

Annual Report

Message from Michel Landel,
Chief Executive Officer, Sodexo

November 10, 2010

In a still challenging economic environment, Fiscal 2010 proved to be a **satisfactory** year, marked by important achievements and significant progress in pursuing our growth strategy and deploying our new strategic positioning.

1. CHALLENGES AND OPPORTUNITIES FOR SODEXO

The **macro economic and social environment** is changing, with a number of **issues** that we must address today to be prepared for tomorrow:

The year 2010, despite some economic improvement, particularly in emerging countries, remained beset by **crisis**. Initially financial and economic, the crisis has increasingly affected labor markets with growth remaining weak in Europe and North America amid rising unemployment. The accumulated debt of governments also suggests that economic growth will not return for many years. Hence, the context remains fragile.

Beyond this difficult environment, we see several **major trends** both medium and long term, which represent both challenges and opportunities for Sodexo, including:

- first, a **shift of economic centers of influence toward Asia**. China is today the world's second greatest power and will soon be its first. It is no coincidence that we see a growing number of research and development centers being established in Asia.

In fact, innovation is increasingly coming from the East and it is a trend that is accelerating. Through globalization, the world is becoming ever more integrated and interconnected through four major flows: capital, talent, trade and information;

- a second important trend: the profound **demographic** changes taking place, not only the overall aging of industrialized country populations but also the growth of the middle class in emerging countries. Globalization is also synonymous with migration of the workforce in an environment also characterized by talent shortages;
- another trend involves **the environment**; the depletion of natural resources in the face of unlimited demand which will have a major impact on consumption and production patterns;
- finally, in this difficult environment, there is a genuine quest for well-being. **Quality of Life** is becoming an increasingly important criterion for individuals and governments that are seeking new indicators with which to truly measure national wealth, beyond purely financial indicators.

These trends **impact all of our activities**, as well as those of our clients, regardless of industry sector.

This highly volatile environment is leading an increasing number of companies to look to outsourcing solutions. These trends that I have mentioned represent, without a doubt, **opportunities** for Sodexo. Our strategic position is **perfectly aligned** to take advantage of these challenges. And beyond our positioning, there is the very identity of our company and our **deep conviction** that Quality of

Daily Life contributes to the progress of individuals and performance of organizations, responding to the global issues of today and tomorrow. We are inventing a new business sector that meets the needs of our clients – on whom we are focused now more than ever.

2. SODEXO'S TRANSFORMATION

Sodexo is a **company in the midst of transformation**. Last year, I presented the **redefinition of our strategic positioning**. It is a strategic positioning that is fully coherent with the mission established by Pierre Bellon when he founded Sodexo in 1966: to improve the Quality of Daily Life and to contribute to the economic, social and environmental development of the communities we serve.

In providing our clients with **comprehensive service solutions**, we are positioning ourselves as their **strategic partner, contributing to their performance and progress**, be it in the economic, social or environmental spheres.

This new positioning is the result of over two years of work and research. Our priority now is to **deploy it throughout the organization**.

It is a transformation that signifies a true "**revolution**," which relies on our teams' ability to deliver a unique offer of comprehensive service solutions. Sodexo is the only company in the world to offer both On-site Service Solutions and Motivation Solutions. This transformation has begun but it **will take time** and its success will rest heavily on our employees' **commitment and engagement**.

Steering this transformation is primarily a work of **teaching and coaching**. We have implemented a number of processes to help our teams to understand and appropriate our new strategic positioning and to implement it within their daily operations.

Our clients also are often undergoing major changes. Through our unique offering and expertise, Sodexo also can act for them as a **change agent**. This positioning opens new perspectives for us and new territories in which we are able to create ever more value for our clients.

3. IMPLEMENTATION OF OUR STRATEGY

In 2005, we announced our desire to double Group revenue by 2015 and we are well on track. Our progress is very encouraging and I am **fully confident** in our ability to achieve the objective, or even exceed it. In 2005, we set an annual average revenue growth target of 7% and we are today, at mid-term, at more than 6%. Regarding operating profit, the target was 11% and we have already slightly exceeded it. (These figures are at constant exchange rates.)

To meet our objectives, we must continue to focus on our growth strategy, which rests on **four pillars**:

- become a global leader in On-site Service Solutions;
- strengthen our leadership in Foodservices, which remains a central component of our On-site Service Solutions;
- become the global leader in Motivation Solutions— and we are making good progress on this path;
- steadily grow Personal and Home Solutions. These offerings for improving individual quality of life are divided into four main service categories: childcare, tutoring and lifelong training, concierge services, and senior care.

To implement this strategy, we are following a **roadmap** built around six **strategic imperatives**. Let me briefly summarize each of them:

First imperative: accelerate profitable organic growth

- After redefining our strategic positioning and our value proposition, we have entered a phase of execution and implementation of our comprehensive service solutions. It is a phase that has started very well, with deployment planned in every country.
- We have made significant investments in many countries, to enable us to develop our technical Facilities Management platforms. We have reinforced our investment in **Asia, particularly in China as well as in India** where we made a major acquisition that was seamlessly integrated. We are also continuing to invest in **Brazil and Russia**, countries that are important for us and will be even more so in the future.
- Regarding **Motivation Solutions**, thanks to the incredible spirit of innovation, dynamism and business expertise of our teams, we have made significant progress. Today we are close to catching up with competitor, Edenred, and we have won new business with major multinational clients .

Second imperative: improve operating profit, operating margin and cash flow

During the past two years, we have made progress in terms of competitiveness by **streamlining and simplifying** our operating methods, reducing overhead costs and **sharing** training and I/T development programs.

But much remains to be done and we must **accelerate our efforts** in order to meet the expectations of our clients in this area. This is why we have begun to invest in what we call "**Knowledge Management**," the organization and sharing of knowledge and expertise throughout the company.

Finally, I want to particularly recognize the progress made this year in the **cash flow generation**, which has improved by more than 50%, demonstrating once again the quality of Sodexo's financial model.

Third imperative: live our values.

Sodexo is a company that was founded on strong values - service spirit, team spirit and spirit of progress – values that we take to heart by living them every day.

We have begun to deploy the **Better Tomorrow Plan**, developed to provide us with a true structure with specific goals for the future. Multiple actions are being carried out in terms of the environment, local community development and nutrition, and health and well-being in the 80 countries where we operate.

Fourth imperative: become the reference benchmark for Quality of Daily Life solutions

To meet this imperative, we have undertaken a major effort this year to **increase the visibility of our brand** on the 34,000 sites that we manage around the world.

For the first time in its history, Sodexo has a **common uniform** for the 370,000 people working on the sites of our clients, making each one an ambassador of our brand and its values.

Fifth imperative: strengthen compliance with our standards

Substantial progress has been made in recent years, especially with regard to **internal control** and **risk management**. We also launched a very important initiative, at the center of our teams' work, focused on further improving our health and safety standards.

Sixth imperative: create a competitive advantage through our people and their diversity

Sodexo, with its 380,000 employees, is the 21st largest employer worldwide and the second largest global employer among French companies. 97% of our employees are in direct daily contact with our consumers. Without our employees, without their expertise and their daily commitment, we cannot meet the expectations of our clients. During Fiscal 2010, we continued to invest in training programs. Over the past two years, we have provided our employees with more than 7.5 million hours of **professional training and development**.

The **diversity of our employees** is also an area of major focus for us and we are proud to have been ranked number one this year among the corporate champions of diversity in the U.S. by the leading magazine DiversityInc.

In this context of business transformation, our human resource initiatives have a key role to play and we are firmly committed to continue to invest in training, development and support for our people as we undergo this process of change, designed to open new growth opportunities for the Group, despite an economic environment that remains challenging.

In 2010, we conducted our third worldwide **employee engagement survey**, involving a third of our employees across 60 countries. The results show a clear improvement, with the level of engagement increasing by 7 points compared to the previous survey in 2008, while the scores for other companies during the same period declined by an average of 1 point. Finally, 85% of our employees rate Sodexo as a better employer than its competitors.

Before concluding, I want to reiterate that the women and men of Sodexo, our 380,000 employees, are at the heart of our business model and of our success.

In our services profession, the quality of the comprehensive service solutions delivered to our clients depends on our ability to motivate, engage and sustain empathy within our workforce. Our clients can best judge our achievements in these areas.

In conclusion, I reiterate my full **confidence in our future**. We are transforming our company while remaining true to our history and our culture which form the bond for our teams around the world and support us in our growth.

In this changing economic and social context, Sodexo continues to rely on its **key strengths**:

- its independence, a true force in these turbulent times;
- a solid financial model;
- a unique global network across 80 countries;
- a very significant potential market, especially with our new positioning that has almost tripled as compared to the potential for foodservices alone;
- and of course, the women and men of Sodexo who are committed to making every day a better day for our clients and consumers.

Companies that win are companies that anticipate, innovate, differentiate, understand cultural differences, remain open to the world and, more than any other factor, are focused on human beings and their development .

I'm more convinced than ever that, by the essence and nature of our business, which lies at the heart of the daily lives of 50 million people around the world, Sodexo has **an important and truly valuable role to play as a company**, not only for our employees and our clients, but **for society as a whole**.

I'd like to finish 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 dedicated, through their daily work, to the service of others.

Our Group

→ Profile

In brief

Quality of Daily Life in the service of performance

Quality of Daily Life services play an important role in the progress of individuals and the performance of organizations. Based on this conviction, Sodexo serves as the strategic partner for companies, institutions and local authorities who place a premium on performance and employee well-being, as it has since Pierre Bellon founded the company in 1966.

Sharing the same passion for service, Sodexo's **380,000** employees, in **80** countries around the world, design, manage and deliver an unrivaled array of comprehensive On-site Service Solutions, Motivation Solutions and Personal and Home Solutions.

In this, Sodexo has created a new form of service business that contributes to the fulfillment of its employees and the economic, social and environmental development of the local communities in which it operates.

Key figures

15.3 billion euro in consolidated revenues

20.8 billion U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2010: 1 euro = 1.363 U.S. dollars)

380,000 employees

34,000 sites

50 million consumers served daily

80 countries

Source: Sodexo

On-site Service Solutions

Sodexo designs, manages and delivers comprehensive On-site Service Solutions for its clients with services that range from reception to the maintenance of scanners and laboratory equipment, foodservices to construction management, management of data centers to leisure cruises, and from housekeeping to rehabilitation services at correctional facilities...

these solutions are available in eight client segments:

- **Corporate**
- **Defense**
- **Justice**
- **Remote Sites**
- **Health Care**
- **Seniors**
- **Education**
- **Sports & Leisure**

Leader in On-site Service Solutions in most of its markets

Source: Sodexo

Key figures

95% of Group revenues

14,585 million euro in consolidated revenues

19,879 million U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2010: 1 euro = 1.363 U.S. dollars)

Source: Sodexo

Motivation Solutions

Sodexo partners with public and private organizations to design, manage and deliver Motivation Solutions that fall into three service categories:

- **Employee Benefits** to attract and create loyal, committed employees,
- **Incentives & Recognition** to help organizations reach their qualitative and quantitative objectives,
- **Public Benefits** to manage and control the distribution of aid and public subsidies.

The Pass, designed by Sodexo to serve a variety of purposes from transport and meals to gifts and training, is accepted by a network of more than 1 million retailers and service providers throughout the world.

A worldwide leader in Motivation Solutions

Source: Sodexo

Key figures

12.5 billion euro in issue volume

5% of Group revenues

689 million euro in consolidated revenues

939 million U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2010: 1 euro = 1.363 U.S. dollars)

380,000 clients (excluding individuals)

27 million beneficiaries

1.1 million affiliated partners

Source: Sodexo

Personal and Home Solutions

The Group designs and deploys Personal and Home Solutions to improve the **Quality of Daily Life for everyone**. They are divided into four main service categories:

- **childcare,**
- **tutoring, lifelong training,**
- **concierge services,**
- **senior care.**

Through these solutions, Sodexo contributes to the development of children, teenagers, adults and seniors.

Awards

Sodexo again named one of world's best outsourcing companies

Sodexo has been ranked third among the world's leading outsourcing services companies by the International Association of Outsourcing Professionals® (IAOP®) an industry trade group. It is the fifth straight year that Sodexo has been ranked in the top five companies of the Global Outsourcing 100®. For the third year in a row, Sodexo was the highest-ranked company in its industry category, "Facility Services."

Sodexo's named one of world's "World's Most Admired Companies" by FORTUNE Magazine

It is the first time that Sodexo has been included in the annually published survey which measures the corporate reputations of the world's largest companies. More than 4,000 business executives, directors and analysts rate companies on nine criteria, from investment value to social responsibility. Sodexo is the top-ranked company within its industry category ("Diversified Outsourcing Services") on the «global competitiveness» criteria.

Sodexo named "One of the World's Most Ethical Companies"

The Ethisphere Institute, a think tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate citizenship and sustainable development named Sodexo "One of the World's Most Ethical Companies" for the second straight year. Ethisphere's researchers reviewed thousands of companies in more than 100 countries and 36 industries in determining the final ranking.

→ Fundamentals

Philosophy

Sodexo, **founded in 1966 in Marseilles, France, by Pierre Bellon**, Chairman of the Board of Directors, is built on a philosophy that today unites the Group's **380,000** 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 growing our results and revenues organically.

Organic growth:

- guarantees that we are capable of satisfying, and thus retaining, our current clients,
- enables us to respond to our employees' expectations for secure jobs and opportunities for advancement,
- ensures return on investment for our shareholders.

