Capital Markets Day

Paris, France
September 6, 2018
Dianne Salt

Chief Communications Officer
“We are delighted to welcome analysts, investors and media to our Capital Markets Day.”
Capital Markets Day App
Capital Markets Day badges
IN CASE OF AN EMERGENCY DURING THE EVENT

FIRE ACTION

In case of fire, call: 18 or 112

Tackle the fire with the appropriate fire fighting equipment without endangering yourself

If there is smoke in the air, stay low to the ground to reduce inhalation exposure

EVACUATION

If you hear the alarm or on the order of the security staff

Proceed to area assembly point

Leave the building by the nearest available exit

Calmly, follow the instructions of the security staff

Do not return to the building until authorized
This presentation contains statements that may be considered as forward-looking statements and as such may not relate strictly to historical or current facts. These statements represent management’s views as of the date they are made and Sodexo assumes no obligation to update them.

Figures have been prepared in thousands of euro and published in millions of euro.
## Capital Markets Day Agenda

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denis Machuel</td>
<td>Group Chief Executive Officer</td>
</tr>
<tr>
<td>Neil Barrett</td>
<td>Senior Vice President, Corporate Responsibility</td>
</tr>
<tr>
<td>Michel Franceschi</td>
<td>Senior Vice President, Performance Management – STEP</td>
</tr>
<tr>
<td>Marc Rolland</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Aurélien Sonet</td>
<td>Chief Executive Officer, Benefits &amp; Rewards Services, Worldwide</td>
</tr>
<tr>
<td>Sylvia Metayer</td>
<td>Chief Executive Officer, Corporate Services Worldwide</td>
</tr>
<tr>
<td>Marc Plumart</td>
<td>Chief Executive Officer, Healthcare &amp; Seniors Worldwide</td>
</tr>
<tr>
<td>Satya Menard</td>
<td>Chief Executive Officer, Education Services Worldwide</td>
</tr>
<tr>
<td>Belen Moscoso Del Prado /</td>
<td>Chief Digital &amp; Innovation Officer / Chief Executive Officer, Service</td>
</tr>
<tr>
<td>Sean Haley</td>
<td>Operations Worldwide; Region Chair UK &amp; I</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td></td>
</tr>
<tr>
<td>LUNCH</td>
<td></td>
</tr>
<tr>
<td>FORUM</td>
<td></td>
</tr>
<tr>
<td>Sophie Bellon</td>
<td>Chairwoman of the Board of Directors</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td></td>
</tr>
</tbody>
</table>
Denis Machuel

Group CEO
“Today we bring together Sodexo’s leaders from around the world to give you insight into our different businesses, our distinct market segments, our strategy, and our collective confidence in the Group’s outlook.”
Unlocking our potential

Our achievements to date

The challenges we are addressing

Our Strategic Agenda

Our outlook for the future

Accelerating growth
Sodexo Today

1970

1,000 employees
31,000 meals served daily
in 62 restaurants
Fr 61 million revenues

2017

3 activities
427,000 employees
100 million consumers per day
#1 13th consecutive year

Dow Jones Sustainability Indexes

Fr 61 million revenues
€20.7 billion revenues

NORTH AMERICA

EUROPE

AFRICA, ASIA, AUSTRALIA, LATIN AMERICA & MIDDLE EAST
Strong management team

**CLIENT SEGMENTS & ACTIVITIES**

Nathalie BELLON-SZABO  
Sports & Leisure  
Seniority since taking position: NEW

Nicolas JAPY  
Energy & Resources  
Seniority since taking position: 22

Tony LEECH  
Government & Agencies  
Seniority since taking position: 15

Satya MENARD  
Education  
Seniority since taking position: 20

Aurélien SONET  
Benefits & Rewards Services  
Seniority since taking position: 18

Marc PLUMART  
Personal & Home Services  
Seniority since taking position: 32

Sylvia METAYER  
Corporate Services  
Seniority since taking position: 12

Didier SANDOZ  
Healthcare & Seniors  
Seniority since taking position: 26

**GLOBAL FUNCTIONS EXPERTS**

Cathy DESQUESSES  
People  
Seniority since taking position: 20

Belen MOSCOSO DEL PRADO  
Digital & Innovation  
Seniority since taking position: 16

Marc ROLLAND  
Finance  
Seniority since taking position: 39

Dianne SALT  
Communications  
Seniority since taking position: 1

Bruno VANHAELST  
Marketing  
Seniority since taking position: 22

Dameien VERDIER  
Strategy & Corporate Responsibility  
Seniority since taking position: 21

**REGIONAL ANCHOR**

Denis MACHUEL  
CEO  
Seniority since taking position: NEW

Johnpaul DIMECH  
Asia Pacific  
Seniority since taking position: 20

Lorna DONATONE  
North America  
Seniority since taking position: 19

Anna NOTARIANII  
France  
Seniority since taking position: 20

Sean HALEY  
UK&I Service Operations  
Seniority since taking position: NEW
A unique positioning on Quality of Life

By improving the QUALITY OF LIFE of those we serve we improve the PERFORMANCE of people and organizations.

- SOCIAL INTERACTION
- EASE & EFFICIENCY
- PHYSICAL ENVIRONMENT
- PERSONAL GROWTH
- RECOGNITION
- HEALTH & WELL-BEING
From food player to global integrated services provider

- **CAGR +4.5%**
  - €13.4bn
  - 18%
  - 79%
  - 26%
  - 70%
  - 30%
  - 66%
  - 4%

- **CAGR +9.7%**
  - €20.7bn
  - 18%
  - 79%
  - 26%
  - 70%
  - 30%
  - 66%
  - 4%

- **48% OF CONTRACTS HAVE MORE THAN 1 SERVICE**

- **CAGR +2.6%**
  - 18%
  - 79%
  - 26%
  - 70%
  - 30%
  - 66%
  - 4%

- **CAGR +7.5%**
  - 18%
  - 79%
  - 26%
  - 70%
  - 30%
  - 66%
  - 4%
The benefits of our client segment organization

**Transversal functions:**
Service Operations, IT, Digital & Innovation, HR, Finance, Communications

**Geographic governance:**
Region Chair and Country President

**Global segments**
- Regional segment head
- Country segment head
- District manager
- **Client site manager**

**Expertise** mutualized & leveraged
**Synergies** at local level
Relations with local authorities

Deep **knowledge of clients**
Capacity to transfer best practices across geographies
**Flat organisation** (4-5 layers between CEO and site manager)
The rationale behind Sodexo’s integrated service offering

FOR Sodexo’s clients
- Focus on core business
- Satisfied end users
- Easier to manage

FOR Sodexo
- Growth
- Innovation
- C-suite access
- High client retention
- Robust contribution to On-site margin
Strategic account performance

Performance of Strategic Accounts (Corporate Services) over 13 years

Revenues
GP margin

High retention rate and UOP margins at circa Group level

Illustration

Performance model of a Strategic Account

Revenues
GP margin

Extension
Mobilization
Rebid
Extension
KLM: perspective on the value of our integrated services

**Length of relationship:** 26 years

**Services provided:** initially food services only, then further services added 11 years ago; now providing a fully integrated services solution including 44 difference services

**Value delivered for client:**
- single point of contact
- reduced cost and complexity
- more strategic relationship
- trust
- zero unplanned disruptions to operations
- focus on health, safety and compliance
- lowest cost of ownership
- total value of ownership

**Value for consumers:**
- consistency of service quality
- enhanced performance
- confidence in equipment always being effective
- a clean and safe working environment
- quality of life for employees through co-creation of Winning Way of Working program
Strong leading positions in developing economies

**BRAZIL**
- Entered in 1977
- 35,000 employees
- 900 clients
- 1.5 million consumers

**INDIA**
- Entered in 1997
- 43,000 employees
- 450 clients
- 1 million consumers

**CHINA**
- Entered in 1995
- 17,000 employees
- 2,000 clients
- 0.7 million consumers
Growing strongly and diversifying in Benefits & Rewards Services

FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17

- Meal & Food
- Others

CAGR
+7.5%
+15.9%
+5.1%

OUR NEW QUALITY OF LIFE OFFERS

- Culture pass
- Childcare pass
- Healthcare pass
- Incentive & Recognition
- Mobility & Expense

Capital Markets Day
Initiating and developing Personal & Home Services

Childcare

- Fast growing markets*
  (France: +10%, USA +4%, Germany +8% p.a.)

