Director, Executive Education,
Harvard Business School



BERNARD BELLON
Member of the Supervisory
Board of Bellon SA



FRANÇOISE BROUGHER
Business Lead, Square



PAUL JEANBART
Chief Executive Officer, Rolaco



ALAIN MARCHETEAU
Company Director



PETER THOMPSON
Company Director



Message from MICHEL LANDEL

Sodexo Chief Executive Officer

> 1. REINFORCING OUR COMPETITIVENESS

Our competitiveness depends on our ability to accelerate our organic growth as well as the implementation of specific action plans to improve our efficiency at all levels.

1.1 ACCELERATING OUR GROWTH

Since 2005, our revenue has grown by more than 50%, from 11.7 billion euro to 18.4 billion euro as of August 31, 2013, representing average annual growth, excluding currency effects, of 6.1%. Over the same period, our operating profit and net income (excluding currency effects and exceptional items) increased by an average of 8.4% and 10%, respectively. Finally, in terms of cash flow generation, Sodexo has reached an annual average ratio of “cash conversion” (of net income to free cash flow) over the past eight years of approximately 140%.

This very solid and consistent performance is even more significant considering that, over this same period, the global economic environment in which we operate has continued to deteriorate.

While Europe still appears mired in the vicious circle of recession with an outlook for a slow recovery, the U.S. remains weakened by the weight of its debt and so-called «emerging» countries feel the effects of the global slowdown and high inflation.

Despite this tense economic climate, we are confident in our ability to accelerate our organic growth to reach average annual revenue growth of 7%, in the medium term.

We are actively focused on three main areas:

- **continuing to develop our expertise in quality of life services.** We are the only company able to provide a comprehensive offer of more than 100 services: On-site Services, Benefits and Rewards Services and Personal and Home Services.

Facilities management services now accounts for 27% of consolidated revenues (compared with 18% in Fiscal 2005) and is today one of Sodexo's key growth drivers. These services, especially hard facilities management services, will ultimately contribute to improving our margins by providing ever-increasing value to our clients in all client segments.

The business successes achieved in Fiscal 2013 confirm the relevance of our offer. Demand for integrated services continues to grow across all client profiles. For example, three quarters of tenders in the Corporate segment in Europe today are for integrated services solutions;

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In Fiscal 2013, Sodexo once again confirmed the relevance of its development strategy: our financial results were in line with the objectives that we set at the beginning of the year.

We maintained our performance without losing focus of our long-term vision, while continuing to build our expertise as an integrator of Quality of Life services.

To achieve this, we retained the investments needed to implement our strategy while strengthening our competitiveness and operational efficiency. Today, we are ready for the challenges that lie ahead: strengthening our competitiveness to create the conditions for sustainable growth and prepare Sodexo's future.

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- **strengthening our presence in “emerging” markets.**

Our early development in markets with high growth potential, particularly in the so-called “emerging” countries, has made us a leader today in all of the BRIC countries.

In fact, our activities in emerging countries in Fiscal 2013 represent 21% of total On-site Services (compared with only 10% in 2005) and more than 8 billion euro (compared with 2.1 billion euro in Fiscal 2005) in issue volume for Benefits and Rewards Services.

The growth rate for Benefits and Rewards Services is particularly strong in South America and Asia, with major business wins such as the contract for the 140,000 South American employees of FEMSA - the world's largest Coca-Cola bottler - as well as the contract for meal cards for the 13,800 Capgemini employees in India;

- **strengthening our brand.** We know that a strong brand helps accelerate our business development and our attractiveness as an employer. Here, we have also advanced, both in terms of reputation and image: our services are better identified as contributing to improving the quality of life of all those we serve. A recent international study showed an increased preference for our brand when it is associated with our positioning.

1.2 ENHANCING EFFICIENCY TO BUILD FOR THE FUTURE

For several years, our gross margin on sites and our cash flow have been subject to significant pressure, with our clients focused on reducing costs and improving competitiveness.

We have been actively mobilized, and in November 2012 we launched our plan to improve operational efficiency and reduce costs. We are making tough decisions to exit from entities or contracts that are insufficiently profitable. We also have become more stringent in managing our overhead costs. As a result, excluding the cost impact associated with implementing our operational efficiency program, which itself is a sign of progress and adaptation, our administrative overheads have decreased compared to Fiscal 2012.

Today the global competitive environment requires us to go even further in improving our operations and reducing costs. To ensure profitable growth, we must be even more proactive. This is imperative to maintaining our investments, keeping our promise to improve quality of life for our teams and for those we serve, and continuing to contribute to the development of the communities in which we operate.





MICHEL LANDEL
message, continued
Sodexo Chief Executive Officer

For the next two years, we will focus our efforts particularly on:

- the recovery, renegotiation or exit of contracts that have become insufficiently profitable;
- more rigorously monitoring rising food and labor costs and ensuring the associated impacts are passed on to our clients;
- improving the productivity of our sites.

All of these actions will enable us, in a global economic environment that continues to fluctuate, to reach an operating margin in two years of 6%, which is necessary to secure our long-term development.

➤ 2. PREPARING SODEXO'S FUTURE

Our teams are mobilized to strengthen our competitiveness, which is essential for our durability and for our future. At the same time, we need to be prepared to respond to the emerging global trends in all fields – political, social, demographic, technological and environmental – and find new ways to grow. In order to build sustainable long-term growth and seize the opportunities that lie before us, we need to capitalize on our strengths and rethink the way we do business.

We have already started what will be a long process, and we did this by building on our core strengths:

2.1. A POSITION AT THE HEART OF SOCIETAL CHANGES

Services are becoming drivers of development for contemporary societies. They are playing an increasingly significant role in economic activity, employment and responding to the needs of individuals.

At Sodexo, we believe that to create lasting value, companies and organizations must place people at the center of their thinking. We consider Quality of Life to be a key and as yet largely unexplored factor in individual and collective performance. In order to continue to improve the performance of collective places such as companies, schools, universities, hospitals or prisons and hospitals, we must now turn our attention to the individuals within them. For Sodexo, improving Quality of Life is our business and our core mission.

2.2 A POWERFUL GLOBAL NETWORK OF SPECIALIZED EXPERTISE

Over the years, Sodexo has structured its expertise around two strengths: an unmatched international professional network and expertise specialized by client segments and sub-segments.

As a result, we have been able to respond to all of the needs of our clients and consumers everywhere and with the same level of precision.

At a time of accelerating globalization of our markets, we are working to strengthen this dual competitive advantage. This is why we will be putting in place in the years ahead a global organization by client segment, to better anticipate and support the evolution of our clients, regardless of their size.

- This new organization will of course benefit our major international clients for whom our integrated services offering plays a transformative role, as is the case today for clients like Unilever and Astra Zeneca.
- It will also benefit local clients by providing them with access to expertise developed around the world in their industry. What we have put in place in the healthcare sector illustrates what we want to implement in all client segments. As the global leader in this sector with more than 4,000 Health Care clients worldwide, Sodexo is already capitalizing on experience and expertise gained in North America and Europe, enabling clients in India and Southeast Asia to receive service levels that meet the highest international standards.

Becoming an increasingly interconnected global company will enable us to go further in efficiency and standardization, and thus improve the competitiveness and quality of the services we deliver.

2.3 A RESPONSIBLE COMMITMENT TO SUSTAINABLE GROWTH

To build our future, we rely on the men and women of Sodexo, who are the main drivers of our performance.

Our success depends on the motivation and commitment of our 428,000 employees and, naturally, on their

professionalism. We will continue to invest in their training and the development of their skills: this is a priority for achieving our ambition.

For this reason, we are maintaining our investment in training at a level of approximately 10% of Group operating profit.

Finally, we are focused on fostering the diversity of our teams as we consider this a strategic issue: if we want to meet the diverse needs of more than 75 million consumers in 80 countries, the diversity of our employees must be a natural reflection of the plurality of those we serve.

Our proactive policy in this area is beginning to bear fruit, especially on the issue of gender balance: today, women comprise 38% of Sodexo's Board of Directors and 23% of our executives (compared with 16% in 2008); in Europe, eleven of our country directors are women.

Finally, Sodexo remains faithful to its mission, defined when the Group was created in 1966, **to contribute to the economic, social and environmental development of the countries in which we operate**. I am convinced that today, alongside public policymakers, global businesses can play a key role in all regions of the world in leading by example in how they function.

Sustainable growth is the only growth possible in a world economy that must increasingly consider the well-being of people in the way it operates. The quality of our commitments to local communities, particularly our STOP Hunger program, has once again been recognized through numerous awards, including the ranking in the prestigious Dow Jones Sustainability Indices as Global Sustainability Leader for the ninth year row.





MICHEL LANDEL
message, continued
Sodexo Chief Executive Officer



2.4 AT THE BEGINNING OF THIS NEW FISCAL YEAR, I AM CONFIDENT IN SODEXO'S FUTURE

We have a clear strategy that allows us to create value for our clients and to differentiate ourselves from our competitors by continuously capitalizing on our expertise in our three activities.

We benefit from a number of strengths.

In a market with considerable potential, our unique range of Quality of Life services responds to the expectations of our clients and our consumers; our global network is unmatched; we are the undisputed leader in emerging countries; and our teams are engaged and united through a strong culture.

We remain faithful to our mission and, in a global economic growth model that is destined to evolve, Sodexo will more than ever play a role in the development of the communities in which it operates.

Finally, our financial model and our independence allow us to make long-term investments as we build our future.

I want to thank our clients for their loyalty and our shareholders for their confidence.

Finally, I want to warmly acknowledge all of our employees whose commitment has led to our good performance during Fiscal 2013 and who, every day, demonstrate their commitment to improving the quality of life of the women and men they serve.

MICHEL LANDEL
Sodexo Chief Executive Officer

SODEXO'S EXECUTIVE COMMITTEE

as of September 1, 2013



MICHEL LANDEL

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



ELISABETH CARPENTIER

Group Executive Vice President and Chief Human Resources Officer



GEORGE CHAVEL

Chief Executive Officer, North America, On-site Services



PIERRE HENRY

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

Chief Executive Officer, Remote Sites; Chief Executive Officer Asia/Australia, In charge of Defense, On-site Services



DAMIEN VERDIER

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

1.2 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 Cardáprio.	<	1996	
		1997	> The holding company changes its name to Sodexho Alliance.
The merger of the foodservices 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 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>	<p>< 2004</p>	
	<p>2005 ></p>	<p>Michel Landel becomes Chief Executive Officer of Sodexho Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.</p>
<p>Sodexho Alliance becomes Sodexo. Corporate headquarters is transferred to Issy-les-Moulineaux.</p> <p>Acquisition of VR's Service Vouchers and Cards activity making Sodexho 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>	<p>< 2008</p>	
	<p>2009 ></p>	<p>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> <p>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.</p>
<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> <p>Acquisition of Roth Bros, a U.S.-based company specialized in technical maintenance services.</p>	<p>< 2011</p>	
	<p>2012 and 2013 ></p>	<p>Sodexo continues to strengthen its multi-technical services expertise, a major growth driver, with the ongoing deployment of an organization of dedicated specialists, establishment of a global technical expertise platform and targeted acquisitions: Roth Bros in the United States, MacLellan in India, and the facilities management activities of Atkins in the UK.</p>

Source: Sodexo.

1.3 Our Group and Our Quality of Life Services

> 1.3.1 PROFILE

1.3.1.1 SODEXO IN BRIEF

GROUP KEY FIGURES

- > **18.4** billion euro in consolidated revenues
- > **427,921** employees
- > **33,279** 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 over 45 years, supported by nearly **428,000 people** in **80 countries**. Through the diversity of Sodexo's talent, we

are able to offer a comprehensive array of Quality of Life Services, based on more than 100 different professions.

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

Our growth potential is considerable

Sodexo's market potential is estimated at more than **820** 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 **170** billion euro in issue volume

Sodexo estimate.

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

Focus on...

SODEXO AND OECD JOIN FORCES TO INCREASE UNDERSTANDING AND PROMOTE QUALITY OF LIFE WORLDWIDE

Underlining the importance of Quality of Life to societal progress, Sodexo and the Organisation for Economic Co-operation and Development (OECD) have entered into an unprecedented partnership to foster information exchange on the subject between the private sector, NGO's, academics and the public sector.

The ambitious three-year agreement will enable the two partners to exchange based on their distinct but complementary experiences. The OECD has developed a macro-economic vision on Quality of Life through its work with governments, business and labor that it has translated into a unique international indicator, the Better Life Index. Sodexo's highly granular, micro-economic perspective has been developed through the daily services it delivers to 75 million people worldwide.

Commenting on the agreement, OECD Secretary General Angel Gurría said: *"This partnership is founded on our shared interest in well-being and Quality of Life. Sodexo's support is most valuable in this endeavor."*

Sodexo also participated in OECD's Forum 2013 in May with CEO Michel Landel speaking during the plenary session and a number of Sodexo's senior leaders and experts contributing to Forum discussions and debates.

Awards

SODEXO ONE OF FORTUNE'S MOST ADMIRED COMPANIES

FORTUNE magazine again included Sodexo on its prestigious listing of the world's "Most Admired Companies" in 2013. In addition, Sodexo was ranked as the most admired company overall in its industry category, "Diversified Outsourcing Services", as well as being rated number one in innovation, social responsibility, financial soundness, long-term investment and global competitiveness.

The rankings are derived from evaluations of approximately 700 companies in 30 countries conducted with 4,000 business executives, directors and analysts based on nine criteria. Sodexo's strong showing in the key reputation categories reflects its social model and the values that unite its 428,000 employees around the world.

SODEXO, SUSTAINABLE DEVELOPMENT LEADER FOR ITS INDUSTRY

Sodexo's commitment to social, environmental and economic responsibility earns major recognitions in 2013:

- a member of the DJSI World and DJSI STOXX indexes since 2005, Sodexo was named **"global leader for its industry"** by the **Dow Jones Sustainability Indices (DJSI)⁽¹⁾** for the ninth consecutive year;
- at the 2013 World Economic Forum in Davos, Sodexo received three prestigious awards: **"Sector Leader," "Gold Class"** and **"Sector Mover,"** from **RobecoSAM**, an asset management company specializing in sustainable investment. RobecoSAM's "Sustainability Yearbook" is considered the world's leading publication for corporate social responsibility.

(1) **Dow Jones Sustainability Indices (DJSI)**

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

On-site Services

KEY FIGURES

> **96%** of Group revenues

> **413,000** employees*

> **17.6** billion euro in consolidated revenues

Source: Sodexo.

* Including Personal and Home Services.

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

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

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

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

LEADER IN ON-SITE SERVICES IN MOST OF ITS MARKETS

Source: Sodexo.

Benefits and Rewards Services

KEY FIGURES

- > **16** billion euro in issue volume
- > **4%** of Group revenues
- > **790** million euro in consolidated revenues
- > **4,058** employees
- > **420,000** clients (excluding individuals)
- > **31.9** million beneficiaries
- > **1.2** million affiliated partners

Source: Sodexo.

Sodexo designs, manages and delivers nearly 250 Benefits and Rewards Services adapted to the strategic objectives of **each company and organization**.

These solutions help improve the Quality of Life of individuals by:

- promoting a satisfying **work-life balance**;
- encouraging them **to maintain their health**;
- making them **feel truly valued**; and
- enhancing their **standard of living**.

These Quality of Life solutions provide companies with customized, innovative and effective responses to their primary human resources and performance challenges.

Combining **economic performance** and **sustained improvement in Quality of Life**, Sodexo's offer is focused around on three service categories to help clients:

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

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

A WORLDWIDE LEADER IN BENEFITS AND REWARDS SERVICES

Source: Sodexo.

Personal and Home Services

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

- **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;
- **concierge services:**
Sodexo 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;

- **Home Care:**

Home Care services support seniors' independence and quality of life in offering customized services to facilitate daily life, such as mobility assistance, help with errands, preparation of balanced meals and medication reminders, personal care, and much more.

Through these services, Sodexo contributes to improving Quality of Life for children, adults and seniors.

1.3.1.2 FINANCIAL PERFORMANCE AND KEY FIGURES

Consolidated revenues

CONSOLIDATED REVENUES

	(in millions of euro)
Fiscal 2009	14,681
Fiscal 2010	15,256
Fiscal 2011	16,047
Fiscal 2012	18,236
Fiscal 2013	18,397

Sodexo's consolidated revenues for Fiscal 2013 totaled **18.4 billion euro**, an increase of 0.9%. Organic growth was 1.1% or 2.9% excluding the impacts of the Rugby World Cup, the Olympic Games and the 53rd week of activity in North America.

Organic growth for the **On-site Services** activity of **2.6%** excluding the special events mentioned above resulted from increased demand for integrated Quality of Life service offers in all geographic regions and by Sodexo's leadership in emerging countries, offsetting lower foodservices volumes, notably in Europe. **Organic growth for Benefits and Rewards Services of 8.3%** reflects continued dynamism in Latin America.

REVENUES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2013)

On-site Services	96%
• Corporate	32%
• Remote Sites	10%
• Defense	4%
• Justice Services	2%
• Sports and Leisure	3%
• Health Care	18%
• Seniors	6%
• Education	21%
Benefits and Rewards Services	4%

For **On-site Services** by client segment, organic growth (excluding the impacts of the 53rd week of activity in North America, the Olympic Games and the Rugby World Cup) was as follows:

- **+4.1% in Corporate**, reflecting solid sales development in emerging countries as well as the success of integrated offers in North America and Europe;
- **+0.8% in Health Care and Seniors**, reflecting modest business development (new contract wins) in the prior fiscal year;
- **+1.2% in Education**, resulting from excellent client retention in North America but also a slowdown in Europe.

Organic growth for **Benefits and Rewards Services** was +8.3%, similar to Fiscal 2012, reflecting in particular continued dynamism in Latin America.

FACILITIES MANAGEMENT SERVICES' SHARE OF REVENUES

Fiscal 2009	23%
Fiscal 2010	24%
Fiscal 2011	25%
Fiscal 2012	26%
Fiscal 2013	27%

Facilities management services now represent 27% of consolidated revenues, compared with 18% in Fiscal 2005. Similar to the two prior fiscal years, these services continue to grow at a higher rate than foodservice, yet again confirming the relevance of the Group's positioning.

REVENUES AND ISSUE VOLUME, BENEFITS AND REWARDS SERVICES (FISCAL 2013)

	Revenues	Issue volume
Latin America	57%	51%
Europe and Asia	43%	49%

CONSOLIDATED REVENUES BY REGION (FISCAL 2013)

North America	38%
Continental Europe	34%
Rest of the World	21%
United Kingdom and Ireland	7%

Sodexo benefits from a global network which today covers 80 countries, with leadership in emerging countries with strong growth potential. Revenues in **Latin America, Asia, Australia, Africa, the Middle East** and in **Remote Sites** (together, Rest of the World) represented 21% of On-site Services revenues in Fiscal 2012 compared to only 10% in Fiscal 2005.

Employees

NUMBER OF EMPLOYEES AS OF THE END OF FISCAL

2009	379,749
2010	379,137
2011	391,148
2012	421,391
2013	427,921

EMPLOYEES BY REGION (FISCAL 2013)

North America	31%	132,611 employees
Continental Europe	24%	102,236 employees
Rest of the World	37%	158,002 employees
United Kingdom and Ireland	8%	35,072 employees

EMPLOYEES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2013)

On-site Services	97%
• Corporate	40%
• Remote Sites	10%
• Defense	3%
• Justice Services	1%
• Sports and Leisure	3%
• Health Care	15%
• Seniors	3%
• Education	22%
Benefits and Rewards Services	1%
Personal and Home Services	0.5%
Group headquarters and shared structures of activities	1.5%

Sites

NUMBER OF SITES AS OF AUGUST 31

2009	33,884
2010	33,543
2011	33,400
2012	34,343
2013	33,279

Sites by client segment as of August 31, 2013 were as follows:

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

Results and Ratios

OPERATING PROFIT*

(in millions of euro)	
Fiscal 2009	746
Fiscal 2010	771
Fiscal 2011	853
Fiscal 2012*	958
Fiscal 2013*	953

* Excluding exceptional items resulting from the program to improve operational efficiency in Fiscal 2013 and the favorable accounting adjustment related to the pension plan in the United Kingdom in Fiscal 2012.

At 953 million euro, operating profit increased by 1.7% excluding currency effects, compared to the prior year, and decreased slightly, by 0.5%, at current exchange rates.

Operating profit reflects the following:

- excellent progress of over 13% in the Benefits and Rewards Services activity and an increase of nearly 7% in On-Site Services – North America;
- a decline in On-site Services – Continental Europe and Rest of the World –, resulting from lower foodservices volumes and increasing pressure from clients seeking cost reductions, as well as inflationary pressures in emerging countries.

GROUP NET INCOME

(in millions of euro)	
Fiscal 2009	393
Fiscal 2010	409
Fiscal 2011	451
Fiscal 2012	525
Fiscal 2013*	530
Fiscal 2013 (reported)	439

* Excluding exceptional items related to the program to improve operational efficiency in Fiscal 2013, net of taxes.

The change in reported Group net income was significantly affected by the following:

- costs of 91 million euro net of tax, related to the implementation of the program to improve operational efficiency and reduce costs, for which the return on investment will not be seen for two or three years to come;
- The favorable adjustment in Fiscal 2012 related to retirement plans in the United Kingdom resulting in a higher comparison base in the prior year.

These two elements overshadowed the true progress and performance of Sodexo's teams in Fiscal 2013. Excluding these two elements, Group net income increased by around 5% in Fiscal 2013.

DIVIDENDS PAID

(in millions of euro)	
Fiscal 2009	197
Fiscal 2010	208
Fiscal 2011	221
Fiscal 2012	240
Fiscal 2013	254*

* Subject to approval at the Annual Shareholders' Meeting of January 21, 2014.

Sodexo's Board of Directors will propose a dividend of **1.62 euro per share**, an increase of nearly 2% from the prior year, at the January 21, 2014 Shareholders' Meeting.

In addition, and for the first time this year, shares held in registered form for more than four years will qualify for a 10% dividend premium (rounded down to the nearest cent), provided that they do not represent over 0.5% of the capital per shareholder.

CASH CONVERSION RATIO OF NET INCOME TO FREE CASH FLOW*

Fiscal 2009	114%
Fiscal 2010	184%
Fiscal 2011	146%
Fiscal 2012	130%
Fiscal 2013	120%

* *Cash flow conversion: free cash flow*
Group net income

Over the past eight years Sodexo has achieved an average cash conversion ratio of its net income to free cash flow of 140%.

NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY*

(including non-controlling interests)

Fiscal 2009	38%
Fiscal 2010	24%
Fiscal 2011	15%
Fiscal 2012	21%
Fiscal 2013	16%

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

During Fiscal 2013, the Group reduced its net debt by 161 million euro.

As of August 31, 2013, Sodexo's ratings from Standard & Poors were BBB+ for its long-term corporate credit rating.

RETURN ON CAPITAL EMPLOYED (ROCE)*

Fiscal 2009	15%
Fiscal 2010	15%
Fiscal 2011	18%
Fiscal 2012	17%
Fiscal 2013	15%

* *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.

1.3.1.3 SODEXO SHARES

EARNINGS PER SHARE (IN EURO)

Fiscal 2009	2.54
Fiscal 2010	2.64
Fiscal 2011	2.95
Fiscal 2012	3.48
Fiscal 2013	2.91

DIVIDEND PER SHARE (IN EURO)

Fiscal 2009	1.27
Fiscal 2010	1.35
Fiscal 2011	1.46
Fiscal 2012	1.59
Fiscal 2013	1.62*

* *To be proposed at the January 21, 2014 Shareholders' Meeting.*
In addition, and for the first time this year, shares held in registered form for more than four years will qualify for a 10% dividend premium (rounded down to the nearest cent), provided that they do not represent over 0.5% of the capital per shareholder.

> 1.3.2 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 students, patients, seniors, workers at remote on- and off-shore work sites, soldiers in garrisons or on peacekeeping missions and prisoners.

To fulfill its mission, Sodexo has chosen three activities:

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

SYNERGIES BETWEEN OUR THREE ACTIVITIES

Important synergies exist between Sodexo's three activities:

Business synergies

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

- On-site Services clients may also need restaurant vouchers for employees who are geographically dispersed; 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 opportunities for employees.

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** that create additional pressures to find savings through outsourcing;
- **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**.

Focus on...

DELIVERING GLOBAL SUPPORT THROUGH EXPANDED PARTNERSHIP: SODEXO BECOMES NOKIA'S SOLE ON-SITE SERVICES PROVIDER

Nokia has chosen Sodexo as its single global supplier to provide an integrated range of facilities management services across Nokia's worldwide office portfolio. The agreement, spanning 55 countries and 140 sites, will ultimately integrate all 290 locations in 66 countries of the world leader in mobile communications and online mapping solutions.

The contract includes a complete offer of innovative services – ranging from technical maintenance and energy management to foodservices, concierge and wellness services – that improve Quality of Life for Nokia employees while enabling Nokia to focus on its core business.

As the sole global supplier, Sodexo helped simplify current processes, increase visibility and measurement of performance at Nokia sites worldwide and ensured the needed flexibility to respond to Nokia's evolving needs.

In addition to its facilities management expertise, Sodexo also provides Benefits and Rewards Services to Nokia teams in 15 countries. Nokia says that Sodexo's combined Quality of Life Services offer contributes to employee well-being and engagement, helping to make Nokia an employer of choice in its industry.

"Through its Quality of Life Services, Sodexo is helping us implement our strategy of enabling our employees to excel by providing workplaces and services that allow them to achieve maximum success," said Nokia Security & WR Head of Strategic Partnerships, Riku Pentikainen.

1.3.2.1 OUR ON-SITE SERVICES

KEY FIGURES

> **96%** of Group revenues

> **413,000** employees*

> **17.6** billion euro in consolidated revenues

Source: Sodexo.

* Including Personal and Home Services.

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 services to improve Quality of Life and improve organizational performance** across eight client segments:

- Corporate;
- Remote Sites;
- Defense;
- Justice Services;

- 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: Improve the Quality of Life.

■ Focus on...

REINFORCING SODEXO'S TECHNICAL EXPERTISE

A major growth driver, reinforced through:

- **a dedicated organization of specialists**

Demand for facilities management services continues to grow two to three times the rate of foodservices. With technical maintenance activities delivered by 18,000 employees in 57 countries, Sodexo also has become a leader in technical facilities management services.

To respond to consumer expectations, meet client needs and increase its competitiveness in a rapidly changing marketplace, Sodexo continues to recruit technical specialists and share best practices through its centralized Worldwide Technical Expertise Platform (WTPE). At the heart of this platform, the Asset Management Framework contains all core processes, tools and technical maintenance standards needed to develop and deploy overall management systems for infrastructure and equipment. The new facilities management framework will serve as the benchmark

for all future contracts. Sodexo also is seeking to become the world's first facilities management services supplier to offer ISO⁽¹⁾ 55000 service levels on a global scale.

To support its continuous improvement process, Sodexo has developed and deployed tools including:

- a new single health and safety management system,
- Maximo, a worldwide computerized maintenance management system to ensure delivery of consistent levels of service to clients across the world;
- **targeted acquisitions**

Following recent acquisitions of technical services specialist Roth Bros in the U.S. and Atkins' facilities management subsidiary in the UK, Sodexo further reinforced its expertise with the acquisition of **MacLellan in India**, a leader in technical facilities management, with a nationwide presence and expertise in HVAC services, energy management, maintenance and building management services.

(1) ISO

ISO (International Organization for Standardization) is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective. These standards include ISO 9001 (quality management), ISO 14001 (environmental management), ISO 22000 (food safety management) and ISO 55000 (asset management).

CORPORATE

KEY FIGURES

> 5,867 million euro in revenues

> 32% of Group revenues

> 172,617 employees

> 17,154 sites

Source: Sodexo.

Our offer

QUALITY OF LIFE FOR BETTER PERFORMING ORGANIZATIONS

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

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

Market trends and growth potential

MARKET TRENDS

Beyond the long-term trends that promote the development of all Sodexo activities, several other 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 China, India, Brazil, Turkey and Mexico 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 capacity for ongoing innovation;
- international companies are seeking a single global partner 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: China, around 35%).

Sodexo estimate.

Supporting our client, the International Monetary Fund in Washington

BROAD ARRAY OF SERVICES TO MEET A WORLD OF NEEDS

To support its mission of fostering global monetary cooperation and sustainable economic growth, the International Monetary Fund expanded its relationship with Sodexo through a seven-year contract for a broad array of Quality of Life Services. The challenge: create an environment responsive to the needs of a diverse, multi-cultural population.

Our client's needs

With representation of 188 member countries from around the globe, IMF's headquarters in Washington, D.C., plays host to a diverse population of country delegations, visitors and staff. The IMF needed a partner organization capable of responding to the highly varied cultures of its 4,000-member community and managing nearly three million square feet of high-end headquarters office space in two buildings. To manage the increasing expectations for quality of life services, the IMF placed its confidence in the experience of Sodexo, which had already demonstrated its shared commitment of its client's values of diversity, innovation and sustainability through two years as foodservices provider.

Sodexo's response

To respond to the diverse needs of IMF employees and country delegations and reinforce the organization's efficiency, Sodexo proposed a comprehensive offer of integrated and sustainable Quality of Life Services.

Sodexo teams implemented its integrated facilities management offer, an array of online and On-site Services designed to improve workplace quality of life.

Sodexo also implemented technical services for the IMF's two headquarters buildings, including technical systems, building appearance care, tenant services, move management, construction, energy management and call center services. Sodexo also plays an integral role in the implementation of IMF's environmental initiatives.

In offering today a range of services adapted to multiple cultures, IMF's headquarters reflects even more the organization's global character.

Focus on...