In 1966, we defined **our mission, our values and our ethical principles** that provide the direction for the women and men who contribute to Sodexo's growth.

Our mission

Our mission is twofold:

- **Improve the Quality of Daily Life** of all who we serve - employees in the workplace, patients in hospitals, students at schools and universities, prisoners in correctional facilities, soldiers in their barracks or in the field, etc.
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

«Making every day a better day»

Our core values

Over 97% of our employees are in direct daily contact with our clients and consumers. This demands exceptional human qualities and specific behavior that we call: Service Spirit, Team Spirit, Spirit of Progress. The nobility of our profession resides in our service to others.

Service Spirit

- Clients and consumers are at the center of all that we do.
- In order to serve them well, on a daily basis, at all levels, we have to demonstrate our **availability**, our **ability to listen**, our capacity to **anticipate their expectations**, our sense of **conviviality**, our **responsiveness** to their remarks and our pride in satisfying them.
- Sodexo has become a large, worldwide company; but we remain a local company where each manager in the field is a true entrepreneur, close to their clients and empowered in their decision-making.

Team Spirit

- It is an absolute need in all of our business units and administrative offices, as well as in our management committees.
- Each person's skills combine with other team members' knowledge to help ensure Sodexo's success.
- Teamwork depends on the following: **listening, transparency, respect for others, diversity, solidarity** in implementing major decisions, **respect for rules** and **mutual support**, particularly in difficult times.

Spirit of **Progress**

It is manifested through:

- **Our will**, but also the firm belief that one can always **improve** on the present situation.
- Acceptance of **evaluation and comparison of one's performance**; with one's colleagues in the company, or with one's competitors.
- **Self-criticism**, because understanding one's successes as well as one's failures is fundamental to continuous improvement.
- **A balance between ambition and humility**.
- **Optimism**, the belief that for every problem there is a solution, an innovation, or some way to progress.

Our ethical principles

Loyalty

A foundation of **shared loyalty**, between Sodexo and its clients, employees, and shareholders, based on honest, open relations. Trust is one of the cornerstones of operations in our organization.

Respect for people

- **Humanity** is at the heart of our business.
- Sodexo is committed to providing **equal opportunities** regardless of race, origin, age, gender, beliefs, religion or lifestyle choices.
- Improving Quality of Life means according each person **respect, dignity and consideration**.

Transparency

This is one of Sodexo's major principles and a constant with all **stakeholders**: clients, consumers, employees, shareholders and the general public.

Business integrity

- We do not tolerate any practice that is not born of **honesty, integrity and fairness**, anywhere in the world where we do business.
- We clearly communicate our position on this issue to **our clients, suppliers and employees** and expect them to share this rejection of corrupt and unfair practices.

Our independence

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.

Today, Sodexo's independence is reflected in its relations with all of its stakeholders:

- **Our clients** (our largest client worldwide represents less than 2% of our overall revenue)
- **Our suppliers** (our largest supplier represents less than 3% of our overall purchasing)
- **Our banking partners**
- **Any external organization**

Sodexo's financial independence is guaranteed through family shareholding.

Our financial independence rests on two simple principles:

- **choosing activities with low capital intensity** and average investments (excluding acquisitions) that represent around 2% of revenues
- **permanently possess sufficient cash resources** to finance development, reimburse medium term borrowings and return a dividend to shareholders.

→ History

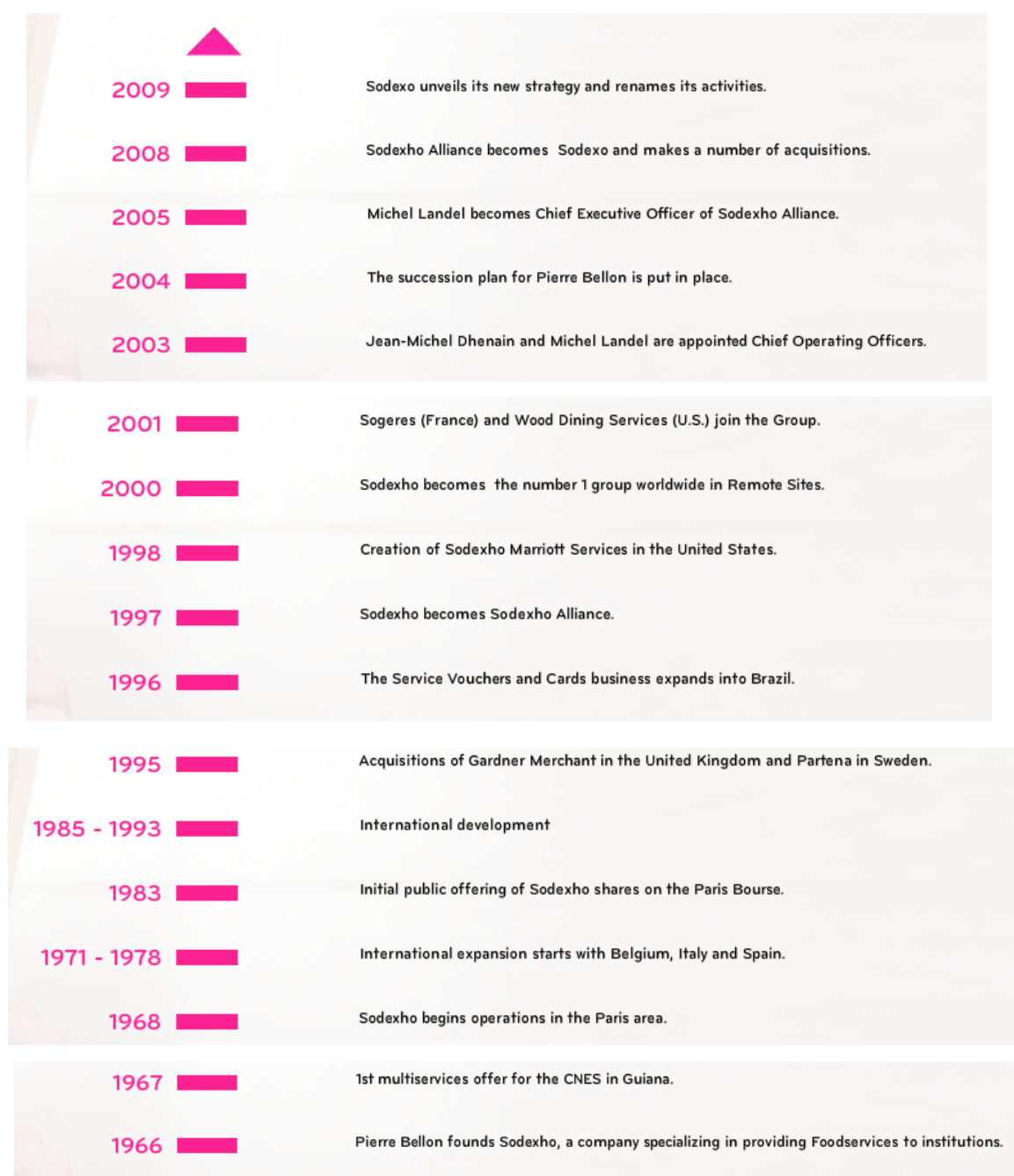
Our roots

«After my studies and service in the navy, I went back to Marseilles to work in my family's small, ship suppliers business, run by my father and founded by my grandfather in 1895. I was, and still am very much attached to my family, and love them still, but I wanted to do something on my own and to be independent. That's how in 1966, with my father's blessings, I founded Sodexo and got my start in Foodservices. Back in the 1960s, however in France, many questioned the value of private enterprise. That's why before founding Sodexo, I asked myself, what is the purpose of creating your own company? My answers at that time formed, still form, and will continue to form the fundamental basis of our corporate philosophy.»

Pierre Bellon

Chairman of the Board of Directors

History



- 2009** : Sodexo unveils its new strategy and renames its activities (Food and Facilities Management Services becomes On-site Service Solutions, and Service Vouchers and Cards becomes Motivation Solutions), and launches a third activity, Personal and Home Solutions. Acquisition of Radhakrishna Hospitality Services Group (RKHS), the leading provider of On-site Service Solutions in India, tripling Sodexo's size in this market with vast potential. 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 Solutions.
- 2008** : Sodexo Alliance becomes Sodexo and changes its visual identity. Corporate headquarters is transferred to Issy-les-Moulineaux. Acquisition of VR's Service Vouchers and Cards activity making Sodexo the co-leader of this market in Brazil, the world's largest. Sodexo makes several additional acquisitions in several markets, including Zehnacker, which doubles Sodexo's size in Germany, making it the leader in the Health Care segment.
- 2005** : Michel Landel becomes Chief Executive Officer of Sodexo Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.
- 2004** : The succession plan for Pierre Bellon is put in 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.
- 2003** : Jean-Michel Dhenain and Michel Landel are appointed Chief Operating Officers, succeeding Albert George.
- 2001** : Sogeres (France) and Wood Dining Services (U.S.) join the Group.
- 2000** : Albert George is appointed Chief Operating Officer of Sodexo Alliance. Sodexo becomes the world leader in remote site management.
- 1998** : The merger of the Foodservice operations of Marriott International and Sodexo and the formation in the U.S. of Sodexo Marriott Services, 48.4% owned by Sodexo, which becomes North American market and global leader in Food and Facilities Management services. Sodexo Marriott Services will become Sodexo, Inc., a wholly-owned subsidiary of the Group, in 2001.
- 1997** : The holding company changes its name to Sodexo Alliance.
- 1996** : The Service Vouchers and Cards business expands into Brazil with the acquisition of Cardàpio.
- 1995** : Acquisitions of Gardner Merchant in the United Kingdom and Partena in Sweden, the then leaders in Foodservices in their respective countries.
- 1985 - 1993** : Sodexo establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe.
- 1983** : Initial public offering of Sodexo shares on the Paris Bourse.
- 1971 - 1978** : 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.
- 1968** : Sodexo begins operations in the Paris area.
- 1967** : CNES, in French Guiana, awards Sodexo a contract in the "multiservices" market, signaling its entry into the remote site management business.
- 1966** : Pierre Bellon founds Sodexo, a company specializing in providing Foodservices to institutions, businesses, schools and hospitals, in Marseille (France).

→ Corporate Governance

Presentation

Board of Directors

Sodexo is governed by a Board of Directors, chaired by Pierre Bellon.

The Board of Directors comprises 13 members, four of whom are women, representing nearly a third of all directors. Nine Board members are French nationals, two are American, one is Canadian and one is British.

Executive Committee

In his role as Chief Executive Officer, Michel Landel is supported by an Executive Committee which is the linchpin of the management structure. It is responsible not only for discussing and developing strategies to be recommended to the Board of Directors, but also for monitoring implementation of these strategies once they have been approved by the Board. The Executive Committee tracks implementation of action plans, monitors business unit performance, and assesses the potential benefits and risks of growth opportunities.

Boards of Directors

Astrid Bellon

Member of the Management Board, Bellon SA

Born April 16, 1969.

Graduate of ESLSCA.

Nationality: French.

Master of Arts in Cinema Studies, New York City.

BACKGROUND

Astrid Bellon is a member of the Management Board of Bellon SA.

Number of Sodexo shares held: 36,723.

Alain Marcheteau

Company Director

Born September 5, 1944.

Married, 4 children.

Nationality: French.

Graduate of the Institut d'Etudes Politiques de Paris, Holder of a Masters' degree in Law and graduate of the Ecole Nationale d'Administration

BACKGROUND

Alain Marcheteau was a civil servant at the French Ministry of Transports from 1971 to 1975 and then at the Ministry of Finance (Treasury section) from 1975 to 1981. He successively became Treasurer, Chief Financial Officer, and Chief Operating Officer (Finance and Subsidiaries) of Air France from 1981 to 1991. He then was Chief Financial Officer of Suez from 1991 to 1996, Chief Executive Officer of ISM (Real Estate Leasing), a subsidiary of Crédisuez, from 1996 to 1998, and then Chief Operating Officer and Project Director with the Directorate of Suez-Lyonnaise des Eaux from 1998 to 1999. He joined the Snecma Group in 1999 as Chief Operating Officer for Economic and Financial Affairs and then, in connection with the creation of Safran in 2004, became the General Secretary and Member of the Executive Committee of Safran until July 1, 2009.

Number of Sodexo shares held: 500

Bernard Bellon

Chairman of the Board of Directors, Finadvance

Born August 11, 1935.

Married, 5 children.

Nationality: French.

Degree in French Literature IAE Aix – Marseille

BACKGROUND

Bernard Bellon was Director of Compagnie Hôtelière du Midi (part of the Compagnie de Navigation Mixte Group) from 1962 to 1970 and then held various managerial positions in banking at CIC-Banque de l'Union Européenne Group from 1970 to 1988. He founded Finadvance SA, a venture capital company of which he has been Chairman since its creation in 1988.

Number of Sodexo shares held: 323,732.

François-Xavier Bellon

Chief Executive Officer, Bright Yellow Group Plc

Born September 10, 1965.

Married, 4 children.

Nationality: French.

Graduate of the European Business School.

BACKGROUND

François-Xavier Bellon is the CEO of Bright Yellow Group, a company he acquired in August 2007. This UK-based company specializes in providing in-home services to dependent persons. Previously, François-Xavier Bellon was Sales and Marketing Director of the Global Temporary Work Division of the Adecco Group, where he spent more than 7 years. He was based in London for his last posting, but was previously Regional Vice President for Catalonia, based in Barcelona, and Head of the Orsay-les-Valis Agency, near Paris. François-Xavier Bellon also spent 10 years with Sodexo, where he was Chief Executive of Sodexo UK prior to resigning in May 2004. After joining Sodexo France Hôtellerie et Santé in 1995, he was successively Head of Sector and Head of Development, based in Paris, and then Chief Executive Officer of the Mexican subsidiary for five years.