Homecare

- Still fragmented market
- Population over 80 will 4x by 2050
- Shortage of care givers
- Strong potential with technology

Concierge services

- Strong synergies with Corporate Services
- Strong consumer intimacy

Source: Xerfi
Our people, a key asset

Engaged employees

- 69% engaged employees in FY18
- Continued improved engagement from FY08 to FY18

Multi generational workforce

- 26% of our workforce < 30 years old

Absolute priority on Safety

- 46% reduction in LTIR over 5 years
- Strong reduction of LTIR from FY13 to FY17
Clearly identified areas of underperformance

**Challenges**

1. North America Healthcare & Education
2. Weakened Sales culture in some areas
3. Some execution issues
4. Lack of focus on food services
5. A few underperforming large contracts

**Actions**

1. Changes in teams
   - Focus on retention
2. Sales Academy
   - Renewed sales teams and incentives
3. Simplification of processes
4. Renewed focus on food contracts
5. Renegotiations
   - Scope changes

IN PROGRESS AND EMBEDDED IN OUR STRATEGIC AGENDA
Our strategic agenda: Focus on Growth

- Be Client & Consumer Centric
- Enhance Operational Efficiency
- Nurture Talent
- Anchor Corporate Responsibility

Empowerment & Accountability
Be client and consumer centric: Excel in Retention

Re-establishing a **successful** process

**Clients For Life 2.0**

- Client portfolio management and risk assessment
- Excel in meeting client expectations
- Rebid framework

**FY17:** Retention 93.5% ➤ **Achieve > 95%**

Many regions / segments already achieve more than 95% retention
Be client and consumer centric: Boost development

- **Strategy**
  - Prioritized **targets** (by geographies, by activity)
  - Clear **choices** and **allocation of means**

- **Marketing**
  - Renewed **Brand strategy**
  - Strengthened **Food & FM offers**
  - Robust **consumer knowledge**

- **Digital**

- **Sales**
  - Global **CRM to be leveraged**
  - Evolutions in our **sales structures and sales profiles**
  - Investments in **sales training**
  - Investment in **marketing automation tools**

- **Bid to win**
  - Achieve a 50% hit rate on new bids

- **Re-ignite Food sales growth**
  - Single services / multi services / Integrated
  - Local contracts / International contracts
Dulwich client testimonial

**Length of relationship:** since August 2014 (4 years)

**Services provided:** food services

---

**Value delivered for client:**

- design that incorporates the heritage and architectural features of Dulwich College, demonstrating appreciation of the college’s identity and philosophy
- drives sustainability and innovation on campus through the implementation of WasteWatch

**Value for consumers:**

- an authentic English dining experience
- improved quality of life for students, teachers and parents through provision of nutritionally-balanced meals
- promotion of healthy lifestyles through student engagement programs, such as Green & Healthier Monday, Wholegrain Week, Healthy Week
Enhance Operational Efficiency

Cost Efficiency
- Focus on food and labor costs
- Deployment of key processes
- Focus on STEP KPIs

Organization Efficiency
- SG&A redesign program
- Self perform / subcontract / partner
- Optimized geographic footprint

IT & Digital enablers
- New IT roadmap
- Investments in Digital and Data
Anchor Corporate Responsibility

OUR GOALS 2025

Advocate healthy & sustainable choices

100% of our consumers are offered healthy choices

Grow locally & inclusively

€10bn of our business value benefiting SME

Tackle waste everywhere

Reduce food waste by 50%

RECOGNITION

ROBECOSAM Sustainability Award Gold Class 2018

CDP

DiversityInc Top 50

MEmber OF Dow Jones Sustainability Indices

In Collaboration with RobecoSAM
Nurture Talent

- Be Client & Consumer Centric
- Enhance Operational Efficiency
- Empowerment & Accountability
- Anchor Corporate Responsibility

Performance management
- Reviewed performance-based Bonus Policy
- Talent reviews: no complacency
- Proactive workforce planning

Talent management pool

Training for Future
- Sales Academy
- STEP training
- Marketing & Digital

RECOGNITION
- FORTUNE WORLD'S MOST ADMired COMPanIES 2018
- USA 2018
- USA 2018
- Philippines 2018
- Global 2018
- India 2017
Our strategic agenda: Focus on Growth

Be Client & Consumer Centric
Enhance Operational Efficiency
Nurture Talent
Anchor Corporate Responsibility

Empowerment & Accountability
On-site addressable market opportunities

Total Market: €900bn

Outsourcing rate:

UK: 58%
USA: 55%
France: 44%
China: 33%

Food Market: €320bn

Outsourcing rate: 38%

FM Market: €580bn

Outsourcing rate: 42%

Sources: IFMA, Frost & Sullivan
Conquer our future – Enhance our consumer mindset

Illustration
New food consumption behaviors

- Urbanization
- Food personalization
- Health & Wellness
- Hassle Free
- Distribution revolution
- Digital Channels
- Time sensitivity

100 Million consumers, served daily

On-Site  BRS  PHS

Same consumer

Our first seeds
Conquer our future – Invent & anticipate

Invent new operating models

- Open ecosystem
  - sodexo Ventures
- New partnerships
  - Microsoft
- Organizational agility
  (eg. Corp-up model)

Anticipate future of work

Capital Markets Day
Our strategic agenda: Focus on Growth

- Be Client & Consumer Centric
- Enhance Operational Efficiency
- Nurture Talent
- Anchor Corporate Responsibility

Empowerment & Accountability
Guidance

1. Accelerate profitable growth
   ORGANIC REVENUE GROWTH
   > 3% by 2020

2. Sustainable margins
   UOP MARGIN* > 6%

* Underlying Operating Margin before currency impacts
Senior Vice President, Corporate Responsibility

Neil Barrett
“We must drive a shared responsibility to have a positive impact on the quality of life of people, to contribute to the communities where we operate and to leave a healthy planet.”
3 Sustainability Trends impacting Quality of Life

1. RESPONSIBLE CONSUMPTION
2. AWARENESS OF INEQUALITIES
3. IMPACT OF FOOD WASTE
Key imperatives to grow responsibly

1. ADVOCATE FOR HEALTHY LIFESTYLE CHOICES
   % Client sites with action towards Nutrition, Health and Wellbeing
   - 89% (2017)
   - 100% (2025)

2. GROW LOCALLY & INCLUSIVELY
   DIVERSITY
   % Employees working for gender balanced management teams
   - 61% (2017)
   - 100% (2025)

   PARTNER INCLUSION PROGRAM
   Business value benefitting SMEs
   - €2bn (2017)
   - €10bn (2025)

3. TACKLE WASTE EVERYWHERE
   % of client sites implementing WasteWatch or an equivalent initiative
   - 26% (2017)
   - 70% (2020)
   - 100% (2025)
Better Tomorrow 2025: Anchoring Corporate Responsibility

OUR BETTER TOMORROW 2025 ROADMAP

INCENTIVIZE BEHAVIOR

TRAIN EMPLOYEES

STANDARDIZE PROCESSES

SCALE & REPLICATE

<table>
<thead>
<tr>
<th>OUR BETTER TOMORROW 2025 – OUR 9 COMMITMENTS AND OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUR IMPACT ON INDIVIDUALS</strong></td>
</tr>
<tr>
<td>Improve the Quality of Life of our employees.</td>
</tr>
<tr>
<td>80% Employee Engagement rate.</td>
</tr>
<tr>
<td><strong>OUR IMPACT ON COMMUNITIES</strong></td>
</tr>
<tr>
<td>Ensure a diverse workforce and inclusive culture that empowers minorities.</td>
</tr>
<tr>
<td>Protect communities and enhance the lives of those in</td>
</tr>
<tr>
<td>countries that have endured conflict or natural disasters.</td>
</tr>
<tr>
<td>100% of our employees work in countries that have gender</td>
</tr>
<tr>
<td>parity or manage workforces that reflect their countries’</td>
</tr>
<tr>
<td>diversity.</td>
</tr>
<tr>
<td><strong>OUR IMPACT ON THE ENVIRONMENT</strong></td>
</tr>
<tr>
<td>Foster a culture of environmental responsibility within our</td>
</tr>
<tr>
<td>workforce and ecosystems.</td>
</tr>
<tr>
<td>100% of our employees are based on sustainable practices.</td>
</tr>
</tbody>
</table>

- Provide and encourage our consumers to adopt healthy lifestyle changes.