FRANCE - BREATHING LIFE INTO A "VERTICAL CAMPUS"

An innovative architectural renovation melds ecological responsibility with Quality of Life to deliver a stimulating work environment and helps lead the revival of a Paris business district.

To respond to the needs of future occupants of the 80,000-m² EQHO tower, property management company Icade turned to Sodexo for its expertise in foodservices, maintenance and energy management. The mission: create a welcoming, friendly and environmentally sustainable "vertical campus," combining well-being, comfort and efficiency.

Sodexo responded with an integrated Quality of Life Services offer focused on people to create a vibrant ecosystem for the tower. Creativity, friendliness, engagement and dynamism are the characteristics of the array of integrated and scalable services emphasized by Sodexo, which participated in the 40-story building's design prior to its public opening. The objective? Optimize the use of common areas, maximize the effectiveness of facilities and services and ensure the performance and energy efficiency of equipment. Sodexo teams also integrated environmental HQE⁽¹⁾ and BREEAM certifications into their management system.

For the 5,600 people who will eventually be part of this community, the offer provides a friendly environment for exchange and sharing similar in spirit to that found on "horizontal" campuses managed by Sodexo. Numerous brightly illuminated, welcoming foodservices spaces, including self-service cafeterias, quick snack facilities and a top-floor restaurant promote networking and informal meetings, encouraging teamwork. Consumers in the dining areas will be treated to a diversity of imaginative dishes prepared by chefs using local, organic

(1) HQE (Haute Qualité Environnementale or High Quality Environmental standard)

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

and sustainably sourced ingredients. A business center responds to efficiency requirements and encourages networking with its 350-seat auditorium and high tech collaborative tools. A fitness and relaxation center, concierge services, a luggage room... a wide range of *à la carte* services enabling “free spirit” working in comfortable workspaces and with a better work-life balance.

Highlights

INTERNATIONAL

“Quality of life per square foot”

Sodexo continued to work closely on facilities management issues with **CoreNet Global**, an association for corporate real estate and workplace professionals, service providers and economic developers, with over 7,000 members. A Sodexo-developed position that companies should measure “quality of life per square foot” was adopted as part of a new position statement by CoreNet Global advocating the quality of working environments and work experiences as a socially responsible corporate practice.

Sodexo employee honored as chef of the year

Darren Thompson, one of Sodexo’s executive chefs who serves major international clients in the UK and the U.S., won the prestigious Contract Catering Chef award from the British **Craft Guild of Chefs** at the Group’s annual event dedicated to the recognition of chefs from around the world who demonstrate excellence at the highest level from across all foodservices sectors. Now in its 20th year, the Guild’s awards have become the chefs’ “Oscars”, recognizing the leading talent working in kitchens across the industry.

Meeting pharmaceutical industry standards

To further reinforce its global **Quality Management System (QMS)**⁽¹⁾ within the organization, Sodexo is implementing an IT solution for Quality Management, validated to operate in highly regulated environments.

QMS ensures that Company services meet the most rigorous regulatory standards of the pharmaceutical industry, contributing to client quality and safety goals and enabling clients to focus on their core business. Centered on core regulated services such as Good Manufacturing Practice (GMP)⁽²⁾ cleaning, distribution/logistics, laboratory services and technical facilities management, Sodexo’s global pharmaceutical QMS has been certified as meeting ISO 9001 for a second year.

BRAZIL – GOLD MEDAL SUPPLIER

For the second consecutive year, Sodexo received “Gold Supplier” recognition from **Boticário Group** as part of its Evaluation and Supplier Development Program. Founded in 1977, O Boticário is one of the most recognized brands in Brazil’s cosmetics market and has been a Sodexo client for 14 years.

CHINA – CUSTOMIZED PHARMACEUTICAL LABORATORY SERVICES

Sodexo is expanding the **laboratory services** it provides to major pharmaceutical clients, delivering comprehensive support for research and development laboratories and testing facilities. Alongside general laboratory services, including lab cleaning, waste management and equipment operation, the broadened service scope extends further into areas such as media preparation, laboratory logistics and storage management, and lab instrument management and maintenance activities.

FRANCE – BUILDINGS GOOD FOR OCCUPANTS, CLIENTS... AND THE PLANET

Sodexo continued to strengthen the support it provides clients by obtaining **BREEAM In-Use certification**, the world’s leading building environmental performance indicator. The qualification underlines Sodexo’s capabilities to ensure quality, comfortable and efficiently operated buildings that also increase the perceived value of the property asset on real estate sale and rental markets.

(1) **Quality Management System (QMS)**

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

(2) **Good Manufacturing Practice (GMP)**

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

The new offer adds to Sodexo's existing expertise in **HQE buildings**, which helps reinforce sustainable operating practices and energy efficiency while improving health and quality of life for occupants. Of 145 HQE-certified buildings in France, Sodexo has helped with the certification for 28 of them⁽¹⁾.

ITALY – STRENGTHENING TECHNICAL SERVICES EXPERTISE

In 2012, Sodexo strengthened its facilities management offer in Italy. Key areas of expertise include heating and air-conditioning maintenance, fire prevention, gas leak detection, hydraulic and industrial electrical systems, diagnostic equipment installation, energy management and renewable energy.

PERU – OCCUPATIONAL SAFETY COMMITMENT AGAIN RECOGNIZED

For the third consecutive year, Sodexo was recognized for its commitment to occupational health and safety by **Pacífico Seguros**, which highlighted Sodexo's efforts to establish a culture of workplace safety and positively affect worker well-being and engagement.

UNITED KINGDOM – EXCELLENCE IN SAFETY STANDARDS FOR INTEGRATED SERVICES

Sodexo's integrated facilities management services received a gold-level safety award from the **Royal Society for the Prevention of Accidents (RoSPA)**⁽²⁾ in recognition of the Company's on-going commitment improving health and safety standards across its contracts with all clients. Based on 10 key performance questions, from management leadership to employee preparation and training, the award expands on the existing award for technical services that Sodexo has held since 2011 to also encompass cleaning, foodservices, horticultural services and food safety.

UNITED STATES – U.S. POSTAL SERVICE RECOGNIZES SODEXO WITH SUPPLIER INNOVATION AWARD

Just one year after winning the contract to serve as the national roof asset management supplier the U.S. Postal Service, **Sodexo's Roth Bros** received a Supplier Innovation Award from its client at a ceremony in Washington, D.C. Roth Bros, was singled out as one of only 10 companies among more than 20,000 suppliers to the Postal Service, which called them "several of the U.S. nation's most outstanding companies who happen to be superior suppliers and partners." Under the contract, Roth Bros provides maintenance services for the U.S. Postal Service's 6,150 locations, covering 200 million square feet of facilities.

INTERNATIONAL – CERTIFICATIONS EARNED

India

ISO 2000 certifications for food safety were received for the Volkswagen, MIOT, IBM Manyata and ASB Kohinoor Park client sites. In addition, the Bureau of Energy Efficiency (BEE) certified Sodexo as **an energy services company** (ESCO⁽³⁾ Grade 2) for energy efficiency projects.

Peru

ISO 14001 environmental and **OHSAS 18001**⁽⁴⁾ occupational risk prevention certifications were received for the Procter & Gamble contract.

(1) Source: Certivéa end-April 2013 (Certivéa is a subsidiary of the Scientific and Technical Center for Building (CSTB) which helps construction companies improve performance through a certification process.

(2) **Royal Society for the Prevention of Accidents (RoSPA)**

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

(3) **ESCO**

An energy services company is a commercial or non-profit business providing a broad range of comprehensive energy solutions including design and implementation of energy savings projects, retrofitting, energy conservation, energy infrastructure outsourcing, power generation, energy supply and risk management.

(4) **OHSAS 18001**

A UK-developed standard (Occupational Health and Safety Assessment Series) used as a model for occupational health and safety management systems. Its objective is to provide companies with assessment and certification of their health and safety management systems, consistent with international management system standards.

Key contract wins

INTERNATIONAL – REINFORCED RELATIONSHIPS

AstraZeneca enlarges its international contract with Sodexo

In the **UK**, AstraZeneca entrusted Sodexo with a full range of multi-technical services, including building maintenance and engineering at its sites in London, Luton and County Cheshire sites. Sodexo is also the sole provider of foodservices and cleaning services at all of the global biopharmaceutical company's UK sites. Sodexo also provides support services at three sites in **Sweden**. Finally, in **China**, Sodexo is providing a full range of Quality of Life Services, including engineering, foodservices and well-being services. The developments further reinforce Sodexo's relationship with AstraZeneca, to which it also delivers services in **Belgium, Denmark, the U.S., Finland, France, Norway and Switzerland**.

Unilever reaffirms its confidence in Sodexo's Quality of Life Services

Having entrusted a wide range of integrated services to the Group last year at **70 sites in 15 European countries**, global consumer products leader Unilever again chose Sodexo to improve the quality of life of its employees in North America. Under this new contract, Sodexo teams will provide engineering, building management, facilities, security, energy and waste management services as well as administrative and reception services, foodservices and other services to improve employee well-being at **30 Unilever sites in the U.S. and Canada**.

BELGIUM – FRANCE: SECURITY BLANKET

Euroclear provides domestic and cross-border settlement and related services for bond, equity, derivatives and fund transactions, serving over 2,000 financial institutions in more than 90 countries and millions of retail investors. Euroclear has relied on the expertise of Sodexo's technical maintenance teams for almost 15 years to ensure its Paris region **data centers** operate without interruption around the clock. Euroclear has reaffirmed its confidence in Sodexo in renewing its operating contract for the fifth time and extending its responsibilities to the multi-technical management of new data centers in Belgium.

BRAZIL – SODEXO'S TECHNICAL EXPERTISE SUPPORTS NEW AUTO PLANT

Sodexo was awarded a three-year contract to provide foodservices for 5,000 consumers at **automotive manufacturer Myoung Shin's new plant** located in the state of Sao Paulo. The Sodexo team worked closely with the client during the construction of the new plant and provided counsel on technical aspects of the restaurant facilities.

CANADA

Siemens chooses Sodexo as its facilities management services provider

Siemens chose Sodexo as the single provider of integrated facilities management (IFM) services for its **44 Canadian sites**. Under the three-year contract, Sodexo will be responsible for HVAC, plumbing, electrical, mechanical, janitorial, Help Desk, mailroom, landscape and snow removal, housekeeping, pest control as well as building operations and maintenance. The 30-member Sodexo team also provides "tech-in-truck" technical services with mobile technicians servicing multiple nearby Siemens sites. Siemens also has awarded Sodexo with a contract to provide foodservices at its new 800-person Oakville, Ontario, headquarters.

Integrated technical services for Pfizer

As part of a strategic decision to implement a completely outsourced solution for facilities management services, U.S. pharmaceutical company Pfizer awarded Sodexo a contract to deliver multi-technical services for **two sites** including their Canadian headquarters location in Kirkland, Quebec, and a Consumer Healthcare site in Mississauga, Ontario. The contract includes building equipment operations and systems maintenance, asset and project management, moves, adds & changes (mac's), janitorial services, waste management, pest control, landscaping and snow removal, reception, mailroom and shipping services, audio-visual services and foodservices.

CHILE – NATIONWIDE FACILITIES MANAGEMENT SERVICES

Fonasa (*Fondo Nacional de Salud*), Chile's public health insurance entity that provides coverage for 75% of the population, chose Sodexo to maintain **117 offices throughout the country**. Services include cleaning, central help desk and HVAC, electrical, building and plumbing maintenance.

CHINA**Engineering services growth**

Multiple large international accounts chose Sodexo's technical services for their China sites. Sodexo also launched an energy reporting tool on 10 client sites that identified significant energy savings opportunities. The tool, which is being expanded to all engineering services sites in China, enables clients to reduce their energy costs.

VIP foodservices offers

Sodexo's foodservices offer attracted **Commercial Aircraft Corporation of China** and **Beijing Automotive**. Sodexo will provide breakfasts, lunches and dinners for 300 employees at its test center and 1,000 consumers at one of the automaker's sites as well as providing executive dining services at both companies.

In Hong Kong, Sodexo began providing foodservices at Hong Kong International Airport, for **Virgin Atlantic Airways'** business and first-class lounges.

COLOMBIA – SODEXO'S EXPERTISE CONTRIBUTES TO LOCAL DEVELOPMENT

One of Colombia's first shopping malls, the 26,000-square-meter **Mall Plaza El Castillo** in the city of Cartagena draws 14.5 million customers annually. The owner, Mall Plaza SA, turned to Sodexo to provide the requisite skill sets to manage 18 services under a five-year contract. Sodexo's 45-member on-site team is drawn from the local community, consistent with a shared commitment with the client to ensure that the mall benefits those who live nearby.

FRANCE**L'Oréal – Luxury makeover for L'Oréal's technical services**

Employees working on four campuses near Paris for **three of L'Oréal's key product segments**, luxury, cosmetics and hair care, **and its sales and marketing center**, are benefiting from a workplace environment that fully meets their expectations after the world's largest cosmetics and beauty company asked Sodexo to take over facilities management responsibilities. A 10-member team services and maintains heating, ventilation, air conditioning, electricity and mechanical elements for four office buildings, encompassing 80,000 square meters, under a three-year contract.

Air France – Ground support delivers high-flying service

For its maiden flight in outsourcing facilities management services for its buildings, Air France selected Sodexo to provide **technical services, cleaning and accommodations services** for airline staff at the airline's Orly airport site for transit, training, IT and communications near Paris. In addition to its own employees, Sodexo also manages a 60-person team responsible for security on the seven-building site as well as screening of flight staff and their baggage under the four-year, contract. Sodexo implemented an organization and technology solutions to streamline management of site facilities, delivers energy efficiency savings and provides more harmonized and responsive service to improve aircrew and facility staff quality of life.

POLAND – A QUALITY OF LIFE AIR FOR OXYGEN PARK

Sodexo will be delivering technical maintenance, cleaning, reception and security services as well as foodservices at the newly built, **high-tech Oxygen Park office complex** in Warsaw. In addition to offering the most advanced Quality of Life solutions to promote comfort and optimize productivity of building occupants, Sodexo is also helping the client obtain ecological BREEAM certification.

RUSSIA – BUILDING NUTRITION

A new company corporate restaurant in the 16,000-square-meter **Sadovaya Plaza** in central Moscow is Sodexo's fourth venture on behalf of building owner and client ENKA, joining Naberezhnaya Tower, Paveletskaya Plaza and Riverside Towers. The foodservices offer emphasizes healthy well-balanced nutrition for occupants of the 14-story modern office complex, featuring "*Le Chef* by Sodexo," the Vitality offer and the Show Cooking concept with dishes prepared and cooked in front of consumers.

SPAIN – NUTRITION, SUSTAINABILITY, TECHNOLOGY HIGHLIGHT NEW BBVA HEADQUARTERS

BBVA awarded Sodexo the contract to provide **foodservices** to 6,500 employees at the financial services leader's new headquarters in Madrid. Consumers will benefit from Sodexo Quality of Life Services that include "Be-healthy," providing on-site and online advice on nutrition and eating habits, as well as e-menus that display nutritional content of dishes on interactive screens, online ordering and reservations and a smartphone app for payments. Sodexo's state-of-the-art design proposal puts a focus on sustainability with a cutting-edge technology waste management system and a LED lighting system.

SWEDEN – VOLVO GIVES SODEXO THE WHEEL FOR MULTI-TECHNICAL SERVICES

Sodexo delivers **a range of facilities management services** at several Volvo sites, including technical service and installations, building and outdoor maintenance and cleaning at a 78,000-square-meter factory in Braås and 12 VolvoTruck Center locations in Stockholm, Malmö and Gothenburg.

UNITED KINGDOM – NEW INTEGRATED SERVICES CONTRACT FOR BAE SYSTEMS

A new contract for BAE Systems covers a range of **integrated, hard and soft facilities management services on 26 sites** including centralized help desk, supply chain management, mechanical and electrical, asset management and strategy, cleaning, reception, switchboard, vending and gym management.

UNITED STATES

Expansion of FM services

Facilities management services grew significantly during the year. Among the clients who enlarged the range of services entrusted to Sodexo:

- **Nokia** – expansion of portfolio and provision of a broad range of services including janitorial, building management, reception, lease administration, mailroom, shipping and receiving and foodservices;
- **Invensys** – janitorial, building management, reception, lease administration, landscaping, mailroom, shipping and receiving, waste water treatment and security.

Aviation sector growth

A number of airlines entrusted Sodexo with helping to ensure passenger comfort and well-being on the ground including:

- **Delta Airlines**: two additional new club openings and the Los Angeles Delta Sky Club;
- **Westfield Concessions – Los Angeles Airport Food Court**: janitorial services.

Among our clients...

Aéroports de Paris, Orly and Roissy Charles de Gaulle airports, Île-de-France (France)

Agrosuper, 4 sites, Chile

AgustaWestland, 3 sites (United Kingdom)

Air France, Orly Airport (France)

Alpina 6 sites, Colombia

ArcelorMittal, Belgium

AstraZeneca, 10 countries: Belgium, China, Denmark, Finland, France, Norway, Sweden, Switzerland, United Kingdom, United States

Autoliv, 4 sites, Romania

AXA, 6 countries: Belgium, France, Germany, Luxembourg, Spain, United States

BAE Systems, 26 sites (United Kingdom)

Banco de Santander, Madrid, Spain

Baosteel Group, 4 sites, China

BBVA Banco Continental (Continental Bank), 268 sites, Peru

China Energy Conservation and Environmental Protection Group, China

Coca-Cola Enterprises, 6 countries: Belgium, France, Netherlands, Norway, Sweden, United Kingdom

Compañía Manufacturera de Papeles y Cartones (CMPC), 12 sites, Chile

Danfoss, 6 sites, Denmark

Dow Chemical, (Michigan) United States

Eli Lilly, 7 countries: China, France, Germany, Ireland, Italy, Spain, United Kingdom

Endesa, Madrid, Spain

ENKA, 4 business centers, Moscow, Russia

Ericsson, 6 countries: China, Mexico, Netherlands, Russia, Turkey, United States

Exxon Mobil, 9 countries: Australia, Canada, China, Finland, Italy, Norway, Qatar, Saudi Arabia, United States

FAW, 22 sites, China

Foreign Office, Israel

GSK, 17 countries: Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Costa Rica, France, Ireland, Italy, Mexico, Poland, Spain, Turkey, United Kingdom, United States

Icade, The EQHO tower, La Défense (France)

International Monetary Fund (IMF), Washington DC (United States)

Kamaz, Naberezhnyie Chelny, Republic of Tatarstan (Russia)

L'Oréal, Paris and Île-de-France (France)

La Poste Belge, 35 sites, Belgium

Ma'adeen Aluminum Company, Saudi Arabia

Merck MSD, 31 countries: Algeria, Austria, Belgium, Brazil, Chile, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Israel, Italy, Lebanon, Morocco, Netherlands, Norway, Poland, Romania, Russia, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey, United Kingdom, United States

Molinos Río de la Plata, 5 sites, Argentina

National Instruments, Malaysia

Natura, 2 sites, State of São Paulo, Brazil

Nokia, 55 countries, including: Argentina, Australia, Brazil, Canada, Chile, China, Colombia, Finland, Germany, India, Indonesia, Italy, Mexico, Saudi Arabia, Singapore, South Africa, Spain, United Arab Emirates, United Kingdom, United States...

PricewaterhouseCoopers, Australia (6 sites), Germany

Procter & Gamble, 28 countries: Argentina, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, France, Germany, Hungary, India, Indonesia, Ireland, Italy, Japan, Mexico, Morocco, Peru, Poland, Romania, Russia, Saudi Arabia, South Africa, Turkey, United Kingdom, United States, Vietnam

Qatar Airlines, Qatar

RAI (public Italian television), 17 sites, Italy

Royal Dutch Shell, 5 countries: Denmark, North Sea, Norway, Russia, United States

Sanofi, 8 countries: Brazil, Canada, France, Germany, India, Italy, Spain, United States

Shanghai Automotive Industrial Corporation (SAIC), 11 sites, China

Société Générale, 6 countries: Czech Republic, France, Luxembourg, Morocco, Poland, United States

Standard Chartered Bank, Singapore

Tata Group, 46 sites, India

Toyota, 1 site, Turkey

Unilever, 21 countries: Austria, Belgium, Canada, China, Costa Rica, Denmark, Finland, France, Germany, India, Ireland, Italy, Netherlands, Poland, Portugal, Russia, Spain, Sweden, Switzerland, United Kingdom, United States

REMOTE SITES

KEY FIGURES

> **1,923** million euro in revenues> **41,276** employees> **10%** of Group revenues> **1,639** sites

Source: Sodexo.

Our offer

QUALITY OF LIFE AND EFFICIENCY 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 **site conception to dismantling**, Sodexo's integrated offer:

- includes added-value technical and cost-saving services;
- meets rigorous Quality, Health, Safety and Environmental⁽¹⁾ 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

In the **oil and gas market**, sustained crude oil prices are driving growth, predominantly in offshore activity and specifically deep and ultra-deep production. Onshore

development continues with shale oil and gas projects, notably in the U.S. Lower natural gas prices are driving operators to seek cost savings, including from their suppliers.

The **mining industry** has been impacted by both slower growth in some emerging markets and the Eurozone crisis. Mining companies are becoming more selective, seeking higher investment returns and significant reductions in their costs. Challenges facing clients include reaching remote locations lacking infrastructure, attracting and retaining employees as well as ensuring project responsiveness to local sustainability and development needs.

In the **engineering and construction sector**, while work remains suspended or has slowed on some mega-projects launched before the recession, new growth opportunities are driven in part by demand from financially constrained governments that increasingly rely on private sector participation to address infrastructure needs.

Source: Sodexo.

GROWTH POTENTIAL

10 billion euro total estimated sales for On-site Services

Sodexo estimate.

(1) **Quality, Hygiene, Safety, Environmental standards (QHSE)**

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

Supporting our clients on Qatar Petroleum's Ras Laffan site

KEEPING ENERGY PRODUCTION COMPLEX RUNNING SMOOTHLY

Through its expertise and responsiveness, Sodexo serves oil and gas clients operating in Ras Laffan Industrial City (RLIC), the vast oil and gas production center of national company Qatar Petroleum.

Our clients' needs

Qatar Petroleum relies on Sodexo to help oil and gas companies operating on RLIC achieve short mobilization timelines, respect industry-driven Health, Safety and Environment requirements and meet high quality standards in a technically demanding environment while improving comfort and safety for the people working on the site. The remote, desert location of this vast complex requires a reliable service partner with recognized expertise and responsible environmental practices.

Sodexo's response

At RLIC, Sodexo's 600-member team applies its technical expertise and experience of complex project environments to ensure smooth operations and improve the quality of life for the people working there by providing comprehensive facility management services that include: operations and infrastructure maintenance for all RLIC buildings and port facilities, water and wastewater management, HVAC, plumbing, housekeeping and laundry, logistics, security and road safety, fire-fighting, camp accommodations and recreational facilities.

Results

A longstanding partnership with Qatar Petroleum and extensive experience at its huge production site, an intimate understanding of the needs of operators, proven rapid mobilization capacity and the quality of services delivered under difficult conditions have made Sodexo the preferred partner of companies working on the Ras Laffan site.

Sodexo also supports new operators in getting established at Ras Laffan, facilitating their administrative procedures by providing temporary lodging and transport and helping to determine their needs for office space and accommodations.

"The professionalism and experience of Sodexo-Teyseer teams ensures the comfort of our teams and the smooth operation of our facilities. By efficiently managing crucial support activities such as Ras Laffan Industrial City infrastructure, maintenance and waste, water treatment operations as well as fire safety, they enable us to focus on our core business."

Balakrishnan Nair Dinesh Kumar

Assistant Manager Maintenance
Qatar Petroleum Industrial Cities

■ Focus on...

COLOMBIA - RAPID, AGILE SERVICE RAMP-UP IN FAST-GROWING MARKET

When one of Colombia's major oil producers, Pacific Rubiales Energy needed a partner capable of helping it rapidly grow its Quifa oil project to steeply rising demand, it turned to Sodexo for its service needs.

On the 12 sites of Pacific Rubiales' still-growing Quifa project, which expanded from 1,000 to 6,000 employees in six months, a 615-member Sodexo team is providing housekeeping, cleaning, gardening, laundry, pest control and foodservices. Among Sodexo's challenges: ensure continuity of service and continuously adapt services to meet the needs of its consumers and client. Sodexo's programs to improve Quality of Life for client employees include "Equilibrate," an online wellness platform to promote balanced diets, regular physical activity and a healthy lifestyle.

In addition to responding to the rapid expansion, Sodexo was also required to adapt to the condition of the remote region of central Colombia where the oil field is located, such as setting up its own satellite phone communications to manage logistics.

Sodexo's success, its first in Colombia's oil sector, positions the Company for further expansion in one of the country's fastest growing industries.

Highlights...

INTERNATIONAL

"Efficiency@sea" breathes new life into offshore units

Better quality of life by improving the attractiveness of their employees' offshore living environments is crucial to clients' ability to recruit, retain and engage a skilled workforce. To respond to employees' increasingly demanding expectations for comfort and privacy on-board offshore work sites, Sodexo introduced the "efficiency@sea" solution, which optimizes limited space on-board while improving amenities by providing soundproof cabins, comfortable recreational and relaxing facilities, functional kitchens and pleasant restaurant environments.

Efficiency@sea complies with the latest safety standards while improving social interaction among crew, providing smoking and non-smoking TV lounges and quiet/reading rooms and improving laundry rooms and corridors. Refurbishment includes consulting, design and project management and is carried out offshore to avoid interruption to drilling operations.

Certifications

Certifications earned by Sodexo in **Chile** include **ISO 9001** (quality management), **14001** (environmental management), and **18001** (health/safety management) at the **Antofagasta Minerals** "Pelambres Division" site and NCh2861 – **HACCP**⁽¹⁾ for the **Yamana Gold Inc.** Minera "El Peñon Project" and **BHP Billiton's** Minera Escondida – "Villa Cerros Alegres Division".

In the **United Arab Emirates**, Sodexo earned **ISO 14001 environmental certification** for its entire foodservices business, reflecting progress made in reducing the generation of food and material wastes and lowering consumption of electricity, water and vehicle fuel.

CHILE – SAFETY CULTURE REFLECTED IN RESULTS

Sodexo was honored by "**Mutual de Seguridad**" for five million hours worked with no lost time accidents on the **AngloAmerica** "Los Bronces Escondida Villa Hills"

mine site where more than 400 employees work. Sodexo also was recognized for achieving four million hours with no lost time accidents at both the **BHP Billiton** "Villa Cerros Alegres Minera Escondida" and the **Antofagasta Minerals** "Los Pelambres" sites. The recognitions reflect the progress in creating a culture of prevention throughout the organization through the systematic improvement of safe behaviors.

NORTH SEA AND INDIA – NEW RECOGNITION BY THE BRITISH SAFETY COUNCIL

For the 14th consecutive year, the expertise in health and safety management systems of Sodexo teams working on North Sea remote sites earned the prestigious "**International British Safety Council Award**". In addition, Sodexo teams in India also received this award for the first time after scoring 57 out of a possible 60 points. The awards reflect the HSE performance at Remote Sites operations around the world.

QATAR – FACILITIES MANAGEMENT SERVICES IMPROVE SAFETY PERFORMANCE

ExxonMobil recognized the excellent safety record achieved by Sodexo since starting its facilities management services contract in Qatar in June 2011: 265,000 hours worked with no lost time incidents. Among the major challenges met by the 63-member on-site team: deployment of a particularly difficult service of exterior window cleaning at the client's 16-floor headquarters and the implementation and management of a common safety culture integrating subcontractor staff. Services provided at the headquarters and research center include managing the technical hotline, equipment maintenance, janitorial services, pest control, landscaping, visitor reception, vehicle fleet management, mail delivery and management of file/copy rooms and conference space.

RUSSIA – HSE PERFORMANCE

Salym Petroleum Development NV presented Sodexo with a diploma for high Health, Safety and Environment standards, reflecting the strong performance and zero lost time incidents since the beginning of the contract in March 2010.

(1) **HACCP (Hazard Analysis Critical Control Point)**

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

Key contract wins

CHILE – IMPROVING QUALITY OF LIFE AT MINING SITE

At **BHP Billiton's** "Cerro Colorado" mine, Sodexo delivered services include foodservices, accommodations, maintenance, leisure activities coordination, shops and management of green spaces. In total, 2,600 consumers are served each day.

NORTH SEA – RENEWED AND EXPANDED PARTNERSHIP

Talisman Energy renewed its confidence in Sodexo through a five-year contract to provide a wide array of services to support workers on offshore platforms in the North Sea. The contract, which includes an option for an additional five years, testifies to the strength of Sodexo's 30-year partnership with Talisman, which began with a single site and has since expanded to 12. A recent survey to measure Talisman employee satisfaction on key performance indicators across all sites showed an average satisfaction rate of 94.3%.

"What stands out is Sodexo's shared commitment to creating the best place to work and in supporting a safety culture at Talisman with flexibility, innovation and service improvements," said Talisman Energy's Senior Vice President, Geoff Holmes.

Sodexo teams deliver foodservices and accommodation services as well as refurbishment of recreation, mess and galley areas. In addition, Sodexo provides building management, space planning, reception services, maintenance, foodservices and security and hygiene services at the Flotta terminal, located on an island in Orkney, Scotland, and at Talisman offices in Aberdeen, Scotland.

OMAN – SERVICES FROM PHYSICIANS TO SMARTPHONES

Sodexo provides **ABB SpA** with a wide range of direct and subcontracted services under a 20-month agreement including medical services, telecommunications equipment supply, camp maintenance and refurbishment, waste management, manpower supply, water treatment, motor vehicles, stationery, office and commissary supplies, laundry services, housekeeping, pest control and foodservices.