Number of Sodexo shares held: 36,383.

H. J. Mark Tompkins

Company Director

Born November 2, 1940.

Married, 3 children.

Nationality: British.

Masters degree in Natural Sciences and Economics from the University of Cambridge;

MBA from the INSEAD Business School in France.

BACKGROUND

Mark Tompkins began his career in investment banking in 1964 with Samuel Montagu & Company (now HSBC). From 1965 to 1971, he was a management consultant with Booz Allen & Hamilton working on assignments in the UK, continental Europe and the USA. He joined the Slater Walker Securities group in 1972 and was named Chairman and Chief Executive Officer of Compagnie Financière Haussmann, a publicly traded company in France, and of Slater Walker France SA. From 1975 through 1987, he was active in residential and commercial property investment in the Middle East, Germany, Spain, France and the United States. In 1987 and subsequent years, his focus moved to private equity and capital development in publicly traded entities, notably in the healthcare, biopharmaceutical, tourism and leisure, and manufacturing sectors.

M. Tompkins has informed the chairman of the board of directors of his decision to resign from the board effective October 31, 2010

Michel Landel

Chief Executive Officer, Sodexo

Born November 7, 1951.

Married, 3 children.

Nationality: French.

Graduate of the European Business School

BACKGROUND

Michel Landel began his career in 1977 with the Chase Manhattan Bank, then in 1980 became manager of a building materials plant belonging to the Poliet Group.

He was recruited in 1984 as Head of Operations for East and North Africa, and was promoted in 1986 to Vice President for Remote Site Management in Africa. In 1989 he took over the management of activities in North America. He was involved, among others, notably, in the 1998 merger with Marriott Management Services and in the creation of Sodexo Marriott Services. In 1999, he became Chief Executive Officer of Sodexo Marriott Services, now Sodexo, Inc.

Michel Landel was named Vice-Chairman of the Executive Committee of Sodexo in February 2000.

From June 2003 through August 2005, Michel Landel served as Group Co-President and Co-Chief Operating Officer in charge of North America, the United Kingdom and Ireland, together with Remote Site Management.

He has been Chief Executive Officer of Sodexo of September 1, 2005.

Number of Sodexo shares held: 49,152.

Nathalie Szabo

Member of the Management Board, Bellon SA

Born January 26, 1964.

Married, 3 children and legal guardian for 2 nephews.

Nationality: French.

Graduate of the European Business School.

BACKGROUND

Nathalie Szabo began her career in the Foodservices industry in 1987. From 1989, she was an account manager for Scott Traiteur, and then Sales Manager of Le Pavillon Royal.

She joined Sodexo in March 1996 as Sales Director for Sodexo Prestige in France, becoming a Regional Manager in 1999.

In September 2003 she was appointed Managing Director of Sodexo Prestige, and Managing Director of L’Affiche in January 2006. She became Chief Executive Officer of the Sodexo Sports and Leisure Division, France, on September 1, 2010.

Number of Sodexo shares held: 1,147.

Patricia Bellinger

Company Director

Born March 24, 1961 in Connecticut (USA).

Married, 2 children.

Nationality: Dual American and British.
BA in Literature, Harvard University.

BACKGROUND

Patricia Bellinger began her career in Madrid, Spain in 1986 by founding a casting agency, and she continued to work in media and communications in Spain until 1995. In 1995, she returned to the USA and joined Bristol Myers Squibb (BMS), the pharmaceutical company, where she was successively Associate Director for Communications and Associate Director for Public Affairs. In 1998 she became the Corporate Director of Culture and Human Resources Diversity. In 2000, she joined British Petroleum in London as head of Vice President, diversity and inclusion; she was Group Vice President and Director of the BP Leadership Academy until 2007.

Number of Sodexo shares held: 400.

Pierre Bellon

Chairman

Born January 24, 1930.

Married, 4 children.

Nationality: French.

Graduate of the Ecole des Hautes Etudes Commerciales (HEC).

BACKGROUND

Pierre Bellon joined Société d'Exploitations Hôtelières, Aériennes, Maritimes et Terrestres in 1958 as Assistant Manager. He later served as Managing Director and then Chairman and Chief Executive Officer. In 1966, he founded Sodexho SA, which became Sodexho Alliance SA in 1997. He served as Chairman and Chief Executive Officer until August 31, 2005, when Michel Landel was named Chief Executive Officer following the Board decision to separate the roles of Chairman and Chief Executive Officer. Pierre Bellon remained as Chairman of the Board of Directors, a position he still holds at Sodexo SA (new name since January 2008). From 1988, he served as Chairman and Chief Executive Officer of Bellon SA, the family holding company that controls Sodexo; he also served as Chairman of the Management Board of Bellon SA from 1996 to 2002. He has been Chairman of the Supervisory Board of Bellon SA since February 2002.

Number of Sodexo shares held: 12,900

Paul Jeanbart

Chief Executive Officer, Rolaco

Born August 23, 1939.

Married, 3 children.

Nationality: Dual Canadian and Swiss.

Civil engineer.

BACKGROUND

Co-founder, partner and Chief Executive Officer of the Rolaco group since 1967.

Number of Sodexo shares held: 400.

Peter Thompson

Company Director

Born September 15, 1946 in Melbourne (Australia).

Married, 3 children.

Nationality: American.

BA Modern Languages, Oxford University; MBA, Columbia University.

BACKGROUND

Peter Thompson began his career in marketing in 1970. In 1974, he became a Product Brand Manager at General Foods Corp. He joined Grand Met Plc in 1984, where he held management positions (Green Giant, Haagen-Dazs, Pillsbury, etc.). In 1992 he became Chairman and CEO of Grand Met Foods Europe, based in Paris. In 1994 he joined the PepsiCo Group where he successively held the following positions: President of Walkers Crisps in the UK; CEO Europe, Middle East, Africa of Frito-Lay International; and finally CEO of Pepsi-Cola International (1996-2004).

Currently, he is a private investor and a Director of Syngenta AG.

Number of Sodexo shares held: 400.

Robert Baconnier

President, ANSA

Born April 15, 1940 in Lyon (France).

Married, 3 children.

Nationality: French.

Degree in Literature, Graduate of the Institute d'Etudes Politiques de Paris and of the Ecole Nationale d'Administration (1965-1967).

BACKGROUND

Robert Baconnier began his career in 1967 as a civil servant at the French Ministry of Economy and Finance, and was assigned to the Internal Revenue Service (Direction Générale des Impôts). From 1977 to 1979 he was Technical Advisor to the office of the Minister of Economy and Finance, then Deputy Director in the office of the Minister for the Budget. From 1979 to 1983 he was Deputy Director in charge of the International Division of the Tax Legislation Department; in 1983, he was appointed head of the Litigation Department of the French Internal Revenue Service. In 1986 he became head of the French Internal Revenue Service. From 1990 to 1991 he was Paymaster General at the French Treasury. In 1991, he joined the law firm Bureau Francis Lefebvre, where he served as Chairman of the Management Board until 2004.

He is currently Chairman and COO of ANSA, the French National Association of Joint Stock Companies.

Number of Sodexo shares held: 410.

Sophie Clamens

Chairman of the Management Board, Bellon SA

Born August 19, 1961.

Married, 4 children.

Nationality: French.

Graduate of the Ecole des Hautes Etudes Commerciales du Nord (EDHEC).

BACKGROUND

Sophie Clamens began her career in 1985 with Crédit Lyonnais in the United States as a mergers and acquisitions advisor for the bank's French clientele in New York. She joined Sodexo in 1994 as a senior analyst in the Group Finance Department. In 2001, she was appointed Project Manager – Strategic Financial Planning within the Group Strategic Planning Department, to develop and implement key performance indicators for the Group. In September 2005, she was named Group Vice President of Client Retention and was responsible for the worldwide deployment of the initiative on client retention.

In September 2008 she was appointed President of Corporate Services for Sodexo France.

Number of Sodexo shares held: 7,964.

Executive Committee

Executive Committee as of September 1st, 2010

Michel LANDEL

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

Élisabeth CARPENTIER

Group Executive Vice President and Chief Human Resources and Internal Communications Officer

George CHAVEL

Group Chief Operating Officer
Chief Executive Officer, North America, On-site Service Solutions

Roberto CIRILLO

Group Chief Operating Officer
Chief Executive Officer, France, On-site Service Solutions

Pierre HENRY

Group Chief Operating Officer
Chief Executive Officer Motivation Solutions, in charge of On-site Service Solutions in South America and in Continental Europe, excluding France.

Siân HERBERT-JONES

Group Executive Vice President and Chief Financial Officer

Nicolas JAPY

Group Chief Operating Officer
Chief Executive Officer, Remote Sites
Chief Executive Officer Asia/Australia, On-site Service Solutions

Aurélien SONET

Group Executive Vice President, Strategic Planning and External Communications

Damien VERDIER

Group Executive Vice President and Chief Marketing Officer, Client Retention, Offer Marketing, Supply Chain and Sustainable Development

Message from Siân Herbert-Jones, Chief Financial Officer

November 2010

In Fiscal 2010, Sodexo continued the transformation initiated last year with the redefinition of its strategic positioning of offering Quality of Daily Life Solutions.

This positioning allows us to differentiate ourselves and to seize new growth opportunities in the years to come.

During Fiscal 2010, Sodexo continued to invest in implementing this long-term strategy. At the same time, in a difficult environment, our financial performance was very solid, even exceeding the financial objectives set at the start of the fiscal year, in terms of both growth and profitability.

For Fiscal 2010, Sodexo's revenues exceeded 15.3 billion euro, representing total consolidated revenue growth of 3.9%.

The acquisitions made during the previous year - Score in France, Zehnacker in Germany, RKHS in India and ComfortKeepers in the U.S. - contributed to an increase in growth of 1.2%, or almost one third of overall growth.

This demonstrates our ability to focus on the right acquisitions and then integrate them successfully.

Organic revenue growth was 2.5%, well above the objectives set at the beginning of the fiscal year.

Despite the economic environment, Sodexo recorded organic revenue growth of 2.3% in On-site Service Solutions, driven in particular by strong growth in Defense and Justice as well as in countries such as Brazil and China. It should be noted that Sodexo already generates about 15% of its revenues in On-site Service Solutions in these so-called «emerging» economies which will be sources of growth in the medium term.

Motivation Solutions recorded organic revenue growth of 7.3%, progressing strongly in Latin America (which represents about 51% of the activity's revenues) in contrast to a decline in Central Europe as a result of economic conditions.

Motivation Solutions issue volume reached a new record of 12.5 billion euro.

Sodexo's key performance growth indicators at the end of August 2010 were very encouraging overall. For the 12 month-period:

- client retention rose from 93.5% in Fiscal 2009 to 94.2%, reflecting strong performance in North America,
- the development rate for the past year was 8% compared to 6% in Fiscal 2009,
- comparable unit growth was weak, however, at 2% for the Group and remaining close to zero in Continental Europe and the UK.

Operating profit performance was good considering the current economic climate.

Excluding currency effects, Sodexo's operating profit growth was close to 10%. Our operational teams also exceeded the target set earlier this year - resulting in an improvement in operating margin of 30 basis points.

This increase is a result, particularly of:

- improved profitability in On-site Service Solutions - including significant progress made in Continental Europe, the UK and Ireland and the Rest of the World.
- volume growth in Motivation Solutions.

Given the fact that Sodexo operates in 80 countries, exchange rate effects (which pose no operational risk) impact our financial statements. In Fiscal 2010, these currency conversion effects decreased operating profit 47 million euro, masking the progress made in terms of operating profitability. This is mainly a result of the devaluation of the Bolivar Fuerte in Venezuela in January 2010.

These currency effects had a much smaller impact in terms of net income - the true measure of performance for our shareholders. Indeed, our Group net income increased 4.1% to 409 million euro.

Sodexo's net cash flow from operating activities exceeded one billion euro in Fiscal 2010. This is a solid performance and a major asset for our Group, demonstrating once again the quality of Sodexo's financial model.

The improvement in cash flow results from both improved operating profits as well as variations on negative working capital.

With the cash generated, we continue to invest in our development, to remunerate our shareholders and reduce our financial debt.

In Fiscal 2010, we reduced our net debt 233 million euro. At the end of August 2010, our gross net debt represented only 3.6 years of operating cash flow, a welcome strength for Sodexo for the coming years.

Given this strong financial performance and as a sign of confidence in the Group's future, the Board of Directors will propose to the General Shareholders Meeting on January 24 next year a dividend of 1.35 euro per share.

This represents an increase of 6.3% compared to last year when the dividend was maintained at the same level as in Fiscal 2008 (at 1.27 €).

In the current economic environment, we need to be cautious, so Sodexo has set the following objectives for Fiscal 2011:

- a small acceleration in organic revenue growth of between 3 and 4%
- an increase in operating profit of around 10%, excluding currency effects.