- Protect development, fair, inclusive, and sustainable business practices.

- Source responsibly and provide management measures that reduce carbon emissions.

- 5% reduction of carbon emissions.

- 100 million Jungle Heroes beneficiaries.

- Close to 70,000 meals ready to eat delivered to communities affected by
  natural disasters.

- 500,000 trees reforested in communities affected by
  climate change.

- 40% reduction in waste sent to landfills.
Our single biggest environmental action

- Food Cost Reduction
- Responsible Consumption
- CO₂ Reduction
- Circular Economy
- Biodiversity
- Better Land Usage
- Water Usage Reduction
- Food Waste
Our data-driven approach to reduce food waste

OBJECTIVE: DEPLOYED AT 70% OF SITES BY 2020 AND 100% BY 2025

RESULTS
Up to 50%
Reduction in food waste

KEY REGIONS OF FOCUS
• North America
• UK & Ireland
• APAC: Singapore, Malaysia
• Benelux
• France
Corporate responsibility is a **differentiator** anchored in our business

Clients are turning to us **to support their sustainability** agendas

Better Tomorrow is a **developed articulated roadmap** for the entire business
Michel Franceschi

Senior Vice President, Performance Management – STEP
“STEP is about developing a unified and rigorous Group-wide performance management culture to support our “Focus on Growth” agenda.”
Our strategic agenda | Focus on growth

- Be Client & Consumer Centric
- Enhance Operational Efficiency
- Nurture Talent
- Anchor Corporate Responsibility

Empowerment & Accountability
Stepping up our performance

Requires action on 3 levels

Performance culture
- Consistent language
- Accountability
- Tight follow-up

Tools
- Easy access to data from site to Segment/Region

KPIs
- Meaningful and common KPIs

Simplify reporting to better measure progress across the business
Our performance management framework

Supporting our ‘Focus on Growth’ Agenda

FOCUS ON EXECUTION

**STEP 1** Client Sales & Marketing

**STEP 2** Consumer Sales & Mktg.

FOCUS ON WHAT MAKES A REAL DIFFERENCE

**STEP 6** People

- Be Client & Consumer Centric
- Enhance Operational Efficiency
- Empowerment & Accountability
- Anchor Corporate Responsibility
- Nurture Talent

**STEP 3** Labor Efficiency

**STEP 4** Material Costs

**STEP 5** Overhead Costs

**STEP 7** Social Impact

Capital Markets Day
## STEP 1: Client Sales & Marketing
- Excel in retention
- Boost Development, with the Right Targets
- Boost client sales on existing sites

## STEP 2: Consumer Sales & Mktg.
- Increase average spend
- Increase penetration on site
- Boost retail

## STEP 3: Labor Efficiency
- Reduce Cost of Labour
- Ensure efficient use of Labour
- Achieve zero accident

## STEP 4: Material Costs
- Drive Food costs
- Optimize Sub-contracting costs
- Rationalize Other Direct costs

## STEP 5: Overhead Costs
- Drive productive SG&A
- Rationalize back-office costs
- Invest in right capabilities

## STEP 6: People

## STEP 7: Social Impact

### Key Metrics
- Comparable Unit Growth Rate
- Net New Dev.
- Gross Margin
- Underlying operating Profit

### Operating Targets
- Client Sales & Marketing: Boost development with right targets, boost client sales on existing sites.
- Consumer Sales & Mktg.: Increase average spend and penetration, boost retail.
- Labor Efficiency: Reduce cost of labour, ensure efficient use of labour, achieve zero accident.
- Material Costs: Drive food costs, optimize sub-contracting costs, rationalize other direct costs.
- Overhead Costs: Drive productive SG&A, rationalize back-office costs, invest in right capabilities.
- People and Social Impact: Additional operational targets for enhancing performance.
implementation phases

KPI DEFINITION

NOW

TOOLS BUILDING

FROM 02/2019

TRAINING & IMPLEMENTATION

FROM 09/2019

From 09/2020

Enhanced performance management

Cultural change
Focus on STEP 3: labor efficiency

Activating Management Levers to Improve Performance

**OPERATIONAL LEVERS**
- Hours scheduled vs. worked
- Overtime
- Temporary labor

Focus on actions on-site

**OPERATIONAL PERFORMANCE**
- Revenue per worked hour
  *(Efficient use of labor)*
- Cost per worked hour
  *(Efficient cost of labor)*

Focus on understanding and tracking performance evolution

**FINANCIAL PERFORMANCE**
- % Personnel costs/revenue
  *(Gross Margin)*

Focus on outcomes

This is where we focus…

… to have an impact here
Activating Management Levers to Improve Performance

- Focus on operational KPIs to improve performance
- Drive progress by better understanding business drivers
- Implement STEP on our more than 25,000 sites
- Support execution of our strategic agenda
Marc Rolland

Chief Financial Officer
“We have a strong balance sheet which gives us flexibility...”
A Cash Generative Business Model

Negative Net Assets Excluding Goodwill

Consistent Cash Conversion
Free Cash Flow/Net Income

Capital Markets Day
Balanced cash allocation

Capex to sales at ~ 2.5% going forward:
- Current levels ~1.5-2%
- Additional IT Capex at €30 to 50m per year
- Centerplate ~5% ongoing

Selective M&A:
- FCF Payback ≤ 10 years
- End ROCE > 15%

Regular Shareholder return:
- Predictable dividend policy around 50% of recurrent net income
- Opportunistic approach to share buybacks
A strong balance sheet

**Solid Debt Ratio**
Net debt / EBITDA

- Prudent historic debt management
- Maintain Net Debt to EBITDA target of 1-2x pre IFRS 16
- Impact of IFRS 16: work in progress show impact circa €1bn of net debt (~0.7x of EBITDA)* from 2020
- No risk on covenants

**Breakdown of gross debt by maturity**

- < 1 year: 11%
- 1-5 years: 21%
- > 5 years: 68%

**By currency**

- €: 48%
- $: 48%
- Other: 4%

*Unaudited preliminary assessment excluding concessions – IFRS 16 will only be applicable starting from FY20*
Successful outcomes of recent cost reduction programs

- Revenue organic growth
- Margin - UOP margin since FY17

Lessons learnt

- A program needs to be focused on growth to be sustainable
- Savings planned at GP level are harder to track and tend to be transferred to clients within a short time frame
- SG&A savings are solid and recurrent

Operational efficiency
- Costs €166m
- Annual cost savings €170m

Simplification and Adaptation
- Costs €245m
- Annual cost savings €220m

- Good work done on SG&A, cost cutting
- Need to redesign to continue the reduction in off-site costs
Simplify to gain in focus and effectiveness

1. Optimize our geographic footprint
   - Be fully present in up to 50 countries
   - Be active for projects in another 10 countries
   - Cover the rest of the world through partnerships and subcontracting
   - Streamline the HQ & Regional organizations

2. Redesign our “make or buy” approach to service
   - Reinforce food DNA
   - Remain strong in integration
   - Focus on high value FM Services
   - Subcontract where it makes sense

3. Fit for the future
   - Clarify where we want to be best in class / best in cost
   - Redesign support functions to be leaner and more Site/Contract centric
   - Identify 15% savings to be redeployed in core activities / investment for growth
European accounting function redesign

<< BEFORE
- Non standardized & multiple complex processes
- Highly decentralized accounting function with staff and organization in each European country
- Multiple integrated management systems (ERP) and large array of enabling technologies
- Running costs above benchmark