RUSSIA – WIDE ARRAY OF SERVICES FOR MINING CLIENTS

- Mining company **Pavlik** awarded Sodexo a three-year contract to provide bundled services to 450 employees at its Pavlik Gold Field site, including foodservices, cleaning, administrative services, laundry, logistics and transport services. The site is located in the Magadan region, more than 9,000 km from Moscow.
- Sodexo is providing Quality of Life Services to employees working at the Klen gold-silver deposit in Siberia owned by **Russdragmet**, one of Russia's top five gold companies. Services include foodservices, cleaning and administrative services, laundry, logistics and transport services.

THAILAND – LEADERSHIP REINFORCED IN OFFSHORE MARKET

Sodexo reinforced collaboration with its strategic client **Seadrill** by integrating the Seadrill contracts previously held by Amarat Catering into the Sodexo Amarat Joint Venture. This has enabled Sodexo to consolidate its leadership position in the Thai market while strengthening its offer to this client.

Among our clients...

OIL AND GAS

Arabian Drilling Company, Saudi Arabia

Baker Hughes, Oman

BJP, Saudi Arabia

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

ConocoPhillips, Algeria, United Kingdom, United States (Alaska, Gulf of Mexico)

DI-MEDCO, United Arab Emirates

ExxonMobil, Australia, Canada, Norway, Qatar, Saudi Arabia, Singapore, United States (West)

KCA Deutag, Oman

Nabors, Saudi Arabia

Pacific Rubiales, "Quifa Field", Colombia

PanAmerican Energy, Argentina

Petrobras, Brazil, Peru

Saudi Aramco, Saudi Arabia

Shell, Norway, Russia, United States (Gulf of Mexico)

Sinopec, Saudi Arabia

Sipetrol, Argentina

Talisman, Canada, Norway, United Kingdom

Total, Angola, Congo, Gabon, Korea (Offshore), Netherlands, United Arab Emirates

Western Geco, Saudi Arabia

ENERGY

GDF-Suez, Netherlands, Saudi Arabia

Hydro Quebec, Canada

Manitoba Hydro, Canada

Suncor, Canada

OFFSHORE AND MARINE

Atwood Oceanics, Cameroon, Netherlands, Singapore, Thailand, United States (Gulf of Mexico)

Diamond Offshore, Norway, United Kingdom

ENSCO, Angola, Brazil, Denmark, India, Indonesia, Qatar, United Kingdom

Noble Drilling, Egypt, Gabon, Netherlands, Qatar, Singapore, United Kingdom, United States (Alaska, Gulf of Mexico)

Ocean Rig, Brazil, Tanzania

Rowan, United Kingdom, United States (Gulf of Mexico)

Seadrill, Angola, Brazil, China, Indonesia, Korea, Malaysia, Mexico, Norway, Qatar, Saudi Arabia, Singapore, Thailand, United Kingdom, United States (Gulf of Mexico), Vietnam

Subsea 7, Brazil, Gabon

Technip, Angola, Gabon, India

Teekay, Brazil, Norway, Qatar, Singapore, United Kingdom

Transocean, India, Indonesia, Malaysia, Mozambique, Norway, Qatar, Saudi Arabia, Singapore, Thailand

Workfox, Netherlands, Singapore

MINES

Anglo American, Chile, Peru

Antofagasta, Chile

Barrick Gold, Australia, Chile, Peru, Saudi Arabia, Tanzania

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

Freeport McMoran, Democratic Republic of Congo

Glencore Xstrata, Australia, Chile, Peru

KGHM International, Chile

Lumina Copper, Chile

Ma'aden Phosphate Company, Saudi Arabia

Newmont Mining, Australia

Rio Tinto, Australia, India, Guinea Conakry, Madagascar, Peru, Russia

Vale, Brazil, New Caledonia, Peru

Yamana Gold, Chile

ENGINEERING AND CONSTRUCTION

ABB SpA, Oman

CH2M HILL, United States (Alaska)

Consolidated Contractors Company, Qatar

Descon Engineering, United Arab Emirates

Fluor Daniel, Canada, Qatar, Saudi Arabia

Foster Wheeler, Australia

GS Engineering, Oman

Halliburton, Algeria, Angola, Qatar, United Kingdom, United States (Gulf of Mexico)

Hyundai Engineering, Oman

JGC Corporation, Qatar

MIDMAC Contracting, Qatar

Punj Lloyd, Indonesia, Oman, Qatar, Thailand, United Arab Emirates

Samsung Engineering, Kuwait, Qatar, United Arab Emirates

DEFENSE

KEY FIGURES

- > **645** million euro in revenues
- > **4%** of Group revenues

Source: Sodexo.

- > **12,603** employees
- > **1,071** sites

Our offer

SUPPORTING QUALITY OF LIFE AT HOME AND ABROAD

Sodexo has more than 30 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.

With an offer ranging from technical maintenance services, recreational activities and dining facilities on bases for service personnel and their families to the complex logistical services of peacekeeping operations, Sodexo's **flexibility, thoroughness, reliability and rapid deployment capabilities** make it a valued long-term strategic partner for defense leadership teams in delivering quality of life services.

Market trends and growth potential

MARKET TRENDS

Professionalizing the armed forces

The trend toward professionalizing armies continues. Military leaders seek comprehensive quality of life services that contribute to troop retention, improve service quality on bases and help to control 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. The stretching of military forces and increasing complexity of operations demand experienced partners with the required expertise, a global footprint and sophisticated logistical resources.

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: Canada, around 15%).

Sodexo estimate.

■ Focus on...

UNITED STATES – BETTER UNDERSTANDING CONSUMER NEEDS

Sodexo has conducted thousands of consumer preference surveys for Defense clients to better understand lifestyle needs and taste preferences. Results are used to shape the service offer and increase consumer satisfaction and, thus, improve client performance. Targeted consumer feedback on topics such as design styles, graphics, promotional concepts, food preferences and likelihood of purchase is also used to refine its offers under development and produce winning concepts for clients and consumers.

Sodexo launched its first **Consumer Centric Process (CCP)**⁽¹⁾ with the **U.S. Air Force** in 2013 to optimize its foodservices offer and service delivery methods for the military service's varied types of consumers identified on each site. Using the Sodexo-developed Personix^{TR} tool to understand on-site population needs across client segments, CCP was adapted to address the specific needs of Defense clients. The results were very well received and will drive actions to further customize and improve Sodexo services provided on Air Force sites.

Highlights

FRANCE – INTERNATIONAL POSTAL SERVICES FOR TROOPS DEPLOYED ABROAD

Following the contract awarded last year in partnership with La Poste to provide postal service for French troops deployed in military bases across Africa, the Middle East and Central Asia, Sodexo opened a **central project management center** in Dubai in September 2012. La Poste operates an identical center in support of the mission at Charles de Gaulle airport in Paris. The new center manages project coordination of the various post offices, staff rotation, reporting and billing.

To optimize services for troops, **post offices** are being opened this year in Abu Dhabi and Chad with offices to follow in 2014 in Djibouti, Kabul and other operational theaters to handle the distribution of mail and packages and receive outgoing posts for 19,000 deployed French troops. The partners also provide a fast reaction capability to establish a new post office within seven days of new international deployments of French forces.

UNITED KINGDOM – RECOGNITION FOR HEALTHY EATING INITIATIVES

Sodexo was recognized with the **Health & Vitality** Public Sector category award⁽²⁾ for its commitment to

supporting healthy eating habits for British armed forces personnel through nutritionally balanced and innovative meals. Sodexo focuses on understanding overall eating trends and the differing needs of individuals at the sites it serves, whether a military headquarters or a busy training establishment. Sodexo already provides calorie information at 35% of its sites as part of the Food Standards Agency's initiative and is preparing to roll out calorie labeling at all client sites as part of its commitment to promoting healthy lifestyles.

UNITED STATES

Adherence to the most stringent QHSE standards

To ensure aggressive quality control monitoring and defect elimination, Sodexo created an **automated reporting system** that monitors more than 60 performance thresholds, reports results and identifies required corrective actions. Used on a daily basis, the system enables systematic quality control and adherence by Sodexo employees to the most stringent **Quality, Health, Safety and Environmental** standards. The Company's quality control programs are standardized and monitored continually by third parties and government inspectors. Many contracts are subject-specific and include quantifiable performance thresholds that directly impact revenues, as well as published performance assessment scores that are critical to gaining new government contracts.

Globe & Anchor Award Marine Scholarship Foundation

The **United States Marine Corps** honored Sodexo for its support of the Marine Corps Scholarship Foundation with the Corps' Globe & Anchor Award. Past recipients include Bob Hope, U.S. Senator John Glenn, John Wayne, and Robert J. Stevens of Lockheed Martin.

(1) The Consumer Centric Process analyzes client responses to a detailed questionnaire using a Sodexo-proprietary algorithm that categorizes the on-site population into six groups. Sodexo determines the nature and style of service delivery according to each group's characteristics, needs and preferences.

(2) The Health and Vitality awards were organized by Foodservice Footprint Magazine to showcase best practices in healthy eating.

Key contract wins

AUSTRALIA – ASC RETAINS AND EXTENDS OUR SERVICES

ASC, Australia's leading shipyard for the design, building and maintenance of ships and submarines, chose Sodexo to provide integrated facilities management services to seven sites. A partner with ASC for the past 15 years as its foodservices provider, Sodexo is now also responsible for specialist cleaning such as windows and building exteriors, grounds maintenance including indoor horticultural services, pest control, waste disposal, and laundry services. The expanded scope reflects ASC's priority on improving the quality of life of its employees and increasing operational efficiency.

FRANCE – NEW CONTRACT AT NAVAL BASE IN BREST

Sodexo won the tender to provide foodservices and cleaning services for the **Brest Defense Base**. A key factor in the successful bid was the positive reviews gained for services provided by Sodexo to other nearby military facilities.

UNITED STATES – IMPROVING QUALITY OF LIFE FOR NAVAL PERSONNEL IN CALIFORNIA, NEVADA & ARIZONA

For the sixth consecutive year, the U.S. Navy has renewed Sodexo's contract to provide facilities management services at bases in three western states. Sodexo teams have continuously earned favorable ratings for outstanding contractor performance through their dedication to safely cleaning and maintaining building infrastructure and base equipment 24 hours a day, seven days a week.

The wide variety of services include maintaining HVAC units by Sodexo's certified technicians and testing fire suppression systems during physical safety audits. The Company's state-of-the-art safety program has contributed to a remarkable record, with only a single reported safety incident at facilities in the three states over the past six years.

An example of Sodexo's commitment to ensuring healthy, safe environments with efficient and sustainable maintenance programs was the deployment of divers to clean and inspect water supply tanks at the Naval Air Weapons Station (NAWS) China Lake in Ridgecrest, California, documented on video to inform the client of any structural damage and breaches in water safety (NAWS China Lake provides and maintains land, facilities and other assets that support the Navy's research and development of cutting-edge weapons systems.)

Among our clients...

AUSTRALIA

Australian Defence Force, 52 bases – 6 contracts

Australian Submarine Corp, 2 sites, Adelaide

CHILE

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

Empresa Nacional de Aeronáutica de Chile (ENAER), Santiago

Military Hospital, Santiago and Antofagasta

Naval Hospital, Talcahuano and Viña del Mar

FRANCE

Future Defense Ministry Headquarters, Paris

Institution Nationale des Invalides (Military hospital), Paris

Instruction center and Naval Air Station, Brest Defense Base

GERMANY

Universität der Bundeswehr, Munich

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 U.S. base

1 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, 5 dining halls, 9 clubs, 11 retail operations

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

U.S. Department of Defense retail operations, 5 sites

U.S. Marine Corps, 48 mess halls

U.S. Navy, 7 Starbucks stores, 5 facilities management contracts

IN THEATER MILITARY FORCES

Postal service for French troops deployed abroad

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

> **371** million euro in revenues

> **2%** of Group revenues

> **4,489** employees

> **123** 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.

To help its 4,500 employees better understand the sensitive nature of interacting with people who have had their freedom removed, Sodexo has developed a **Human Rights e-learning program**. Using real life examples, the curriculum focuses on issues such as prisoner rights and the daily interactions between staff and prisoners, providing models for constructive behavior.

Consistent with its commitment, Sodexo has developed a strong expertise in **prisoner rehabilitation** and has made education, training and help with basic activities 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 turning to private sector experts like Sodexo capable of creating value in the management of prisons and offender rehabilitation, while respecting budgetary constraints. Technology is playing an increasingly important role within prisons as well as in the development of alternatives to incarceration.

Source: Sodexo.

■ Focus on...

SAFELY AND SUCCESSFULLY RECONNECTING AFTER RELEASE

A new rehabilitation and resettlement program identifies and focuses on prisoners with high risk of re-offending.

Through its information management system, Sodexo's team monitors prisoners who have a high risk of re-offending throughout the duration of their sentences to ensure they are receiving appropriate services that address their identified needs and difficulties.

At the HMP Peterborough prison, Sodexo has also developed an "Outside Links" center to provide additional support to prisoners who are released into the community. The center is an external building located outside the prison wall.

When prisoners are released from the prison, they are met by a mentor who accompanies them to the center where they can access support services including support for housing or budget needs, internet access, mobile phone chargers, survival kits and food bank vouchers, reduced price taxi services...

Sodexo is setting up similar arrangements to improve services to prisoners upon release across all managed prisons in the UK.

Highlights

CHILE – BICYCLE REPAIR SKILLS TO PROMOTE REHABILITATION

Working with the local municipal government, Sodexo teams at the **Concepción prison** developed and launched a bicycle mechanics and repair training workshop for prisoners as part of its rehabilitation/re-integration program. In addition to supporting a community priority to promote bicycling, the program provides 20-prisoner classes with 150 hours of training, helping them to develop skills they can use following their release. The bicycle repair program adds to existing offender training and rehabilitation programs at Concepcion, including woodworking, leather craft and food preparation classes.

FRANCE – SUPPORTING SOCIETAL RE-ENTRY

Through professional opportunities...

Through **trade forums** organized each week in one of the 21 prisons managed by Sodexo, participating prisoners are provided help in building a career plan, preparing their return to the labor market and facilitating their reintegration. At booths of sponsoring training organizations and local businesses, the prisoners learn more about businesses in such diverse areas as bakeries, butchers, sales, spa treatments, foodservices, mechanics, electricity, metallurgy and florists.

... and a personal investment

In February 2013, 12 brick presses arrived in Mahajanga, in northwestern Madagascar, for use in building schools, health centers and housing. The metal presses were produced by prisoners in Sodexo-managed workshops at the Liancourt and Neuvic correctional facilities in France. The initiative benefits a humanitarian project managed by "**Schools of the world**," an association that works to improve living conditions in developing countries through education, health and economic development. Since 2007, the prisoners' efforts have resulted in delivery of 22 single and double brick presses, the construction of a school – which requires about 30,000 bricks – and the production of 50 desks for schoolchildren. The program has provided opportunities for prisoners to invest in others, contributing to prisoner training, awareness of humanitarian needs and higher self-esteem.

UNITED KINGDOM – HEALTH AND SAFETY RECOGNITIONS FOR ALL SODEXO PRISONS

All prisons operated by Sodexo in the UK received the **International Health & Safety Award** and the British Safety Council's **Five-star "*****" accreditation**. Three prisons hold the highest award for safety, the British Safety Council's "Sword of Honour", awarded annually to only 40 companies worldwide.

INTERNATIONAL – CERTIFICATIONS

Chile

The prisons **Alto Hospicio**, **La Serena** and **Rancagua** prisons continued to move toward **OHSAS 18001** certification, advancing on their GS – ACHS Professional Risk Prevention programs to the third of four levels.

United Kingdom

All Sodexo-operated prisons in the UK hold the following certifications:

- ISO 9001 Food Safety;
- ISO 9001 Facilities Management;
- ISO 14001 Environment and Waste Management;
- OHSAS 18001 Health & Safety;
- ISO 27001 Information Security.

Key contract wins

UNITED KINGDOM

HMP Northumberland

Sodexo won a 15-year **operations and management contract** to provide all staffing and Quality of Life Services at the 1,348-prisoner HMP Northumberland correctional facility. The 550-600 staff positions include all custodial officers, managers, administration, rehabilitation and resettlement staff and most other services staff, as well as the senior management team and prison governor. Services delivered include all hard and soft facilities management services provided at other Sodexo-run prisons in the UK, including foodservices and retail, grounds maintenance, waste management, pest control, custodial services, prison visits, and religious services. Sodexo also develops rehabilitation and resettlement services, including industry workshops and training, and drug rehabilitation programs.

Nationwide offer of facilities management services

The Ministry of Justice has placed Sodexo on the **Total Facilities Management Framework Contract**, opening opportunities for new business growth in hard and soft facilities management services at the Ministry headquarters and in all public sector prisons across England and Wales.

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, 2 prisons

UNITED KINGDOM

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

SPORTS AND LEISURE

KEY FIGURES

> **643** million euro in revenues> **3%** of Group revenues> **10,872** employees> **794** sites

Source: Sodexo.

Our offer

QUALITY OF LIFE FOR EXCEPTIONAL MOMENTS

With more than 20 years experience in managing **unique venues** and organizing **world-class sports and cultural events**, including the Olympics and Rugby World Cup, Sodexo knows what it takes to create exceptional moments for consumers and respond to the demands of exacting clients. From ticketing, travel, foodservices, security and logistics to technical and artistic execution, Sodexo teams are expert at producing memorable events for attendees while enhancing the reputation of prestigious sites.

By emphasizing social responsibility, local procurement and eco-friendly practices in its operations, Sodexo also responds to issues that are important to visitors and consumers, further increasing the appeal of its clients' offerings.

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 discretionary spending** in many parts of the world;
- in these difficult economic conditions, **France**, and particularly **Paris**, where Sodexo has a significant presence, remains a favored destination for international tourists.

New trends opening development opportunities 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.
- **digital technology** is changing models and concepts for sporting and cultural event organizers through the ability to reach a greater number of potential viewers by providing easier access to both events and performers;
- sporting event organizers are seeking to attract a wider audience by enhancing the spectator experience through additional **entertainment** linked to the event;
- **emerging countries** are increasingly hosting international sporting events and are starting to promote their national sports outside their borders.

Source: Sodexo.

Focus on...

TALENT OF TOP SODEXO CHEFS RECOGNIZED THROUGH PRESTIGIOUS AWARDS

Sodexo's ability to offer memorable dining experiences is due in no small part to the inspiration and passion of some of the world's most talented chefs, who refine their uniquely flavored creations into gourmet offerings of the highest level. Underlining the level of quality were the prestigious recognitions awarded to two Sodexo chefs in 2013.

In France, **Thibaut Ruggeri** won the competition for the **Bocuse d'or**, sometimes called France's gastronomy Olympics, beating out 24 fellow chefs from around the world. The 32-year-old Thibaut developed his talents working alongside Michelin-starred chefs such as Georges Blanc, Michel Guérard and Michel Kaiser prior to becoming part of the creative team at Sodexo's l'École Lenôtre where he also serves as an instructor. His culinary skills are regularly on display at special events managed by Sodexo such as creating the menu for the French

Tennis Federation during the most recent Roland Garros tournament.

In addition to the Bocuse d'Or, other talented individuals trained by Sodexo receiving honors included **Julie Lhumeau**, pastry chef apprentice at l'École Lenôtre, who won the award for best European apprentice. Demonstrating that Sodexo's culinary expertise does not stop at the doors of kitchens was **Jean-Jacques Chauveau**, director Sodexo's Pré Catelan gourmet restaurant in Paris, who won the International Academy of Gastronomy's 2013 Grand Prize for the Art of Living.

In the UK, **Steve Golding** was honored as **Event Caterer of the Year** at the Food Service Management magazine awards. Steve serves as executive chef at the world-renowned Ascot Racecourse, overseeing all foodservices operations and 15 restaurants across the site. During the five days of Royal Ascot, over 40 different kitchens serve approximately 54,000 meals to racegoers and create 100 different variations of dishes each day.

Other recognitions won by Sodexo chefs in the UK and Ireland included a "Best Hospitality Experience Eventia Award" for Royal Ascot, "Menu Innovation and Development award" for Siemens' Crystal Café, and a listing for the Gateway Restaurant at Royal Botanic Garden of Edinburgh in the prestigious Good Food Guide 2013.

Highlights

CANADA – SODEXO SUPPORTS CANADA GAMES

Sodexo teams provided foodservices to **2,000 athletes and volunteers** during the 2013 Canada Summer Games, held August 2-17 in Sherbrooke, Quebec. Working closely with the Canada Games organizers, Sodexo designed healthy menus adapted to the nutritional needs of athletes and organized an informational campaign to encourage youngsters to make healthy choices.

CHILE – RACING THE SUN

It may be one of the world's two hottest races: **the Atacama Solar Race**, that runs through the planet's driest desert (a similar event is held in Australia⁽¹⁾). Sodexo teams harnessed the sun's energy to provide meals cooked in solar ovens to competitors, race authorities and journalists, including 500 attendees at the awards luncheon. In addition to contributing sustainable foodservices, Sodexo sponsored a hybrid car designed by students at a French technical school and were part of the team for the race's winning car, sponsored by client Antofagasta Mineral.

FRANCE

Happy 100th Edition for the Tour!

As the world-famous **Tour de France** celebrated its 100th edition, a 45-member Sodexo team accompanied the race on every stage along its more than 3,400-kilometer route to provide foodservices for 4,000 participants. For this year's race – Sodexo's 22nd consecutive year supporting the Tour – emphasis was placed on regional markets, local products, and sustainability with the use of recyclable materials for supplies and eating utensils. Sodexo's traveling teams met the logistical challenges of providing fresh quality products on a daily basis for Tour organizers, support staff, motorcyclists, drivers and VIP guests. The teams, which actually cover more than twice the distance of the official race in order to leapfrog ahead of the Tour, begin in the early hours of each day, continuing through each evening's post-race reception.

Aromas and flavors mingle at new Versailles center

Versailles has held an iconic place in the history of perfume in France since the 18th Century. Located steps away from the city's world-famous château, a new fragrance center, la **Cour des Senteurs**, allows visitors to breathe the rare scents of raw materials used in perfume making. Also providing stimulation for guests' senses are the aromas wafting from the Lenôtre center's tasting room. On the menu, the latest sweet and savory creations of internationally renowned chefs, as well as a surprising novelty: a macaroon-sequined heart floating

(1) A similar event, the World Solar Challenge, is held every two years in Australia.

in a jasmine flowered jam, a nod to a favorite flower of Marie-Antoinette.

Upgrade for riverside events in Paris

An ambitious renovation project for Sodexo subsidiary **Yachts de Paris** and its Seine River port area is strengthening the Company's offer for upscale business conferences and private events in the heart of Paris. The initial step was the refurbishment of the 700-square meter **"Barge Liberty"**, capable of hosting up to 450 people. The custom-designed "houseboat" is open to sky and water and is named for the model of the Statue of Liberty that sits just upstream. The high-end, flexible space is the first phase of a project that will eventually total 2,500 square meters, available for offer by Sodexo under a 22-year concession contract.

Welcome aboard the Bateaux Parisiens

Following the complete renovation of the "Crystal II" in 2010 and the "Diamond II" in 2011, 2013 saw the birth of a new boating concept: the **"Pierre Bellon"**, a next generation trimaran, was baptized September 23, 2013, named for Sodexo's Chairman and founder. Reflecting the latest technologies, offering the utmost in comfort and bringing the essence of Paris to life for millions of visitors from around the world – while stimulating the city's economic activity – this is the Bateaux Parisiens challenge. The building of the Pierre Bellon is part of an ambitious and unprecedented modernization and renovation of the cruise boat fleet: three trimarans will soon be refurbished along the lines of the Pierre Bellon.

UNITED KINGDOM – RUGBY WORLD CUP PERFORMANCE WINS RECOGNITION

Rugby Travel and Hospitality (RTH), a joint venture between Sodexo and the Mike Burton Group, was awarded the **International Sports Event Management Award** for the organization and management of hospitality operations at the **2011 Rugby World Cup in New Zealand**. The partnership was recognized for demonstrating an innovative and enterprising approach to hospitality that made a significant contribution to the experience of 1.35 million spectators and to event revenues. RTH, which also exclusively created, operated and marketed the corporate hospitality and travel at the 2007 Rugby

World Cup in France, has been awarded the contract for the tournaments in 2015 in the United Kingdom and 2019 in Japan.

UNITED STATES

Kids LiveWell at Children's Museum of Indianapolis

Families touring the Children's Museum of Indianapolis are finding it easier to make healthy dining choices during their visit thanks to the **"Kids LiveWell"** program sponsored by the museum, Sodexo and the National Restaurant Association. Restaurants that participate in the award-winning program⁽¹⁾ such as the Sodexo-managed Children's Museum commit to offering healthful meal items for children, with a particular focus on increasing consumption of fruit and vegetables, lean protein, whole grains and low-fat dairy, while limiting unhealthy fats, sugars and sodium.

Menu items designated as Kids LiveWell options are reviewed and approved by a team of registered Sodexo dietitians, ensuring the museum has a wide variety of healthy options. Participating restaurants benefit from the third-party verification and promotional materials for qualified meals and individual menu items while parents and caretakers are provided with accurate information helping to encourage healthy eating choices for children.

Sodexo takes the checkered flag with Formula 1 Grand Prix

Sodexo was an integral part of the winning Formula 1 Circuit of The Americas™ team that was honored by Sports Business Journal/Daily as **the top American sports event for 2012**. Circuit of The Americas™ chose Sodexo as its partner to enhance the spectator experience for more than 265,000 fans for the U.S. debut of Formula 1 Grand Prix racing, Nov. 16-18, 2012 in Austin, Texas. Sodexo designed, managed and delivered all aspects of concession services including catering, food and beverage service, hospitality and vendor management. Sodexo had previously managed Formula 1 Grand Prix events in India, the UK and Bahrain.

(1) Winner of Ragan's PR Daily Awards, Communication Gold Circle Award, PR New Platinum PR Awards 2012, PR Daily's Media Relations Awards 2012.

Key contract wins

FRANCE

A river of music and culture

Sodexo is part of a consortium of companies awarded the contract for the design, construction and operation of a **Music City** on the Seine river island, the Ile Seguin, under a 27-year Public-Private Partnership contract. Located on the site of a former auto plant and designed by Japanese architect Shigeru Ban, the world-class musical and cultural venue will include a 900-seat auditorium and a hall with a capacity for 5,000 attendees, as well as rehearsal and recording space and seminar rooms. Sodexo's customized comprehensive service offer for performing artists, residents and visitors includes facility maintenance, management of green spaces, reception, foodservices, security, cleaning, waste management, logistics and technical production. Sodexo is also responsible for managing the 2,600 square meters of seminar and convention facilities. Groundbreaking on the center will occur in March 2014 with the official opening scheduled for September 2016.

New Marseilles museum opens

The **Musée des Regards de Provence** opened its doors in March 2013, the largest of Marseilles' new private cultural facilities launched during the year in celebration of the city's designation as Europe's 2013 Capital of Culture. Sodexo is delivering an array of services for the museum under a comprehensive services contract including ticketing, maintenance and repair, foodservices and site security.

Paris Saint-Germain (PSG) places trust in Sodexo

The PSG chose Sodexo and Lenôtre to provide general public and VIP foodservices at its Parc des Princes stadium, home to its soccer team, and at Pierre de Coubertin stadium, which hosts team handball. The two Parisian sports sites welcome more than one million spectators at 38 sporting events each year. Now a partner of France's three most iconic soccer clubs, with Paris Saint-Germain joining the teams Olympique de Marseille and Olympique Lyonnais, in addition to the French Football Federation, Sodexo confirms its leading position in the sport.

POLAND – SUPPORTING SCIENTIFIC DISCOVERY

Sodexo is providing technical maintenance for Warsaw's **Copernicus Science Center** as well as operating the ticketing system and supervising installation of exhibits.

The largest institution of its kind in Poland and one of the most advanced in Europe, the Center, welcomed its two millionth visitor in September 2012. Its more than 450 interactive exhibits allow visitors to carry out experiments and discover the laws of science for themselves.

<http://www.kopernik.org.pl/en/>

SLOVENIA – HITTING CULINARY HIGH NOTES

Under its new contract with the **Slovenia National Opera and Ballet Theater**, Sodexo chose the splendid venue to launch its new national "So Extra" brand to describe the high quality foodservices offered to opera and theater patrons attending performances and major events. The prestigious client provides Sodexo with a high-profile reference in the country's rapidly opening sports & leisure market.

SWEDEN – NEW HOTEL AND CONFERENCE CENTER IN GOTHENBURG

When Gothenburg's latest **hotel and conference facility** opens in June 2015, Sodexo will be there, delivering foodservices and managing conference facilities for up to 1,000 participants. Other facilities management services being provided by Sodexo include cleaning and technical maintenance. In addition to 130 rooms and a 250-seat restaurant, the 46,000-square-meter facility, the city's largest building, will house an indoor soccer field and a covered, year-round cross-country ski area.

UNITED KINGDOM

Sustainable service at The Crystal, London's newest landmark

A new star in the London sky, Siemens' "The Crystal" is the world's first building devoted entirely to innovation in sustainable urban planning. The Crystal, a corporate events site, will also serve as a global think tank for engineers and city experts to collaborate on projects that drive sustainable urban innovation and create a better future for cities. Sodexo's commitment to the highest standards in service and quality and to sourcing and preparing food in the most sustainable manner possible helped win the contract to deliver all public, workplace and event foodservices at the site. In addition to using environmentally friendly products and supplies, Sodexo also supports the local community by giving priority to job candidates from the local community whenever possible. The quality of Sodexo's service offer to visitors to the Crystal Café has already won acclaim with the receipt of a 2013 "Menu Innovation and Development Award."