We have major strengths, including:

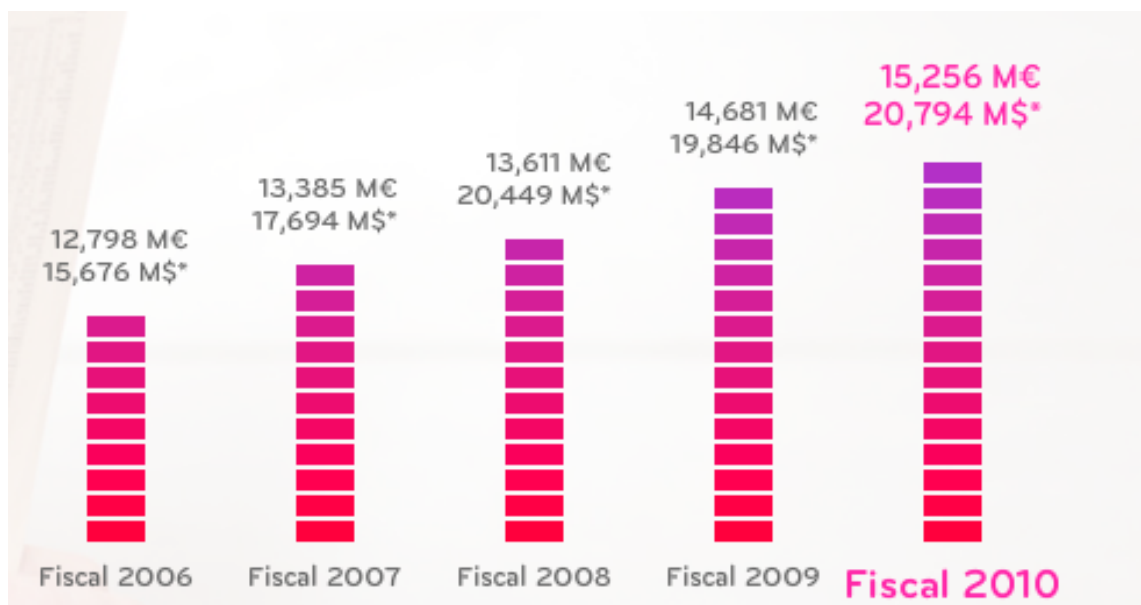
- a huge potential market that represents more than 50 times our current revenues,
- our independence and our financial model with net debt representing only 24% of our equity,
- our unique positioning in that Sodexo is the only company to offer such a broad, complete and integrated offer of Quality of Daily Life Solutions - which ensures our ability to achieve long-term growth in our revenue and our results.

For all of these reasons, we remain very confident in our medium term ambition to achieve average annual revenue growth of 7% and reach an operating margin of 6%.

→ Financial performance

Revenues

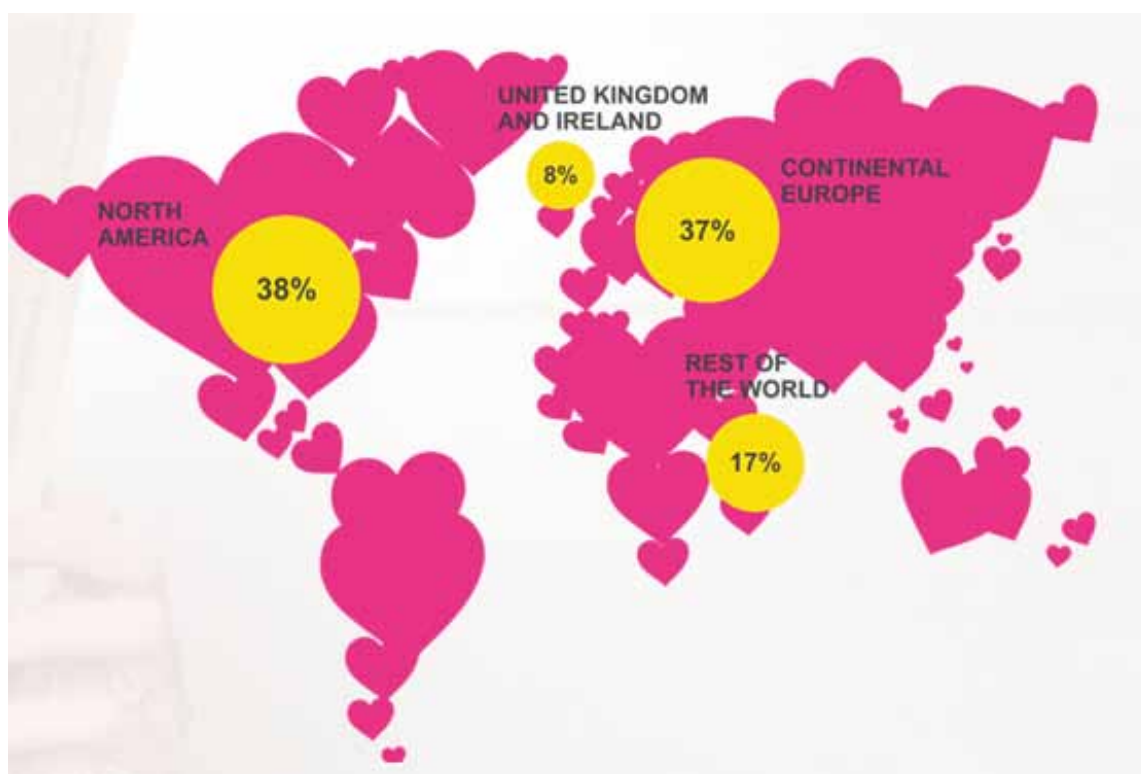
Consolidated revenues



* Calculated at the average exchange rate for each year; for Fiscal 2010: 1 euro = 1.363 U.S. dollars.

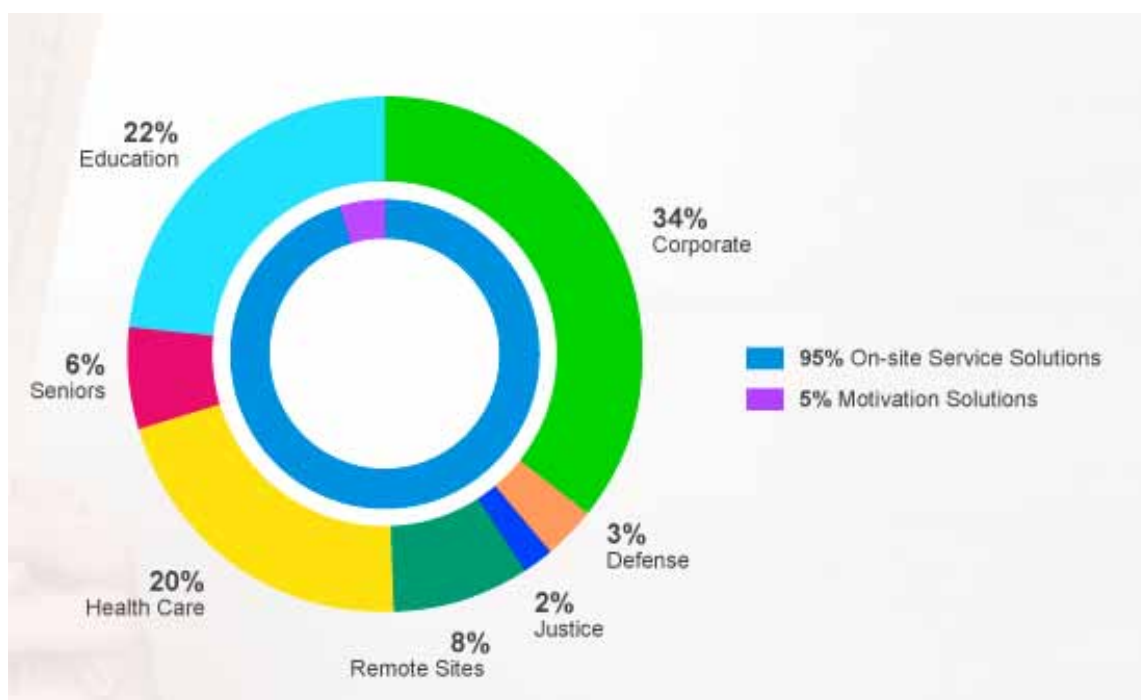
At 2.5%, organic growth was higher than the objective announced at the beginning of the year. On-site Service Solutions organic growth of 2.3% resulted in particular from good development in On-site Service Solutions in Justice, notably in France, as well as in Defense and Latin America. Most of the 7.3% organic growth in the Motivation Solutions activity was from the excellent performance of teams in Latin America.

Revenues by region



Sodexo recorded moderate growth in **North America** at 1.9%, an improvement in **Continental Europe** at 1.7%, a decline of 1.7% in the **United Kingdom and Ireland**, and solid growth in the **Rest of the World**. Organic growth of 7.3% in the **Motivation Solutions** activity resulted from a solid progression in Latin America and a decline in Central Europe.

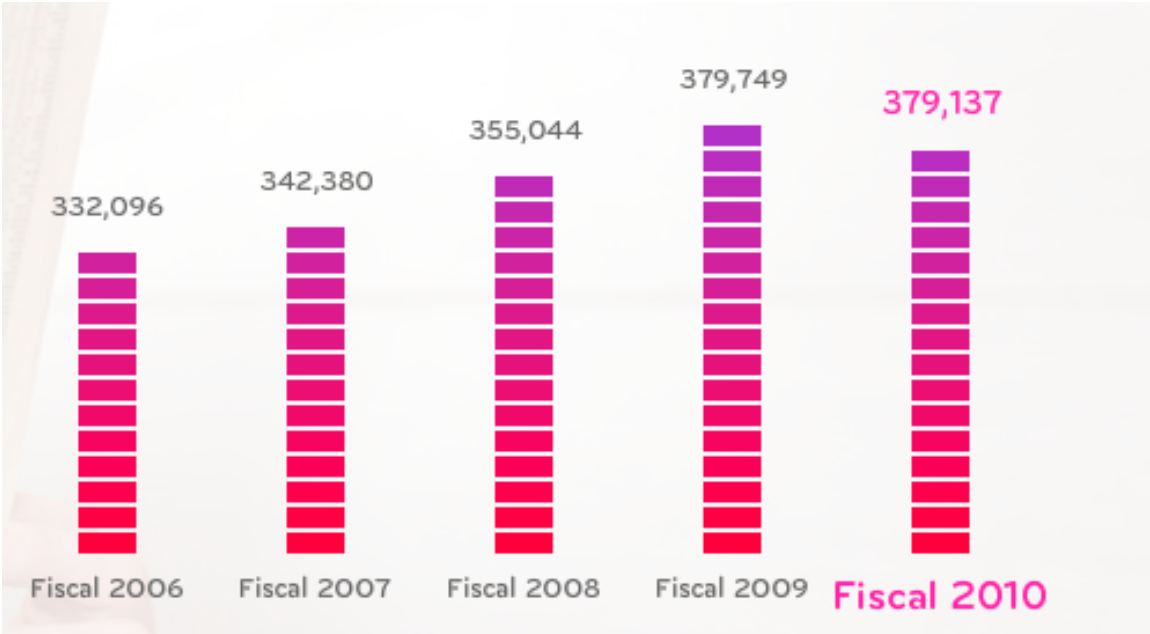
Revenues by activity and client segment



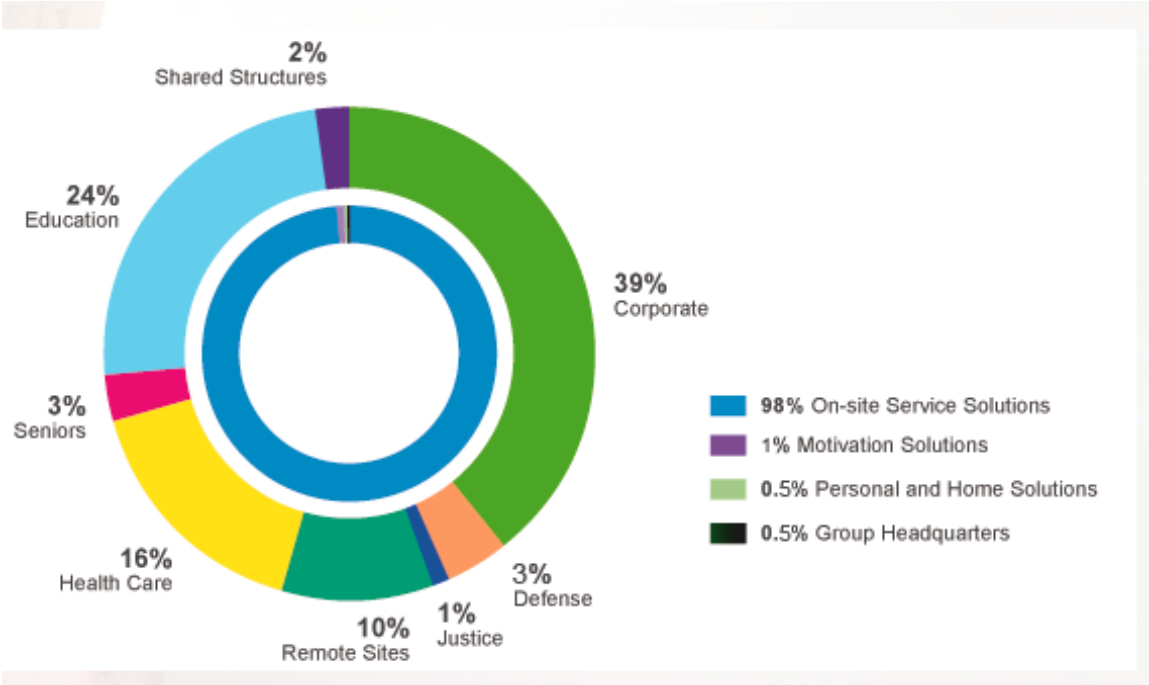
Of particular note during the year were the following:

- Organic growth of 2% in **Corporate**, driven by On-site Service Solutions in Justice, Defense and in the Rest of the World (Latin America, Asia-Pacific, the Middle East and Remote Sites).
- A progression of 2.6% in **Health Care** and **Seniors**, given low inflation in North America and modest sales development due to delayed decision-making by potential clients.
- An increase of 2.3% in **Education** resulting from increased enrolments in universities, partially offset by decreased spending by students and their family in the current economic environment.