17 European countries involved in project
Starting transfer to Porto in November FY18 with the UK

Re building Core ERP

>> AFTER
- Harmonized processes & enabling technologies
- 2 accounting centers (Porto and Guyancourt, near Paris)
- 2 ERPs
- Expected productivity gain of ~ 30%
- Run rate savings > €10m pa / Full savings from FY22
Aurélien Sonet

CEO, Benefits & Rewards Services Worldwide
“At Benefits & Rewards Services, we are accelerating our digitization to boost and secure our future growth.”
At a glance – Benefits & Rewards Services FY 2017

- 4,547 employees
  As at end FY17

- 67% engagement rate
  June 2018

- 430,000 clients

- 1,300,000 affiliated merchants

- 35 million consumers

- 73% Digital Issued Volume

BRAND/OFFER PORTFOLIO

- Employee Benefits
- Incentive & Recognition
- Mobility & Expense
At a glance – Benefits & Rewards Services FY 2017

Share of Group revenues

- Latin America: 4%
- Europe, Asia, USA: 56%
- Issued Volume by region: €17.8bn

Revenues by region: €905m

- Latin America: 53%
- Europe, Asia, USA: 47%

Issued Volume by region: €17.8bn

- Latin America: 56%
- Europe, Asia, USA: 44%

Revenues by Services

- Employee Benefits: 81%
- Incentive & Recognition: 13%
- Mobility & Expense: 3%
- Public Benefits: 3%

10 Years Revenue CAGR

- Meal & Food: 5%
- Other Services: 16%

Long term growth drivers:

- Emerging markets growth potential
- HR talent shortage in most geographies
- Low penetration of the SME market
Accelerate our Digitization Strategy

1. Reinforce & boost our core business

2. Develop and sell new Quality of life offers
Strategic Priority: Reinforce and Boost our Core Business

Accelerating Card Migration
- Bring Innovation
- Create more value for stakeholders
- Optimize our operating costs

Digitizing our Processes & Tools
- Become state of the art
- Bring personalized & seamless journeys to stakeholders
- Optimize efficiencies

Digitizing our offers
- Build digital native offers
- Cutting edge technology
- Seize opportunities

Employee Benefits
€411bn
Market potential

Reinforce & boost our Employee Benefits business

Clients
- Reinforced value proposition
- Personalized and seamless digital journey
- Greater differentiation from competition

Merchants
- Reinforced partnership
- Greater Innovation to support their daily challenges
- More traffic generation

Consumers
- Personalized services based on their behaviors
- Seamless digital journeys
- Reinforced daily interactions
Strategic Priority: Develop and sell new Quality of Life offers

Incentive & Recognition

- Incentive & Recognition
- Corporate Health & Wellness

$86bn
Market potential
(UK, US & Poland)

$37bn
Market potential

Mobility & Expenses

- Fuel & Fleet
- Travel & Expenses

$1,000bn
Market potential

$820bn
Market potential

Source: Sodexo
Sylvia Metayer

CEO, Corporate Services Worldwide
“Our clients are looking for services that help them attract and retain talent while improving their operational efficiency. We have existing solutions to address these crucial performance factors.”
At a glance – Corporate Services FY2017

- **170,000 employees**
  As at end FY2017

- **74% Employee Engagement**
  June 2018

- **10,000 clients**
  **15,000 sites**

- **20% of revenues**
  from Global integrated contracts

- **Leader in Europe, China, Latam and Brazil**

**MARKET TRENDS**

- Millennial, digital and urban workforce
- Rise of Asia
- Integration of services

**20% of revenues from Global integrated contracts**
At a glance – Corporate Services FY2017

The largest segment in Sodexo
Share of Group revenue
- Noram: 27%
- Europe: 48%
- Rest of the World: 10%
- Others: 5%

A strong global footprint
Share of Segment revenue
- Noram: 26%
- Europe: 26%
- Rest of the World: 48%

Growth potential in attractive markets
Share of global €350bn1 On-site Services market
- Outsourced: 42%
- Integrated: 48%
- Inhouse: 10%

Importance of multi-services contracts
Share of Segment revenue
- Single: 49%
- Multi: 51%

Priority sectors in focus for growth
Share of Segment revenue
- Others: 55%
- Priority sectors: 45%

Growth opportunities in retention and comparable sales (Fiscal 2017)
- Development: 8.5%
- Retention: 92.6%
- Comparable sales: 2.3%*

*Excluding 53rd week impact

1 Source: Sodexo
Sustainable profitable growth - Key strategic priorities

1. REBALANCE
   By boosting:
   - Local
   - Retail food
   - Urban environments
   - Subcontracting

2. FOCUS
   - FOOD at the heart of everything we do
   - Top priority sectors
   - High potential geographies:
     - Strengthen presence in North America
     - Keep momentum in Asia Pacific

3. CROSS-SELL
   Increase share of business with existing clients by:
   - Addressing the employee in the workplace environment
   - Innovating in delivery models in Food and FM
Sustainable profitable growth - Key execution priorities

1. DISCIPLINED
   In operations and sales
   - DRIVE and labour productivity
   - Improved retention
   - Sector led sales organisation
   - Reinforced performance culture

2. AGILE
   Accelerate deployment of differentiated offers
   - Leverage insights and capabilities
   - Collaborate across regions
   - Move fast on new trends

3. DIGITAL
   - Continue to target clients through digital marketing
   - Deploy data analytics to build consumer intimacy
   - Embrace our millennials and digital natives to foster new ways of working
### Employee experience

- Innovative, inspiring, healthy food offers, with consumer, retail touch
- New delivery models
- Workplace management solutions

### Operational efficiency

- Operational – improving safety and efficiency
- IT iFM platform integrating FM services
Marc Plumart
CEO, Healthcare & Seniors Services Worldwide
“Leading clients through the changing healthcare landscape.”
At a glance – Healthcare & Seniors FY2017

- **80,000** employees
- **65%** Engagement Rate
  
  *June 2018*
- **18** Countries
- **4.2m** meals served daily to patients, seniors and client staff members
- **18,000** Operating Rooms and **2,000** Emergency Rooms cleaned daily
- **10+ m** pieces of **clinical equipment** managed

**MARKET TRENDS**

- Changing Regulations
- Financial Pressures
- Empowered Consumers

**June 2018**
At a glance – Healthcare & Seniors FY2017

Share of Group revenues
- 24%

Revenues by region
- 66%
- 29%
- 5%
- Noram
- Europe
- Rest of the World

Healthcare Market Size €200bn
- 35%
- 65%
- Inhouse
- Outsourced

Growth KPIs
- Development: 4.6%
- Retention: 95.2%
- Comparable sales: 0.9%*

Single/Multi services
- 52%
- 48%
- Single
- Multi

Seniors Market Size €150bn
- 18%
- 82%
- Inhouse
- Outsourced

*Excluding 53rd week impact

Source: Sodexo
Sustainable profitable growth - Key strategic priorities

1. **OPERATIONAL EXCELLENCE**

2. **FOCUSED GROWTH**

3. **ADDING VALUE THROUGH INNOVATION**
Sustainable profitable growth - Key execution priorities

1. TURNING AROUND NORTH AMERICA
   - New CEO And Team
   - Labor Improvements
   - Optimize Supply Chain

2. SPECIFIC GO-TO MARKET STRATEGY FOR EACH COUNTRY

3. DRIVING CLIENT OUTCOMES
   - Protecta
SUCCESS FACTORS

- Consistent delivery
- Innovating to grow
- Valuable outcomes
Satya-Christophe Menard

CEO Education Worldwide
“We are preparing our future: understanding our young consumer needs and behaviors today will help us to better serve them tomorrow as adult clients.”
At a glance – Education FY2017

- 86,873 employees
  - 53% seasonal employees

- 3,300 clients in Schools
  - 700 clients in Universities

- 44 clients ranked in the Top 200 US Universities

MARKET TRENDS

- Nutrition services and educational programs
- Sustainable sourcing and practices
- Customized experience through digital solutions
At a glance – Education FY2017