Innovative site's conference center

"The Exchange" at Colworth Park, a conference and banquet center in Bedfordshire, chose Sodexo to manage its reception and hospitality services and manage events organized by companies at the innovative site. A unique partnership between property developer Goodman and Unilever, a global consumer products leader, **Colworth Park** provides companies with office space, laboratories and technical support as well as the 2,000-square-meter **"The Exchange"** conference center. With nine meeting rooms and a state-of-the-art 250 seat lecture suite, the site is the ideal setting for Board meetings, team briefings, product launches, sales seminars, training courses and client meetings. The agreement is part of Sodexo's European facilities management contract with Unilever covering 70 locations in 15 European countries.

Café ahoy!

Designed and managed by Sodexo, the **"Upper Deck"** is a new destination bar and café with spectacular views of the WWII warship **"HMS Belfast"** and surrounding London landmarks, including Tower Bridge, the Tower of London and City Hall. Launched in partnership with the Imperial War Museums, the new venue is an extension of the foodservices, retail and sales and marketing services Sodexo already provides to the Churchill War Rooms and HMS Belfast – whose maritime architecture inspired the design for the Upper Deck's visitor center and outdoor terraced bar.

Rocking Hyde Park

Bon Jovi, Sir Elton John, The Rolling Stones, Lionel Richie and Jennifer Lopez were among the headline acts in July at **"British Summer Time Hyde Park"**, a ground breaking new outdoor summer concert series. More than 7,000 guests were entertained in hospitality suites and international food courts provided by Sodexo, with concepts emphasizing a British summer fair theme such as live cookery stations and street food outlets. The prestigious Hyde Park locale made event sustainability a prerequisite, with Sodexo introducing numerous innovations, including the use of biodegradable or reusable disposables and local and seasonal produce.

Among our references...**ATHLETIC AND CULTURAL ACTIVITIES**

Art Café, Strasbourg (France)

Bateaux Parisiens, Paris (France)

Café Carlu (Cité de l'Architecture et du Patrimoine), Paris (France)

Children's Museum of Indianapolis, Indiana (United States)

Churchill War Rooms, London (United Kingdom)

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)

Hippodromes : Auteuil, Chantilly, Enghien, Longchamp, Maisons-Laffitte, Saint-Cloud, Vincennes (France)

HMS Belfast, London (United Kingdom)

Houston Zoo, Texas (United States)

Jardin du Petit Palais, Paris (France)

Lenôtre, Cour des Senteurs, Versailles (France)

L'Olympique de Marseille, (France)

L'Olympique Lyonnais, Lyon (France)

La Cité Musicale de L'île Seguin (France)

Le Musée des Regards de Provence (France)

Le Paris Saint-Germain (France)

Le Rallye Dakar (Argentina-Chile)

Lido de Paris (France)

Museum of Science and Industry, Chicago, Illinois (United States)

Newcastle United Football Club, Newcastle (United Kingdom)

RHS Chelsea Flower Show, London (United Kingdom)

Roland Garros, Paris (France)

Royal Botanic Garden Edinburgh, Edinburgh, Scotland (United Kingdom)

Seattle Aquarium, Washington (United States)

Shedd Aquarium, Chicago, Illinois (United States)

Space Center Houston, Texas (United States)

The Open Championship, (United Kingdom)

PRESTIGE RESTAURANTS

Don Juan II, Yachts de Paris, Paris (France)

Huntington Library Gardens Café, Pasadena, California (United States)

Le Pavillon Elysée Lenôtre, Paris (France)

Le Pré Catelan, Paris (France)

Les restaurants de la Tour Eiffel, Paris (France)

PRIVATE CLUBS, ASSOCIATIONS AND CONFERENCE CENTERS

Aéroclub de France, Paris (France)

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

Centre d'Affaires Capital 8, Paris (France)

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

Château de Fillerval, Thury-sous-Clermont (France)

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

La Faisanderie – Stade Français, Paris (France)

Maison des Polytechniciens, Paris (France)

Maison de la Recherche, Paris (France)

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

San Ramon Valley Conference Center, California (United States)

Tecnológico de Monterrey, (Mexico)

The Crystal, London (United Kingdom)

Yachts de Paris, Paris (France)

OUTSTANDING EVENTS

Ascot Racecourse

Euro 2012 soccer tournament

London 2012 Olympic and Paralympic Games

Tour de France

Rugby World Cup

HEALTH CARE**KEY FIGURES**

> **3,276** million euro in revenues

> **18%** of Group revenues

> **64,662** employees

> **3,946** sites

Source: Sodexo.

Our offer**IMPROVING HEALTH CARE THROUGH QUALITY OF LIFE SERVICES**

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

- increase patient satisfaction;
- motivate and retain staff;

- improve quality of care;
- 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 and growth potential

MARKET TRENDS

Health care costs are constantly increasing, driven by a combination of demographic, social, economic and technological factors. Since 2010, however, the economic crisis has resulted in a significant slowdown in health care expenditures (*Source: OECD*), putting economic pressure on health care facilities, which must re-think their organizational, operational and financial models.

In developed countries:

- a sharp slowdown in health spending growth as a result of lower public expenditures as well as a decrease in private spending, reflecting reduced or stagnant household income, unemployment and other factors;
- 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 and compete in non-clinical areas such as reception services, management of the patient pathway and administrative services;
- the economic crisis and healthcare reforms are reducing reimbursement rates, requiring hospitals to further focus on increasing efficiency and cutting costs.

In emerging markets:

- over the next decade, the growth of health spending will come mainly from countries in Asia (China, India, Indonesia), South America (Brazil, Colombia) and the Middle East (United Arab Emirates, Saudi Arabia);
- increased disposable income, the rapidly expanding middle class, 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, particularly regional and international health care chains;

- increasingly high expectations of patients, who frequently pay for their care out of pocket, are creating a boom in medical tourism that is forcing health care facilities to compete nationally and internationally.

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 Italy above 60%; among the lowest rates: Finland and Sweden, around 25%).

Sodexo estimate.

Supporting our client, Mackenzie Health in Canada

HOSPITALITY CULTURE IMPROVES QUALITY OF LIFE AND EFFICIENCY

Mackenzie Health, a leading Ontario regional hospital, relies on Sodexo's expertise in Quality of Life Services to help enhance the well-being of patients, visitors and staff through optimization of its operations, infrastructure and budget.

Our client's needs

Mackenzie Health (previously York Central Hospital) is a 511-bed full service community hospital near Toronto in Richmond Hill, Ontario, Canada. Serving a population of 400,000 people in one of the country's fastest growing regions, the hospital provides diagnostic and medical services, including surgery and obstetrics, recovery and long-term care.

In 2007, the hospital was looking for a single partner able to support its ambitious redevelopment program and address its operational challenges. The goal: create synergies that would improve the quality of services, maximize the use of aging infrastructure and optimize budgets. By outsourcing services, the hospital could also free up management time to focus on other priorities.

Sodexo's response

Sodexo proposed an integrated Quality of Life Services offer designed to break down historical barriers and build cooperation between different service areas, contributing to a new "hospitality" culture.

Sodexo determined that, with 511 beds, non-medical support services staff interact with patients 2,000 times each day – with each occasion an opportunity to positively influence the patient experience. A dedicated on-site Sodexo trainer working with support services employees was among the proposals for improving teamwork and renewing the emphasis on the patient experience. Sodexo also adds value for the hospital through the use of new technologies and providing innovative funding solutions for service development.

The range of services entrusted to Sodexo has expanded over the years. It now includes management of clinical technologies, a call center combining service response and switchboard operations, scheduling of support services staff, environmental services, management and maintenance of facilities and equipment, security services, logistics, laundry services, transport of patients and equipment as well as residential services for dependent persons provided through Sodexo's Comfort Keepers subsidiary. Sodexo also manages retail food services and has implemented its "Expressly For You" foodservices offer for patients.

Results

In choosing Sodexo, Mackenzie Health went from several vendors providing various services to one, with a single point of contact at the management level. A fully engaged partner, Sodexo is represented on **30 hospital Committees**.

Since Sodexo began providing services, satisfaction levels of patients, staff and visitors has increased significantly:

- patient satisfaction has increased **20%**;
- support services staff satisfaction has improved by **20%**;

- bed discharge clean times have improved by over **50%**;
- the average number of transports per day is more than **10%** above target;
- work order turnaround has been reduced to **two days**, compared with a four-day target.

Focus on...

INTERNATIONAL – SUPPORTING HEALTH CARE CLIENT CERTIFICATION

Sodexo continues to apply its global health care expertise to help clients in emerging countries achieve and maintain accreditation from international agencies. Sodexo's value adding Quality of Life Services contribute not only to strengthening operational performance but also to improving patient and staff satisfaction and, thus, client competitiveness.

- **In Brazil**, Sodexo supported 14 sites in maintaining ONA, (National Accreditation Organization) Certification at levels 1, 2 and 3, four sites in renewing their status with Accreditation Canada, a not-for-profit, independent organization accredited by the International Society for Quality in Health Care, and three clients in being recertified by the Joint Commission International (JCI)⁽¹⁾.
- **In India**, renewals obtained included JCI certification at Fortis Mulund and National Accreditation Board for Hospitals (NABH) accreditation for three hospitals. New NABH accreditation was earned by two more hospitals and a third was newly certified with JCI. Sodexo also received ISO 22000 food safety certification for foodservices at Madras Institute of Orthopaedics and Traumatology MIOT International Block.

(1) **Joint Commission International (JCI)**

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

- **Additional technical qualifications** earned during the year included HACCP⁽¹⁾ certification for food services at Instituto Argentino de Diagnóstico y Tratamiento in **Argentina** and at Clinica Alemana in **Chile**, ISO 14001 Environmental Management System Certification at King George Hospital in the **UK** and first-time ISO 10002 accreditation for Customer Satisfaction and Complaints Handling in **Turkey**. In **Poland**, Sodexo was recertified ISO 9001 for facilities management services including technical maintenance, cleaning and reception.

Highlights

BRAZIL – INNOVATIVE HEALTHY OFFERS

New sodium-free, low-fat/low-salt recipes, seasoned with fresh herbs and sauces, are featured in Sodexo's new **"Cardiology Offer"**, launched in a São Paulo hospital. Meanwhile, at two clinics in Rio de Janeiro, **"Pediatrics and Maternity Offers"** provide personalized assistance and à la carte menus to new mothers and breakfasts for family members and visitors.

CHILE – INTEGRATED CUSTOMIZED SERVICES

Sodexo teams adopted an **integrated approach** to service delivery to the Health Care segment, building a comprehensive FM services offer covering hospital hygiene, patient transport, waste management and laundry services. In adapting the foodservices offer to meet consumer expectations, the successful *Le Jardin* retail offer introduced last year at the Clinica Alemana was joined by the *"La Cafet"* and *"Coffee Break"* brands and a Green Box convenience store concept. For patients, a new **Atmósfera** offer was launched, featuring food and facilities management services customized to respond to the specific needs of four patient categories: cancer, maternity, children and general.

SINGAPORE – GOLD AWARD FOR HEALTHIER EATING INITIATIVES

The Singapore Health Ministry has recognized Sodexo's efforts to **promote healthier eating** with the 2012-2013 Gold Award. Initiatives include healthy menu development that incorporates healthier ingredients and cooking methods into food preparation and the creation of an environment, including through health promotion programs, to encourage better nutritional habits. Specific actions include limiting fats, salt and sugar and increasing offers of vegetables and fresh fruits.

UNITED KINGDOM – SODEXO CLIENTS AWARDED FOR INNOVATIONS, SUSTAINABILITY

The Birmingham Children's Hospital NHS Foundation Trust was recognized with i-FM.net's Technology in FM award for **"Maple"**, the hospital's interactive electronic patient meal ordering system designed by Sodexo. Through the use of mobile touch screen technology, the system is designed to further improve patient care by making meal ordering time an appealing, fun and informative activity for the hospital's young patients. Maple, the first program of its kind to be used within the UK's National Health Services, also was recognized with numerous other awards for innovation, contributing to waste reduction and recycling and improving patient quality of life.

UNITED STATES

Sodexo extends leadership with sustainable disinfection innovations

As part of its Better Tomorrow Plan commitment to source sustainable supplies and expand the choices for environmentally friendly cleaning products and protocols offered to clients, Sodexo introduced **two new sustainable cleaning technologies**: the **Hydris™** on-site generation system uses a mineral solution and electrically activated

(1) **HACCP (Hazard Analysis Critical Control Point)**

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

water to clean and disinfect most surfaces; **Ecolab's** bio-based Hard Surface Cleaners are formulated using plant-derived natural resources to reduce environmental impact and help eliminate the need to wear personal protective equipment during product use. Through the two initiatives, Sodexo is helping to improve the quality of life for its employees, client staff and consumers.

Client "Health is Your Treasure" video presents Sodexo's Mindful program

Conemaugh Memorial Hospital in Johnstown, Pennsylvania, created a video to introduce Sodexo's "Mindful" wellness approach that seeks to make healthy choices a matter of second nature. Central to the program are the delicious healthy, nutritious recipes created by Sodexo executive chefs and registered dietitians, based on consumer feedback and marketplace research. Mindful also focuses on transparency of ingredients, satisfying portions and clarity in message to reinforce good nutritional choices. Designed for Company managed restaurants in all client segments, the Mindful approach can be easily adapted at home by consumers to preserve their investment in good health.

<http://www.youtube.com/watch?v=MhB7S0jkZ4o&hd=1>

Key contract wins

BRAZIL

Sodexo delivers foodservices to the 357-bed **São Rafael Hospital** in Salvador (Bahia), which has become a reference of excellence in medical service in Brazil.

CHINA

At **Renmin Hospital of Wuhan University**, Sodexo is providing foodservices to 4,000 medical and hospital staff members and 3,000 patients.

FRANCE – CONTINUED GROWTH OF QUALITY OF LIFE SERVICES

Historic partnership renewed and expanded

Sodexo's foodservices contract with **AP-HP (Paris Public Hospitals)** was renewed, continuing a 40-year relationship with the major Paris region health care provider and Europe's leading university hospital center. Through a concentrated team effort, the Company was selected in the highly competitive request for proposals, a process conducted every three to four years. As a result of the strength of its past performance and its proposal to

support AP-HP's intensified focus on the quality of patient services, Sodexo will soon be providing foodservices **to two new AP-HP hospitals**, in addition to the three it already serves and five administrative centers.

Nouvelles Cliniques Nantaises outsources quality of life services

The Nouvelles Cliniques Nantaises (NCN) in the city of Nantes chose Sodexo as their provider of **care support services**, previously provided in-house, with responsibilities that include management of NCN's existing restaurant teams, patient room and operating theatre biocleaning, logistics and management of four conference rooms. The decision to outsource the quality of life services allows NCN's medical and administrative teams to concentrate on maintaining the quality of health care that earned the facility the country's number two ranking in a recent ranking by the French newsmagazine *Le Point*. Commented NCN's CEO Ronan Dubois, "We sought a partner that would help us improve economic performance while maintaining quality levels and it was clear that Sodexo could help us meet these requirements." The three clinics of the 550-bed facility treat almost 70,000 patients annually, making NCN one of France's largest private health centers.

Groupe Vitalia – Innovative, differentiating offer wins contract

Vitalia Group, France's second largest private hospital operator, chose Sodexo to provide foodservices at all of its **38 sites** on the basis of the Company's innovative proposal. In serving sites ranging from 10 to 280 consumers per day, Sodexo teams are providing patients with the ability to choose **à la carte** lunch and dinner services, helping the client ensure consistent quality across all sites and reinforce its reputation for high quality.

INDIA – NEW SUCCESSES FUEL CONTINUED GROWTH

Recent Sodexo wins include providing foodservices at the 107-bed **Hayat Hospital** in Guwahati and delivering a monitored dietary program for patients as well as foodservices at the 110-bed **Hinduja Hospital** in Mumbai. At the 300-bed **Sakra Hospital** in Bangalore, Sodexo is now responsible for an array of facilities management services including housekeeping, technical maintenance, patient transport and attendant services, nursing accommodations and central desk management, as well as foodservices.

PERU – FIRST HEALTH CARE CONTRACT

In its first contract in Peru's fast-growing Health Care segment, Sodexo is working to help **Clínica Internacional**, one of the country's leading private hospital operators, achieve Joint Commission International certification. Sodexo teams provide technical services to ensure the smooth running of six clinics' non-medical infrastructure, including electrical system maintenance, elevator maintenance, certain specialist management functions such as including supplies purchasing and providing service desk software to consolidate all client requirements and status reports. Sodexo's team in Chile contributed to winning the initial contract that has since been expanded to five additional sites, an 80-bed main hospital building and four medical centers.

POLAND – THE JOHN PAUL II HOSPITAL OF KRAKOW ENTRUSTS SODEXO

Sodexo is providing cleaning services and foodservices to the 500-bed John Paul II Hospital in Krakow under a three-year contract. The hospital facilities include 14 wards and 40 specialized laboratories.

SWEDEN – IMPROVING QUALITY OF LIFE FOR CANCER PATIENTS

Sodexo has been awarded the contract to operate a 246-room residence for oncology/cancer patients in Umeå, in close collaboration with the University hospital. Under the 10-year contract, Sodexo provides all of the services normally provided at a regular hotel as well as certain treatment services for patients.

UNITED KINGDOM – SODEXO WINS ONE OF YEAR'S LARGEST NHS CONTRACTS

Under one of the year's largest National Health Services (NHS) contracts awarded in the UK, Sodexo is providing a full range of soft FM services at **Brighton and Sussex University Hospitals**. In addition to a full range of foodservices, facilities management services provided by Sodexo for the hospitals' 750,000 patients and visitors under the seven-year contract include cleaning, housekeeping, linen supply, concierge and transport services, grounds maintenance and waste management.

UNITED STATES**Catholic Health Initiatives and Sodexo partnership**

Reducing the high cost of health care is a priority for hospital administrators, and Catholic Health Initiatives (CHI) is addressing the challenge through its mission to create healthier communities. After a comprehensive evaluation of food services programs across the enterprise, CHI determined that a partnership with a leader in health care dining- and nutrition-services was essential to improving services and reducing costs. CHI selected Sodexo as its business partner to help develop and manage the organization's National Food Services Program. The program is expected to yield significant financial improvement in the operating performance of CHI's food programs, while enhancing quality and increasing the satisfaction levels of patients, guests and employees. Sodexo's expertise and industry-leading practices in healthy menu options will support CHI's focus on community health and wellness by making healthy foods more accessible, enabling the organization to create a better experience for those it serves.

Multiple services for multiple Florida sites

HCA East Florida, 3,394-bed medical complex, awarded Sodexo the contract to provide foodservices and environmental services at its complex of facilities that includes 14 hospitals, 12 surgery centers, six diagnostic imaging centers, seven psychiatric care facilities and one regional laboratory.

Ochsner chooses quality of life in Louisiana

Sodexo is providing food and nutrition services and to **seven sites**, with a total of 1,550 beds, for Ochsner across the state of Louisiana. The Sodexo Solutions Center also manages construction projects for its client.

ProMedica Health System expands contract with Sodexo in Michigan and Ohio

Sodexo added **eight more hospitals** to the one at which it already provides foodservices for ProMedica Health System. The nine hospitals have a total of 1,269 beds.

Among our clients...

AP-HP (Assistance Publique – Hôpitaux de Paris), Paris (France)

BDMS Group (Bangkok Hospital and Samitivej), 8 locations throughout Thailand

Beijing Friendship Hospital, Beijing (China)

Boston Children's Hospital, Massachusetts (United States)

Bumrungrad Hospital, Bangkok (Thailand)

Casa di Cura Multimedica SpA, 4 sites, Sesto San Giovanni, Milan (Italy)

China Welfare Institute Rest Home, Shanghai (China)

Danderyd's Hospital, Danderyd (Sweden)

HCA East, 12 sites, Florida (United States)

Hospital Militar de Santiago, Santiago (Chile)

ICESP – Hospital do Câncer de São Paulo, (Brazil)

Institut Catala de Salud, 10 sites, Catalonia (Spain)

KCS Klinikum, Darmstadt (Germany)

Krakow University Hospital, Krakow (Poland)

Lowell General Hospital, Massachusetts (United States)

Mackenzie Health, Ontario (Canada)

Medi-Partenaires, 25 sites (France)

Military Medical Institute (WIM), Warsaw (Poland)

National University Hospital, (Singapore)

Northern Devon Healthcare NHS Trust, Devon (United Kingdom)

Papworth Hospital NHS Foundation Trust, Cambridgeshire (United Kingdom)

Siriraj Hospital, Bangkok (Thailand)

Stockholm County Council (Sweden)

Tun Hussein Onn National Eye Hospital (Malaysia)

Universitair Ziekenhuis Gent, Ghent (Belgium)

Vitalia, 38 sites (France)

Wilhelminenspital, Vienna (Austria)

Ziekenhuis Gelderse Vallei, Ede (Netherlands)

SENIORS**KEY FIGURES**

> **1,094** million euro in revenues

> **6%** of Group revenues

Source: Sodexo.

> **10,987** employees

> **2,910** sites

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:

- **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;
- **ensure efficient assistance** to senior care providers: Sodexo's services enhance client business performance and reputation.

Market trends and growth potential

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: Italy and Denmark, above 50%; among the lowest rates: Hungary and the United States, around 10%).

Sodexo estimate.

Focus on...

LIVING BETTER WITH ALZHEIMER'S

Through its offer for combating malnutrition, encouraging independence and breaking the isolation of Alzheimer's patients, Sodexo seeks to improve quality of life for patients, families and caregivers.

In Spain, Sodexo continued to extend its offer to address the needs of Alzheimer's patients and their families, forming a partnership with Spain's National Alzheimer's Association (AFAL). The two partners will work to develop **C'ALMA**, the Spanish version of Sodexo's **M'ama** program developed in partnership with the Italian Center of Alzheimer Studies. The program is being implemented at AFAL's flagship project, Villafal, a senior care home complex in Madrid, specially designed to welcome Alzheimer's patients and their families. The complex focuses on innovative activities to maximize the well-being of Alzheimer's patients, their families and caregivers. The C'ALMA program uses a digital platform to track changes in a patient's history that affect their care, such as dietary habits, mobility, food preferences and alterations in behavior. A Sodexo dietitian works closely with the Villafal medical team and reports on the progress of each patient's eating habits during regular meetings with the family.

In France, Sodexo has implemented a comparable innovative, proactive foodservices offer, **Un air de famille**, to encourage better eating by Alzheimer's patients through an emphasis on enjoyment, autonomy and familial references.

Geriatrics coordinator at the senior living center in Livry-Gargan, Frédéric Ammouial, said such programs reduce behavioral problems that affect patient nutrition. "Nutritionally, residents spend more time at the table and eat more. Some of our patients are more optimistic and our caregivers are very enthusiastic with this innovation."

Highlights

ITALY – CERTIFICATION FOR HEALTH AND REHABILITATION SERVICES

Sodexo has received its first **ISO 9001** quality management certification for provision of health, assistance and rehabilitation services at the **Casa di Riposo Caprotti-Zavaritt** residence and day center for partially or fully non-self-sufficient adults and the elderly. The services are part of Sodexo's "global hospitality" services offer that includes foodservices, health care (nurses), rehabilitation (physiotherapists) and care services, cleaning, gardening, technical maintenance and transportation.

SWEDEN – GUESS WHO'S COMING TO LUNCH?

Students in schools in **Gävle** are now enjoying lunches in the company of seniors from the community. A 12-month intergenerational exchange project prepared and piloted last year by Sodexo and the municipality, was considered highly successful. The pilot project has now been extended on a permanent basis to two and probably soon more of the city's 32 schools in which Sodexo provides foodservices for 12,500 schoolchildren.

UNITED STATES – STRATEGIC ALLIANCE WITH MASTERPIECE LIVING

Sodexo further expanded its Quality of Life services offering to seniors with a **holistic wellness platform**, developed through a strategic alliance with senior wellness specialist, Masterpiece Living. The approach builds on the traditional focus of services on care, comfort and security to also encompass spiritual, mental, emotional and physical growth, enabling older adults to maximize their potential. More than a wellness program, Masterpiece Living is a lifestyle platform for successful aging and growth. Participants experience increased self-awareness and empowerment leading directly to improved physical and mental vitality, social engagement and a renewed sense of purpose. Among the benefits demonstrated by outcomes data – which are measured and tracked on an individual, community and national aggregate basis – is a lowering of risks for impairment for disease and accidents.

Key contract wins

FRANCE – EXPERTISE ON THE MENU

Edenis, a non-profit association, chose Sodexo's "So Appro" offer to ensure quality, harmonization and optimization of its foodservices for 1,600 residents in its 18 living centers for seniors and dependent adults. What attracted Edenis, according to Eric Odegaard, purchaser for the association? *"The simplicity, obviously, because our teams have only to enter the number of meals to determine what to order from suppliers, relieving our chefs of this administrative task and allowing them to focus on their core responsibilities."* Sodexo also provides its expertise in foodservices (food safety, hygiene, menus...).

TURKEY – SERVING SENIORS, SUPPORTING A SCHOOL

Sodexo is delivering a range of Quality of Life Services to four senior residences for the **Darüssafaka Foundation**, which is also an Education client. Services provided to the 450 consumers in the senior residences include cleaning, pest control, laundry, reception, porter services, meeting room management and foodservices.

UNITED STATES

Delivering exceptional Quality of Life Services

United Church Homes and Services (UCHS) provides retirement living to seniors in the North Carolina communities of **Thomasville** and **Newton** as well as **Suffolk**, Virginia. Sodexo is providing foodservices in the communities designed to deliver a rich and varied dining experience that support UCHS' objective of ensuring that residents enjoy active, vibrant and productive lives in beautiful settings.

Quality dining services and employee development

Sodexo is providing foodservices under a five-year contract to residents at more than **300 HCR ManorCare sites nationwide**. An important element in the decision to award the contract was Sodexo's ability to create a workplace that engages residence staff through an educational and rewarding environment that provides exposure to excellence in dining services, expertise in meal planning, food selection, wellness and nutritional care. Sodexo's ability to offer a broader career path to employees seeking to advance in the dietary services field was also a key factor for HCR ManorCare.

Among our clients...

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)

Covenant Retirement Communities, 15 sites (United States)

Domain Principal Group, 7 sites (Australia)

Elim Park Baptist Home, Cheshire, Connecticut (United States)

Fondation Caisses d'Epargne pour la Solidarité, 94 sites

Fondazione Santa Maria Ausiliatrice, Bergamo (Italy)

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

Grupo SAR (Spain)

HCR ManorCare, 302 sites (United States)

Hopeatie Senior Home, Helsinki (Finland)

Hospedaría Hogares de Cristo, 5 sites, Santiago (Chile)

Jewish Senior Life, Michigan, 7 sites (United States)

Keshet Amuta Le-Maan Ha-Kashish, 3 sites (Israel)

Korian, 95 sites

Maison Marie Immaculée, 4 sites – Neufvilles (Belgium)

Maisons de Soins de Bettembourg et de Wasserbillig (Luxembourg)

MENSA, 8 sites – Meulebeke (Belgium)

Novaire, 11 sites (Spain)

Plymouth Place, Chicago, Illinois (United States)

Retirement Home, City of Stockholm (Sweden)

RSA – Casa di Riposo Villa Serena, Brembate Sopra, Bergamo (Italy)

Shepherd Village, Toronto, Ontario (Canada)

TLC, 10 sites Victoria, Australia

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 daily 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 performs a role as a responsible citizen in actively helping to increase awareness – and alter attitudes – about all forms of disability.

Highlights

CANADA – PROVIDING A ROAD BACK FROM MENTAL ILLNESS

The Willow Bean Café in Vancouver, managed by Sodexo, offers jobs to people recovering from mental illness through which they gain confidence and the support needed to return to the work force. The social enterprise coffee shop provides participants the opportunity to obtain skills and work experience, return to the rhythm of a normal workday and re-build their confidence in an environment without any of the stigma often attached to mental illness. The supported employment program is a partnership between Vancouver Coastal Health, the Canadian Mental Health Association and Sodexo.

FRANCE

Valuing differences, recognizing talent

The 15th edition of the **“One for all, all for one”** national competition, presided over by world-renowned chef Michel Bras, offers individuals with disabilities from Sodexo client sites to show off their culinary skills and gain additional self-confidence. Participants, from throughout France, were part of a team with a teacher and a Sodexo employee

that prepared entries under this year's theme, "Create a magnificent dessert", based on a floral theme and judged on the basis of presentation, originality, taste, compliance with hygiene standards and the ability to work in teams. Congratulations go to this year's winning team from the specialized residence, *La Villa Clé des Dunes* in the town of Berck-sur-Mer.

Guarding flavor for more appetizing, healthful meals

A new offer developed by Sodexo chefs at a residence for disabled individuals in Ales puts a renewed emphasis on flavor. People with severe disabilities often have difficulty eating: it is therefore the texture of food that is the primary focus. But these mixed dishes lost their flavor and appeal to consumers. With the new recipes, flavors remain intact and attention is paid to ensuring an attractive presentation, improving residents' quality of life.

Key contract wins

SPAIN - AN INNOVATIVE PARTNERSHIP TO COMBAT ALZHEIMER'S

Under a new contract, Sodexo will be implementing its C'ALMA offer for the **Villafal center**, a center for Alzheimer's patients and their families. When completed, the private project, financed by the national Alzheimer's association (AFAL) and the Fundación Reina Sofia, will have 90 rooms for residents and a 26-room hotel for visitors. Sodexo is providing engineering services to optimize the physical layout for the center's restaurant and the hotel cafeteria.

SWEDEN - SERVICING TECHNICAL MEDICAL DEVICES

Sodexo has yet again been entrusted with the responsibility for medical device technical assistance serving the **county of Stockholm**. Effective in 2014, the five-year contract covers provision of technical equipment for people with disabilities, including thousands of products, from very simple tools to very complex articles,

EDUCATION

KEY FIGURES

> **3,798** million euro in revenues

> **21%** of Group revenues

> **94,597** employees

> **5,642** sites

Source: Sodexo.

