

Sodexo
in a snapshot
Fiscal 2011

Key figures

16 billion € in consolidated revenues
391,000 employees
33,400 sites
50 million consumers served daily
80 countries

Source : Sodexo at August 31, 2011

Fundamentals

Sodexo, founded in 1966 in Marseilles, France, by Pierre Bellon, is built on a philosophy that today unites the Group's 391,000 employees throughout the world.

A company is the community of its clients, consumers, employees and shareholders. Our purpose is to satisfy their expectations. To reach our goals, we have chosen to focus on organic growth of results and revenues.

This growth needs to have meaning to the women and men who contribute to it. In 1966, we defined our mission, our values and our ethical principles that provide us with a common vision and direction for our initiatives and efforts:

Our mission

Our mission is twofold:

- **Improve the Quality of Daily Life** of our employees and all who we serve.
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

Our core values

- **Service Spirit**
- **Team Spirit**
- Spirit of **Progress**

Our ethical principles

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

Our strategy

When creating Sodexo in 1966, we made two major choices that remain pillars of our strategy:

Sodexo is and will remain a services company

We have created services that are consistent with our mission: Sodexo has become *the world leader in Quality of Life services.*

Sodexo is and will remain an independent company

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

Sodexo remains an independent Group because Bellon SA (the family holding company) holds 37.7% of the capital and 47.6% of the voting rights.

Our ambition

We provide a **springboard** for employees' personal and professional growth and we aim to:

- be among the global companies most appreciated by its employees
- make Sodexo a globally known, chosen and loved brand
- sustain 7% annual average revenue growth
- reach a consolidated operating margin of 6.3% in four years
- achieve Return on Capital Employed above 15%

Our business activities

Sodexo, the **world leader in Quality of Life services** in three main business activities:

On-site Service Solutions

Sodexo provides clients with a wide array of on-site services in eight client segments:

Corporate, Defense, Justice Services, Remote Sites, Health Care, Seniors, Education, Sports & Leisure.

Motivation Solutions

Sodexo partners with private and public organizations to design, manage and deliver customized solutions.

- Employee Benefits such as restaurant and transportation vouchers ...
- Incentives and Recognition: gift vouchers ...
- Public Benefits: culture vouchers ...

Personal and Home Services

Sodexo designs and deploys services that improve quality of life for every one.

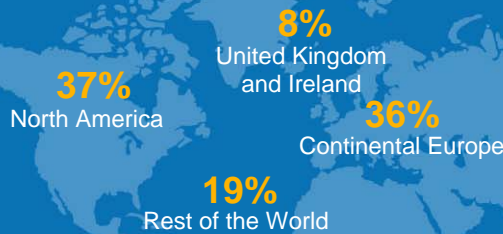
- Childcare
- Tutoring and adult education
- Concierge services
- Senior care

Revenue

96% On-site Service Solutions

- 31% Corporate
- 22% Education
- 20% Health Care
- 8% Remote Sites
- 6% Seniors
- 4% Defense
- 3% Sports & Leisure
- 2% Justice

4% Motivation Solutions (issue volume: EUR 13.7 billion)



Social and environmental responsibility

Human Resources and Diversity & Inclusion

To realize our full business development potential, estimated at 50 times our current revenue, we have set two goals in human resources:

→ Maintain a **high quality and appropriately-sized workforce** with the requisite skills to meet the expectations of its clients.

Investment in employee training at all levels is a priority.

→ Be among the global companies **most appreciated by its employees**.

Today, 85%* of our employees consider Sodexo a better employer than its competitors.

* Source : 2010 Employee Engagement Survey.

In terms of **Diversity and Inclusion**, we encourage equal opportunity in **five priority areas**:

Gender representation, generational opportunities, ethnic minorities, employing people with disabilities and respecting individual sexual orientation or gender identity and lifestyle choices.

Sustainable development

Strengthen its commitment to sustainable development, focusing on three priorities:

- **Promoting better nutrition, health and wellness**
- **Engaging in local community development**
- **Protecting the environment**

Sodexo formalized its action program by setting specific and measurable commitments as part of its "Better Tomorrow Plan."

A long-term commitment to fight against hunger and malnutrition

Through our **STOP Hunger** initiative, operating today in 42 countries, we mobilize our teams, clients and suppliers and, in partnership with 385 NGOs and local associations, we fight against hunger and malnutrition through training, providing information on nutrition, food distribution and financial donations.

Our contributions to clients' performance

With our comprehensive service solutions, we have contributed to helping our clients improve their performance

Germany

Sodexo Zehnacker for the Berlin Heart Institute



Our offer to the Institute's patients and employees has helped the Berlin Heart Institute remain the world's reference for heart treatments, while contributing to significant savings in sterilization, cleaning and maintenance costs.

Belgium

Schneider Electric



An online rewards program designed by Sodexo is helping Schneider Electric to increase the loyalty of its electrician customers. The platform enables Schneider Electric to be better informed about its customers needs and tailor its offer accordingly. The resulting increase in sales has led our client to consider deployment of the program to other countries.

China

Nokia headquarters



Our Quality of Life services have contributed to increase employee loyalty, with a decline of more than two-points in the attrition rate.

United States

Hobart and William Smith Colleges



Sodexo teams manage the services and infrastructure, as well as a sustainable development offer that has helped position the school among the country's leaders in sustainable performance. In 2009, 23% of campus waste was recycled, compared to 16% in 2007. Students' registration has also increased by 7% since 2005.

Recognition for our expertise

Sodexo again named one of world's best outsourcing companies.



For the third consecutive year, Sodexo has been ranked number three among the world's leading outsourcing services companies by an industry trade group, the International Association of Outsourcing Professionals (IAOP).



In 2011, Sodexo was named "Global Sustainability Industry Leader" for the 7th time in the DJSI (Dow Jones Sustainability Index) in its industry category, "Hotels, Restaurants..." Sodexo has been included in the DJSI World and DJSI STOXX since 2005.