Share of Group revenues
- 21% Single
- 80% Multi

Single/Multi services
- 20% Single
- 80% Multi

Education Market size
- Food services €40 billion
- FM services €60 billion

Education Market size breakdown:
- Inhouse: 21%
- Outsourced: 79%

Education Market size breakdown:
- Inhouse: 10%
- Outsourced: 90%

Growth KPIs
- Development: 4%
- Retention: 92.4%
- Comparable sales: 3.6%*

*Excluding 53rd week impact

Source: Sodexo
Sustainable and profitable growth to regain leadership in North America

Selectively expand geographic footprint

Deliver innovative and additional services to clients and consumers
NORTH AMERICA FOCUS

1. ACCELERATING OUR GROWTH ENGINE
   - Development
     • Renewed sales strategy and organization
   - Retention
     • Clearer prioritization

2. INCREASING OUR PROFITABILITY
   - More robust labor management practices
   - DRIVE: roll out of our new end to end food management process

3. EVOLVING PORTFOLIO OF OFFERS
   - Cover all needs:
     • from onsite meals to groceries
     • from onsite preparation to on demand delivery
   - Local, sustainable, nutritionally rich menus
   - Expand facilities management services
   - Faster adoption of digital tools and data analysis
Long term partnership – Rensselaer contract renewal

- One of the best engineering schools in the U.S. with ambitious development plan
- Students from 21 countries

Challenges
- Sodexo client for 26 years
- Lack of relationship beyond the site level
- Fierce level of competition

Solutions
- Using Client for Life process
  - Connecting Rensselaer and Sodexo managers at multiple levels
  - Innovative dining program
  - Capex for renovations of dining and retail locations

Outcomes
- A new ten-year contract
- Projected Revenue: $375M
Summary – Education

- Sustainable growth through **systematic deployment** of innovative & attractive offers and standard processes

- Focus to reverse North America underperformance: **action plans** in place to deliver visible **improvement starting in FY2019**

- Significant short, medium and long-term **growth opportunities** in North America, Europe and Asia
CEO, Service Operations Worldwide; Region Chair UK & I
Chief Digital and Innovation Officer
“We have set up powerful platforms that drive efficiency, innovation, standardization and best practice sharing.”
Responding to market and consumer demand

- MARKET DEMAND
- CLIENT SPECIFIC
- CONSUMER NEEDS

NEW MODELS
- EXPERIENCE
- TECHNOLOGIES

OPEN ECOSYSTEMS

AGILE TESTING

DATA
A robust business model

MARKET DEMAND

CLIENT SPECIFIC

CONSUMER NEEDS

NEW MODELS EXPERIENCE TECHNOLOGIES

OPEN ECOSYSTEMS

AGILE TESTING

DATA
Standardized Food, Hard and Soft FM services

Increase speed to market

Deliver consistent quality and experience for our consumers in each place we serve

Increase efficiency, effectiveness and competitiveness

Leverage expertise
Standardization
Transferability
IS&T: an agile and modular ecosystem to enable Growth

Best of Global / Best of Local

- Agility / Modularity / Simplicity
- Global leverage / Tailored local execution
- Convergence towards strategic ecosystems / Harmonized processes

Ready for the Future

- Cloud-based platforms
- Differentiated digital products & services
- Big data / AI to better shape our services and meet client and consumer needs

End-to-End business transformation

Accelerated IT

Business growth & flexibility
Leveraging the power of our Supply Chain

**Scale from Oct. 1, 2018**

- €20bn GLOBAL PURCHASING POWER
- 300 CATEGORY PROFESSIONALS
- €16bn NORAM PURCHASING POWER or $18bn

**Responsible sourcing**

- **ENVIRONMENT**
  - 84% of fish & seafood served is sustainable
- **LOCAL SOURCING**
  - 69% of fruit and vegetables are grown and consumed within the country of origin
- **DIVERSITY**
  - Supply Chain Inclusion Program: 9,000+ SMEs, of which 1,300 owned & operated by women representing €1bn spend

**Harnessing global / delivering local**

**Investment in Innovation**

**Responsible buying**

**Ready for the future**
Innovation at the heart of our model

MARKET DEMAND

CLIENT SPECIFIC

CONSUMER NEEDS
At the forefront of disruption

Models

Technologies

Experience

NEW MODELS
EXPERIENCE
TECHNOLOGIES

OPEN
ECOSYSTEMS

AGILE TESTING

DATA
Opening our ecosystem

Deal flow coming from

Agreement with incubators

Others i.e VC funds, events contests

Sodexo Ventures

- wynd
- NEO-NOMADE
- LifeDojo
- klaxit

Partnerships

- OuiTeam
- PLATTERZ
- connectteam
- famileo
- chowbotics
- STAFFME
- BLUEFOX.IO
- BookJane

NEW MODELS
EXPERIENCE
TECHNOLOGIES
OPEN
ECOSYSTEMS
AGILE TESTING
DATA
Testing innovation: Tork Easy Cube

1. Built-in sensors measure visits and refill levels in real-time

2. Real-time information lets cleaners act on what’s needed, when and where

3. Managers are in control and can plan and follow up with less time and effort

A facility management software providing real-time data from connected devices. Dashboards are mobile and located on the cleaner’s cart, visual and results are visible in few clicks...
Results so far after 1 year:

**Number of accidents down by 50%** at Roland Garros (FY16-FY17)

**Decreased LTIRs by 20%** at Sodexo France the first two months following launch

**2,500+ people trained** in Belgium, Canada, France, Germany, UK&I and China

• **Deploy solution to additional regions**
• **Train** site managers in key markets
• **Develop new modules** and Investigate new use cases
Data is our ‘oil’

- Market Demand
- Client Specific
- Consumer Needs

- Costing
- Supply Chain
- Technology
- Processes

- Hard
- Soft
- Food

- New Models
- Experience
- Technologies
- Open
- Ecosystems
- Agile Testing
- Data
DRIVE – our end to end food process

- CENTRALIZED CATEGORY & MENU MANAGEMENT
- LINK & LOCK SKU TO RECIPE AT SITE LEVEL
- DEMAND PLANNING VOLUME & MIX FORECASTING
- AUTOMATED ORDERING
- LOGISTICS & DISTRIBUTION
- PRODUCTION & SERVICE
- POST INTEGRATION & POST PRODUCTION ANALYSIS

WASTE MANAGEMENT

Client & Consumer Satisfaction

DATA ANALYTICS
Deploying DRIVE globally

DRIVE deployment
2,524 sites, covering ~ €1.1bn in revenues

Target: 80% of our food business covered by 2021
Powerful Platforms to Drive Growth

- Speed to Market
- Investment efficiency
- Competitiveness
- Innovation scaling & Digitization
Chairwoman of Sodexo’s Board of Directors
“Powerful ambition rooted in solid fundamentals.”
A strong governance

Sophie BELLON
Chairwoman

Emmanuel BABEAU
Bernard BELLON
Astrid BELLON
François-Xavier BELLON
Nathalie BELLON-SZABO
Robert BRACONNIER
Philippe BESSON
Françoise BROUGHER
Soumitra DUTTA
Cathy MARTIN
Sophie STABLE
Cécile TANDEAU DE MARSAC
On-site addressable market opportunities

- **Total Market**: €900bn
- **Food Market**: €320bn
- **FM Market**: €580bn

Outsourcing rate:
- UK: 58%
- USA: 55%
- France: 44%
- China: 33%

Sources: IFMA, Frost & Sullivan
Our path to growth

1. Renew our focus on food services
2. Strengthen the integration of our different services
3. Leverage the increased power of end-users
Our basics

- Discipline
- Entrepreneurship
- Talent
OUR AMBITION

1 billion individuals around the world
“Improve the quality of life of the people we serve and have an ever greater impact on our communities.”
Denis Machuel

Group CEO
CORPORATE RESPONSIBILITY

QUALITY OF LIFE POSITIONING

**RIGHT TEAM**
- Engaged and focused

**RIGHT MARKET**
- Right growth markets
- Scale positions

**RIGHT FOCUS**
- Short-term action plans
- Execute and build capabilities
Sophie Bellon

Chairwoman of Sodexo’s Board of Directors

Sophie Bellon has been on the Sodexo Board of Directors since 1989 and in January 2016, she was appointed to succeed her father, Pierre Bellon, as Chairwoman of the Sodexo Board of Directors.