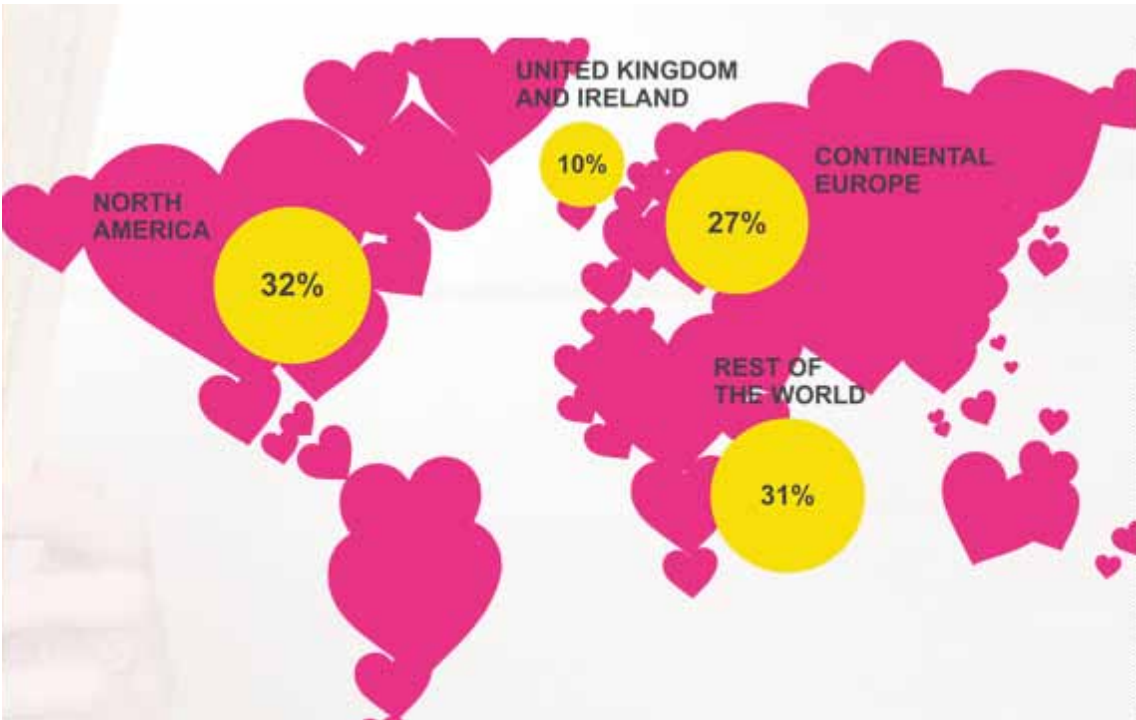
Number of employees



Employees by activity and client segment

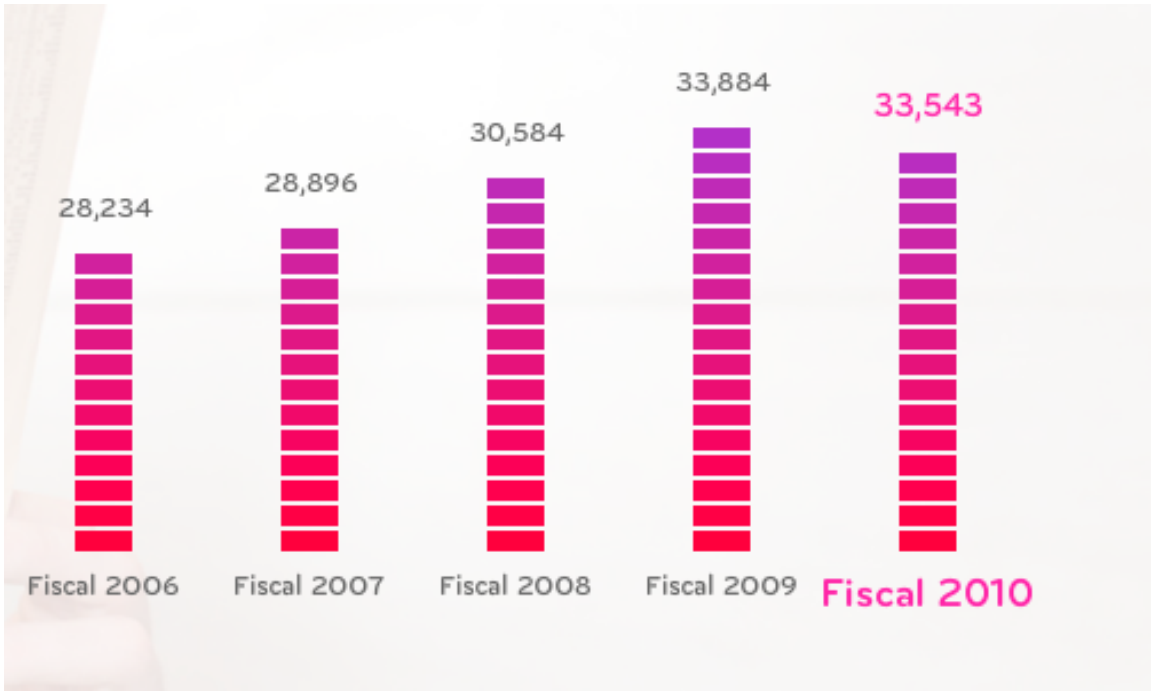


Employees by region

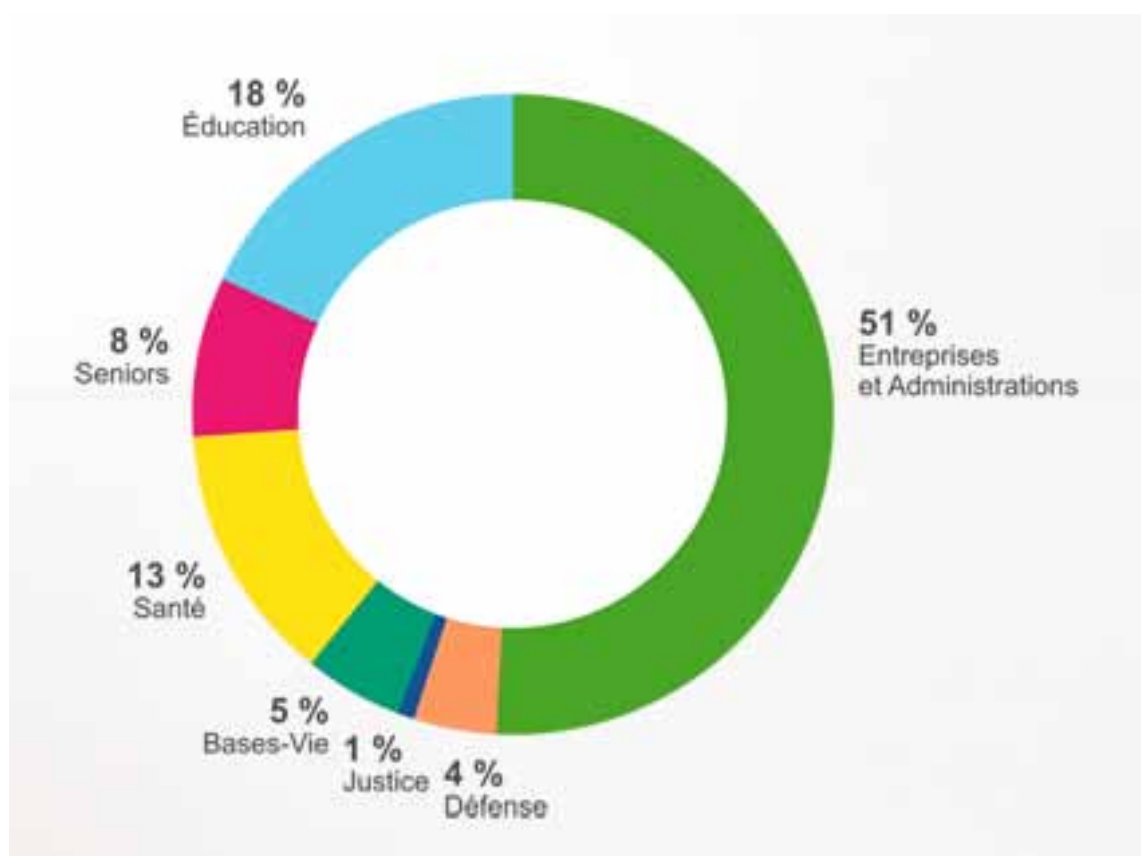


North America: 122,425 employees
Continental Europe: 101,951 employees
United Kingdom and Ireland: 36,165 employees
Rest of the world: 118,596 employees

Number of operating sites

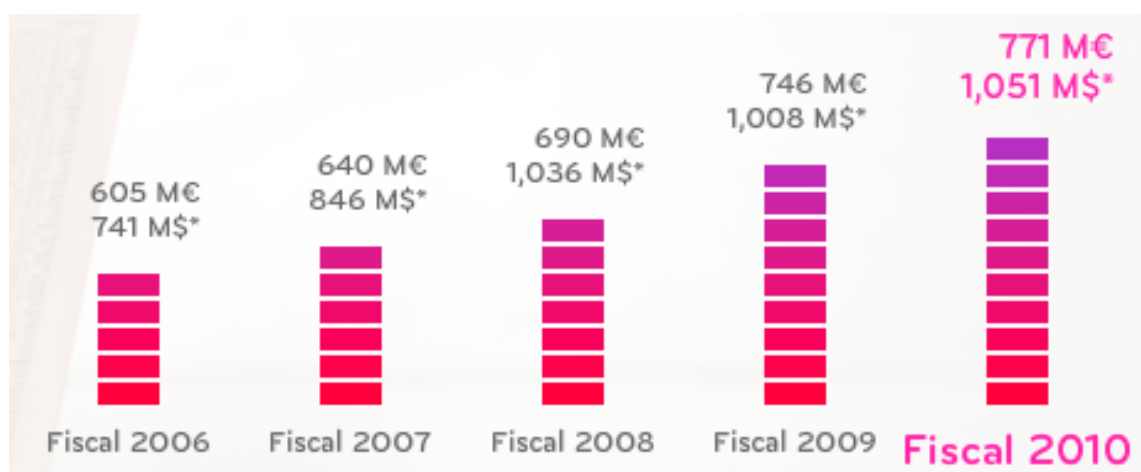


Sites by client segment



Results

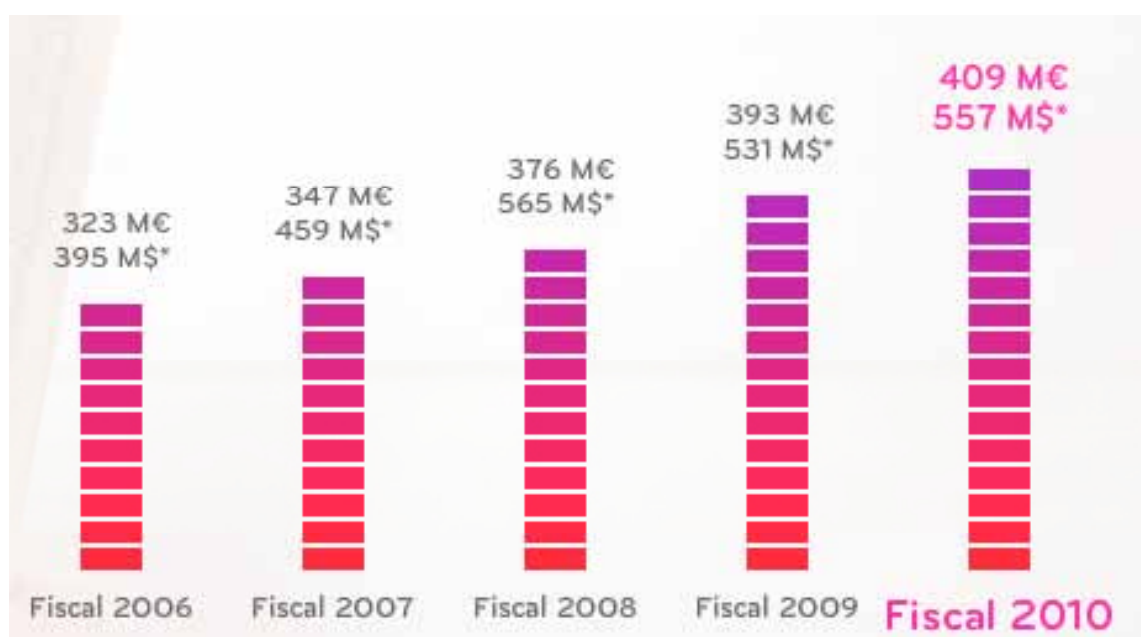
Operating profit



* Calculated at the average exchange rate for each year; for Fiscal 2010: 1 euro = 1.363 U.S. dollars.

Excluding exchange rate effects, operating profit increased by 9.5% and the operating margin by 0.3%. This good performance is mainly attributable to improved profitability in the On-site Service Solutions activity in Europe, in the United Kingdom and Ireland, as well as in the Rest of the World. The Motivation Solutions activity also contributed to this growth, but was strongly affected by monetary variations resulting from the devaluation of the Bolivar Fuerte in January 2010 in Venezuela. At constant exchange rates, operating income increased by 3.5% and the operating margin was 5.1%, the same level as in Fiscal 2009.