Our offer

FOSTERING SUCCESS THROUGH ENHANCED QUALITY OF LIFE

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

- create positive student experiences that improve performance and achievement;
- enhance quality of life for the learning community;

- ensure students are offered balanced, healthy diets;
- strengthen clients' image and reputation;
- retain students and faculty;
- help control operating expenses.

Market trends and growth potential

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 while protecting the planet and improving 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 Spain, more than 60%; among the lowest rates: Canada and Poland, around 25%).

Sodexo estimate.

Supporting our client: United World College of South East Asia in Singapore

GROWING WITH A RENOWNED WORLD-CLASS INSTITUTION

UWC South East Asia (UWCSEA) is projected to become the world's largest international school in 2015, with a student population of 5,400 students from nearly 90 countries on two sites: the Dover Campus, where Sodexo has been providing foodservices since 1999 and the East Campus, which opened on its current site in 2011.

Our client's needs

To improve quality of life for students and staff, UWCSEA sought a unique strategic partner for the two campuses capable of offering a wide variety of food choices to respond to the increasingly diverse needs of a multi-cultural community. The challenge: offer a range of food that is varied, balanced, healthy and sustainable ... and supports the College commitment to sustainability and "shaping a better world."

Sodexo's response

Already a UWC strategic partner in other UWC schools and colleges in Hong Kong, India and the USA. and with solid experience in meeting the expectations of consumers on the Dover Campus, Sodexo won the East Campus tender through its comprehensive "nutrition, health and well-being" offer integrating:

- an array of concepts to respond to the cultural diversity of tastes;
- educational information encouraging balanced nutritional habits;
- "green solutions" such as the use of corn starch ware-based bio plastic, biofuel and eco-friendly cleaning materials, food waste recycling, minimization of waste, water and electricity and a cashless Smart Card system with digital receipts.

Results

- **87% excellence rating in building safety and the quality of products** served according to an audit by external QHSE auditor, Silliker;
- UWC's East Campus was awarded the **"Green Mark Award"** by the Building Construction Authority as Singapore's most energy efficient school. Sodexo helped its client earn the award through a range of services included ensuring efficient use of electrical equipment and water, recycling food packaging and cooking oils, conversion to environment friendly cleaning agents, replacement of plastic ware with corn ware and organizing composting for use in UWC gardens.

"Visitors to the College from schools around the world are impressed with both the quality and variety of food served. We also have seen a significant improvement in service standards. No detail seems too small for Sodexo."

Julian Whiteley, Head of UWCSEA

■ Focus on...

UNITED STATES – ENHANCING QUALITY OF LIFE AT HIRAM COLLEGE

Sodexo is implementing a full service master plan to improve quality of life for 1,300 students at Hiram College, a private liberal arts college in Ohio.

The plan is addressing critical strategic questions to help the college reinforce its market position and value proposition and increase its competitiveness by enhancing quality of life for students and staff.

The plan's scope of work includes Master Planning Services, representing alternative planning and design concepts to create consensus among key stakeholders. Areas covered include landscape and circulation improvements, renovation of academic buildings, classrooms and

residence halls, modernization and replacement of existing support facilities and athletic facilities.

The plan examines a wide array of issues such as potential initiatives, utilization data, current balance sheet, projected deferred maintenance, operational requirements and standards, inherent site and access issues and the competitive environment.

The schedule for implementing the project through a comprehensive action plan is being finalized.

Highlights

COLOMBIA – NUTRITIONAL TIPS AND A SMILE FROM "ED"

As part of its commitment to educate future generations about the importance of **good nutritional practices**, Sodexo developed an informative and entertaining nutrition education program featuring "Ed", a puppet character that takes the stage in school lunchrooms in Colombia. Friendly and fun, Ed and his fellow puppets interact directly with students during their lunch period, providing examples of good eating habits and tips on maintaining healthy lifestyle behaviors.

FRANCE

Optimizing the work environment

A **management tool for computer-aided maintenance** is enabling Sodexo to analyze and qualify the work to be done to maintain schools. In addition to increasing responsiveness to daily demands, the system enables Sodexo to respond to client challenges including improving the working environment for students, teachers and administrative staff, optimize infrastructure use, reliability and security and extending the breadth of services provided. A partner for 15 years with the Collège Lycée Île-de-France à Villebon-sur-Yvette near Paris, Sodexo is responsible for all technical maintenance for which it has implemented this tool.

Marseilles foodservices highly rated

National consumers association **UFC Que Choisir** has given good grades to Marseilles' school cafeterias for the quality of the 50,000 meals per day served by Sodexo. A local elected official said the high rating reflected the school system's commitment to providing a diverse menu and a range of high quality organic and locally grown products.

SPAIN

Close-to-home summer vacations

Children between 6 and 14 years old can now participate in healthy alternative activities during the summer in their own school. In partnership with several schools, Sodexo has developed "**FUNtástico**", in which school playgrounds are transformed into adventure parks for children to enjoy a wide variety of open air activities, including climbing, archery, aquatic sports, theater productions, scavenger hunts and mountain biking. The fact that the urban camps are located at the schools helps facilitate scheduling for families while providing an enriching experience for children.

Certification for integrated sustainable development system

ISO 50001 Energy Management System certification based on Sodexo's Sustainable Integrated Management System covering the areas of quality assurance, engagement with the safety and health of employees, respect for the environment and the efficient use of energy. The scope of the certification is multi-technical services and applies to two public schools: Escuela Oficial de Idiomas in Sabadell and the High School Maritim in Barcelona.

UNITED KINGDOM – TRAINING TOP CHEFS AT ÉCOLE LENÔTRE

As part of its program to ensure chefs are able to deliver quality food consistently to **Independent Schools**, Sodexo sends senior chefs to polish their mastery of gastronomic arts at *École Lenôtre*. One of the most prestigious culinary schools in the world, École Lenôtre became part of the Group's extended family with Sodexo's 2011 acquisition of gourmet specialist Lenôtre. The training helps chefs to continuously improve and deliver on Sodexo's **Fresh Food from Scratch** commitment through which the food served is prepared from scratch at the majority of the 76 **independent schools** for which Sodexo provides foodservices.

UNITED STATES

Energy efficiency enhances technical services offer

New technical services introduced by Sodexo include energy reducing capital projects, utility expense management, energy procurement and auditing and centralized facilities management through automated remote control access. With the Roth Bros acquisition, Sodexo also provides roof management and mobile HVAC services to supplement and strengthen Sodexo's on-site FM services. The expanded offering reinforces Sodexo's expertise in multi-technical services, enabling it to further support clients to optimize their energy consumption.

Imagining the future with university client

Sodexo helped New Jersey's **Caldwell College** develop a seven-year facilities improvement master plan that proved instrumental in securing 3.8 million dollars in grants for capital improvements, technology infrastructure upgrades and deferred maintenance. Among the projects included in the plan were projects for a clinical nursing program, simulation labs and classrooms, replacement of roof and electrical and heating distribution systems, dormitory renovations and technology and infrastructure improvements.

Key contract wins

BELGIUM – SUSTAINING ANDERLECHT SCHOOLS

A new meals offer emphasizing sustainability helped Sodexo win a new contract to provide foodservices for 31 schools in the **community of Anderlecht (Brussels)**. Based on a theme of goodness for earth, living and taste, the offer has now been implemented with 18 clients at all levels of education, from primary schools to universities.

CHINA – SODEXO ADDS SECURITY CONSULTING AND SERVICES FOR LEADING INTERNATIONAL SCHOOL

Sodexo is now providing security consulting services and cleaning services to long-time foodservices client, **Dulwich College Shanghai**. This leading international school provides a world-class education for more than 1,400 expatriate students from 40 nations, aged 2-18. The contract, the first of its kind for Sodexo in China, covers a full assessment of school security risks and requirements. On the basis of the analysis, Sodexo is designing and implementing state-of-the-art security measures that blend technology, enhanced business processes and guard services to provide a comprehensive total security solution.

COLOMBIA – A CUSTOMIZED, BALANCED NUTRITIONAL OFFER

Under a five-year contract, Sodexo is providing 1,800 meals per day for students, teachers and staff at the **English School**, a private institution ranked as one of Colombia's best schools. A variety of age appropriate programs have been launched to respond to student taste preferences and nutritional needs, including reinforcing proper nutritional habits and teaching table etiquette.

HUNGARY – RENEWED TRUST

Sodexo's contract to provide 20,000 meals per day at 73 schools in **Debrecen** was renewed for an additional five years. Sodexo's largest contract in Hungary, the win reflects the confidence established over 10 years of providing foodservices to Debrecen's students and staff. In addition, another significant contract was renewed in Budapest following a public tender procedure. Sodexo will continue to serve nearly 5,000 students in 25 schools under the new 10-year contract.

SWEDEN – EXPANDED TECHNICAL SERVICES CONTRACT

Energy audits and consumption analysis, outdoor maintenance and fire protection inspections were among the new services added under a contract signed at the end of 2011 with the **municipality of Norrköping**. The contracts for technical services and building and installation maintenance cover 50 school buildings, attended by a total of 4,100 students.

UNITED STATES

Sodexo's technical services at University

Administrators at **St. John's College** in Annapolis, Maryland awarded a new five-year facilities management contract to Sodexo. Services to be provided under the contract include maintenance, grounds and custodial management. An understanding of the high-quality services and cutting-edge technology provided by Sodexo to one of the showcase sites at Hobart and William Smith Colleges in New York contributed to this win.

Spotsylvania County, Virginia, selects Sodexo

Spotsylvania County Schools, the largest outsourced school district in the state of Virginia, with nearly **24,000 students at 29 schools**, chose Sodexo as its student nutrition partner. Sodexo was selected for the new five-year partnership based on a strategically designed offer to respond to a highly competitive bid process. The winning proposal incorporated best practices such as "Guest Chef Celebrations" and "Sodexo's Right Start Mobilization" program, as well as emphasizing community involvement, local foods and educating students about the importance of sustainability initiatives.

Among our clients...

Aalborg University, Copenhagen campus, (Denmark)

Aalto University, Helsinki (Finland)

ABQ School (Oman)

Acadia University, Wolfville, Nova Scotia (Canada)

AIM, Melbourne (Australia)

American Schools, Mumbai (India), Doha (Qatar)

Asian Institute of Technology, Pathum Thani – Bangkok area (Thailand)

British International School, Kuala Lumpur (Malaysia), Abu Dhabi (United Arab Emirates)

British School of Beijing, Beijing (China)

Crèches de la ville de Paris (France)

Darüßsafaka Schools (Turkey)

École Française de Riyadh (Saudi Arabia)

Écoles de la ville de Brest (France)

Écoles de la ville de Marseille (France)

EDHEC, Lille (France)

EDUCatt – Università Cattolica di Milano, 3 sites (Italy)

Embry-Riddle Aeronautical University, Daytona Beach, Florida, & Prescott, Arizona (United States)

English School, Bogota (Colombia)

Établissement Privé Saint Vincent, Rennes (France)

Établissement Privé Saint-Michel de Picpus, Paris (France)

Haileybury College, Melbourne (Australia)

Hong Kong International School, Hong Kong (China)

Instituto de Empresa (Spain)

Jakarta International School, Jakarta (Indonesia)

Kellett School, Hong Kong (China)

Kindergartens and Primary Schools, Debrecen (Hungary)

Lappeenranta University of Technology, Lappeenranta (Finland)

Lecong Middle School, Guangdong (China)

Liceo Francés Jean Mermoz, 1 site. Buenos Aires (Argentina)

Loyola Marymount University, Los Angeles, California (United States)

Lubbock School System, Lubbock, Texas (United States)

Lycée Français, Singapore, Doha (Qatar), Bangkok (Thailand)

Lycée Louis Massignon, Abu Dhabi, (United Arab Emirates)

Mahindra United World College of India, India

Northwestern University, Evanston, Illinois (United States)

Oasis Community Learning, 17 sites (United Kingdom)

Providence City School District, Rhode Island (United States)

Putnam City School District, Oklahoma City, Oklahoma (United States)

Queen's University, Kingston, Ontario (Canada)

Saginaw Public Schools, Saginaw, Michigan (United States)

Saudi Mining Institute (Saudi Arabia)

Southampton Solent University (United Kingdom)

SSMS and Birla Institute of Technology and Science, Vidya Vihar City, Rajasthan (India)

St Paul's College, Sydney University (Australia)

Sultan Qaboos University (Oman)

Tulane University, New Orleans, Louisiana (United States)

United World College of South East Asia (Singapore)

Universidad Católica de Chile, Santiago (Chile)

Universidad Europea de Madrid (Spain)

Università di Pavia, 2 sites (Italy)

Université Omar Bongo, Libreville (Gabon)

University of Technology and Economics, Budapest (Hungary)

Vrije Universiteit Amsterdam (Netherlands)

Wellington College (United Kingdom)

1.3.2.2 BENEFITS AND REWARDS SERVICES

ACTIVITY

KEY FIGURES

- > **16.0** billion euro in issue volume
- > **790** million euro in revenues
- > **4%** of Group revenues
- > **4,058** employees
- > **420,000** clients (excluding individuals)
- > **31.9** million beneficiaries
- > **1.2** million affiliated partners

Source: Sodexo.

Our offer

IMPROVING QUALITY OF LIFE TO BOOST MOTIVATION

Sodexo designs, manages and delivers nearly 250 Benefits and Rewards Services adapted to the strategic objectives of **each company and organization**. These solutions help improve the quality of life of individuals by:

- promoting a satisfying **work-life balance**;
- encouraging **them to maintain their health**;
- making them **feel truly valued**; and
- enhancing their **standard of living**.

These quality of life solutions provide companies with customized, innovative and effective responses to their primary human resources and performance challenges.

Combining **economic performance and sustained improvement in quality of life**, Sodexo's offer is focused around on three service categories to help 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:

- **macroeconomic change**: the increasing service economy, growing numbers of working women, the search for a competitive edge, growing importance given to the human factor;
- **sociological change**: growing focus on well-being, quality of life and health;
- **political issues**: combating illegal work, public health policy, controlling public spending.

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.

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

- **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 countries**, population growth, particularly of the middle class, 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 attract and retain employees and improve their purchasing power.

Governments and local authorities are increasingly searching for efficient aid distribution solutions in a context of higher budget constraints while pursuing pro-active policies to improve delivery of support to disadvantaged members of society.

Source: Sodexo.

GROWTH POTENTIAL

A market estimated at
more than 170 billion euro
in issue volume.

Sodexo estimate.

Supporting our client, Crédit Agricole Consumer Finance in France

A CUSTOMIZED RESPONSE

In seeking an exclusive partner for its gift vouchers incentive programs, banking client Crédit Agricole Consumer Finance (CA-CF) chose Sodexo's customized response, a common motivation solution adapted to each beneficiary, whether an internal employee or external partner.

Our client's needs

CA-CF needed a way of organizing its gift incentive program to recognize all parties contributing to its objectives: 4,000 external commercial partners and employees. The challenges included offering beneficiaries a wide selection of gift choices, avoiding the handling of often perishable merchandise inventory, minimizing the risk of loss or theft and reducing costs.

Sodexo's response

Sodexo supported and advised its client at each step of the project, implementing a single solution built around its "Spirit of Cadeau" gift card. This solution enabled CA-CF to provide a consistent offer adapted to both external and internal beneficiaries: brokers compensated according to the number of contracts signed; vendor employees, based on attainment of sales objectives; and, CA-CF employees, with rewards linked to performance metrics such as achieving a 100% rate at the call center. All beneficiaries can use the card at a network of 150 affiliated stores and 40 internet sites or convert it into gift vouchers on a special website.

Results

A major factor for CA-CF was Sodexo's expertise, including its ability to advise the client about legal obligations and develop a successful incentive program that fully complied with new French regulations on external motivation programs.

Today, says CA-CF's CEO for France Stéphane Priami, the Company is able to manage its motivation program more easily and efficiently, helping to drive sales and manage its network of partners:

"Sodexo's solution has enabled us to increase the effectiveness of our motivation program with both our employees and external partners while also simplifying its administration and reducing its costs. Their expertise in creating and running incentive programs and on the application of the new regulations also has been invaluable."

Focus on...

INTERNATIONAL – E-BUSINESS WEBSITES EXPAND IN NUMBER AND ACTIVITY

In continuing to open client-focused websites in each country in which it operates, Benefits and Rewards Services facilitates access to its services while continuing to increase Sodexo's overall online visibility.

New e-Business websites went live during the year in Austria, Belgium, Brazil, Bulgaria, Chile, China, Czech Republic, France, India, Indonesia, Israel, Luxembourg, Mexico, the Philippines, Romania, Spain, Tunisia, Turkey, Venezuela, Vietnam and the UK with several more country websites in the works.

The client-oriented websites provide an extensive overview of all services with direct access links for ordering services. The presentation of services is customized according to whether the visitor is a client, affiliate, beneficiary or other stakeholder. Other features include maps of affiliates and a calculator to determine tax benefits.

The 21 existing websites have proven their success as a marketing tool, generating business and drawing significant traffic, led by the Brazil e-Business site, which is recording 170,000 visits per month. All Benefits and Rewards Services countries will deploy these websites.

Highlights

INTERNATIONAL – SODEXO CONTINUES TO IMPLEMENT GROWTH STRATEGY

Sodexo launched Benefits and Reward Services operations in two new countries in which it already offers On-site Services:

Israel – Sodexo becomes market leader in Benefits and Rewards Services

With its March 2013 acquisition of **Cibus Business Meal Ltd**, Sodexo rose to number one in Israel in Benefits and Rewards Services, today providing 1,350 companies with meal cards that can be used by their employees in 3,700 restaurants. The transaction opens potential opportunities for all of Sodexo's Benefits and Rewards Services programs in the country as well as the ability to now offer comprehensive Quality of Life Services.

Sweden – Sodexo reinforces Quality of Life Services offer

Complementing its services offer in Sweden, Sodexo has added Benefits and Rewards Services through its acquisition of **Rikslunchen**, Sweden's second largest issuer of restaurant cards. Rikslunchen serves more than 50,000 beneficiaries through a nationwide network of over 18,000 affiliated restaurants. Sodexo is the only company proposing a comprehensive Quality of Life Services offer in Sweden.

CHINA – SODEXO OBTAINS ISSUER LICENSE FOR PREPAID CARDS

The People's Bank of China (PBOC) granted Sodexo a five-year license, according to Chinese regulations applicable to issuers of prepaid cards. Sodexo is continuing to develop motivation and loyalty programs in Shanghai for more than 275,000 beneficiaries and 1,300 clients, with a network of 8,000 affiliated partners.

EMPLOYEE BENEFITS

KEY FIGURE

> 25 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.

"With its goal to become the leader in the employee benefits market, Sodexo has developed **customized, easy-to-use, economical solutions with optimized tax treatment** that address client human resource needs and help them improve their image.

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.

■ Focus on...

BRAZIL – INNOVATIVE EMPLOYEE SERVICES CARDS

Innovative new cards released by Sodexo Benefits and Rewards Services in Brazil are expanding and improving services for beneficiaries.

The first, **Refeição Pass**, is a new meal card based on the PAT law (*Programa de Alimentação do Trabalhador* or Workers meal program). This card uses the latest EMV chip technology⁽¹⁾. Considered the most secure on the Brazilian market, this breakthrough technology provides greater security and flexibility for Company employees in Brazil. The more than 1.5 million users can use the card in a large network of more than 320,000 affiliates throughout the country.

An additional innovation, the **Cultura Pass** card (a 50 reais card) based on the PAC Law (*Programa de Cultura do Trabalhador*) allows Company employees to purchase cultural good and services such as books, CDs and tickets for the cinemas. This card gives also access to specific cultural discounts and promotions.

Finally, the **Alimentação Pass Natal** gift card offers employees the freedom to choose products they want for Christmas from a wide network of supermarkets. This card is an alternative to the traditional food basket given at many companies.

Highlight

FRANCE – NEW CARD CREATES NEW OPTIONS FOR GIFT GIVING

With the success of the "Spirit of Cadeau" gift card launched last year, Sodexo introduced a new innovation in 2013 with the "Spirit of Cadeau" **Le Cadeau commun**, the first card for groups who want to pool their gift giving. Useable at more than 150 locations, on 40 Internet sites, the card can be purchased at commercial outlets or online at spiritofcadeau.com. With an authorized value up to 2,500 euros, the card allows givers the option of creating a message to be printed and given to the recipient along with their gift card.

Key contract wins

CHINA – AIRCRAFT MANUFACTURER COMAC REINFORCES ITS LINKS WITH SODEXO

Already a provider of On-site Services to **Commercial Aircraft Corporation of China, Ltd (COMAC)** in Shanghai, Sodexo was chosen last year to provide an assured meal benefit through Meal Pass to 3,300 employees. Sodexo's customized offer allows the commercial aircraft manufacturer's employees to utilize the benefit in either Company cafeterias or at affiliated restaurants. This year, COMAC demonstrated their trust and satisfaction with Sodexo's solution, and more than doubled the number of their employees receiving this employee benefit all over the Company.

(1) EMV (Europay, Mastercard, Visa) defines rules related to the structure of chip cards (smart cards) for security and interoperability with point of sale equipment.

INDIA – MODERNIZING THE TRADITIONAL GIFT FOR THE FESTIVAL OF LIGHTS

Danish shipping, oil and retail giant **Maersk** reinforced its relationship with Sodexo delivering Gift Passes to 8,000 of the Company's employees in India to celebrate "Diwali", the festival of lights, one of the most important celebrations of the Hindu calendar. Sodexo's solution enabled Maersk to provide the rewards to its employees at their workplace and on time for the Diwali celebrations at the Company's Mumbai headquarters and its Pune and Chennai regional offices. In addition to simplifying logistics for our client, the result was a timely benefit for employees, who welcomed the freedom to choose their own gift from some 12,000 retail outlets.

LATIN AMERICA – FEMSA RELIES ON SODEXO'S EXPERIENCE TO REINFORCE EMPLOYEE ENGAGEMENT

More than 140,000 employees of **Coca-Cola FEMSA**, the world's largest bottling company and FEMSA – Comercio, operator of OXXO, Latin America's largest convenience store, are benefiting from Sodexo's electronic "Tienda Pass" food card, which ensures employees and their families can buy food products. Sodexo also provides rewards to Coca-Cola FEMSA employees through the "Premium Pass" gift card, offering the recipient freedom to choose their own gift at establishments throughout the Latin American countries in which Coca-Cola FEMSA operates. Solutions that contribute to improving employee motivation, attraction and retention.

Among our clients...**BANKS – INSURANCE – CORPORATE SERVICES**

Adecco: Argentina, Bulgaria, France, Germany, Mexico, Spain, Tunisia

AXA: Germany, India

Groupe BNP Paribas: Czech Republic, France, Germany, Mexico, Spain, Tunisia

Groupe HSBC: Mexico

Groupe ING: Belgium, Slovakia

KPMG: Belgium, Vietnam

Postal Savings Bank of China: China

PriceWaterHouseCoopers: Bulgaria, France, Germany, Luxembourg, Mexico, Vietnam

Société Générale: Bulgaria, Tunisia

IT – ELECTRONICS

Accenture: Slovakia

Alcatel-Lucent: India, Tunisia, Turkey, Venezuela

Cap Gemini: India

Flextronics: India, Mexico, Romania

Hewlett-Packard: Bulgaria, India, Tunisia, Turkey

L.M Ericson: Bulgaria, Tunisia, Turkey

Microsoft: Czech Republic

Nokia: Hungary, Tunisia, Vietnam

Oracle: Philippines, Tunisia, Venezuela

Samsung Electronics: Indonesia, Philippines, Spain, Tunisia, Venezuela

SAP: Bulgaria, Germany, India, Luxembourg, Spain

SERPRO (Serviço Federal de Processamento de Dados): Brazil

Sonda Procwork: Brazil

CONSUMER GOODS

Coca-Cola: Bulgaria, Luxembourg

FEMSA (Coca-Cola FEMSA): Mexico

Henkel: India

Johnson & Johnson: Philippines

La Polar: Chile, Venezuela

L'Oréal: Romania, Turkey

Nestlé: Czech Republic, Tunisia, Venezuela, Vietnam

PepsiCo: Romania

Procter & Gamble: Philippines, Tunisia

Spal Industria Brasileira de Bebidas, SA (Coca-Cola FEMSA subsidiary): Brazil

Unilever: Bulgaria, Spain, Tunisia, Venezuela

INDUSTRY – ENERGY

CHESF (Companhia Hidro-Elétrica do São Francisco): Brazil

COMAC (Commercial Aircraft Corporation of China): China

Eli Lilly: Czech Republic, Mexico, Philippines, Venezuela

General Motors: United Kingdom

GlaxoSmithKline: Indonesia, Mexico

Hindustan Aeronautics Limited (India)

Lufthansa: Germany, Tunisia

National Railways (Hungary)

Pfizer: Indonesia, Tunisia, Venezuela

Schneider Electric: France, Indonesia, Spain, Tunisia, Vietnam

Siemens: France, Germany, Romania, Tunisia, Turkey

Toyota Motors: Philippines, Spain, Turkey, Venezuela

Tunisair (Tunisia)

Volkswagen: Romania, Tunisia, Venezuela

INCENTIVES AND RECOGNITION PROGRAMS

KEY FIGURE

> **5 million beneficiaries**

Source: Sodexo.

Our offer

ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH QUALITY OF LIFE

Sodexo is accelerating its development of **incentive programs**, providing companies with **customized 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.

In providing support at each step – program design, follow-up assessment, event communications, selection and delivery of rewards – based on its knowledge of beneficiary priorities.

Sodexo helps clients improve performance and achieve their goals through effective programs that motivate and reward their teams.

■ Focus on...

INTERNATIONAL – FOCUSING SODEXO'S GLOBAL EXPERTISE TO DELIVER WINNING SOLUTIONS

Four international centers of expertise dedicated to incentive offers were created in Belgium for Europe, in Colombia for Latin America, in India for Asia and in the

U.S. for North America. Their role is to provide support to Sodexo Benefits and Rewards Services teams in the countries where the activity is present. They also provide support to multinational clients in the design, implementation and monitoring of their programs to reward the performance and loyalty of their teams.

Flexible and varied, these programs respond to diverse needs and deliver value to employees through rapid and easy-to-use Internet-based rewards platforms.

For example, Sodexo has:

- promoted Company culture and values at one of the largest U.S.-based payroll companies through peer-to-peer and management recognition;
- Encouraging performance improving and cost-saving employee behaviors (safety, wellness, customer satisfaction, quality, attendance) at an IT company in India with 28,000 users.

In response to client requests, Sodexo can renew and propose **incentive programs** at the national and international level **to encourage and reward performance**. Through their use of Internet-based platforms and customer support, our Incentive programs provide companies with more effective tools for increasing sales, managing partner networks and motivating employees through recognition.

For example, Sodexo has custom-designed programs strengthening channel partner relationships for a major European tire company planning to launch regular campaigns to increase brand penetration within their distribution channels.

Sodexo today is managing over 350 major programs around the world.

Key contract win

POLAND – GOOGLE SEARCH RESULTS: EFFECTIVELY CUSTOMIZED INCENTIVES PROGRAM!

At the end of 2012, Sodexo's Benefits and Rewards Services Polish team concluded a partnership with Google Poland. A few weeks later, in January 2013, a new incentive pilot program was born.

The client had identified a potential, untapped opportunity: to encourage advertising agency partners to promote new products and features used by Google in its AdWords online advertising system. The goal: create a tailored program to motivate Google's advertising partners.

For a target group of Google customers, Sodexo set up a **complete and customized on-line incentive solution**. The range of services included construction of the mechanism, legal counsel, web site design, an online catalog of customized awards, daily program management and support services and advising Google managers.

After six months of use, promotion of Google products and features had increased and even exceeded the client's expectations and the Sodexo-designed program had received positive reviews from account managers. The results convinced Google to expand the pilot program to additional advertising agencies in Poland and implement the program internationally, in Italy, Russia and Brazil.

Among our clients...

BANKS – INSURANCE – CORPORATE SERVICES

Adecco: Argentina, France, Mexico, Tunisia

AXA: India, Indonesia

Groupe BNP Paribas: Argentina, Bulgaria, France, Tunisia

Groupe HSBC: Argentina, Indonesia

Manpower: Tunisia

Société Générale: Tunisia

IT – ELECTRONICS

Alcatel-Lucent: India, Tunisia

Cap Gemini: India

Flextronics: India

Hewlett-Packard: India, Indonesia, Vietnam

Microsoft: Czech Republic

Nokia: Hungary

Samsung Electronic: Indonesia, Philippines, Tunisia

SAP: India, Spain

Vodafone: Romania

CONSUMER GOODS

Coca-Cola: Bulgaria, Tunisia

Johnson & Johnson: Bulgaria, Philippines, Tunisia

L'Oréal: Romania, Tunisia, Turkey

Nestlé: Czech Republic, Hungary, Indonesia, Tunisia, Venezuela

PepsiCo: Romania

Procter & Gamble: Argentina, Tunisia, Vietnam

Unilever: Philippines, Spain, Tunisia

INDUSTRY – ENERGY

AstraZeneca: Mexico, Tunisia

Eli Lilly: Mexico, Philippines, Venezuela

GlaxoSmithKline: Indonesia

Pfizer: Tunisia, Venezuela

Schneider Electric: France, Indonesia, Tunisia

Siemens: France

Toyota Motors: Indonesia, Philippines

Volkswagen: Bulgaria, Romania, Tunisia

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 solutions, Sodexo simplifies access to basic services, culture or residential support services for millions of people worldwide.

With an objective to be the partner of choice for local governments, Sodexo designs **simple, transparent and effective responses** to facilitate management, 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 residence-based assistance to seniors or to individuals with disabilities.