Sophie took an executive role at Sodexo in 1994 and has been an integral part of its growth over the years, across various roles. After working as a project manager in the Finance department and managing Operational Control, Sophie became Managing Director of Client Relations in 2005, where she piloted the global deployment of an innovative sales approach called “Clients for Life,” which has significantly boosted client sales and retention.

In 2008, Sophie took on the role of Managing Director for the Corporate segment in France, where she implemented a comprehensive Quality of Life Services offer to clients. Building on her strong commitment to the wellbeing of people, she also mobilized staff in Sodexo’s transformation to become the global leader in Quality of Life services.

Her vision and involvement in multiple innovative sales projects prompted the Board of Directors in January 2013 to entrust her with responsibility for the Group’s Research, Development and Innovation strategy. This responsibility had two focuses: continue the company’s record of innovation-led profitable growth while upholding Sodexo’s mission and longstanding values.

Sophie began her career in New York working for Crédit Lyonnais’ mergers and acquisitions department, then later as an agent representing international fashion brands. She is also a member of the Bellon SA Management Board and has been a member of the L’Oréal Group Board of Directors since April 2015.
Denis Machuel was appointed Group Chief Executive Officer in January 2018.

Denis joined Sodexo in 2007, as Chief Executive Officer of Benefits & Rewards Services for Central & Eastern Europe. In 2010, he moved to lead Sodexo's Benefits & Rewards Services in Europe and Asia, and in January 2012, he became Chief Executive Officer of Sodexo Benefits & Rewards worldwide. During Denis' tenure as Chief Executive Officer of Benefits & Rewards, issue volume and revenues increased significantly and activities expanded geographically in six new countries.

Denis joined the Sodexo Group Executive Committee in January 2014 and is an executive sponsor of the Sodexo Diverse! Network and Sodexo Disability Voice task force.

Denis was formerly Chief Executive Officer at technology consultancy Altran.
Patrick Asdaghi

Chief Executive Officer and founder of FoodChéri

Patrick founded online restaurant and food delivery business, FoodChéri, in 2015, based on a virtual restaurant model, entirely integrating sourcing, production and delivery of meals to customers. Sodexo bought a majority stake in January 2018.

Patrick is an engineering graduate from Telecom ParisTech and has an MBA from Harvard Business School. He started his career with a team of entrepreneurs that launched their telecoms venture at Louis-Dreyfus in 1998. This then became Neuf Cegetel and was bought by Vivendi to help make SFR the second largest operator in France.

Patrick was appointed General Director of SFR Consumer Marketing between 2011 and 2012, before joining start-up La Fourchette as Chief Marketing and Product Officer.
Neil Barrett was appointed Group Senior Vice President of Corporate Responsibility in December 2010. In his current role, he is responsible for the deployment of Sodexo’s corporate responsibility roadmap – Better Tomorrow 2025 throughout the business.

Neil joined Sodexo in 1999 and has since spent seven years as Chief Executive Officer of Sodexo Australia and New Zealand and a year as Vice President of Corporate Social Responsibility for Sodexo Remote Sites as well as Asia and Australia, based in Singapore.

Neil has 39-years business experience, working in leadership roles in international shipping, asset security, passenger rail transportation and heavy engineering manufacturing.
Nathalie was appointed Chief Executive Officer Sports & Leisure Worldwide in 2018 and has been a member of the Group’s Executive Committee since July 2018.

Within this segment she has developed several prestigious and renowned venues and brands in the areas of sports, global events, Meetings Incentives Conferences and Events (MICE), tourism, cultural destinations and airline lounges in France, the US, the UK, Ireland and Spain. In 2017, she led the acquisition of Centerplate positioning Sodexo as a leading player in Sports & Leisure globally, more than doubling its footprint.

Nathalie joined the Sodexo Group in March 1996 as the Director of Sales for Sodexo Prestige in France and became the Head of the Sector in 1999.

She began her career in 1987 in the commercial luxury dining business. From 1989, she held the role of Sales Manager at Scott Traiteur, and then became the Director of Sales for Pavillon Royal. Nathalie is also the President of Lido de Paris and on the Board of Directors of Lenôtre.
Suvodeep Das was appointed Vice President of Marketing for Sodexo BRS India in March 2016. As part of his role, Suvodeep has led the digital transformation of the business in India.

Suvodeep joined Sodexo in 2016 from an American start-up called Greenlight Planet where he led Global Marketing and product development. He has over 20 years of top-tier marketing and business experience and leads Marketing, Communication, new Solution development & SME sales in his current role.

Prior to this, he worked in leadership positions in Marketing & Product management in Global companies like Western Union, Unilever & Ogilvy along with large Indian companies like Reliance & Marico.
Cathy Desquesses was appointed Sodexo’s Chief People Officer and a member of the Executive Committee in July 2018.

Cathy joined Sodexo from General Electric (GE), where she built a successful 20-year career in Human Resources, most recently as Global HR Leader of GE Power Gas, based in Switzerland. She also held senior HR roles at GE Corporate, GE Power, GE Capital and GE Oil & Gas, as well as at their global head office, working in France, the United States and Italy.

Throughout her career in Global Human Resources Leadership, Cathy has gained considerable experience in the development of a global talent pipeline, enhancing culture and, most importantly, the ability to create and implement human resources strategies to support business growth.
Johnpaul Dimech was appointed Region Chair of the Asia Pacific region in 2017, facilitating the development and growth of Sodexo across 18 territories. JohnPaul has been a member of the Group’s Executive Committee since July 2018.

He began his career at Sodexo in 1998 at the Olympic Stadium in Sydney and has since worked his way through a varied and exciting series of C-suite positions in Australia, Singapore and India.

In his previous role as Chief Executive Officer, Mining Worldwide within Sodexo’s global Energy & Resources segment, Johnpaul led the tender process which enabled Sodexo to sign a ten-year integrated facilities management contract with a leading global mining client in Western Australia – the largest contract of its kind in Sodexo’s history.

Johnpaul is a board member of the Australian Resources and Energy Group AMMA and is a fellow of the Australian Institute of Management.
Lorna Donatone was appointed Sodexo’s Chief Executive Officer for Geographic Regions in 2016 and Region Chair for North America in 2015. She has been a member of the Executive Committee since 2014 and is also Chair of the North America Regional Leadership Committee.

Lorna joined Sodexo in 1999, acting as Chief Executive Officer for Schools worldwide and serving as Chief Operating Officer and President of Sodexo’s U.S. Education market.

She has held several other key leadership roles in the company, including President of School Services and President of Spirit Cruises.

Lorna began her career in public accounting with Deloitte & Touche and has worked in the airline, banking and high-tech industries.
Priya Dronadula joined Sodexo in 2016 and was appointed Vice President and Head of Technology at Sodexo BRS India.

She has over 20 years of experience in banking and the financial industry and has led the voucher to digital migration and consolidation of multiple processing platforms at Sodexo BRS India.

Prior to this, she worked in leadership positions in global banks including ANZ, JP Morgan and Chase, Deutsche Bank and HSBC. She also has experience working in product development, IT services and operations in BFSI segment.
Pablo Eléspuru Inostroza was appointed Senior Director of Service Development & Portfolio at Sodexo Deutschland in April 2017. In his current role, Pablo is responsible for standardizing the service portfolio globally and working with regions to develop new services, programs and processes.

He joined Sodexo in 2006 as a Product Manager for Corporate Services and worked in Marketing in Spain before moving to Germany in 2012 as Marketing Offer Development Manager.

Prior to joining Sodexo, Pablo built his career in Venezuela, with five years as the Marketing and Communications Manager at Telecomunicaciones Impsat and key roles at Datanálisis and AFS Venezuela.
Mauricio Espinosa was appointed Platform Director and Strategic Account Director for Service Operations in Latin America in 1999.

