

Message from Michel Landel, Chief Executive Officer, at the Annual General Meeting of Shareholders of January 24, 2011

Ladies and Gentlemen,

As you have seen from the presentations, our results for Fiscal 2010 were solid and we continued the transformation of our Group that I spoke to you about one year ago.

From a provider of a single service, we have become "service integrators." (I will return to this point.)

And this, while maintaining our level of investment particularly in human resources and development in a rapidly changing global environment.

Today I want to talk about the issues we face in undergoing this transformation and about our outlook.

Before this, let me say a few words about the macroeconomic environment which, as I said, is rapidly changing.

In 2010 the so-called "emerging" countries returned to strong economic growth and have begun to catch up with developed countries whose slow growth seems likely to endure, partly due to the level of debt.

There are also major global trends such as: profound demographic change, including aging populations in developed countries and in China; in addition, there is the rapid development of a middle class in emerging countries which represent considerable potential for us in terms of new consumers.

There also are challenges related to environmental issues, of course, dwindling natural resources and the consequent risk of renewed inflation.

The global economy is increasingly integrated and interconnected through major flows:

capital

talent

trade

communication

and information

Finally in this context of intense change, there is a genuine quest for well-being. Quality of life is becoming an increasingly important factor for individuals.

All of these trends are affecting more and more of our private and public sector clients in all three of our activities and across all client segments.

Our clients today are looking for strategic partners to combine their purchases of services and to meet their needs at three levels:

- In terms of Human Resources, they seek motivation and commitment from the people in their organizations in order that they are more engaged and more productive in their work.
- In terms of processes, competitive pressures require them to be ever more efficient and competitive.
- Finally in terms of their infrastructures, they seek to improve safety and the useful life of their facilities.

To meet these needs, in partnership with them, we design, manage and deliver comprehensive Quality of Life services.

I remind you of what these services are: obviously, foodservices in all forms; specialized and general cleaning services; maintenance, whether light or complex, such as scanner equipment in hospitals; managing logistics; project management; design and construction of buildings; security; concierge services; childcare, and many other services.

By developing integrated solutions, we help clients by delivering tangible and measurable results - for example: the loyalty of their employees, patient satisfaction in a hospital - not only to lower operating costs, but also to help them improve their image, their attractiveness, the effectiveness of their organization in order to be more efficient and more competitive in their markets.

As you can see, we are positioning ourselves as a strategic partner to our clients, accompanying them in their evolution and helping them to improve their performance and their progress, whether economic, social or environmental.

And from a simple provider of single, "interchangeable" services which often may be regarded as commodity services, we are becoming solutions integrators capable of creating more value.

This is indeed a profound transformation significantly affecting all aspects of our organization, particularly Human Resources, and the manner in which we work and are organized.

To achieve this transformation, our strategy is clear:

- a) Maintain the Group's independence
- b) Become a global leader in On-site Service Solutions
- c) Strengthen our leadership in foodservices (our original profession)
- d) Become the global leader in Motivation Solutions
- e) Steadily grow Personal and Home Solutions.

The implementation of this strategy relies on a roadmap (our strategy map), set forth for all of the Group's subsidiaries.

Our main challenge is that this transformation involves profound developments and changes on many levels.

I will mention five:

1 - Human Resources:

Our core business is about people...

It is our conviction that the motivation and commitment of the women and men who are part of Sodexo have been, are and will continue to be the key to our success.

We have made great strides...

Pierre Bellon spoke about the engagement rate which is probably one of our most important indicators.

Beyond our actions in managing our human resources, including training, international mobility and career development, Sodexo's transformation also involves changes in skills and above all attitudes; our teams need to listen and better understand the strategic needs of our clients, to develop solutions with high added value and then ensure their implementation. Thus, of particular importance are our efforts in development and training (during the year, we provided 7.5 million hours training to approximately 90% of our employees for an investment of 82 million euro or more than 10% of operating profit).

2 - The second level: Improving our competitiveness, in several ways:

a) Differentiating our offers.

To do this, we are deploying our comprehensive service solutions offer across all of our segments and geographic zones and strengthening our skills in certain services.