■ Focus on...

GERMANY – EDUCATIONAL BENEFITS CARD PUTS SODEXO AT THE HEAD OF THE CLASS

The German government sought an effective means of improving access to education for children from low-income families and facilitating their integration into social and cultural life.

The “educational package” (*Bildungspaket*) entitles 2.5 million beneficiaries to access several types of benefit programs – including class trips, lunch and tutoring programs and socio-cultural programs. The educational package’s implementation is organized locally by the county or city councils and differs in all 440 communes in Germany.

To efficiently manage funds, the administration decided to provide the benefits as payment in kind through direct payment or vouchers and card systems to affiliates. Ensuring data security and records management were paramount for the clients.

In response, Sodexo developed an entirely online electronic payment program. The simple to use system offers greater security than traditional prepaid card systems. The program also allows beneficiaries to more easily find affiliates through an online search feature and the choice of a “smart card” format for payment facilitates use by child beneficiaries. Services provided by the program are specific and customized to individual needs, enabling beneficiaries to use their card for the services for which they are eligible and ensuring the target-specific allocations for the intended purposes.

Commenting on the program, German Labour and Social Affairs Minister, Dr. Ursula von der Leyen said, *“I am firmly convinced that an education benefit card will prove its value in the long term.”*

As a result of its expertise in managing the custom designed vouchers and electronic cards to support social and educational programs and its excellent public benefits reputation, Sodexo Benefits and Reward Services in Germany was already able to win 15 larger clients, ensuring non-discriminatory access to education for around 120,000 potential beneficiaries.

Key contract wins

FRANCE – SUPPORTING INDEPENDENCE FOR SENIORS AND DISABLED PERSONS

The **Saône-et-Loire department** awarded Sodexo the contract to oversee and manage its CESU residential employment services pre-paid voucher program, aimed at supporting the independence of elderly and individuals with disabilities through provision of residential services. The program benefits 8,000 senior citizens and 300 disabled persons, with 1,950,000 CESU vouchers issued annually. To respond to its clients’ priorities, Sodexo proposed an electronic transmission system to efficiently manage the vouchers across all issuers and communications kits and a call center to keep beneficiaries informed.

UNITED KINGDOM – CONTRACT RENEWED FOR ASYLUM SEEKERS BENEFITS PROGRAM

The UK Home Office renewed Sodexo's contract to provide cash and voucher support services for eligible asylum seekers, a program initiated in 2000. The program provides benefits to approximately 10,500 people and added two new payment cards this year for eligible service users returning to their country of origin.

VENEZUELA – SODEXO'S EXPERTISE EARNS TRUST

The newly elected Bolivarian government in the northwestern **state of Zulia** is relying on the social benefits expertise of Sodexo to optimize the delivery of food aid to 27,000 beneficiaries. Sodexo designed and implemented an effective solution to modernize the existing system, replacing voucher-based delivery with a Food Pass electronic card. In just three months, a dedicated team, supported by an information campaign, succeeded in migrating most beneficiaries and affiliates to the new system, which improves delivery efficiency, simplifies administration and lowers costs. In addition, Sodexo's country web site further eases the program's use and administration. Sodexo also is offering beneficiaries in Zulia its pioneering human resource management program, Vida Profesional, which helps participants develop professionally through information and training workshops, lectures and conferences.

www.vidaprofesional.com.ve

Among our clients...

PUBLIC AUTHORITIES

Argentina: Ministry of Social Development of Chaco

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

Czech Republic: Public Health Insurance

France: CAP Conseil Général du Rhône, City of Marseilles, Conseil Général des Hautes Pyrénées, Pôle Emploi

Tunisia: Central Bank of Tunisia, Ministry of Education, Ministry of Finance, Ministry of Foreign Affairs

United Kingdom: Ministry of Defense, UK Border Agency

Venezuela: Government of Falcon State, Government of Yaracuy State, Government of Zulia State

1.3.2.3 OUR PERSONAL AND HOME SERVICES

Our offer

QUALITY OF LIFE FOR ALL AGES

Three 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.

- **Concierge services**

Sodexo 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.

- **Home Care**

Home Care services support seniors' independence and quality of life in offering customized services to facilitate daily life, such as mobility assistance, help with errands, preparation of balanced meals and medication reminders, personal care, and much 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.

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.

While government agencies promote in-home care to control public spending, the private pay segment continues to grow in response to demand from seniors prepared to invest personal resources to maintain their independence and quality of life.

Source: Sodexo.

Supporting our client: The Grand Hôpital de Charleroi in Belgium

THERE'S A CONCIERGE IN MY HOSPITAL ROOM!

In offering Sodexo's concierge services to both employees and patients, the Grand Hôpital de Charleroi (GHdC) is improving quality of life for all, while increasing its attractiveness as both an employer and a healthcare provider.

Our client's needs

In an increasingly competitive market, the Grand Hôpital de Charleroi sought a partner who could help improve employee work-life balance and patient and family quality of life.

Sodexo's response

Through its Circles subsidiary, Sodexo proposed a concierge services offer on the hospital's largest site to meet the expectations of hospital employees and patients. Easily accessed *via* the concierge desk, phone or Internet, the wide range of services include dry cleaning, alterations, shoe repair, reservations, tickets, car wash, ironing, laundry, administrative tasks, florist services, Vivabox gifts, organic fruit and vegetable baskets and pet sitting services. Sodexo also manages the hospital's reception and information desk.

Results

After one year of operations, this initial concierge services offer within Belgium's health care sector has met with a strong, positive response from users, reflected in the continuous growth of requests. The result is a planned expansion to all five of the hospital's sites, covering 4,500 employees and all patients and visitors.

"We wanted to meet two challenges: to make life easier for our nursing and medical staff working under often

difficult conditions and to increase the comfort offered to our patients and their families. Sodexo has helped us to build a high-value offering that improves quality of life for all and helps us differentiate ourselves in a highly competitive market."

Michèle Pirlot

Operations Department Director
Grand Hôpital de Charleroi

Focus on...

FRANCE – IMPROVING QUALITY OF LIFE THROUGH HOME CARE FOR SENIORS

Sodexo strengthened its expertise in home care services for seniors.

Amélis's four offices and 250 employees, including 230 caregivers, recently became part of Sodexo. Amélis is specialized in providing a range of customized services to seniors and dependent persons offering both companionship and personal care. Services include light housekeeping, chores, errands, meal preparation, help in getting up and going to bed, administrative support, bathing and hygiene assistance, as well as related services such as tele-assistance through a personal emergency response system, medical equipment and home meal delivery.

This marks another step in Sodexo's development of Personal and Home Services in the senior in-home care market in France.

Highlights

FRANCE – EXPANDED CHILDCARE OFFERS

- Employees of insurance company **Matmut** can now book childcare places near their home or workplace in one of the 40 Crèche Attitude (a Sodexo subsidiary) childcare centers in the Paris region. The new partnership's "network" offer provides the company with a simple solution for helping employees balance their professional and family life.
- In January 2013, Crèche Attitude launched its new "**Solu'Crèche**" offer, an alternative childcare solution providing parents with emergency access to one of Crèche Attitude's 100 childcare centers in France when their usual caregiver is unavailable. Employees of global aerospace leader **Thales**, whose childcare centers are already managed by Crèche Attitude, were among the first to benefit from the new offer.

UNITED KINGDOM – IMPROVING QUALITY OF LIFE FOR SENIORS AND THEIR FAMILIES

- With the October 2012 launch of its subsidiary, **Comfort Keepers**, Sodexo entered the UK's home care market for seniors. Sodexo's customized professional services offer focuses on ensuring complete peace of mind for clients and their family members.
- Sodexo earned **Care Quality Commission (CQC) certification**, which ensures that medical and social care providers are meeting all national standards.

UNITED STATES

Expanded in-home care offer now includes nursing services

Comfort Keepers has introduced **Private Duty Nursing**, residence-delivered nursing services that enable clients to remain longer in their homes. The new service line extends Comfort Keepers' offer to include a much fuller range of services beyond non-medical services such as Companionship and Personal Care services already offered to seniors and dependent persons. The extended service differentiates Sodexo's offer, moving it into the medical care arena and has resulted in the addition of trained nurses to Comfort Keeper teams.

Comfort Keepers recognized with top ranking in its industry

In its review of America's top franchise opportunities, Entrepreneur Magazine ranked Comfort Keepers as **the number one franchise** within the senior care category and number 59 overall among **the top 500 franchises** in its Franchise 500® for 2013. The magazine's annual ranking reveals the impact of the newest trends and the industries poised for growth based on criteria such as financial strength and stability, growth rate and size of the system.

Comfort Keepers' performance was further recognized through receipt of "**World-Class Franchise™**" certification for the fourth year in a row from the Franchise Research Institute, a recognition based on feedback from franchisees.

Key contract wins

FRANCE

Sodexo subsidiary Circles is providing virtual concierge services for 8,000 employees working in the **buildings of SFL**, one of Paris' leading property managers. The services, provided at the company's 10 high-end office buildings include floral services, a babysitting locator and administrative tasks and are accessible *via* a customized app available on computers, touch screens and mobile devices.

UNITED STATES

Residents of the nationally recognized **Mt. San Antonio Gardens** senior living facility in Pomona, California, are benefiting from onsite concierge services provided by Sodexo subsidiary Circles, including after-hours support through a virtual concierge. The client sought to provide the 460 residents and its 250 employees with a higher level of support and an improved quality of life experience.

Among our clients...

Altran, Belgium
 Amica, United States
 Areva, France
 Baker & McKenzie, Sweden
 Bic, France
 Biogaran, France
 Biogen Idec, United States
 BNP, France
 Brown Richards, United States
 Campbell's Soup, Canada
 Carrefour, France
 Coca-Cola, United States
 Cox Communications, United States
 Diageo, United States
 EDF, France

Endicott College, United States	Nemours/Alfred I. duPont Hospital for Children, United States
Ernst & Young, United States	Oracle, France
European Investment Bank (EIB), Luxembourg	Procter & Gamble, United States
Goodrich, United States	PSA, France
Grand Hôpital de Charleroi, Belgium	Saab, Sweden
Hyundai Card, United States	Sanofi-Pasteur, France
Institut Gustave Roussy, France	Shell, France
Kraft Foods, Sweden	Siemens, France
Lincoln Motor Company (Ford), United States	St. Jude Medical Inc., United States
L'Oréal, France	Thales, France
Massachusetts General Hospital, United States	TripAdvisor, United States
Merck, France	UMMC (University of Mississippi Medical Center), United States
Meridian Health, United States	Virgin Atlantic, United States
Microsoft, France, United States	
Millennium Pharmaceuticals, United States	
NCC, Sweden	





ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

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2.1 The Better Tomorrow Plan

Sodexo's commitments to corporate social responsibility have always been central to the Group's fundamentals. Today, those fundamentals are the cornerstone of Sodexo's development as a responsible company.

True to its mission, Sodexo is committed to improving the Quality of Life of its employees and all those it serves throughout the world and contributing to the economic, social and environmental development of the communities, regions and countries where it operates.

Sodexo's Corporate Responsibility roadmap, the Better Tomorrow Plan (BTP), formalizes its social and environmental commitments. It allows the Group to track the plan's implementation in the 80 countries in which Sodexo operates, and to measure the impact of its social and environmental commitments.

The Better Tomorrow Plan comprises three core pillars:

We are: the fundamentals that serve as the cornerstone of a responsible company.

We do: four priority commitments for action.

- our commitment as an employer;
- our commitment to nutrition, health and wellness;
- our commitment to local communities;
- our commitment to the environment.

We engage: dialogue and joint actions with our stakeholders.



GOVERNANCE OF THE GROUP'S COMMITMENTS AND PROGRESS WITHIN THE BETTER TOMORROW PLAN FRAMEWORK

These commitments and improvement initiatives are primarily driven by two members of the Group Executive Committee:

- Elisabeth Carpentier, Group Executive Vice President and Chief Human Resources Officer; and
- Damien Verdier, Group Executive Vice President, Group Executive Vice President and Chief Marketing Officer, Offer Marketing, Supply Chain and Sustainable Development.

In addition, Sodexo's Diversity and Inclusion strategy is managed by Rohini Anand, Senior Vice President and Group Chief Diversity Officer who reports directly to Sodexo CEO Michel Landel.

The activities and progress are monitored by the Group Executive Committee and Senior Management. To this end, Sodexo sets objectives for its managers that are linked to the achievement of its commitments and includes these elements in their annual performance review.

2.2 We Are

➤ 2.2.1 OUR MISSION, VALUES AND ETHICAL PRINCIPLES

2.2.1.1 OUR MISSION

Our mission is twofold:

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

2.2.1.2 OUR VALUES AND ETHICAL PRINCIPLES

The values shared by Sodexo's 428,000 employees are: Service Spirit, Team Spirit and Spirit of Progress. Its ethical principles are loyalty; respect for people and equal opportunity; transparency and business integrity.

Sodexo's mission, values and ethical principles provide a sense of purpose that guides the work of all.

Today, 47 years after Sodexo's creation, they are the foundation of its commitment, serving as a common bond for its teams throughout the world.

2.2.1.3 BUSINESS INTEGRITY

We can only achieve our objectives if we remain fully committed to the highest standards of business integrity:

- in 2007, Sodexo published the "Statement of Business Integrity," outlining its commitments on ethical business practices for internal and external audiences;
- in 2011, Sodexo published the "Guide to the Statement of Business Integrity" with practical guidelines on the Code of Conduct for managers;
- a Group Ethics Officer was appointed in May 2011, with responsibility for overseeing Business Integrity throughout the Group;
- in January 2013, an e-learning module on Business Integrity for the top 1,200 managers was launched; it will soon be deployed in all of the countries where the Group operates.

KEY FIGURE

In Fiscal 2013, **98%** of employees worked in countries having the Sodexo Statement of Business Integrity available in at least one official language.

2.3 We Do

We do: our four priorities with commitments to action

- our commitment as an employer;
- our commitment to nutrition, health and wellness;
- our commitment to local communities;
- our commitment to the environment.

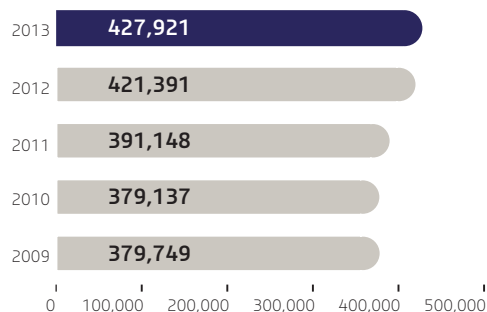
> 2.3.1 OUR COMMITMENTS AS AN EMPLOYER

Sodexo is a people company. With 428,000 employees, it is the 18th largest private employer in the world*. More than 95% of Sodexo's employees are in daily contact with its clients and serve 75 million consumers each day.

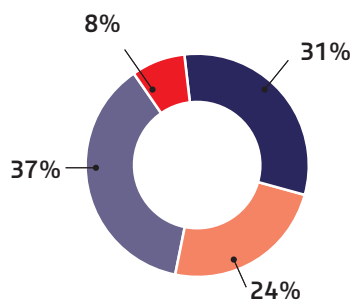
Sodexo's success is built on a unique social and economic model: its ability to contribute to consumers' Quality of Life is primarily due to the professionalism, engagement and dedication of its employees.

As an employer, Sodexo is committed to improving the Quality of Life of its people, offering solid jobs, providing employees the means to grow and develop throughout their career, fostering diversity and inclusion and ensuring a supportive work environment. Sodexo fully respects employees' fundamental rights and is committed to ensuring their safety.

TOTAL WORKFORCE AT THE END OF FISCAL YEAR

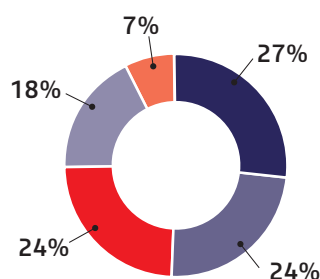


WORKFORCE BY GEOGRAPHIC ZONE – FISCAL 2013



- North America
- Continental Europe
- Rest of the World
- United Kingdom & Ireland

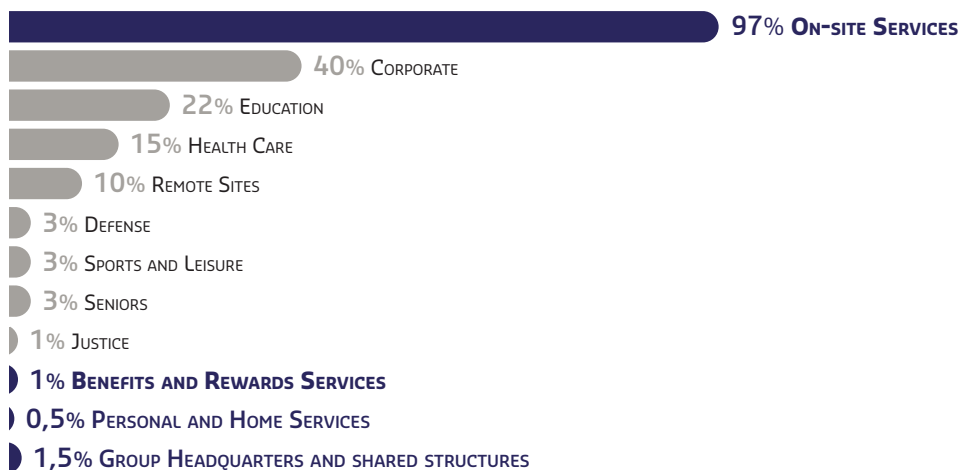
WORKFORCE BY AGE GROUP – FISCAL 2013



- Under 30
- 30 - 40
- 40 - 50
- 50 - 60
- Over 60

* Source: Fortune 500 – July 22, 2013.

WORKFORCE BY CLIENT SEGMENT AND ACTIVITY - FISCAL 2013



KEY FIGURES

Retention rate for all employees:
68% in Fiscal 2013.

Retention rate for site management:
82% in Fiscal 2013.

EMPLOYEE ENGAGEMENT INCREASES AGAIN

In April 2012, Sodexo carried out its fourth international Employee Engagement Survey, involving 130,000 employees in 60 countries.

The employee engagement rate – a concept that expresses both satisfaction and involvement – is a key performance indicator for Sodexo, which seeks to become one of the world's most admired companies by its employees.

The survey results indicated significant progress:

- for the second time in a row, the employee engagement rate increased reaching 57% in 2012;
- the participation rate increased by 13 points, from 56% in 2010 to 69% in 2012.

In early Fiscal 2013, managers presented local survey results to their teams with the objective of building tangible action plans. To date, more than 300 initiatives have been launched. These initiatives allow the Group to improve Quality of Life for its employees and to consolidate its performance as an employer on matters such as absenteeism, health and safety and retention.

The next Global Employee Engagement Survey will be conducted in April 2014.

2.3.1.1 ACCESS TO EMPLOYMENT

Sodexo is the world's 18th largest private employer and a leader in the services industry. In many countries, more than half of the population works in the services sector (in the United States, the figure has risen to 78%)*.

Sodexo's continued focus on growth enables it to create and provide solid jobs throughout the world. Since Fiscal 2008, the Group's workforce has grown by 21%.

The jobs Sodexo provides are open to all, regardless of age, gender, nationality, culture or personal background. Through its commitment to training, development and internal promotion, Sodexo employees are able to learn a trade and advance personally and professionally.

Sodexo offers employees stability, continuity and fulfillment. These strengths are reflected in the high level of employee satisfaction – 85%** of employees prefer working for Sodexo to the competition.

■ AUSTRALIA – Closing the gap on Indigenous disadvantage

Sodexo was Australia's first services company to launch a Reconciliation Action Plan to increase opportunities and contribute to social and environmental sustainability for Aboriginal and Torres Strait Islander communities. Working closely with Reconciliation Australia, Sodexo seeks to ensure that the core pillars of reconciliation – relationships, respect and equal opportunities – are integrated throughout the business.

Launched in Fiscal 2011, the action plan commits Sodexo to increasing the proportion of Indigenous staff in its workforce from 4% to 10%. The plan also provides support for business development and community projects and seeks to improve access to education, sport and culture. Sodexo in Australia is now implementing its third action plan within the framework of a ten-year commitment towards closing the gap on Indigenous disadvantage.

"We congratulate Sodexo on this outstanding commitment, one that shows a truly genuine and collaborative effort to achieve great outcomes for Aboriginal and Torres Strait Islander Australians and Sodexo alike." Leah Armstrong, CEO, Reconciliation Australia.

■ CHILE – Helping at-risk women join Sodexo teams

On International Women's Day, Sodexo signed an agreement with ComunidadMujer, which promotes policies to allow for greater participation of women in the public and private sectors through female entrepreneurship and professional development. As part of this partnership, Sodexo helps to train and improve working conditions and employability for 20 women from the community in difficult life situations.

KEY FIGURES

Fiscal 2013 hiring for permanent positions, excluding integration of employees from other service providers and acquisitions:

Employees: **126,937**

Managers: **6,924**

Total: **133,861**

KEY FIGURE

In Fiscal 2013, **27%** of Sodexo staff were under 30 years old.

2.3.1.2 CONTINUOUS TRAINING

Training is critical to performance and growth. Sodexo invests in ensuring a team of talented professionals who understand and respond effectively to customer needs through a strong commitment to training and development.

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

* Measuring Trade in Services, World Trade Organization 2010.

** Employee Engagement Survey 2012 based on a representative sample of 130,000 employees.

Employees can choose from an extensive catalogue of training and development opportunities offered by the different Sodexo Academies around the world. For instance, in Fiscal 2013, Sodexo employees in the U.S. had a choice of over 400 training modules.

SOUTH AMERICA – Sales Academy training translates to results

The Benefits and Rewards Sales Academy in South America supports and enhances the activity's business development through effective and innovative training for sales teams.

The training modules developed by the Academy include coaching sessions on leadership competencies and management skills to improve sales performance.

Nearly 40,000 hours of training have been invested in the Sales Academy. Its contribution to improved sales performance is tracked through key performance indicators such as numbers of visits, leads generated and conversion rates.

GABON – Developing employees, supporting communities

A newly opened training center in Libreville allows Sodexo employees to take courses toward earning a degree accredited by Gabon's Ministry of National Education.

Center training programs combine theory and practice for both existing employees and new recruits, offering courses for managers, site managers, kitchen and housekeeping staff and maintenance workers.

The new training center is an opportunity to contribute to the social and economic development of local communities, in addition to supporting employee training and development.

KEY FIGURES

In Fiscal 2013,
351,071 employees participated
in at least one training session,
representing **83%** of average
workforce and nearly **4.8** million
hours of training.

2.3.1.3 CAREER OPPORTUNITIES

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

Sodexo's constant growth, range of activities and diversity of professions multiplies the possibilities for advancement. For instance, within the On-site Services activity in France in Fiscal 2013, 1,827 employees were promoted internally.

Sodexo's commitment to providing career opportunities is a key driver of employee motivation. In the 2012 Engagement Survey, 79%* of employees say they feel they have opportunities to grow within Sodexo.

In Fiscal 2013, Sodexo continued the deployment of Ingenium, an international talent management system, which helps Sodexo's Human Resources team manage the annual performance review process, succession planning and the creation of personal development plans. Since 2010, 50% of managers worldwide benefit from this program, with an objective to reach all managers by 2015.

* Employee Engagement Survey 2012 on a representative sample of 130,000 employees.

FRANCE – Employee professionalization a priority

One of Sodexo's commitments as an employer is to making the professionalization and promotion of employees a priority. This commitment has been specifically addressed in France since 2005 through its professionalization policy.

As part of the Employee Training Plan, professionalization periods were instituted to provide employees with opportunities to earn professional qualifications. The Certificate of Professional Qualification (CPQ) is recognized by the French government and enables graduates to develop their employability.

The CPQ offers varied professionalization opportunities to all employees such as becoming a site manager, a chef, a qualified foodservices employee and, since Fiscal 2013, a housekeeper.

Since 2005, 1,400 employees have obtained a certificate. In Fiscal 2013, 300 employees participated in the CPQ program.

INTERNATIONAL – Developing leaders

The Sodexo Management Institute (SMI), one of the first management training centers, accompanies Sodexo's top 1,200 managers in further developing their leadership skills. The Institute training modules combine on-the-job learning projects, face-to-face sessions and e-learning.

A new program, "Sofocus", was rolled out in Fiscal 2013. Its goal is to support the deployment of Sodexo's strategic Quality of Life positioning. As of August 2013, four sessions have been organized with a total of 350 participants.

KEY FIGURE

In Fiscal 2013, **1,848** front-line staff were promoted to site management.

2.3.1.4 SUPPORTIVE WORK ENVIRONMENT

Sodexo has unrivaled expertise in improving Quality of Life in the workplace. Naturally, Sodexo's own employees also benefit from this expertise.

Whether they work in schools, hospitals, factories, prisons or on offshore platforms, employees work better if they are provided with a supportive, stable and healthy working environment. Sodexo's long-term commitment to its employees' Quality of Life is reflected in the importance placed on the quality of the managerial relationship, the protection of employees' health and safety and the assistance provided to help them maintain an appropriate work-life balance.

UNITED STATES – 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 special vacation, "LifeWorks" professional consultants are accessible by telephone 24/7 to every employee.

The "LifeWorks" website offers employees information resources, chat rooms and workshops covering a wide variety of subjects, highlighting a specific topic each month. Among the most commonly discussed topics are childcare, caring for family members who are elderly or have disabilities, financial or legal issues and health-related concerns.

Launched in 2010, this initiative has proven highly successful with 21,856 employees seeking help from "LifeWorks" in Fiscal 2013, generating 1,469 consultations of which 881 were in person.

KEY FIGURE

85%* of employees say that their physical work environment is appropriate to the type of work they perform on a daily basis.

* Employee Engagement Survey 2012 based on a representative sample of 130,000 employees.

2.3.1.5 OCCUPATIONAL HEALTH AND SAFETY

Health and safety is a strategic priority for Sodexo and integral to the Group's mission to improve Quality of Life. Sodexo is committed to providing safe working conditions and safe services that do not cause injury or illness. The Group believes that integrating health and safety into everything it does is essential to minimize risk to people and property.

Recognising the critical importance of leadership for health and safety, Sodexo's Health and Safety governance is led by the Group Chief Executive Officer and monitored by the Board of Directors.

Sodexo's global health and safety management system, defined by the Group Health and Safety Director and approved by the Chief Executive Officer and the Executive Committee is based on OHSAS 18001*. It comprises three fundamental components; the Group Health and Safety Policy, the Group Health and Safety Core Processes and the Group Health and Safety Reference Standards. The management system as a whole provides the framework to deliver the Group Health and Safety Policy expectations within each business entity. The Group Reference Standards define minimum global standards for specific health and safety topics and risks associated with the services that are provided.

All employees are expected to personally demonstrate their commitment to support and improve the health and safety culture: Every meeting, for example, is expected to start with a safety moment which, at a minimum, communicates the health and safety arrangements to all of the attendees.

INTERNATIONAL – SALUS Global health and safety software platform

Learning from health and safety incidents drives continuous improvement and is a mandatory expectation defined in Sodexo's Health and Safety Policy. Given the Group's global scale and the wide range of Quality of Life services provided, the use of technology is essential for effectively sharing this information between teams.

Salus is the Group's global health and safety software platform used by employees around the world to share experiences, helping to prevent accidents and continuously improve health and safety performance. It generates KPIs that are used to track progress and to define appropriate actions.

KEY FIGURES

Fiscal 2013 employee work-related accidents: **7,305**, a 4% decrease compared to Fiscal 2012.

In Fiscal 2013, **17** countries representing **78%** of Group revenues held one or more OHSAS 18001 certification (occupational health and safety)*.

2.3.1.6 DIVERSITY AND INCLUSION

For Sodexo, diversity and inclusion is an economic imperative and a fundamental component of the Company's overall growth strategy. In providing services to 75 million consumers around the world, Sodexo employees must understand their backgrounds and be attentive to their needs. In order to deliver innovative and effective services that improve the Quality of Life for clients and consumers, the composition of Sodexo teams must reflect the diversity of the population they serve.

* Occupational Health and Safety Assessment Series is an international management system standard. An ISO Project Committee is currently working on transforming OHSAS 18001 into an ISO standard, fully consistent with the ISO international management system standards (examples: ISO 9001 for Quality and ISO 14001 for environment).

In order to make diversity and inclusion a strategic priority, Sodexo has identified 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 ensure that Sodexo's workforce reflects the diversity of its 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."

Sodexo has identified several main drivers to support its commitments: ensuring 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 source of competitive advantage.

KEY FIGURES

Since Fiscal 2009, representation of women in Sodexo's Senior Leaders has risen from **18% to 23%**.

The goal for 2015 is 25%.

38% of women on the Board of Directors.

42% of women in all management positions.

54% of women in total workforce.

GENDER DISTRIBUTION FOR MANAGERS AND NON-MANAGERS FOR FISCAL 2013

Total employees: 427,921

231,719 **196,202**

Management: 48,885

20,605 **28,280**

Employees: 379,036

211,114 **167,922**

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

● Women ● Men

INTERNATIONAL – Global Task Force on Diversity and Inclusion

The 50-member Diversity and Inclusion Global Task Force was launched six years ago to develop and implement global initiatives supporting Sodexo's ongoing commitment to diversity and inclusion.

Sodexo measures progress and success through a scorecard that tracks both quantitative and qualitative accountability to ensure the continued sourcing, development and retention of a diverse and highly skilled workforce.

Leadership commitment

Sodexo integrates diversity and inclusion into its programs, policies and practices at every level of the organization. Sodexo's leadership teams are committed to ensuring that diversity and inclusion is embedded in everyday business activities, from recruiting the best talent to providing consumers and clients with the most innovative services.