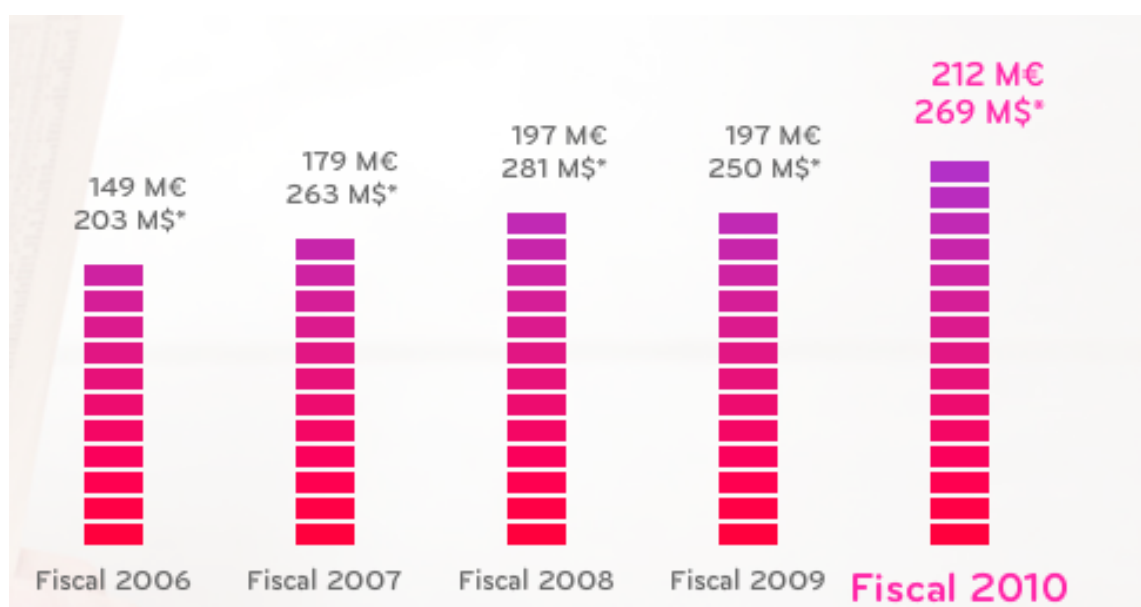
Group net income



* Calculated at the average exchange rate for each year; for Fiscal 2010: 1 euro = 1.363 U.S. dollars.

Group net income increased by 4.1% at current exchange rates and by 5.9% at constant exchange rates compared to Fiscal 2009.

Dividends paid

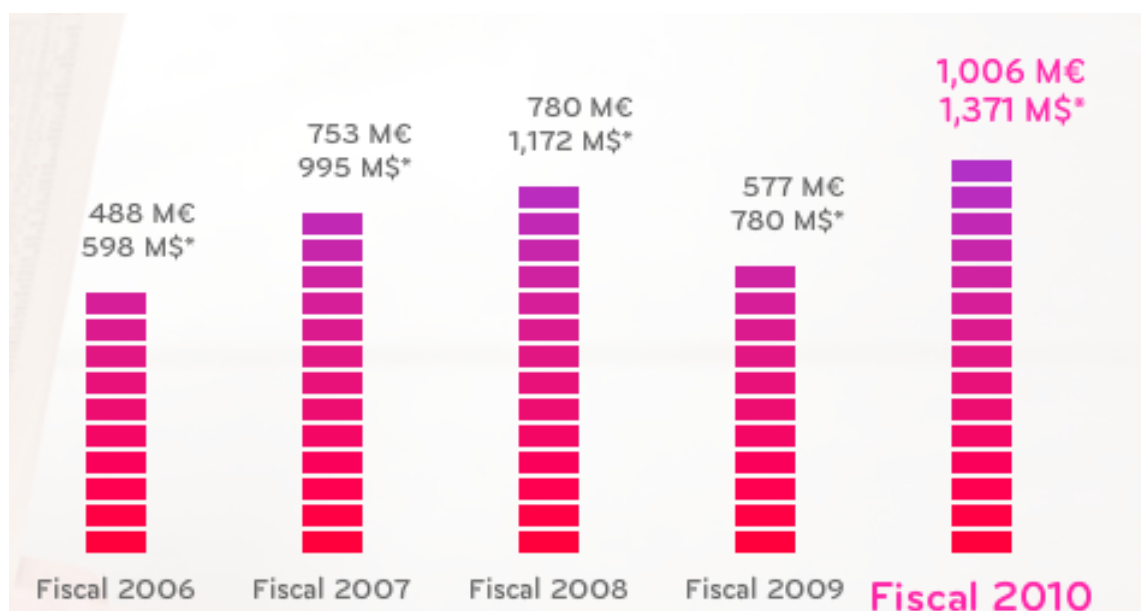


* Calculated at the closing exchange rate for each year of payment; for Fiscal 2010: 1 euro = 1.268 U.S. dollars.

** Subject to approval at the Annual Shareholders' Meeting on January 24, 2011.

The dividend proposed to shareholders (1.35 euro per share) is an increase of 6.3% compared to that in the prior year, given the good cash generation in Fiscal 2010 and the good earnings outlook for Fiscal 2011.

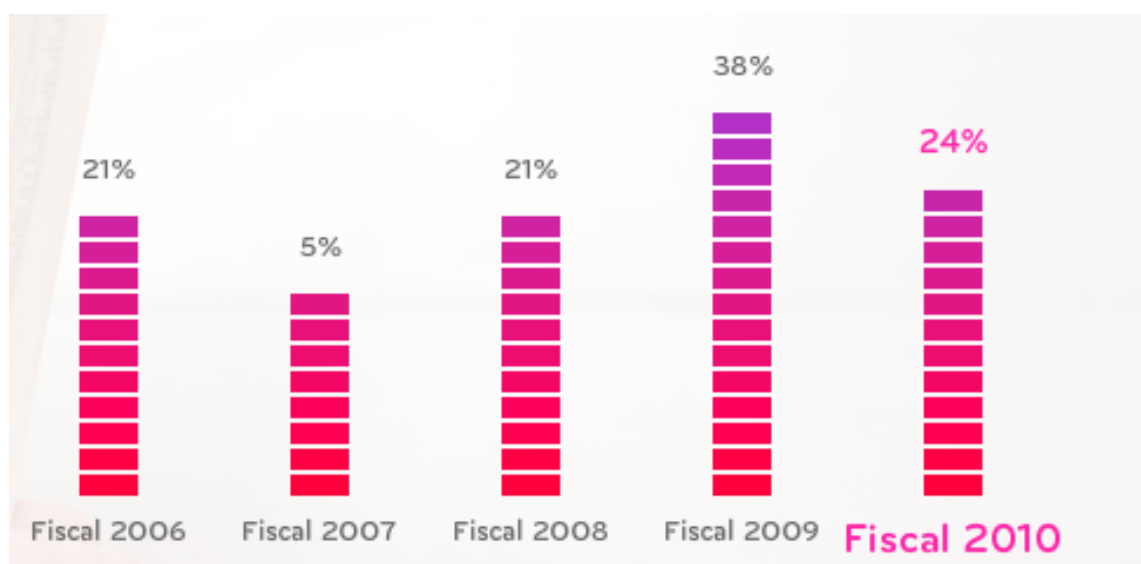
Net cash flow provided by operating activities



* Calculated at the average exchange rate for each year; for Fiscal 2010: 1 euro = 1.363 U.S. dollars.

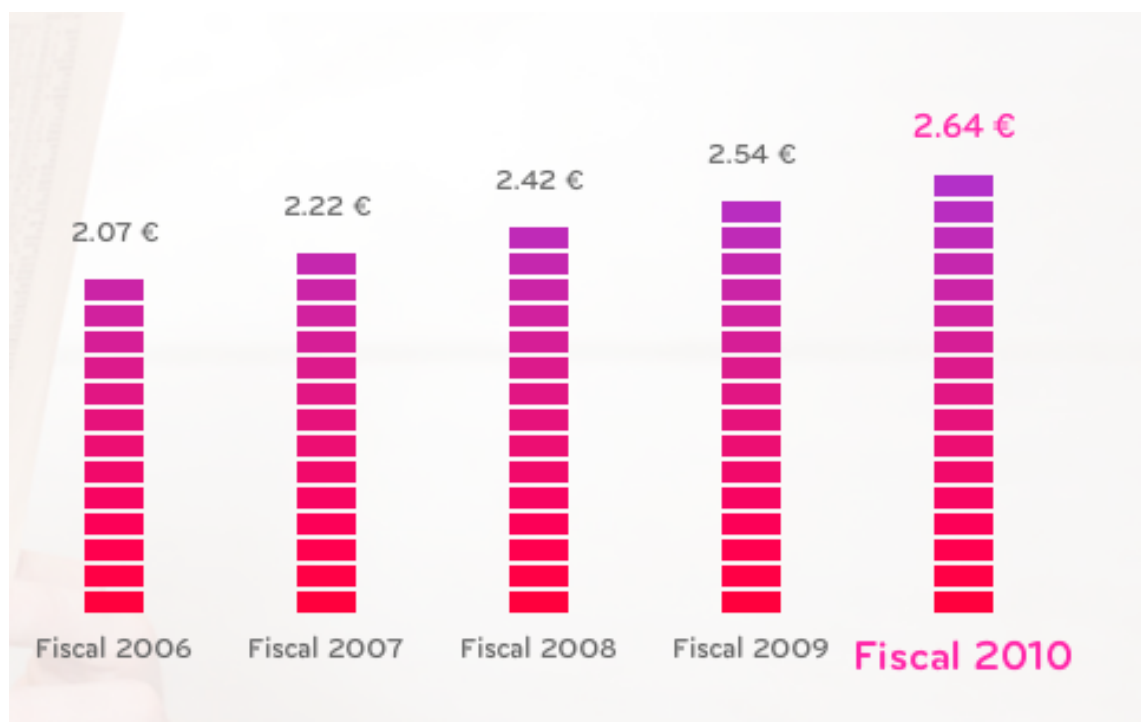
The significant improvement of 429 million euro compared to Fiscal 2009 includes the variation in working capital. Although Fiscal 2009 cash flow was affected by regulatory changes in payment terms, vouchers payable in the Motivation Solutions activity increased it by nearly 140 million euro.

Net debt as a percentage of shareholder's equity*



* Debt net of cash and financial assets related to Motivation Solutions activity, less bank overdrafts. (Including minority interests)

Earning per share



→ Corporate Citizenship

People have always been at the core of Sodexo's values. Today these values are the foundation of its development as a responsible company. In keeping with its mission to improve the Quality of Daily Life and contribute to the economic, social and environmental development of the communities, regions and countries in which it operates, Sodexo strives to:

- maintain a high quality and appropriately-sized **workforce** with the requisite skills to meet the expectations of all its clients,
- be among the global companies most **appreciated by its employees**.

To find out more about our commitments, see our Human Resources Report

- encourage **equal opportunity** in four priority areas: gender representation, generational opportunities, ethnic minorities and employing people with disabilities.

To find out more about our commitments, see our Diversity and Inclusion Report

- strengthen its commitment to **sustainable development**, focusing on three priorities: promoting better nutrition, health and wellness, engaging in local community development and protecting the environment.

To find out more about our commitments, see our Corporate Citizenship Report

Our strategy

→ Our positioning

We believe that the **Quality of Daily Life** contributes to the **progress** of individuals and the **performance** of organizations.

Based on this conviction, we seek to be the long-term strategic partner of businesses and organizations, designing, managing and delivering comprehensive Quality of Daily Life service solutions through three activities:

- **On-site Service Solutions,**
- **Motivation Solutions,**
- **Personal and Home Solutions.**

Sodexo created its **Institute on Quality of Daily Life** as a forum for reflection and progress to improve understanding of the stakes and actors that influence Quality of Daily Life and to identify the drivers for the development of Sodexo's business activities that will add value for clients and consumers. A Sodexo Chair in Innovation and Quality of Daily Life, established in partnership with ESSEC-ISIS*, and a network of experts conduct, collect and analyze studies at the local and global levels and survey all information pertaining to Quality of Daily Life.

* ESSEC Business School ranks internationally as one of the world's leading higher education institutions for management.

→ Our ambition and strategy

In the medium term:

- sustain 7% annual average revenue growth;
- reach a consolidated operating margin of 6%;
- be the global leader in each of the client segments we serve;
- provide a springboard for personal and professional growth;
- make Sodexo a globally known and loved brand.

A clear strategy to achieve our ambition:

- maintain the Group's independence;
- be the global leader in On-site Service Solutions;
- strengthen and leverage our leadership position in foodservices;
- become the global leader in Motivation Solutions;
- steadily grow our activities in Personal and Home Solutions.

→ Our growth potential

CONSIDERABLE GROWTH POTENTIAL

Sodexo's market potential is estimated at 50 times our current revenues.

On-site Service Solutions

A market estimated at more than 650 billion euro

Motivation Solutions

A market estimated at more than 135 billion euro in issue volume

Sodexo estimate

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

Our activities around the world

→ World map



→ North America

Close up...