We are the only company in the world to provide our clients with On-site Service Solutions, Motivation Solutions and Personal and Home Solutions, in 80 countries and with a positioning that is unique, original and coherent with our mission: to improve the Quality of Daily Life and contribute to the economic, social and environmental development of the communities we serve.

b) To improve our competitiveness

We do this by working to improve the productivity of our organization at all levels, for example, in purchasing and information system.

By more effectively taking advantage of our size and pooling our resources and by centralizing certain processes; we have developed a common software tool for finance and purchasing in small and medium sized countries (Optimum).

Over the past two years, we have been able to save a total of 100 million euro, a part of which could be reinvested in development.

An example of these investments:

continuing our development in countries such as Brazil, China, India and Russia ... countries where we are leaders in our markets, which account for about 15% of Group revenues, in which purchasing power is still low, but with strong growth and rapid development of the middle class, and countries that also are increasingly becoming a source of innovation for us.

3 - Third challenge: Optimize the power of Sodexo's network

The world in which we live requires us to be highly responsive and to be able to quickly mobilize talent, expertise, know-how and innovation around the world to design and implement our service solution offerings for our clients.

In this regard, our network is one of our greatest strengths and we need to better learn to take advantage of it:

Thus, we are determined to strengthen our ability to share best practices, to circulate knowledge and expertise among our 39,000 sites in the 80 countries where we operate.

An example: our IRIS and HERMES programs are available to all of our teams worldwide providing standardized and customized modules of our foodservices offer.

4 - The fourth issue I wish to address: Communication and the Brand.

We have made the strategic choice to have a single global brand. This choice is consistent with our ambition and our global strategy.

We want to make the Sodexo brand a reference in the world in our activities and a true force in our development.

As such, we have action plans underway to increase the visibility of the brand on each of our sites.

For example, for the first time in its history, Sodexo has a common uniform for the 370,000 people working on our client sites; our employees are the ambassadors of our brand and our values.

In this area, we must be more ambitious and this, in particular, is why communication has become central to our global development strategy.

It is a path that we have started upon.

5 - The fifth and final issue: our commitment to sustainable development.

This year, we have begun to deploy the Better Tomorrow Plan, which provides a real structure, with specific goals for the future and multiple actions being conducted in our 80 countries.

Our plan sets out 14 specific commitments organized around three priorities:

- promoting better nutrition for health and well-being,
- engaging with local communities
- and preserving the environment.

Before concluding, I would like to share with you our outlook for short and medium term growth.

For Fiscal 2011, in an environment that continues to demand prudence, Sodexo has the following objectives:

- A slight acceleration of growth of revenues of between 3% and 4%;
- Growth in operating profit of around 10% at constant exchange rates.

In the medium term, we are confident in our ability to achieve our ambition of an **average annual growth rate of 7% of revenues and an operating margin of 6%.**

In conclusion, I reiterate my confidence in the future. Certainly, we are in the process of transforming the company to adapt to the changing world and to respond to the evolving needs of our clients. But we do this by remaining true to our fundamentals and our culture, built around our mission and our values which provide a common sense of purpose for the work of the 380,000 women and men of our Group and unify our teams around the world to accompany us in our growth.

In a changing economic and social context, Sodexo continues to build on its key strengths:

- Our very significant market potential, especially with our new positioning and our offer which responds to a real need in our markets.
- Our strong global network in 80 countries, including our position in the BRIC countries.
- Our independence, particularly our financial independence, which is a real strength in the context of the current turbulence.
- Our solid financial model.
- And, of course, the women and men of our company who are committed to making every day a better day for our clients and consumers.

I am also convinced that winning companies are those who know how to anticipate, innovate, act differently, understand cultural differences, remain open to the world and -- more than anything -- remain focused on people and their progress.

Because of the nature of our activities -- at the heart of the daily lives of 50 million people every day worldwide -- we have an important role to play: that of a company that is useful not only for our employees and our clients, but also for society as a whole.

The performance of a company cannot simply be strictly economic; its success, its ability to endure, its reputation and its brand are associated with its ability to become a responsible corporate citizen.

I conclude by warmly thanking our clients, our shareholders and all of our partners for their confidence.

I also thank the Executive Committee and the 380,000 women and men of Sodexo around the world who are mobilized and engaged in their daily work of serving others.

Ladies and gentlemen, thank you for your attention.