INTERNATIONAL – Sodexo Women's International Forum for talent

The cornerstone of Sodexo's strategy for gender balance and the advancement of women is SWIFT – the Sodexo Women's International Forum for talent. Launched four years ago by Michel Landel, Sodexo Chief Executive Officer, SWIFT brings together 28 senior women leaders representing 14 different nationalities and all areas of the organization to increase women's representation in leadership positions through tangible initiatives and actions in support of a specific target: 25% female representation among Sodexo's Senior Leaders by 2015.

The Steering Committee focuses on key themes, including internal and external communications, the raising of awareness within the organization, leadership and pipeline development, work flexibility and the development of diversity and inclusion networks.

A shared culture

Sodexo strives each day to foster a culture of diversity that respects differences, enhances ideas and encourages sharing of individual experiences in order to increase the engagement of teams and the effectiveness of the Company's strategy.

INTERNATIONAL – 2013 International Women's Day

Every year on March 8, Sodexo celebrates International Women's Day under the leadership of Sodexo Women's International Forum for talent to celebrate the achievements of women: past, present and future.

Sodexo's initiatives for 2013 include an eight-day online showcase of insights from 12 women on Quality of Life – Sodexo clients, employees and opinion leaders – from Brazil, Chile, the United States, India, France, Austria and Italy and from across different sectors, including defense, justice, education and corporations.

In addition, Sodexo has asked the OECD to provide a comprehensive and objective overview of women's perceptions of Quality of Life. This overview draws on and analyzes the Better Life Index, a unique indicator launched by the OECD in 2011.

In Fiscal 2013, close to 30 entities from North America, Central and South America, Europe and Asia brought their own perspectives and priorities to the day's celebrations.

KEY FIGURE

In Fiscal 2013, **18** networks worldwide promoted diversity and inclusion.

Innovative partnerships

Diversity and inclusion is a source of competitive advantage – and a key component of Sodexo's long-term growth strategy. It is embedded in all aspects of business, through the development of 44 innovative partnerships with clients and with national and international institutions. Examples include the International Labour Organization (ILO) Global Business and Disability Network, AFIP in France to promote the inclusion of recent graduates from ethnic minorities and Pride at Work Canada, a professional organization created to support the lesbian, gay, bisexual, and transgender (LGBT) community in Canadian workplaces.

BRAZIL – Innovative ways to support employees with disabilities

As a diversity friendly company, Sodexo is committed to supporting its 668 employees with disabilities in Brazil at every moment of their professional life.

Teams have designed key innovations to facilitate the inclusion of disabled colleagues such as the simultaneous presentation of all employee videos in sign language and the creation of a series of videos that raise awareness integrate people with disabilities into the workplace.

Policies and procedures also are being reviewed to ensure equitable treatment and support for individuals with disabilities.

2.3.1.7 CONSTRUCTIVE LABOR RELATIONS

Since its creation, Sodexo has always maintained excellent social dialogue with its employees and their representatives in the countries where the Company operates. Such dialogue:

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

For over 10 years, Sodexo has maintained an excellent dialogue with the International Union of Food Workers (IUF) and in December 2011 became the first international company to sign an International Framework Agreement with IUF.

In addition, Sodexo organizes annually a meeting of the European Works Council, which includes employee representatives from 22 countries, and a quarterly meeting of the Council's Executive Committee to discuss topics of common interest such as senior employees.

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

2.3.1.8 HUMAN RIGHTS

Sodexo recognizes that companies have a responsibility to respect human rights as outlined in the United Nations Guiding Principles on Business and Human Rights. As a signatory to the United Nations Global Compact and in accordance with the OECD Guidelines for Multinational Enterprises, Sodexo is committed to respecting Human

Rights in every country where it operates, as informed by the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

In 2010, Sodexo drafted the Sodexo Charter concerning Fundamental Rights at Work and implemented a global program that includes mechanisms for performing assessments and action plans to ensure consistent communication and implementation of Sodexo's commitments across the globe. The four fundamental rights at work are:

- freedom of association and the 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 in respect of employment and occupation.

INTERNATIONAL – Fundamental Rights at Work e-learning module

In January 2013, a 30-minute e-learning module on Fundamental Rights at Work was launched for the top 1,200 managers worldwide. This module, which reviews the commitments outlined in the Sodexo Charter concerning Fundamental Rights at Work, includes interactive examples to challenge and inform managers on the importance of respect for global labor standards in accordance with local laws.

KEY FIGURE

In Fiscal 2013, **94%** of employees worked in countries having the Human Rights policy available in at least one official language.

➤ 2.3.2 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. Sodexo's commitments to nutritional education, balanced diet, health and wellness are the cornerstone of its offer. Sodexo has identified three commitments to actively promote nutrition, health and wellness:

- "We will develop and promote health and wellness services for clients, consumers and employees in all countries where we operate by 2015";
- "We will advocate balancing meal options at all client sites by 2016";
- "We will provide and promote menu choices with a reduced intake of sugar, salt and fats at all client sites by 2015".

■ FOOD SAFETY

Sodexo's 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, audits, food service facilities and equipment, inventory control and verification of use-by dates and temperature.

All Sodexo food service operations are required to implement the Global Food Safety & Hygiene Policy. 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.

KEY FIGURES

In Fiscal 2013, **12** countries representing **65%** of On-site Services revenues had one or more ISO 22000 certification (food safety).

2.3.2.1 HEALTH AND WELLNESS

The promotion of health and wellness improves Quality of Life by reducing chronic diseases such as diabetes, heart disease and high blood pressure (hypertension), each of which are prevalent and increasing in both developed and developing countries.

■ INTERNATIONAL – Wellness Program for Offshore employees

Sodexo developed Well Track, an innovative well-being solution for the Oil and Gas offshore industry. Through a comprehensive incentives-based program, offshore workers are constantly encouraged and rewarded for getting and staying in shape – at work and on leave, both physically and mentally.

Well Track, the Wellness program for offshore employees includes a three-pronged approach for Wellness:

- individually tailored fitness program;
- motivation incentives; and
- virtual concierge services.

During the pilot phase Sodexo was also able to track and measure the impact work/life initiatives had during home leave on the participants as fitness initiatives and engagement in wellness activities increased with the intervention of a coach and home-based coaching.

2.3.2.2 BALANCING MEAL OPTIONS

With more than 4,900 dietitians, Sodexo is the largest private sector employer of these professionals in the world.

Through online best practices sharing capabilities, Sodexo managers around the globe can access recipes and menus that meet the Company's nutritional criteria and respond to increasing consumer requests for healthy food choices. For example, Sodexo has recently introduced a global offer, Equi-Lunch, designed to meet the needs of consumers at work interested in increasing their vegetable-based options. The offer is adapted by chefs to meet local tastes in their country.

■ INTERNATIONAL – Sodexo's 10 Golden Rules

Pilot programs in several countries, including France, Norway, Gabon and Chile, have provided valuable insights that will be used to develop the company-wide roll out of Sodexo's "10 Golden Rules for Nutrition, Health and Wellness." Materials prepared by these countries, and feedback from consumers, will be shared so that countries can apply the rules in a customized manner that meets their needs, cultures and standards.

■ INTERNATIONAL – Dietitian virtual network

Sodexo links dietitians to regularly exchange information, experiences and best practices. The network facilitates collaboration on projects including menu development and ensuring recipes meet nutritional standards. The global group works together to create educational programming aimed at preventing diet-related chronic diseases, such as obesity or diabetes. This network has currently been deployed in 11 countries (Australia, Austria, Brazil, France, Gabon, India, Malaysia, Sweden, Thailand, United Arab Emirates and the United Kingdom) and will be progressively deployed to the rest of the Group.

KEY FIGURE

4,904 dietitians employed by Sodexo.

2.3.2.3 LESS SUGAR, SALT AND FATS

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

Sodexo has taken numerous actions as part of its commitment to "provide and promote choices with reduced sugar, salt and fats at all client sites by 2015," including looking at ways to reduce salt content across the entire food chain, from suppliers to end consumers.

■ NORTH AMERICA – Working with suppliers

Turkey burgers, often considered and promoted as a lean alternative to beef, can be extremely high in fat and loaded with sodium. Sodexo Supply Management worked with producer Jennie-O to create a healthier and popular alternative. Sodexo has sold more than 4.8 million reduced-salt turkey burgers over the last two years, eliminating one ton of salt and 74 tons of fat from consumer diets as it continues to engage with suppliers to improve the nutritional value of its menu offers.

■ EUROPE – Working with suppliers

Soup is perceived as a healthy, hearty comfort food but often contains levels of sodium that approach the maximum recommended daily level. Sodexo worked with Unilever to convert all beef, chicken and vegetable soup bases to a lower sodium version.

➤ 2.3.3 OUR COMMITMENTS TO LOCAL COMMUNITIES

Since its founding, Sodexo has worked to contribute to the economic and social development of the communities, regions and countries where it operates. Sodexo is committed to making a positive impact through its activities on local people's Quality of Life.

Sodexo has 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 promote the economic development of diverse and inclusive businesses through our Supply Chain Inclusion Program in all the countries where we operate by 2020;"
- "We will increase the purchase of products from fairly traded certified sources by 2015."

2.3.3.1 FIGHT AGAINST HUNGER AND MALNUTRITION

STOP Hunger is Sodexo's long-standing global program to combat hunger and malnutrition.

As a global company with strong local presence, Sodexo understands that these issues are complex, interrelated and that the causes – and therefore the solutions – vary by country and region. For these reasons, Sodexo seeks to make a lasting contribution by mobilizing all of its teams and expertise, working with host communities and local partners.

Sodexo's approach is based on two key elements:

- local engagement of employees through various opportunities, including financial donations, food drives and volunteering their time;
- a "solutions" oriented approach that addresses the different aspects of hunger and malnutrition by involving Sodexo's entire ecosystem, including employees, clients, suppliers, consumers, associations and social entrepreneurs.

INTERNATIONAL – Employees worldwide make Servathon 2013 a success

In April 2013, Sodexo teams in 25 countries participated in the annual Servathon campaign. Throughout the month, more than 30,000 employees volunteered over 70,000 hours and served more than 450,000 meals.

Examples of 2013 Servathon activities include:

- Sodexo employees in **Peru** developed a number of activities to promote and educate consumers about the superior nutritional characteristics and health benefits of quinoa, preparing special dishes and serving quinoa-based meals in schools;
- in the **U.S.**, several initiatives have focused on connecting with young people. More than 34,000 young volunteers have participated in activities ranging from collecting and serving food to raising funds and increasing awareness about hunger issues;
- employees at Sodexo offices in Mumbai, Pune and Bangalore and client sites in **India** sold organic mangoes to raise funds for NGOs working towards ending hunger and helping those less fortunate.

KEY FIGURE

In Fiscal 2013, **42** countries deployed the STOP Hunger initiative.

2.3.3.2 SUPPLY CHAIN INCLUSION PROGRAM

Sodexo reinforced its long-standing commitment to support local community development in 2013, launching a Supply Chain Inclusion Program and setting a commitment to achieve program goals in all countries where it operates by 2020.

The Supply Chain Inclusion Program leverages best practices from Sodexo operations around the world (including Australia, Canada, India, Peru, the UK and the U.S.) to develop strong and sustainable relationships with suppliers in one or more of the following categories:

- Small and Medium Enterprises (SME's) including social and micro-enterprises;
- suppliers from minority and other under-represented and/or protected groups;
- major Sodexo suppliers demonstrating a diverse workforce composition, actively embracing diversity and inclusion and promoting local supply chain inclusion.

2.3.3.3 FAIRLY TRADED CERTIFIED PRODUCTS

Sodexo contributes to improved Quality of Life in developing countries by giving preference in purchasing to products that meet its standards for fairly traded products. To achieve this, Sodexo works to clearly identify and label "fairly traded certified products" throughout the supply chain.

INTERNATIONAL – Fairly traded hot beverages

Sodexo's Aspretto offer of organic and fairly traded teas and coffees is now available on 866 sites in 19 countries representing 84% of Group revenues. A portion of revenues generated by these sales is donated annually to support Sodexo's STOP Hunger program. Through the efforts of the Company's Supply Chain and Marketing teams, and supported by the Aspretto offer, the share of fairly traded certified coffee has more than doubled since Fiscal 2009.

KEY FIGURE

The percentage of certified fairly traded coffee served by Sodexo (as measured in kilograms) has increased every year, reaching **24%** in Fiscal 2013.

> 2.3.4 OUR COMMITMENTS TO THE ENVIRONMENT

Sodexo works to reduce environmental impacts at client sites, promote sustainable sourcing practices and optimize natural resource consumption.

Sodexo has identified eight commitments in four areas for protecting the environment:

Sustainable supply chain practices:

- "We will ensure compliance with our Global Sustainable Supply Chain Code of Conduct in all countries where we operate by 2015;"
- "We will source local, seasonal or sustainably grown or raised products in all countries where we operate by 2015;"

- "We will source sustainable fish and seafood in all 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 practices:

- "We will reduce our carbon footprint in all countries where we operate and at client sites by 2020."

Water reduction practices:

- "We will reduce our water footprint in all countries where we operate and at client sites by 2020."

Materials and waste practices:

- “We will reduce organic and non-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.”

KEY FIGURES

In Fiscal 2013, **28** countries representing **50%** of Group revenues of countries had one or more ISO 14001 certifications (environmental management).

2.3.4.1 SUSTAINABLE SUPPLY CHAIN

Sodexo works continually to improve its supply chain with a strong focus on its sourcing, traceability and transparency.

Supply Chain Code of Conduct

Sodexo's Supplier Code of Conduct addresses issues identified through the United Nations Guiding Principles for Business and Human Rights such as fundamental rights at work, business ethics, employee health and safety and environmental management practices.

Sodexo requires all suppliers, regardless of their size, to comply with this Code. Key suppliers are also asked to regularly update Sodexo buyers on their projects and progress on their sustainable development commitments.

INTERNATIONAL – Online Registration Tool

Sodexo is reinforcing compliance with its Global Sustainable Supply Chain Code of Conduct through the introduction of an online registration tool. This tool leverages the power of technology to monitor progress through an electronic database of signatories and accelerates compliance by enabling suppliers to sign the Code online.

A global online supplier assessment process is being introduced.

KEY FIGURE

As of Fiscal 2013, **85%** of contracted suppliers have signed a supplier Code of Conduct.

Local, seasonal or sustainable products

Sodexo is working with the WWF (World Wildlife Fund) to develop a sustainable sourcing strategy for the following priority commodities: fruits and vegetables, palm oil, soy, beef and dairy.

In April 2012, the Company launched the deployment of its work on sustainable palm oil through issuance of a position paper and a range of implementation tools. Applicable in all countries where Sodexo operates, this commitment requires that all frying oil and margarine will be sourced from certified sustainable palm oil by 2015 or, where not immediately possible, offset through GreenPalm* certificates.

Development of positions and deployment plans for each of the remaining commodities is underway.

* *GreenPalm* is an online certificate-trading program supporting the production of sustainable palm oil exclusively endorsed by the Roundtable on Sustainable Palm Oil (RSPO), a not-for-profit association that unites stakeholders from seven sectors of the palm oil industry to develop and implement global standards for sustainable palm oil.

EUROPE – Sustainable sourcing for fruit and vegetables

Sodexo's European supply chain teams have continued with their work to improve the sustainability of fruit and vegetable sourcing. Suppliers for bananas, pineapples and oranges meet three criteria:

- signature of the Group Supplier Code of Conduct;
- GlobalGAP* certification;
- guaranteed country of origin sourcing.

KEY FIGURES

As of Fiscal 2013, **15** countries representing **36%** of On-site Services revenues selected products that support the development of a sustainable palm oil industry.

Sustainable fish and seafood

Sodexo's strategy for sustainable seafood seeks to protect this important resource by:

- maintaining a wide variety of sustainable species in catalogues and menus;
- protecting species identified as being at risk by removing them from the supply chain where no improvement processes are in place or by implementing control measures;
- increasing the use of Eco-standards to guarantee respect of sustainability criteria for both farm-raised and wild caught fish;

- establishing sustainable supply for aquaculture in accordance with the highest environmental and social standards;
- collaborating with the WWF and working with other NGOs for technical advice on Sodexo's sustainable seafood sourcing. WWF advises the Company on sourcing both wild caught and farm-raised fish.

INTERNATIONAL – Implementation of MSC global agreement advances

Sodexo has a worldwide agreement with the Marine Stewardship Council (MSC), an independent non-profit organization, which offers a certification program for maintaining healthy fish stocks and reducing ecosystem impacts of fisheries for wild-caught fish. MSC's Chain of Custody Certification assures Sodexo and its clients and consumers that certified seafood is not mixed with or substituted for non-certified seafood at any step of the chain.

Achievements in Fiscal 2013 include: MSC certification for four sites in Belgium, including the European Parliament and a central kitchen serving 200 schools; two central kitchens for schools in France serving 49 schools; and the launch of a pilot program on 10 Corporate sites and higher education sites in the U.S. In the Washington, D.C. metro area alone, the program reaches more than one million consumers.

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.

* *Global GAP (Good Agricultural Practice)* is a not-for-profit organization that offers worldwide voluntary standards for the certification of agricultural products around the globe.

■ INTERNATIONAL – Save the trees

Sodexo Benefits and Rewards Services launched a global initiative to move to electronic processes to improve efficiency and reduce the Company's ecological footprint. Involving 21 countries, the global "Save the Trees" challenge shows that big results can be achieved just by changing individual printing practices with business partners (suppliers, clients, affiliates).

By investing in and implementing new electronic solutions, such as e-contracts, web ordering, e-invoices, electronic workflows, e-pay slips and e-banking, Sodexo reached its target of reducing printed materials by 25% by September 2013.

KEY FIGURE

As of Fiscal 2013, **67%** of paper disposables were certified sustainable.

2.3.4.2 ENERGY AND EMISSIONS PRACTICES

Working toward its commitment to reduce its carbon footprint in all countries and at sites where it operates by 2020, Sodexo joined with the WWF to develop a unique tool to quantify current emissions.

Sodexo is working to set a carbon reduction, including Scope 1, 2 and 3* emissions and to create meaningful actions with both clients and supplier partners.

Because an accepted methodology did not exist for its agricultural supply chain or client sites, Sodexo worked closely with WWF to create new tools to estimate and measure emissions based on recent peer reviewed lifecycle assessments. The tool has been used to evaluate the supply chain in 14 countries (Australia, Belgium, Brazil, Canada, Chile, Finland, France, Germany, Italy, Netherlands, Spain, Sweden, the UK and the U.S.) In addition to measuring emissions, the tool is also used to identify hotspots for action and set achievable targets.

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

- scope 1: direct greenhouse gas (GHG) emissions from sources that are owned or controlled by the entity;
- scope 2: indirect GHG emissions resulting from the generation of electricity, heating and cooling;
- scope 3: indirect GHG emissions from sources not owned or directly controlled by the entity but related to the entity's activities.

Sodexo's international environmental working group is now using this tool to assess energy and emission levels in supply chain "hotspots" such as beef and dairy.

Sodexo is also working with WWF to create a similar estimation and measurement tool for client sites to identify potential energy and cost savings that could be achieved through on-site operational expertise.

2.3.4.3 WATER REDUCTION PRACTICES

One of the year's major achievements was developing an understanding and ability 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). In partnership with the WWF, the Company identified "hot spots" on which it needs to focus attention and define the actions to be taken.

An online training module for all site managers and Better Tomorrow Plan Champions continues to increase awareness among employees on water-related issues.

■ BELGIUM – Using less water for cleaning

At the Duracell plant in Aarschot, Sodexo is saving 100,000 liters of fresh water and 5,000 liters of cleaning products per year. It was determined that the same cleanliness results could be achieved for the client with less water and a lower concentration of cleaning products.

2.3.4.4 MATERIAL AND WASTE PRACTICES

More than 99% of Sodexo sites worldwide have implemented initiatives to reduce non-organic and organic waste.

In Fiscal 2013, Sodexo's global Waste Watch initiative identified the causes of and ways to reduce food waste in food preparation*. Waste Watch requires teams to collect, measure and track the amount of food wasted in pre-production (such as food that is prepared and cooked but not plated).

■ FRANCE – identifying programs to reduce food waste

Sodexo conducted pilot programs at 23 Corporate and 9 Education sites in France to identify the most effective ways of reducing food waste due to variations within each segment. This information will serve as the basis for developing operational standards for both client segments and broadening the deployment in the spring of 2014.

* It is estimated that between 4-10% of the food purchased in foodservices operations ultimately becomes kitchen waste before ever reaching the consumer. (Source: LeanPath).

2.4 We engage

The involvement of stakeholders is a key driver for optimizing the Group's corporate responsibility commitments. Employees, clients, consumers, suppliers

and institutions: Sodexo maintains an ongoing dialogue with all stakeholders to unite the efforts of all.

> 2.4.1 EMPLOYEES

The success of the Group's efforts depends heavily on its ability to engage and sustain a dialogue with its employees, who are its best ambassadors with clients and consumers.

Sodexo continues to involve an increasing number of employees in its corporate responsibility efforts through actions that include:

- the continued deployment of the e-learning tool across the Group in 10 languages and available to all employees;
- regular webinars to assist the Better Tomorrow Champions with the deployment of the Better Tomorrow Plan commitments;

- specific webinars for the Supply Chain and Marketing teams on subjects such as the Sustainable Supply Chain commitments and the Sodexo 10 Golden Rules for Nutrition, Health and Wellness;
- an individual site report resulting from the annual site survey that can be shared by each site manager with their employees to explain Sodexo actions and recommendations on the energy, water and waste;
- initiatives such as STOP Hunger which allows Sodexo employees to put the Group's commitment to local communities into action around the world; and
- programs that encourage the employees to engage with their clients and consumers, such as WasteLESS Day.

> 2.4.2 CLIENTS

Sodexo supports its clients' sustainability strategies and contributes to strengthening their reputations.

The Group believes that sustainability is a potentially significant growth opportunity, because:

- sustainability initiatives are becoming increasingly important in all markets and clients are placing increased emphasis on – and committing additional resources to – sustainability;
- in each of its client segments, clients expect Sodexo to demonstrate commitment and leadership on

sustainability. They look to Sodexo for visible performance improvements to help them achieve their own objectives;

- Sodexo's ability to meet these expectations is a source of competitive advantage, increasing client retention and helping to win new business;
- implementing awareness and behavior changes through tangible actions for consumers improves client engagement, reinforcing Sodexo's ability to create value.

> 2.4.3 CONSUMERS

Through its study of consumer trends, the Group has identified 14 trends of which four demonstrate the increased awareness of consumers of the links between services provided by Sodexo, sustainable development and health.

- **Mind & Body You.**
Growing focus on body fitness, body performance, encompassing, physical, emotional and spiritual dimensions to insure a more balanced and meaningful life.
- **Ethical Consciousness.**
Make a difference in a world in which ethics are increasingly relevant and actionable.
- **Search for Authenticity.**
New desires to get back to basics and regain lost benefits of past times.
- **Self-Preservation.**
Strategies for looking after oneself in an increasingly uncertain world.

The Group has further researched the impact of these trends on consumers on its sites through its marketing and consumer satisfaction survey tools.

Sodexo empowers consumers to improve their health and wellness by sharing educational, topical and consumer friendly information through traditional and digital

outreach means. Content provided, such as through Registered Dietitians in the United States, demonstrates Sodexo's commitment to reaching beyond client sites to improve consumers' Quality of Life. Regular health and wellness information and tips throughout the year helped make the Company's "Health & Wellness" blog the most visited and popular area of Sodexo's U.S. web site. Based on this success, this initiative will be expanded to other countries.

■ INTERNATIONAL – WasteLESS Day

In October 2012, 1,813 client sites in 26 countries participated in Sodexo's first ever WasteLESS Day, working to engage consumers to make pledges to help reduce waste, primarily food waste. Experiences and lessons learned from this event were incorporated into planning for an expanded WasteLESS Week for October 2013 focused on supporting Sodexo's commitments to reduce both organic and non-organic waste throughout the entire year.

KEY FIGURE

95% of Sodexo's workforce interacts on a daily basis with clients and consumers.

> 2.4.4 SUPPLIERS

Sodexo partners with suppliers on its commitments to local communities (STOP Hunger), reducing environmental impact (sustainable seafood) and health and wellness (developing menu items that are lower in salts, sugars and

fats). This collaboration throughout the value chain was cited by RobecoSAM* as one of the hallmarks of Sodexo's continued leadership for its industry.

* RobecoSAM is an asset management company specializing in sustainable investment in collaboration with the Dow Jones Sustainability Indices. RobecoSAM's "Sustainability Yearbook" is considered the world's leading publication for corporate social responsibility.

> 2.4.5 INSTITUTIONS

Sodexo regularly consults external stakeholders to advance its corporate responsibility strategy and innovations.

Stakeholder engagement is one of the core skills for minimizing negative environmental and social consequences and maximizing positive impacts from Company activities. Sodexo engages in transparent, ongoing dialogue with external stakeholders worldwide to promote healthy living.

Examples include:

- Sodexo and OECD (Organization for Economic Cooperation and Development) have signed a three-year agreement to promote the Better Life Index, the international index that deals with Quality of Life. Under this agreement, OECD and Sodexo will share their knowledge about the different factors that help improve the Quality of Life of individuals;
- Sodexo's long-standing working relationship with WWF includes a technical agreement to work together on environmental and supply chain issues of mutual interest. Efforts include sustainable seafood, agricultural commodities, water and energy use and promoting sustainable supply chain practices;
- Sodexo is an active participant in ILO (International Labour Organization) working groups;
- Sodexo is a founding partner and Board member of the GSSI (Global Sustainable Seafood Initiative), launched in February 2013. The GSSI brings together representatives from the private and public sectors, NGOs and academia to develop universal benchmarks to rate seafood certification programs. Sodexo is the only partner from its industry sector;
- Sodexo is providing expert advice to the United Nations Environmental Program (UNEP) on environmental impacts related to food issues.

2.5 Rankings and awards

> 2.5.1 RANKINGS

2.5.1.1 DOW JONES SUSTAINABILITY INDICES (DJSI)

- Listed in the DJSI World and DJSI Europe (formerly STOXX) indices since 2005.
- In 2013, Sodexo was named “Global Sustainability Industry Leader” for the ninth year in a row in the Dow Jones Sustainability Index (DJSI), for its industry sector.

Sodexo’s 82% score was the highest overall score in its business sector, (compared to an average score of 47%). Sodexo was the only company in its sector to attain Gold Class status and was named a Sector Mover for achieving the largest improvement in sustainability performance compared to last year. Sodexo earned the best score in the economic and social areas and was highly ranked on environmental performance.

2.5.1.2 2013 ROBECOSAM SUSTAINABILITY YEARBOOK

Sodexo’s sustainability performance was recognized with three awards at the World Economic Forum 2013 in Davos: Sector Leader, Gold Class and Sector Mover.

The RobecoSAM Sustainability Yearbook is regarded as the world’s most comprehensive publication on corporate social, economic and environmental practices.

2.5.1.3 SODEXO IS ALSO RANKED IN THE FOLLOWING INDICES:

- ASPI Eurozone® Index (Vigeo) since 2009;
- Ethibel Sustainability Index (ESI) Global since July 2010;
- Fédérés ISR Euro Index since June 2010;
- STOXX® Global ESG Leaders Index since September 2011.

> 2.5.2 AWARDS

2.5.1.1 BELGIUM

Sodexo recognized for intergenerational policies

Sodexo received Europe’s “Active Aging Award” in recognition of the Company’s intergenerational approach to human resources that promotes the return to or continued employment of older workers.

2.5.1.2 CANADA

Employer recognitions

In 2013, Sodexo was named one of Canada’s Top Employers for Young People as well as one of the country’s Greenest Employers.

2.5.1.3 CHILE

Sodexo improves Quality of Life for working parents

Sodexo was ranked second among the Best Companies for Mothers and Fathers in a study organized by Fundación Chile Unido and El Mercurio newspaper. The results are based on responses of employees regarding their company’s practices and benefits that enable work-life balance and contribute to employees’ quality of daily life. At Sodexo Benefits and Rewards Services in Chile, the voluntary and anonymous internal survey drew a 96% participation rate.

Sodexo employee volunteerism recognized

The Teletón Foundation recognized Sodexo's for its employees' support for children sponsored by the institution and for the Company's commitment to fostering diversity and inclusion among its 20,000 employees in Chile.

2.5.1.4 INDIA

Sodexo sustainability leadership recognized

Sodexo, received the 2012 Asian Sustainability Leadership Award for "Outstanding Social Impacts." The awards are presented to individuals and organizations which demonstrate excellence in their sustainability performance and serve as role models in their awarded category.

Sodexo receives prestigious Subir Raha award

Sodexo was recognized with the Subir Raha Corporate Social Responsibility Awards for its sustainability initiatives in the areas of community development and fighting malnutrition in Chennai through its STOP Hunger program, in partnership with Eco Kitchen. The Subir Raha Centre for Corporate Governance awards companies for excellence in community development and provision of humanitarian aid and relief.

Sodexo recognized among best employers for women

Sodexo's efforts to promote equal opportunity for women were recognized with a 2012 Best Employers for Women Award and Distinction at the WILL* Forum India (the Forum for Women in Leadership). The award reflects Sodexo's practices and structured processes, including benchmarking the progress of women within the Company, organizing cross-industry mentoring programs for women executives and committing to targets for increasing the percentage of women across all levels of management.

2.5.1.5 NETHERLANDS

Sodexo wins 2012 Employers Catering Award

The National Federation of Christian Trade Unions (CNV) recognized Sodexo with the 2012 Employers Catering Award. The CNV has over 350,000 members, including 14,000 employees in the foodservices sector. The award recognizes foodservices industry employers for their proactive human resources policies and actions.