UNIVERSITY HEALTHSYSTEM CONSORTIUM (UHC)

Innovative and customized solutions for UHC

The University HealthSystem Consortium (UHC) is an alliance of 107 university medical centers and 233 affiliated hospitals, representing approximately 90% of the nation's nonprofit university medical centers. UHC has entrusted the management of support services to Sodexo for:

- **Foodservices:** patient-centered service solutions
- **Environmental services:** environmentally friendly service solutions for the management of housekeeping
- **Laundry management and linen services**
- **Transport services** of patients, equipment and medical files
- **Service response center**
- **Monitoring and preventive maintenance of equipment** including HVAC and fire protection

"We are excited about the innovative, customized solutions that Sodexo will provide to UHC members, meeting hospitals' expectations for patient and employee satisfaction and financial savings,"

Jake Groenewold, UHC's Senior Vice President, Supply Chain.

Key figures

38% of Group revenues

32% of Group employees

9,363 sites

Source: Sodexo

Development

Canada: Corporate

- **Bayer Inc.**, Toronto, Ontario - 500 people

Education

- **Kwantlen University**, 4 sites (Richmond Campus, Surrey Campus, Cloverdale Campus, Langley Campus) - 17,000 students

Remote sites

- **Hydro Quebec**, Les Murailles Camp, Havre–Saint–Pierre area - 2,000 residents
- **Kiewit/OPG**, Lower Mattagami River, Ontario - 800 people

United States: Corporate

- **Abbott Pharmaceuticals**, Barceloneta, Puerto Rico - 1,790 people
- **British Aerospace**, 12 sites - 7,750 people
- **Google Inc.**, 4 sites - 500 people
- **Toyota**, Georgetown, Kentucky - 7,000 people

Health Care

- **Abbott Northwestern Hospital**, Minneapolis, Minnesota - 637 beds
- **Cheyenne Regional Medical Center**, Cheyenne, Wyoming - 222 beds
- **Jefferson Regional Medical Center**, Pittsburgh, Pennsylvania - 328 beds
- **Our Lady of Fatima Hospital, North Providence, Rhode Island - 262 beds**
- **San Francisco General Hospital Medical Center**, San Francisco, California - 477 beds
- **Sunrise Hospital and Medical Center**, Las Vegas, Nevada - 639 beds
- **The Mount Sinai Medical Center**, New York - 1,171 beds
- **Trident Regional Medical Center**, Charleston, South Carolina - 281 beds

Seniors

- **Bridgewater Retirement Community**, Bridgewater, Virginia - 502 beds
- **Kisco Senior Living**, Carlsbad, California - 3,300 beds

Education

- **Fort Wayne Community School District**, Fort Wayne, Indiana
- **Kansas State University**, Manhattan, Kansas
- **Middlesex County College**, Edison, New Jersey - 8,366 students
- **Monroe Community College**, Rochester, New York – 16,596 students
- **Northeastern Oklahoma Agricultural and Mechanical College**, Miami, Oklahoma - 2,026 students
- **Spartanburg School District 6**, Caroline du Sud - 1,423 pupils
- **Thomas County School District**, Thomasville, Georgia - 5,680 pupils
- **University of Michigan**, Ann Arbor, Michigan
- **University of Washington**, Seattle, Washington - 39,136 students

Sports and Leisure

- **Luna Park**, Coney Island, New York - 50,000 visitors per year

Gulf of Mexico: Remote Sites

- **McDermott DB**, 50 rig - 300 residents
- **Rowan Drilling**, 2 rigs - 140 residents

Mexico: Motivation Solutions

- **Andamios**, Mexico - Food and Mobility Pass - 350 beneficiaries
- **Tec Design & Engineering**, Mexicali - Food Pass - 7,100 beneficiaries
- **Transportes Terrestres Almarvil**, Mexico - Mobility Pass - 450 beneficiaries

Awards

Mess Hall 590 was the first recruit mess hall to earn the “**United States Marine Corps Hill Award**” for best full service mess hall at the National Restaurant Association Show in Chicago in May 2010.

Sodexo is using the Energy Star database to measure and reduce environmental impacts at 82% of the hospitals it serves. Results: the American Society of Hospital Engineers has rated Battle Creek Hospital in Michigan among the **Top 10** U.S. hospitals for energy conservation.

In May 2010, Sodexo at North Carolina Agricultural and Technical University received the “**Outstanding Employer**” award from The Greensboro Mayor’s Committee for Persons with Disabilities.

Sodexo received a 2009 “**Virtual Event Excellence Award**” for its pioneering online training program. Some 4,500 Sodexo Education managers in the United States (i.e., 95%) were able to share best practices and learn new skills to succeed in the education market.

The International Association of Conference Centers honored Sodexo for its performance at the Northpointe Conference Center:

- Executive Chef Mark Moran was named USA Champion Chef of the “**Copper Skillet**”
- Sodexo received the 2010 “**Silver Tier Sustainability Award**” for its sustainable development actions.

→ Continental Europe

Close up...

TEEKAY – NORWAY

Sodexo comes on board

Founded in 1973, Teekay Petrojarl, based in Trondheim, Norway, is a recognized international leader in energy shipping. They are the largest Floating Production, Storage and Offloading (FPSO) operators in the North Sea, one of the harshest environments in the world.

Teekay chose Sodexo to provide foodservices, cleaning and laundry services onboard five vessels. The global contract covers operations on both the Norwegian and UK Continental shelves as well as a unit on the Siri Field site off the southeastern coast of Brazil.

Sodexo’s capability and experience, together with its consistent worldwide quality, its management of risks in the areas of Health, Safety and Environment and the strong cooperation demonstrated between its three country teams, convinced Teekay to take advantage of Sodexo’s international best practices.

The five-year contract, with an option for two 2-year extensions, will create nearly 80 new jobs.

Key figures

37% of Group revenues

27% of Group employees

13,770 sites

Source : Sodexo

Development

Belgium: Corporate

Carrefour, Brussels – 1,150 people

Motivation Solutions

Alliance International, Wevelgem - Restaurant Pass - 225 beneficiaries

Doosan Infracore Belgium, Frameries - Meal Pass - 150 beneficiaries

Media Markt, Brussels - Meal Pass - 1,400 beneficiaries

Roeselare Hospital, Roeselare - Meal Pass - 2,300 beneficiaries

Denmark: Corporate

Nokia, Copenhagen - 1,600 people

Finland: Seniors

Opeatie senior home, Helsinki - 69 beds, 85 people (residents, nurses and visitors)

France: Corporate

Prisma Presse (New Group's headquarters), Gennevilliers - 900 people

Justice

Ministry of Justice - 22 correctional facilities

Health Care

Centre Hospitalier d'Angoulême, Saint-Michel - 1,700 beds

Centre Médico-Chirurgical de l'Europe, Port Marly - 251 beds

Polyclinique Saint François, Groupe Vitalia, Desertines - 248 beds

Education

EDHEC, Lille - 3,000 people

Motivation Solutions

CNES, Paris - Home Pass - 1,000 beneficiaries

CRCAM Sud Méditerranée - Meal Pass - 600 beneficiaries

Kühne + Nagel, Paris - Meal Pass - 1,500 beneficiaries

Ministry of Defense, Paris - Home Pass

Steria, Paris - Meal Pass - 3,200 beneficiaries

Germany: Health Care

Universitätsklinikum Schleswig-Holstein Campus Kiel, Kiel - 2,250 beds

Hungary: Corporate

Audi Hungaria Motor Kft, Győr, 7 sites - 5,600 people

Education

Local Government of Budapest Capital's 1st school district, Budapest - 2,000 pupils

Local Government of Budapest Capital's 2nd school district, Budapest - 8,000 pupils

Motivation Solutions

Lear Corporation, Gödöllő - Restaurant Pass - 2,100 beneficiaries

Szemerey Transport, Miskolc - Meal Pass - 650 beneficiaries

Italy: Health Care

A.P.S.P. Civica di Trento, Trento - 358 beds

Education

Comune di Cassano d'Adda, Milano - 1,600 pupils

Schools of Segrate city, Milano - 3,500 pupils

Netherlands: Corporate

Sodexo signed and began implementing a seven-year comprehensive service solutions contract with KPN, the Netherlands' leading telecommunications operator. A team of 100 employees was formed to respond to the client's needs, providing 20 different services at more than 50 buildings across the country (a total of 350,000 m²).

Sports and Leisure

City of Rotterdam, Departure point of the 97th Tour de France - 7,000 people

Romania: Motivation Solutions

British American Tobacco, Bucharest - Restaurant Pass - 500 beneficiaries

Bucharest Urgent Care Clinic, Bucharest - Restaurant Pass - 2,100 beneficiaries

Heineken, Bucharest - Smart Pass (Incentives and Recognition)

Romania Water Authority, Bucharest - Restaurant Pass - 3,700 beneficiaries

Takata Petri, Arad - Meal Pass - 460 beneficiaries

Russia: Corporate

Peugeot-Citroën, Kaluga Region - 230 people

Remote Sites

Salym Petroleum Development - 3 sites - 900 people

Sports and Leisure

Cirque du Soleil

The Group has been selected to organize ticket sales outlets and manage foodservices for the “Cirque’s” Russian tour. In addition, Sodexo will plan the menu and beverage offerings for guests at the “Red Carpet” VIP areas in St Petersburg and Moscow.

Motivation Solutions

Sberbank, Moscow - Gift Pass - 20,300 beneficiaries

TNT Express Worldwide, Moscow - Gift Pass

Slovakia: Motivation Solutions

G4S Security Services, Bratislava - Meal Pass - 2,150 beneficiaries

Spain: Health Care

Clinica Juaneda, Mallorca - 165 beds

Hospital General de Catalunya, Barcelona - 226 people

H. Juan Grande Jerez, Jerez - 224 beds

Motivation Solutions

Lenovo, Madrid – Restaurant Pass - 30 beneficiaries

Puma Sport, Barcelona - Restaurant Pass - 70 beneficiaries

Sweden: Corporate

Sweden Electrolux, Stockholm - 600 people

Sweden SJ – Malarbanan, Stockholm - Transport, Cleaning Services

Education

Schools of Helsingborg city, Helsingborg - 12,000 pupils

Sports and Leisure

City of Stockholm, Love Stockholm 2010 (Celebrations surrounding the wedding of the Crown Princess) - 20,000 people

Turkey: Remote Sites

Ocean Rig, 1 site

Education

ENKA Schools, Istanbul - International private school - 1,400 students

Motivation Solutions

Arikanli Holding, Istanbul - Restaurant Pass - 1,400 beneficiaries

Starbucks Coffee Turkey, Istanbul - Restaurant Pass - 1,200 beneficiaries

Awards

Belgium

Sodexo was named “**Solidaritest® Champion**” in recognition of its solidarity initiatives such as donations to food pantries and free meals programs, as well as preparation of meals at summer camps, and food safety training for Non Governmental Organizations as part of its STOP Hunger initiative.

Czech Republic

Sodexo received the “**Corporate Social Responsibility**” award for the overall approach to the concept of CSR and the specific activities that have been implemented in the initiative STOP Hunger such as volunteer days, food and financial donations.

France

Sodexo was ranked by business and management students among the annual list of the **TOP 10** companies most engaged in Corporate Social Responsibility. Sodexo was included in the list for the first time and ranked in 5th position.

Sodexo received RH&M’s “**Better Living in the Workplace**” award in recognition of its innovative actions to improve the quality of life at work, particularly its “Listening and Vigilance” initiative to provide psychological support for employees.

International

Sodexo and Procter & Gamble won the prestigious “**Euro FM Award 2010**” in the “Partners Across Borders” category. The award recognizes innovation and coherence in delivering facilities management services across Europe.

Netherlands

Sodexo received the “**2009 Return on Investment Award**” from the city of Rotterdam for its aid and support in developing local employment.

Poland

Vivabox Extreme of Sodexo receives a “**Grand Prix**” in the contest “Man’s Thing” organized by the Polish TV channel TVN Turbo.

Spain

The restaurant and visitors cafe of Institut Guttmann managed by Sodexo has been awarded with the **AMED certificate** (Allied and Complementary Database) for promoting a healthy Mediterranean Diet.

→ United Kingdom and Ireland

Close up...

ING BANK

Twenty eight years of service

Since 1982, Sodexo in the UK has provided foodservices at the London headquarters of ING Bank, located in the heart of the City.

Clearly satisfied, ING has gradually entrusted other services to Sodexo, including reception, mail and more with the pace stepping up in 2010. ING Bank renewed its contract and expanded the services delivered to include cleaning, security, space planning, help-desk, switchboard operating, record archiving services and safety.

Mike Smith, head of premises and facilities at ING Bank, said : “*We have enjoyed a long-term, successful business partnership with Sodexo who has performed excellently in delivering on all cost reduction and service level targets. This success has led to us extending the contract for a further three years which we believe will be equally successful for both parties.*”

Key figures

8% of Group revenues

9% of Group employees

4,464 sites

Source: Sodexo

Development

United Kingdom: Corporate

- **Pilkington**, 4 sites - 2,200 people
- **Stirling Management Centre**, Management Conference center and hotel - 101 bedrooms

Remote Sites - North Sea

- **AMEC Process and Energy**, Scotland - 130 people

Health Care

- **North Staffordshire Hospital**, Staffordshire
- **University Birmingham Hospital**, Birmingham - 1,400 beds

Education

- **American International University**, London - 700 students
- **Enterprise South Liverpool Academy**, Liverpool – 1,100 students
- **Harris Federation**, South London - 7,500 students
- **Kings Park Primary School**, Wiltshire - 340 pupils
- **South Street Investment Management**, 8 sites (Huddersfield, Lincoln, Sheffield) – 3,700 students
- **Thames Valley University**, 4 sites - Brentford, Ealing, Reading and Slough - 18,000 students
- **University of Stirling**, Stirling, Scotland - 11,500 students and 1,500 employees

Sports and Leisure

- **Rugby World Cup 2015 and 2019**

Rugby World Cup Limited (RWC) has again awarded the joint venture of Sodexo and the Mike Burton Group, the exclusive contract to design, implement and market the official travel and hospitality programs for the World Rugby Cup 2015 in England and 2019 in Japan.