Mauricio joined Sodexo in 1999 as FM Technical support for Facilities Management in Colombia, where he was responsible for the development and growth of the business. He also supported its implementation in Venezuela and Costa Rica.

In 2009 Mauricio was appointed Deployment and Operations Director for Strategic Accounts Latam and supported the successful implementation of global accounts across the region.
Michel Franceschi was appointed Senior Vice President of Performance Management in 2018, which supports our “Focus on Growth” strategic agenda.

Michel has over 25 years of experience at Sodexo, joining in 1985 as a District Manager and working his way up to lead operations in Africa, South America, Spain, Southern Europe and France.

In 2012, Michel was appointed Senior Vice President Supply Management. In this role, Michel focused on setting up and developing Sodexo Global Supply Management organization and on driving efficiency to support growth. Michel started his career in 1984, as Business Developer at AMSI in the IS&T industry.
Chief Executive Officer, Service Operations Worldwide; Region Chair UK & Ireland

Sean Haley has been Chief Executive Officer of Service Operations Worldwide since June 2018, and a member of the Group Executive Committee since March 2018. Sean also serves as Region Chair, UK & Ireland, a position he has held since 2016.

Sean joined Sodexo in 2011 as part of the acquisition of Atkins’ asset management business in the UK. He became Head of Business Development for UK & Ireland in 2012, before being appointed to head up Service Operations in the region.

Sean started his career in 1998, as Associate Director at Faithful + Gould, before joining Atkins as an Account Director in 1999. Outside of Sodexo, Sean is a Director of Springboard, a charity which supports disadvantaged and underprivileged individuals with employment opportunities within the hospitality, leisure and tourism industry.
Global VP Sales & Business Development
Oil & Gas Offshore & Marine

Alice Hoffmann was appointed Global Vice President of Sales and Business Development for On-Site Services in 2015.

She joined Sodexo in 2002, and since then has held several roles in Business Development, Operations & Marketing, growing Sodexo’s business in a wide range of industries, including Energy, Pharmaceuticals, Consumer goods & the public sector.

Alice worked for a family-owned company in the area of Homecare Services & Equipment, before joining Sodexo again in 2009 and the global Energy & Resources segment in 2013.
Nicolas Japy was appointed Chief Executive Officer of Energy & Resources Worldwide in 2015 and also heads up all of Sodexo’s On-Site Services operations in Africa, the Middle East and Russia. He has been a member of Sodexo’s Group Executive Committee since 2005.

Nicolas joined Sodexo in 1991 as Director of Congo Brazzaville subsidiary. In 1997, he took the leadership of all of Sodexo’s operations in Africa, with responsibility for establishing growth and development on the continent.

After seven years with Sodexo, Nicolas briefly left to take a position as Operations Director with Club Med in the USA. He returned to Sodexo in 2001 to run Remote Site business.
Chief Executive Officer Universities, North America East

Jim Jenkins was appointed Chief Executive Officer of Sodexo Universities, North America East in 2016. Jim is a member of the North America Regional Leadership Committee and of the Global Leadership Team for Universities.

Jim began his career with Sodexo in 1984 as a Production Manager at The American University. His career has progressed from a Unit Service Manager, Director of Food Service, General Manager, District Manager, to Regional Vice President.

He is a board member of the NACAS Foundation (National Association of College Auxiliary Services) and has served on the Board and Executive Committee for the Texas Independent College Fund.
Jane was appointed Director of Workforce Management (WFM) at Sodexo Global Services in 2017.

She joined Sodexo in 2008 and has since held a variety of roles, from Account Director in Corporate Services to Divisional Managing Director of Corporate Services in the UK and Ireland to Contract Optimization Director in the UK & Ireland.

Jane began her career in the retail sector before making the move into the facilities market in 1994. She is currently responsible for assisting all regions in identifying and driving workforce productivity through the development and deployment of a Global framework for WFM systems and processes.
Tony Leech was appointed Chief Executive Officer, Government & Agencies Worldwide in May 2017, responsible for both the Justice, Defense & Government Agencies business. He has been a member of the Group’s Executive Committee since July 2018.

Tony joined Sodexo in January 2003 as General Manager Public Prisons in Western Australia, where he was responsible for the 12 Public Prisons in that State and has held the role of Chief Executive Officer for Justice Worldwide, responsible for Sodexo’s global justice business.

Prior to Sodexo, he has held a number of senior posts in the Criminal Justice System including Deputy Secretary Department of Justice Victoria, Director Metropolitan Prisons, Director Prison Operations and Community Corrections and as a senior Prison Governor.
Satya-Christophe Menard became Chief Executive Officer for Education Worldwide in April 2018 and has been a member of the Group Executive Committee since January 2014.

Satya-Christophe joined Sodexo in 1998 and has held various positions within Sodexo’s On-site Services and Benefits & Rewards Services, most recently as Chief Executive Officer for Service Operations Worldwide, based in Washington DC.

Satya-Christophe started his career with Sodexo Pass International where he held a variety of positions. Initially Recruited to set up internal audit in this division, he then became Chief Financial Officer in Belgium and Country Manager in Romania before moving to On-site Services in South America in 2007.

Before working at Sodexo, Satya-Christophe began his professional career in 1992 at BNP Paribas Bank in Montreal. Until 2012, he was an economic advisor to the French Embassy in Romania and Chile.
Sylvia Metayer has been Chief Executive Officer Corporate Services Worldwide since 2015 and a member of the Group’s Executive Committee since 2014.

Sylvia first joined Sodexo in 2006 as Group Financial Controller, and was later appointed Chief Financial Officer for Sodexo’s On-Site Services operations in Europe, taking an active part in the preparation of large, complex tenders.

From 2010, prior to her current role, Sylvia headed up Sodexo’s International Large Accounts, developing and supporting Sodexo’s business with Global clients. Within Sodexo, Sylvia is a founding member of SWIFT, the Group’s women network, and is a sponsor of PRIDE, Sodexo’s LGBT network.
Sarosh Mistry became Chief Executive Officer of Sodexo Homecare Worldwide in September 2015 and also sits on the Board of active Global.

Sarosh joined Sodexo in 2011, and has since held the role of Chief Executive Officer of CK Franchising, Inc., franchisor of Comfort Keepers.

Prior to joining Sodexo, Sarosh was Chief Executive Officer of Eurest, the U.S. division of Compass Group providing services in the corporate environment, and previously was Vice President of Retail Sales for Starbucks. Leading up to his tenure at Starbucks, Sarosh held the responsible role of President of Aramark Healthcare Support Services. During his early career, he also held numerous positions with Pepsi/Yum! Restaurants.
Belen Moscoso Del Prado was appointed Chief Digital and Innovation Officer in 2017, in charge of leading Sodexo's digital transformation and overseeing the development and implementation of technology and data-enabled solutions to accelerate growth.

Belen joined Sodexo in 2015 and during her tenure, has played a key role in the acquisition of the food delivery start-up FoodChéri, launched Sodexo’s first-ever ‘Data Lab’, and pioneered a virtual reality-enabled kitchen training module.

Prior to joining Sodexo, she held leadership positions at AXA and SoLocal Group (Pages Jaunes).
Anna Notarianni was appointed Region Chair of France in September 2015. She joined Sodexo in 1998 and has held a variety of senior positions at Sodexo since starting at Sogeres in 1998 as Marketing and Development Director, a position she held until 2003, when she became Project Manager.

At Sodexo, Anna has been CEO Benefits & Rewards Services, where she led the digitalization of services. In 2006 she was nominated CEO of the Healthcare Segment in France and joined Sodexo France’s Executive Committee (2006-2008) before becoming CEO for Personal and Home Services. In September 2015, Anna became Region Chair for France and subsequently joined Sodexo’s Executive Committee on July 1, 2018.
Marc Plumart was appointed Chief Executive Officer of Healthcare & Seniors Worldwide in 2017 and was appointed to the Group’s Executive Committee in the same year.