Sodexo again recognized with Fairtrade award

For the third time, Sodexo won the Fairtrade@Work 2012 campaign, which promotes the use of fair trade products. Organized by the Max Havelaar Foundation, the award focuses on a company's sustainability commitment, based on the originality of its approach, the number of Fairtrade products used and the contribution to employee awareness.

* *Women in Leadership and Learning (WiLL)* was launched to promote a culture of personal and professional development for the women who contribute to Sodexo's success and the communities it serves worldwide.

2.5.1.6 UNITED KINGDOM

Waste reduction and recycling initiatives win award

Sodexo received a Footprint Award in the “Waste Management and Reduction” category for helping Central Manchester University’s NHS Foundation Trust reduce its food waste by 64.5%, by applying its food waste segregation strategy.

Sodexo’s leadership again recognized

For the third consecutive year, Sodexo earned the Corporate Responsibility Index Gold Rank from Business in the Community.

Sodexo’s Healthworks achieves internationally recognized accreditation

Healthworks, Sodexo’s health and fitness offer, has received ISO 9001 certification. Sodexo met the internationally recognized standard through its Quality Management System (QMS) used on all Sodexo Healthworks sites, which ensures uniform application of high standards in areas such as methods, materials and equipment.

2.5.1.7 UNITED STATES

Innovative mobile recruitment application awarded

Sodexo’s mobile recruitment application received two awards in recognition of its forward thinking approach to talent acquisition in an increasingly competitive labor market. The Company’s pioneering adoption of innovation and technology to attract and retain diverse, top talent in an increasingly mobile, digital world won Workforce Management Magazine’s 2012 Optimas Award for Vision as well as the Society for New Communications Research’s 2012 SNCR Award for Mobile Media.

Sodexo ranked #1 for diversity

Sodexo was ranked number one on DiversityInc’s 2013 Top 50 Companies for Diversity. Close to 900 companies from a wide range of industries participated in this year’s survey including consulting, retail, manufacturing and banking.

Announcing the recognitions to U.S. employees, Senior Vice President and Global Chief Diversity Officer Rohini Anand said, *“Sustaining our ranking is a testament to the hard work, commitment and contributions of our employees. However, achieving this success only means we must raise the bar, identify new opportunities and embed diversity and inclusion deeper into our organizational culture.”*

2.6 Indicators, reporting methodology and Statutory Auditors' Report

> 2.6.1 SUMMARY OF GROUP WORKFORCE AND ENVIRONMENTAL INDICATORS

	Fiscal 2013	Fiscal 2012
GENERAL INFORMATION		
☑ % of Group revenues of countries having one or more ISO 9001 certification	56.8%	57.1%
We Are		
BUSINESS INTEGRITY		
☑☑ % of employees working in countries having the Sodexo Statement of Business Integrity available in at least one official language	97.9%	98.8%
We Do		
AS AN EMPLOYER		
Workforce		
☑☑ Total Workforce	427,921	421,391
Per category		
☑☑ Employees	379,036	371,180
☑☑ • Male employees	167,922	162,821
☑☑ • Female employees	211,114	208,359
☑☑ Managers	48,885	50,211
☑☑ • Male managers	28,280	29,684
☑☑ • Female managers	20,605	20,527
By activity and client segment		
☑ On-site Services	97%	97%
☑ • Corporate	40%	40%
☑ • Education	22%	22%
☑ • Health Care	15%	14%
☑ • Remote Sites	10%	10%
☑ • Defense	3%	4%
☑ • Sports and Leisure	3%	3%
☑ • Seniors	3%	3%
☑ • Justice	1%	1%
☑ Benefits and Rewards Services	1%	1%
☑ Personal and Home Services	0.5%	0.5%
☑ Group headquarters and shared structures	1.5%	1.5%

☑ All the published information was subject to verification by independent third party entities designated by Sodexo.

☑☑ These indicators were subjected to a higher level of assurance called "reasonable assurance" by the same third party entities. The assurance report is available in the Corporate Responsibility/Assessing our progress/Indicators section of the Sodexo Group website www.sodexo.com or by clicking [here](#).

	Fiscal 2013	Fiscal 2012
Per geography		
☑☑ North America	132,611	123,698
☑☑ Continental Europe	102,236	103,558
☑☑ United Kingdom and Ireland	35,072	38,035
☑☑ Rest of the World	158,002	156,100
Per age		
☑☑ Under 30	27.5%	
☑☑ 30 - 40	24.0%	
☑☑ 40 - 50	23.9%	
☑☑ 50 - 60	17.7%	
☑☑ Over 60	6.9%	
Other workforce indicators		
☑ Employee retention rate	67.8%	60.0%
☑ Site management retention rate	82.2%	
Respect Human Rights		
☑ % of employees working in countries having the Human Rights policy available in at least one official language	94.2%	90.9%
Employee development		
Access to employment		
☑ New hires (excluding acquisitions and transfers)	133,861	150,943
☑ • Employees	126,937	143,359
☑ • Managers	6,924	7,584
Internal promotion		
☑ Site managers and other non-site staff promoted to off-site management	533	488
☑ % of off site management positions filled by internal promotion	33.1%	27.1%
☑ Front-line staff promoted to site management	1,848	2,250
☑☑ % of site management positions filled by internal promotion	24.0%	26.4%
Training		
☑ Total number of training hours	4,774,255	5,407,097
☑☑ Number of employees participating in at least one training program	351,071	327 269
☑ • Employees	294,319	279,694
☑ • Managers	56,752	47,575
☑☑ % of employees participating in at least one training program	82.6%	77.5%
Employee engagement (survey every 2 years)		
☑☑ Group Employee Engagement Rate		57%
Diversity and inclusion		
Representation of women		
☑☑ % of women's representation on the Board of Directors	38%	38%
☑☑ % of women's representation among Group Senior Leaders	23%	23%
☑☑ % of women in management positions	42%	41%
☑☑ % of women's representation in total workforce	54%	54%

☑ All the published information was subject to verification by independent third party entities designated by Sodexo.

☑☑ These indicators were subjected to a higher level of assurance called "reasonable assurance" by the same third party entities. The assurance report is available in the Corporate Responsibility/Assessing our progress/Indicators section of the Sodexo Group website www.sodexo.com or by clicking [here](#).

	Fiscal 2013	Fiscal 2012
Occupational health and safety - certification		
☑ % of Group revenues of countries having one or more OHSAS 18001 certification	78.5%	78.2%
☑☑ Number of work related accidents	7,305	7,635
NUTRITION, HEALTH AND WELLNESS		
Food safety - certification		
☑☑ % of Group revenues of countries developing and promoting health and wellness solutions	93.5%	96.0%
☑ % of On-site Services revenues of countries having one or more ISO 22000 certifications	65.0%	66.4%
Advocate balancing food options		
☑ Number of registered dietitians employed by Sodexo	4,904	4,702
LOCAL COMMUNITIES		
STOP Hunger		
☑☑ Number of countries having implemented the STOP Hunger initiative	42	42
Fairly traded certified products		
☑ % in kg of certified fairly traded coffee	23.8%	18.6%
ENVIRONMENT		
Environment management		
☑ % of Group revenues of countries having one or more ISO 14001 certification	50.4%	52.9%
Sustainable supplies		
Supply chain Code of Conduct		
☑☑ % of spend with contracted suppliers having signed a supplier Code of Conduct	84.8%	87.5%
Local seasonal or sustainably grown or raised products		
☑☑ % of On-site services revenues of countries selecting products that support the development of a sustainable palm oil industry	35.9%	35.4%
Sustainable equipment and supplies		
☑ % of spend on certified sustainable paper disposables as a % of total paper disposables	66.8%	63.2%

☑ All the published information was subject to verification by independent third party entities designated by Sodexo.

☑☑ These indicators were subjected to a higher level of assurance called "reasonable assurance" by the same third party entities. The assurance report is available in the Corporate Responsibility/Assessing our progress/Indicators section of the Sodexo Group website www.sodexo.com or by clicking [here](#).

➤ 2.6.2 WORKFORCE AND ENVIRONMENTAL INDICATORS REPORTING METHODOLOGY

The consolidated workforce and environmental indicators are presented in section 2.6.1.

2.6.2.1 CHOICE OF INDICATORS

Sodexo's Human Resources and Sustainable Development strategy requires that workforce and environmental performance be measured with clear indicators. These

indicators take into consideration the decentralized and primarily client site-based nature of Sodexo's operations and were selected to meet the following reporting objectives:

- to comply with legal requirements such as the Grenelle II law in France;

- to address the expectations of other external stakeholders, including shareholders and rating agencies; and
- to provide reporting that is consistent with the requirements of the Global Responsibility Initiative (GRI), ISO 26000 and the United Nations Global Compact.

In addition, Sodexo's indicators:

- include measures of the tangible benefits Sodexo brings to its clients;
- enhance employees' knowledge about Sodexo, increasing awareness and engagement; and
- provide visibility on progress for Group and country management.

2.6.2.2 SCOPE OF CONSOLIDATION

Indicators generally include all entities which are fully consolidated for financial reporting purposes, with the following exceptions:

- operations started in a new country during the fiscal year are included in the reporting scope in the following fiscal year;
- acquired entities are included as from the date of acquisition.

Fiscal 2013 workforce indicators

Workforce indicators are consolidated for all Sodexo entities. Certain additional indicators provided are specific to the entities in France.

Fiscal 2013 environmental indicators

Environmental indicators are consolidated for entities representing 96% of Group revenues, compared to 94% in Fiscal 2012. This increase resulted from the inclusion of additional entities in the reporting scope.

Certain environmental indicators are applicable only to On-site Services or to Benefits and Rewards Services due to the nature of the indicator itself; for example, an indicator relating to the percentage of sustainable seafood purchased relates only to On-site Services entities which provide foodservice.

Three Sustainable Supply Chain indicators are consolidated for entities representing 91% of Group or On-site revenues.

2.6.2.3 REPORTING FRAMEWORK AND TOOLS

Sodexo's commitments to social and environmental responsibility have always been central to the Group's fundamentals. The Group reinforced its workforce and environmental reporting in 2005 with the publication of its first Corporate Responsibility Report and further developed its sustainability performance processes in 2009 when its sustainability roadmap, the Better Tomorrow Plan was launched. At the time, the Group committed to report its progress regularly and transparently.

Each year, Sodexo endeavors to improve its processes and to this end, has implemented a reporting tool with two modules for gathering and consolidating information. These tools were deployed to all Sodexo entities in Fiscal 2012.

Consistency checks are embedded within the tools and additional control testing is performed.

The consolidation of workforce data is performed by Group Human Resources and the consolidation of environmental data is performed by Group Sustainable Development.

Certain strategic workforce indicators are consolidated quarterly for a detailed follow up.

All information published in this report was verified by the Group's external auditors*.

In addition to the "limited assurance" delivered by the external auditors in relation to indicators published for the requirements of Grenelle II, Sodexo requested an independent audit to a higher level of assurance called "reasonable assurance" of the following indicators:

- employees by gender, category, age, geography;
- number of work related accidents;
- percentage of employees participating in at least one training program;

* Statutory Auditors' Independent Third-Party Report on the Consolidated Social, Environmental and Societal Information provided in section 2.6.3.

- percentage representation of women on the Board of Directors, among Group Senior Leaders, in management positions and in the total workforce;
- number of countries having implemented the STOP Hunger initiative;
- percentage of spend with contracted suppliers having signed a supplier Code of Conduct;
- percentage of site manager positions filled through internal promotions;
- number of employees participating in at least one training program;
- Group Employee Engagement Rate;
- percentage of On-site Services revenues of countries selecting products that support the development of a sustainable palm oil industry;
- percentage of employees working in countries having the Sodexo Statement of Business Integrity available in at least one official language of the country;
- percentage of Group revenues of countries developing and promoting health and wellness solutions.
- The deployment of group-wide systems allowing for the comprehensive reporting of the following indicators is in its final stages:
 - number of days lost due to sickness, frequency rate and severity rate;
 - differentiation between voluntary and non-voluntary employee turnover to report dismissals. Currently the Global Employee Retention Rate is reported.
- Certain information is extremely difficult to gather given the nature of the Group activity:
 - regarding the training indicators for the Sodexo On-site Services activity in the UK, the number of site employees trained and the related number of training hours are under-estimated as only the Health and Safety training courses are taken into account;
 - Sodexo's activities are performed on more than 33,300 client sites. In the majority of these client sites it is not possible for Sodexo to measure its own energy and water consumption. Nevertheless, within the framework of a technical agreement with the WWF, Sodexo is working to define a robust methodology to provide a reliable estimate of Sodexo's consumption which will allow for progress to be measured over time;
 - Scope 1 and Scope 2 energy consumption and related carbon emissions are measured for the Group based on a representative set of major countries and the external verification of this data will increase over time. This information is reported annually through the Carbon Disclosure Project.
- The following information is not applicable to Sodexo given the nature of its activity:
 - preventive or corrective actions with regard to discharges into the atmosphere, water and soil with a significant negative impact on the surrounding environment;
 - consideration of noise and any other activity-specific pollution;
 - amount of provisions and guarantees for environmental risks;
 - land usage.

2.6.2.4 LIMITATIONS

With nearly 428 000 employees, Sodexo is present in 80 countries with differing regulations and operates across more than 33,300 client sites of different sizes and types of activity.

- Certain indicators required by French law may not be relevant for some entities or may be calculated differently in accordance with local legislation. Therefore they cannot be consolidated at Group level. Certain of these workforce indicators are presented for the French entities in section 2.7 and include the following:
 - "CDD (*contrat à durée déterminée* – Limited term contract)/CDI (*contrat à durée indéterminée* – Indefinite term contract)" employment contracts specific to the French labor environment;
 - working-time organization – These indicators are published for all French-based entities and the Group is working on the creation of a relevant global indicator; and
 - number of lost days for work related accidents: some local regulations include week ends and others only include working days.

2.6.2.5 RECONCILIATION TABLES

The reconciliation tables for Grenelle II and the GRI are included in sections 9.3.4 and 9.3.5 of this document.

➤ 2.6.3 STATUTORY AUDITORS' INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION

This is a free translation into English of the original report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, professional guidelines applicable in France.

Sodexo

225, Quai de la Bataille de Stalingrad
92130 Issy-les-Moulineaux

STATUTORY AUDITORS' INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION PROVIDED IN THE 2012-2013 MANAGEMENT REPORT

Financial year ended August 31, 2013

To the shareholders,

As Statutory Auditors of Sodexo, acting as independent third parties (our accreditation applications have been accepted by COFRAC – the French certification agency), we hereby present our report on the consolidated social, environmental and societal information (hereinafter referred to as “CSR Information”) provided in the management report for the year ended August 31, 2013, in accordance with the requirements of Article L.225-102-1 of the French Commercial Code.

COMPANY'S RESPONSIBILITY

It is the responsibility of the Board of Directors to prepare an annual report including the CSR Information required under Article L.225-102-1 of the French Commercial Code, in accordance with the protocol used (hereinafter referred to as the “Protocol”) by the Company, which is available on request from the latter.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulations, the code of ethics of the profession and by the provisions of Article L.822-11 of the French Commercial Code. In addition, we have set up a comprehensive quality control system including documented policies and procedures to ensure compliance with the code of ethics, professional standards and applicable legislation and regulations.

STATUTORY AUDITORS' RESPONSIBILITY

It is our role, based on our work:

- to attest that the required CSR Information has been disclosed in the management report, or that an explanation has been provided if any information has been omitted, in accordance with the third paragraph of Article R.225-105 of the French Commercial Code (Attestation of disclosure of CSR Information);
- to provide limited assurance that the CSR Information has been fairly presented, in all material respects, in accordance with the Protocol used (reasoned Opinion on the true and fair presentation of CSR Information).

We called on our CSR experts to assist us in our work.

We performed our work from May to October 2013.

1 Attestation of disclosure of CSR information

We performed the following work in accordance with professional standards applicable in France and the Order dated May 13, 2013 setting forth the arrangements governing independent third party engagements:

- We read the report on sustainable development providing details of the social and environmental impact of the Company's activity and its social commitments and, where appropriate, the related action and programs;
- We compared the CSR Information presented in the management report with the list provided for in Article R.225-105-1 of the French Commercial Code;
- We verified that the CSR Information covers the consolidation scope, which includes the Company and its subsidiaries within the meaning of Article L.233-1 and the controlled entities within the meaning of Article L.233-3 of the French Commercial Code, based on the limits specified in the methodological note in section 2.6.2.4 of the management report;
- In the event that consolidated CSR Information had been omitted, we verified that explanations had been provided, in accordance with the third paragraph of Article R.225-105 of the French Commercial Code.

Based on our work, we attest that the required Information has been disclosed in the management report.

2 Opinion on the true and fair presentation of CSR Information

NATURE AND SCOPE OF WORK

We conducted our engagement in accordance with the professional standards applicable in France, the Order dated May 13, 2013 setting forth the arrangements governing independent third party engagements and the International Standard on Assurance Engagements (ISAE) 3000.

We performed the following procedures to obtain limited assurance that the CSR Information does not contain any material misstatements and that it has been fairly presented, in all material respects, in accordance with the Protocol. A higher level of assurance would have required more extensive work.

We performed the following work:

- We identified those in charge of collecting information within the company and, where appropriate, those in charge of internal control and risk management procedures;
- We assessed the appropriateness of the Protocol in terms of its relevance, completeness, neutrality, understandability and reliability, taking into consideration, where appropriate, industry best practice;
- We verified that a process had been implemented for collecting, compiling, processing and verifying CSR Information, to ensure that it is complete and consistent. We reviewed the internal control and risk management procedures related to the preparation of CSR Information. We conducted interviews with those responsible for preparing CSR disclosures;
- We selected the consolidated CSR information to be tested* and determined the nature and scope of the tests, taking into consideration their importance in terms of the social and environmental impact of the Group's activity and its social commitments.

* Total workforce by gender, category, age, geographical area, New hires excluding acquisitions and transfers, Employee retention rate, Site management retention rate, Site managers and other non-site staff promoted to non-site management, Front-line staff promoted to site management, Group employee engagement rate, Percentage of Group revenues of countries having one or more OHSAS 18001 certification, Number of work related accidents, Total number of training hours, Percentage of employees participating in at least one training program, Percentage of Women's representation rate on the Board of Director/among Group Senior Leaders/in management positions/in total workforce, Percentage of Group revenues of countries having one or more ISO 14001 certification, Percentage of spend on certified sustainable paper disposables, Percentage in kg of certified fairly traded coffee, Percentage of On-site Services revenues of countries selecting products that support the development of a sustainable palm oil industry, Percentage of Group revenues of countries developing and promoting health & wellness solutions, Number of countries having implemented the STOP Hunger initiative, Number of registered dietitians, Percentage of spend with contracted suppliers having signed a supplier code of conduct, Percentage of Group revenues of countries having one or more ISO 9001 certification, Percentage of On-site Services revenues of countries having one or more ISO 22000 certification, Percentage of employees working in countries having the Human Rights policy available in at least one official language, Percentage of employees working in countries having the Sodexo Statement of Business Integrity available in at least one official language.

- Regarding the consolidated quantitative information that we considered the most important:
 - at Group level and for the controlled entities, we implemented analytical procedures and, on a sampling basis, verified the calculations and consolidation of the information.
 - at the level of the entities** selected based on their activity, their contribution to the consolidated indicators, their geographical distribution and a risk analysis, we:
 - carried out interviews in order to verify that the procedures had been correctly applied and to identify any omissions,
 - conducted tests of details on a sampling basis, which consisted of verifying the calculations and reviewing the associated evidence.

The selected sample represents on average 52% of the workforce and between 50% and 69% of the quantitative environmental information tested.

- Regarding the consolidated qualitative consolidated information that we considered the most important, we consulted the documentary sources and held interviews to verify and assess whether the information had been presented fairly.
 - For the other published consolidated information, we assessed whether it had been presented fairly and was consistent, based on our knowledge of the Group and, where appropriate, through interviews or by consulting documentary sources.
 - We assessed the relevance of the reasons given for any missing required information, where appropriate.

Due to the use of sampling techniques and other limits inherent to all information and internal control systems, the risk of not detecting a material misstatement in the CSR Information cannot be completely eliminated.

CONCLUSION

Based on our work, we have not identified any material misstatements that cause us to believe that the CSR Information, taken as a whole, has not been fairly presented, in all material respects, in accordance with the Protocol.

Paris La Défense and Neuilly-sur-Seine, November 13, 2013

The Statutory Auditors

PricewaterhouseCoopers Audit

Sylvain Lambert
Partner
in charge
of Sustainability Services

Yves Nicolas
Partner

KPMG Audit

Division of KPMG S.A.

Philippe Arnaud
Partner
in charge of Climate
Change & Sustainability
Services

Hervé Chopin
Partner

** On-Site Services France, Benefits and Rewards France, On-Site Services UK and Ireland, Benefits and Rewards UK, On-Site Services Belgium, On-Site Services Spain, On-Site Services Italy, On-Site Services USA.

2.7 Data related to Sodexo's activities in France

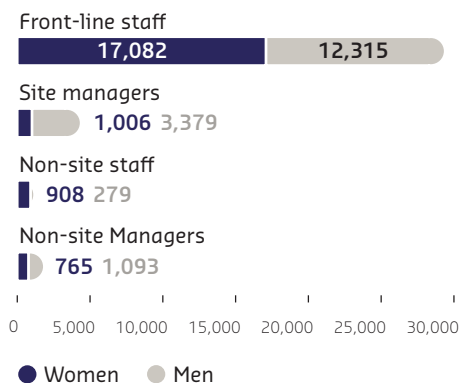
The following data comprises all employment aspects of all Sodexo operations in France, i.e., On-site Services, Benefits and Rewards Services, Personal and Home Services, the parent company and the Group's management companies.

2.7.1 WORKFORCE

As of August 31, 2013, Sodexo employed a total of 36,827 people in France.

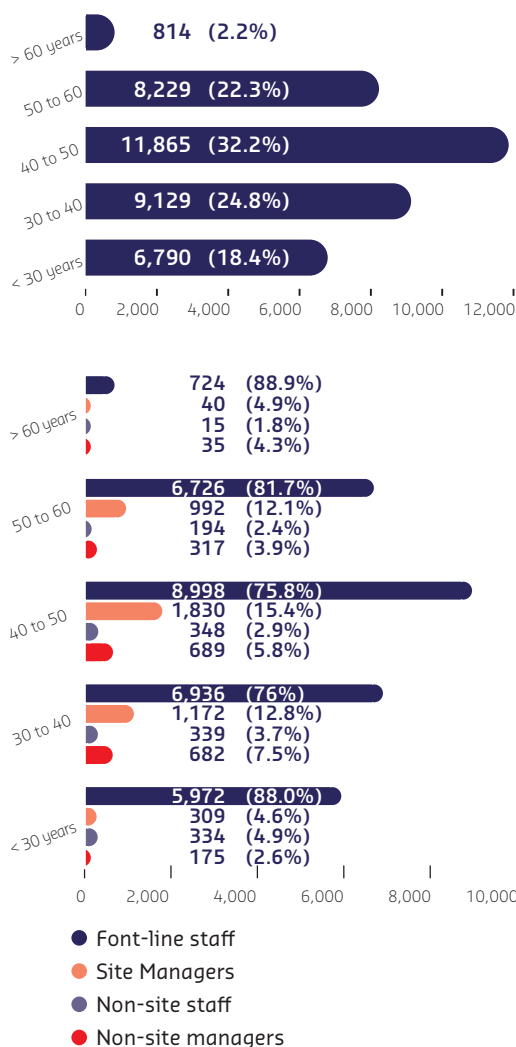
2.7.2 WORKFORCE BY GENDER

Women represent 54% of total employees, 58% of front-line staff, 23% of site managers, 76% of non-site managers and 41% of non-site managers.



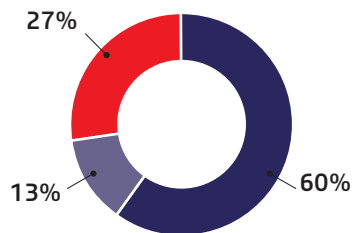
2.7.3 WORKFORCE BY AGE GROUP

The average age is 41.7.



2.7.4 EMPLOYMENT

4,627 staff were recruited in France on a permanent contract during Fiscal 2013 (compared to 5,693 in Fiscal 2012), comprising 2,784 by direct recruitment, 584 by conversion of fixed-term contracts into permanent contracts, and 1,259 by integrating employees from other service providers.



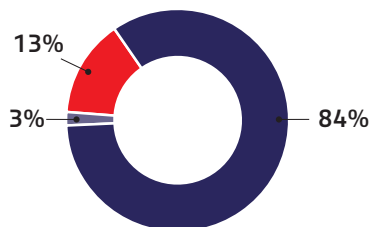
- Direct recruitments on permanent contract
- Conversion of fixed-term contract into permanent contract
- Employees integrated from other service providers

A strong focus on the recruitment of young people through apprenticeships and internships continues. More than 600 apprentices were hired during Fiscal 2013, and close to 120 higher education students completed their internships at Sodexo France, either at headquarters and regional offices, or directly on site.

As of August 31, 2013, 9% of employees were on fixed-term contracts (compared to 12% in Fiscal 2012).

During the fiscal year, employment on fixed-term contracts represented 13% of hours worked and temporary work represented 3%. These mainly concerned temporary replacements and spikes in workload.

500,126 hours of overtime were worked in Fiscal 2013, or 1% 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

1,552 employees had their employment contract terminated in Fiscal 2013, of which 120 were for economic reasons.

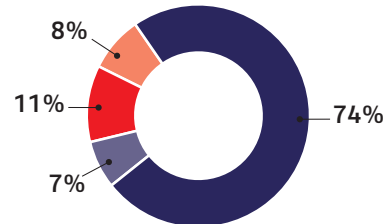
2.7.5 INTERNAL PROMOTION

In Fiscal 2013, 132 front-line staff in France were promoted to site management and ten site managers were promoted, for a total of 142 employees promoted to a supervisory position by a change of grade. These figures do not include internal promotions within the same grade.

2.7.6 ORGANIZATION OF WORKING HOURS

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

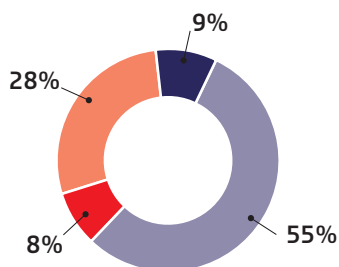
For Fiscal 2013, 74% of the workforce worked full-time. Part-time work involved 26% of the workforce.



- Full-time
- Part-time annualized ("school year")
- Part-time between 25 hours and full-time
- Part-time less than 25 hours per week

2.7.7 ABSENTEEISM

In France, the average absenteeism rate based on the number of days absent was 7% for the workforce as a whole (decreased from 8% in Fiscal 2012). The reasons were as follows:



- Work and travel-to-work related accidents
- Sickness
- Maternity
- Other (authorized paid leave, unpaid leave, etc.)

2.7.8 COMPENSATION

The average annual salary for a full-time front-line employee was 23,408 euro in France, which is 36% 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, on April 3, 2013 Sodexo reached an agreement with a majority of the collective bargaining organizations represented in Sodexo's entities in France. This agreement provides for the payment of a bonus of 80 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, 2012 to August 31, 2013).

2.7.9 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 2013 was 7,133,646 euro.

2.7.10 FRENCH PAYROLL TAXES

For Fiscal 2013, French payroll taxes represented 23% of the compensation of front-line staff. The employer's contribution was 43%.

2.7.11 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.

2.7.12 COLLECTIVE AGREEMENTS

In total, 44 collective agreements were signed in Fiscal 2013, including:

- four agreements addressing the issue of difficult working conditions;
- five agreements relating to the "inter-generational contract";
- two agreements relating on professional equality;
- two agreements relating to the employment of people with disabilities;
- two agreements of method for a plan of voluntary departure.

(1) The French gross legal minimum wage (Smic) in euro for a workweek of 37.87 hours, as of December 21, 2012.

> 2.7.13 HEALTH AND SAFETY

In Fiscal 2013, the number of work-related accidents has decreased by 13% compared to Fiscal 2012.

Thus, the frequency rate of work-related accidents in France was 29.1 in Fiscal 2013, and the severity rate was 0.8. There were 239 meetings of Health, Safety and Working Conditions Committees during the fiscal year. In addition, a collective agreement on the issue of specific difficult working conditions was signed in Fiscal 2012. This agreement calls for the implementation of a tool (e-SIPUP – Individual summary for the prevention of work-related strain) for managing workplace Quality of Life.

> 2.7.15 PROFESSIONAL EQUALITY

In Fiscal 2013, Sodexo France has continued to promote diversity and professional equality.

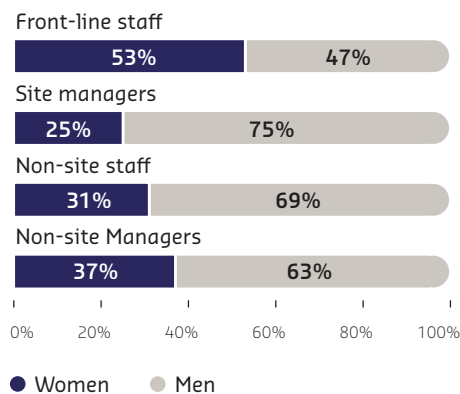
Sodexo continues to promote diversity through the Council for Diversity and Inclusion, created in 2011 under the leadership of the Chief Executive Officer.

Inter-generational agreements were signed during the year with an effective date of October 1, 2013.

"Uni-vers," the network formed to unite the Company's women and men, meets regularly on these issues.

> 2.7.14 EMPLOYEE TRAINING AND DEVELOPMENT

Expenditure on training by all Sodexo businesses in France totaled 18.7 million euro in Fiscal 2013. This figure represented 2% of the entity's total payroll and is in line with Fiscal 2012 (18.5 million euro).



The number of training hours totaled 297,548 hours during the fiscal year.