Marc joined Sodexo in 1992 and has held positions in a majority of Sodexo’s business segments. From 2003 to 2006 he was responsible for Sodexo’s Education business in France, before heading up Healthcare in France from 2006 to 2014. He was appointed Chief Executive Officer of Sodexo France in 2014, and moved to become Chief Executive Officer of the global Seniors segment in 2016.
Marc Rolland has been Sodexo’s Chief Financial Officer and a member of the Group’s Executive Committee since December 2015.

Since joining Sodexo in 1997, Marc has held several positions, gaining detailed insights into various Group businesses. His first role at Sodexo was as Finance Director for Africa, within the Energy and Resources activity. He has also been Finance Director for Sodexo Africa, Europe and Eurasia as well as for Corporate Services activity in the UK.

Marc started his professional career in 1990 at Bull, where he held several positions in Finance in India, South Africa and France. He later became a financial controller for Eastern Europe at General Electric Medical Systems.
Dianne Salt has been Sodexo's Group Chief Communications Officer and a member of Sodexo's Executive Committee since April 2017. She leads the global team responsible for the company’s brand strategy and positioning, employee communications, social media, media relations and financial communications, among other activities.

Dianne joined Sodexo in 2017. Prior to joining Sodexo, she held communications and public affairs roles in Canada’s public sector as well as the private sector, most notably in financial services and energy and resources.
Didier Sandoz became Chief Executive Officer for Personal and Home Services in 2017 and has been a member of the Group Executive Committee since July 2018. In his current role as Chief Executive Officer of Personal and Home Services, Didier heads up three domains of activity - Concierge Services, Homecare and Childcare.

Didier joined Sodexo in 1986 and has held various positions within Sodexo’s Benefits and Rewards Services, most recently as President of the Western Europe and Mediterranean regions.

Didier started his career at Sodexo as Sales Director for Benefits and Rewards Services in France. In 1997, he was appointed Chief Executive Officer of Sodexo Benefits and Rewards Services Czech Republic before coming back to France in 1999 when he held the position of Chief Executive Officer of Sodexo Benefits and Rewards Services France.
Aurélien Sonet has been Chief Executive Officer of Benefits & Rewards Services Worldwide and a member of the Group’s Executive Committee since September 2017.

Aurélien joined Sodexo in 2000 and held various functional and operational roles within Sodexo’s Benefits & Rewards Services activity until 2010, when he took the position of Global Executive Vice President for Strategy, Brand and Communications at Group level.

In 2013, he moved to Singapore to develop business with our International Strategic Accounts in Asia Pacific, and successfully deployed major contracts across the region. In 2015, Aurélien was appointed Region Chair for Asia Pacific, making a key contribution to the development of Sodexo in the region.

Aurélien started his professional career as a financial auditor for Deloitte.
Bruno Vanhaelst

Chief Marketing Officer

Bruno Vanhaelst was appointed Chief Marketing Officer and joined the Executive Committee in 2018.

Bruno joined Sodexo in 2007 and was responsible for developing and launching Personal & Home services, which currently operates in 12 countries.

Prior to Sodexo, Bruno joined BIC as Senior Vice President and General Manager, Eastern Europe, Middle-East, Africa and South Asia, based in Paris. In 2003, he became President for BIC Global Stationary business, based in New York.
Bruno Vaquette was appointed Chief Executive Officer of the Seniors Segment Worldwide in July 2018 and joined the Executive Committee in the same year.

Bruno joined Sodexo in 2001 and has held various positions in Information Technology, Operations and Sales. From 2012 to 2014, he was responsible for Sodexo’s Corporate business in France and Chairman of Sodexo Morocco. In 2014, Bruno moved to China to lead Sodexo’s foodservices business for the Corporate segment. He became Country President of China in 2015.
Damien Verdier has been Chief Strategy and Corporate Responsibility Officer since 2013, and a member of Sodexo’s Executive Committee since 2005.

Since then, Damien worked his way up to become both Chief Executive Officer, Sodexo France and Director of Strategy for Continental Europe. In 2005, Damien was appointed Group Marketing Director, looking after supply chain, client retention and offer marketing.
Laurent Voisin was appointed Senior Vice President Marketing for the Sodexo Energy & Resources global division in September 2015, based in Singapore.

Laurent joined Sodexo in 1981 during which time he has held a variety of domestic and international roles. In his early years with Sodexo, he started in Sales and in 1985, he set up the first Sodexo office in Tokyo, Japan. Since then, Laurent has worked as Marketing Director for the Healthcare segment and for France.

In 1990, Laurent spent four years working for La Compagnie Financière Edmond de Rothschild in Paris, as Venture Capital Manager in charge of the Bank relations with Japanese and other Asian institutional investors.
Alternative Performance Measure Definitions

**Issue volume**
Issue volume corresponds to the total face value of service vouchers, cards and digitally-delivered services issued by the Group (Benefits and Rewards Services activity) for beneficiaries on behalf of clients.

**Net debt**
Group gross borrowings at the balance sheet less operating cash.

**Organic growth**
Organic growth corresponds to the increase in revenue for a given period (the "current period") compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year; and excluding the impact of business acquisitions and divestments, as follows:

- for businesses acquired (or gain of control) during the current period, revenue generated since the acquisition date is excluded from the organic growth calculation;
- for businesses acquired (or gain of control) during the prior fiscal year, revenue generated during the current period up until the first anniversary date of the acquisition is excluded;
- for businesses divested (or loss of control) during the prior fiscal year, revenue generated in the comparative period of the prior fiscal year until the divestment date is excluded;
- for businesses divested (or loss of control) during the current fiscal year, revenue generated in the period commencing 12 months before the divestment date up to the end of the comparative period of the prior fiscal year is excluded.

For countries with hyperinflationary economies all figures are converted at the latest closing rate for both periods.

As a result, for the calculation of organic growth, Benefits & Rewards figures for H1 2018 and H1 2017 in Venezuelan Bolivar, have been converted at the exchange rate of USD 1 = VEF 35,280 vs. VEF 3,250 for FY 2017.

**Underlying Operating profit**
Operating profit excluding other operating income and other operating expenses. Other operating income and expenses include gains or losses related to perimeter changes and on changes of post-employment benefits, restructuring and rationalization costs, M&A costs, amortization and impairment of client relationships and trademarks and impairment of non-current assets.

**Underlying Operating margin**
Underlying Operating profit divided by Revenues.
### Alternative Performance Measure - Financial ratios

<table>
<thead>
<tr>
<th></th>
<th>H1 2018</th>
<th>H1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gearing ratio</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross borrowings¹ - operating cash²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders' equity and non-controlling interests</td>
<td>49 %</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Net debt ratio</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross borrowings¹ - operating cash²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)³</td>
<td>1.1</td>
<td>0.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>H1 2018</th>
<th>H1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>¹ Gross borrowings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current borrowings</td>
<td>2,978</td>
<td>3,079</td>
</tr>
<tr>
<td>+ current borrowings excluding overdrafts</td>
<td>1,095</td>
<td>685</td>
</tr>
<tr>
<td>- derivative financial instruments recognized as assets</td>
<td>(12)</td>
<td>(6)</td>
</tr>
<tr>
<td></td>
<td>4,062</td>
<td>3,758</td>
</tr>
<tr>
<td>² Operating cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,519</td>
<td>1,698</td>
</tr>
<tr>
<td>+ financial assets related to the Benefits and Rewards Services activity</td>
<td>960</td>
<td>862</td>
</tr>
<tr>
<td>- bank overdrafts</td>
<td>(81)</td>
<td>(36)</td>
</tr>
<tr>
<td></td>
<td>2,399</td>
<td>2,524</td>
</tr>
<tr>
<td>³ Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit (last 12 months)</td>
<td>1,157</td>
<td>1,060</td>
</tr>
<tr>
<td>+ depreciation and amortization (last 12 months)</td>
<td>296</td>
<td>272</td>
</tr>
<tr>
<td></td>
<td>1,453</td>
<td>1,332</td>
</tr>
</tbody>
</table>