- **2012 London Olympic Games**

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) has signed an exclusive hospitality Services Agreement with Prestige Ticketing Limited, a company owned by Sodexo in partnership with Mike Burton Group. Prestige Ticketing Limited will design, implement and market the official Prestige Ticketing hospitality packages for the London 2012 Games.

- **Thirlestane Castle**, Scotland

Ireland: Education

Sodexo wins second bundle of public private partnership contracts for a new group of five schools - Cork, Limerick, Kildare, Meath, Wicklow - 4,700 pupils.

Awards

Sodexo has received the “**Healthyliving award**” at an additional 31 of its sites in Scotland after demonstrating its commitment to providing healthier food options. The sites include Strathallan School, the first independent school in Scotland to achieve the «Healthyliving Award», six courts, and four Scottish Government sites.

The British Safety Council has presented its prestigious “**International Safety Award**” to Sodexo after evaluation of three prisons managed by Sodexo (Addiewell, Bronzefield and Peterborough). The award recognizes Sodexo’s commitment to a positive safety culture at all levels.

In April 2010, Tillery Valley received “**Carbon Trust Standard Accreditation**” for its efforts to reduce carbon emissions. Tillery Valley is the first foodservices company in Wales to achieve this accreditation.

Sodexo scored a hat-trick of wins after picking up the directors’ choice award for its operations at Everton, Newcastle United and Aberdeen Football clubs at the annual Stadium Experience – “**Official Football Hospitality Awards 2010**”.

The Sodexo teams achieved **OHSAS 18001 certification** for health and safety management at Remote Sites in the North Sea.

The 200 **Wiltshire County** schools, libraries and youth centers managed by Sodexo have obtained ISO 14001 environmental certification.

Sodexo was named one of the country’s top “**Business Superbrands**” for the second year in a row.

→ Rest of the World

Close up...

COMPUTER SCIENCES CORPORATION - INDIA

The Pass from Sodexo: the solution for Computer Sciences Corporation

Computer Sciences Corporation (CSC), one of the world's leading providers of information technology services, has been present in India since 1991. CSC is one of the country's fastest growing IT services companies with 19,000 professionals working on seven sites.

CSC started using the Meal Pass solution in 2007 for its site at Hyderabad and then acquired Covansys, which was already using Gift Pass.

In early 2010, CSC wanted to introduce a benefit program for all its employees. Sodexo's strong relationship with CSC, along with its experience in handling large accounts, helped win the contract. Today, 11,000 employees in six locations (Chennai, Bangalore, Mumbai, Indore, Delhi and Hyderabad) benefit from Sodexo's Meal Pass.

Sodexo is helping CSC respond to the expectations of its employees through Meal Pass while providing a tax-friendly solution for the company's rewards and recognitions program through Gift Pass.

Key figures

17% du CA du Groupe

32% des effectifs du Groupe

5,946 sites

Source: Sodexo

Development

Algeria: Remote Sites

- **ORASCOM Construction Industries**, El Merk - 1,000 people

Angola: Remote Sites

- **Baker Hughes**, Luanda - 90 people

Argentina: Corporate

- **Sealed Air**, Quilmes - Buenos Aires - 200 people

Argentina - Chile: Sports and Leisure

- The 2010 Dakar Rally Argentina – Chile.-.581 drivers, three five-truck caravans.

Australia: Remote Sites

- **Alcan Weipa/Rio Tinto**, North Queensland - 200 people
- **Karara Mining Ltd.**, 2 sites (Karara and Lochada) - 1,800 people
- **Mc Dermott Australia Pty.**, Bass Strait, Victoria - 280 people

Seniors

- **Aveo Live Well, Brisbane**, Queensland - Retirement Village - 3 sites (Albany Creek, Dureck, Taringa) -1,050 people
- **Uniting Care NSW/ACT** - Three new sites, bringing the total number of sites for the Northern Sydney Region to eleven.

Brazil: Corporate

- **AkzoNobel**, 4 sites (Cotia, Guarulhos, São Bernardo do Campo, São Roque) - 1,070 people
- EMS, Hortolandia, SP
- **Hyundai, Piracicaba**, SP - 2,200 people
- **Itaú Unibanco**, São Paulo - 2,000 people
- **Light Centro RJ**, Rio de Janeiro - 500 people
- **Pirelli**, 5 sites (Barueri, Campinas, Feira de Santana, Santo André, Sumaré) - 5,355 people
- **Votorantim**, Praça Ramos and São Miguel - 950 people

Remote Sites

- **Petrobras**, Paulinia, São Paulo - 3,800 people
- **SBM FPSO Espírito Santo**, Vitoria, ES - 100 people
- **Schlumberger**, Macaé, RJ - 300 people

Motivation Solutions

- **CNH Latin America**, Curitiba - Incentive - 1,000 beneficiaries
- **Consorcio Rio Melhor**, Rio de Janeiro - Meal Pass - 2,000 beneficiaries
- **CORSAN**, Porto Alegre - Food Pass - 4,700 beneficiaries
- **Fundo Municipal de Saude**, Belo Horizonte - Meal Pass - 3,500 beneficiaries
- **Global Village Telecom**, Curitiba - Food and Meal Pass - 4,600 beneficiaries
- **SAP Brazil**, São Paulo - Mobility Pass - 900 beneficiaries

Chile: Remote Sites

- **Anglo-American Laguna Seca** - Colina, Santiago - 450 people
- **Proyecto Caserones (Lumina Copper)**, Copiapo - 3,000 people

Health Care

- **Hospital Gustavo Fricke**, Viña del Mar - 2,000 people

Motivation Solutions

- **AKER Solutions Chile**, Santiago - Meal Pass - 400 beneficiaries
- **L'Oreal Chile**, Santiago - Food Pass - 170 beneficiaries

China: Corporate

- **Wuhan Heavy Duty Machine Tool Group Corporation**, Wuhan - 2,000 people

Health Care

- **Beijing Friendship Hospital and Beijing University Hospital** - 3,000 people

Seniors

- **China Welfare Institute Rest Home**, Shanghai - 350 beds

Motivation Solutions

- **Microsoft, Shanghai** - Meal Pass - 850 beneficiaries
- **Shanghai Jiang'An Central Hospital**, Shanghai - Gift Pass
- **Shanghai Metro Operations** - Gift Pass – 3,700 beneficiaries

Colombia: Motivation Solutions

- **Dirección de Inteligencia Policial (DIPOL)**, Bogota - Mobility Pass - 200 beneficiaries
- **Metroseguridad**, Medellin - Food Pass - 1,000 beneficiaries

India: Corporate

- **Bajaj Auto Limited**, Pune - 4,100 people
- **Tata Motors Limited**, Ahmedabad - 4,000 people

Remote Sites

- **Oil and Natural Gas Corp**, Mumbai - 15 rigs, 1,500 people
- **Transocean, Dhirubhai Deepwater KG2 (Drillship)**, East coast of India, close to Kakinada, Andhra Pradesh State of India - 180 people
- **Transocean, Discoverer India (Drillship)**, East coast of India, close to Kakinada, Andhra Pradesh State of India - 200 people

Health Care

- **Institute of Liver & Biliary Sciences**, Delhi – 150 beds

Motivation Solutions

- **Accenture, Bangalore**, Mumbai, New Delhi - Meal Pass - 11,350 beneficiaries
- **Aricent Technologies**, New Delhi - Meal Pass - 2,000 beneficiaries
- **Computer Sciences Corp**, Chennai - Meal Pass - 10,400 beneficiaries
- **Flextronics Technologies**, Chennai - Meal Pass - 1,400 beneficiaries
- **Metlife India Insurance**, Bangalore - Meal Pass - 500 beneficiaries
- **PepsiCo India Holding**, New Delhi - Gift Pass - 7,500 beneficiaries
- **Symphony Services**, Bangalore - Meal Pass - 2,300 beneficiaries
- **Wipro Technologies**, Chennai - Meal Pass - 600 beneficiaries

Kazakhstan: Remote Sites

- **Karazhanbasmunai (KBM)**, Aktau - 1,500 people

Kuwait: Defense

- **Ministry of Defense** - 3 sites in the desert - 6,000 people

Malaysia: Remote Sites

- **Sapura Crest** - 295 people

Morocco: Education

- **Académie Mohamed VI de football**, Casablanca - 50 people
- Sports and Leisure
- **Grand Prix Hassan II de tennis**, Casablanca - 1,500 people (ten days)

Peru: Corporate

- **BBVA Continental**, Lima - 3,000 people
- **Votorantim**, Lurín - Lima - 1,000 people
- Remote Sites
- **Carhuacoto – Chinalco**, Lima - 600 people
- **Oleoducto Norperuano**, Piura - 300 people

Qatar: Remote Sites

- **Cultural Village**, West Bay, Doha - 2,500 people
- **Voltas Ltd**, Doha - 3,000 people

Saudi Arabia: Corporate

- **BGP Arabia Company Ltd:**
 - BGP Crew S- 53, 480 people
 - BGP Crew S-64, 235 people
- Remote Sites
- **Baytur Abba** - 2,250 people
- **Maaden Phosphate Company**, Al Jalamid - 380 people

South Africa: Corporate

- **MNET**, Johannesburg - 2,000 people

United Arab Emirates: Remote Sites

- **Descon Engineering**, Habshan - 2,500 people
- **Punj Lloyd**, Habshan - 1,300 people

Venezuela: Motivation Solutions

- **CADAFE**, Caracas - Food Pass - 17,600 beneficiaries
- **Caracas Electricity**, Caracas - Food Pass - 3,200 beneficiaries
- **IVIC (Instituto Venezolano de Investigaciones Cientificas)**, San Antonio de los Altos - Food Pass - 1,700 beneficiaries
- **MARN (Ministerio del Ambiente de los Recursos Naturales)**, Caracas - Food Pass - 4,650 beneficiaries

Awards

Australia

Sodexo has won the 2009 **“Golden Gecko Award”** for Environmental Excellence for its Resource Recovery Program. The Golden Gecko Awards are the most prestigious accolades for environmental excellence in the Western Australian mineral and petroleum industries.

Brazil

For the fifth year in a row, Sodexo was chosen as the company with the highest brand recall in the special category “Outsourcing Firms” of the **“Top Hospitalar Awards”**, the largest event in the medical hospital sector in Brazil.

Chile

In April 2010, Sodexo obtained **“Clean Production Agreement”** a government certificate, which accredits responsible environment management in Hogares Alemanes.

China

The website China Sourcing ranked Sodexo 1st in the Food and Facilities Management services category and 11th overall on its list of **“50 Best Service Companies in 2009”**.

In January 2010, **China Energy Conservation and Environmental Protection Group (CECEP)** named Sodexo **“Partner of the Year”** for management of the cafeteria at its headquarters in Beijing.

New Caledonia

Goro Nickel: Sodexo teams achieved one million hours of work without an accident requiring leave.

Peru

Pacifico Peruano Suiza named Sodexo **“Best Security Systems Management Company.”**

The award comes in addition to three certifications – OHSAS 18001 (Security), ISO 14001 (Environment) and ISO 9001 (Quality) – already obtained by Sodexo in Peru.

Our Quality of Daily Life Solutions

→ On-site Service Solutions

Corporate

Our offer

QUALITY OF DAILY LIFE FOR STRONGER ORGANIZATIONS

Faced with the unprecedented pace of competition, innovation and globalization, corporations are seeking solid partners to improve their teams' Quality of Daily Life and productivity. In such strategic areas as employee motivation, process efficiency and equipment reliability, Sodexo applies its expertise to bring innovative, comprehensive solutions to clients throughout the world, meeting industry-specific challenges in offices, R&D laboratories and manufacturing sites.

The Group's integrated solutions anticipate major trends such as work-life evolution and sustainable development, contributing to greater competitiveness for clients and improved well-being for all.

Discover our service solution at: AstraZeneca in United Kingdom

Key figures

5,200 million euro in revenues

7,088 million U.S. dollars in revenues

34% of Group revenues

138,497 employees

17,219 sites

Source : Sodexo

On our Clients' Sites

A COMPREHENSIVE SERVICE SOLUTION TO HELP THE COMPANY ADAPT IN A FAST-CHANGING ENVIRONMENT

AstraZeneca, active in over 100 countries, is one of the world's leading pharmaceutical companies and healthcare service suppliers.

The client's challenge

AstraZeneca wanted to reshape its business and create an organization capable of adapting quickly and effectively within a challenging, rapidly changing environment. In 2008, the company chose Sodexo to consolidate the outsourced soft services at its UK operations.

Sodexo's Quality of Daily Life Solutions

Sodexo set up a dedicated Management Team to support all functions, employing nearly 450 staff to provide 18 different soft services. Operational Excellence/Lean Service was introduced to drive value and cut costs through improved business efficiency. Emphasis was placed on foodservice quality and good teamwork at both management and operational levels.

Measurable outcomes

- 31% savings delivered on the original soft services contract start price
- Positive feedback testifying to user satisfaction
- Savings of over 86% in foodservices since the start of contract
- Unforeseen incidents handled without impact on business.
- Sodexo awarded first technical services contract with AstraZeneca at new global head office in London

This new contract marks a significant extension of Sodexo's existing relationship with AstraZeneca, which has also been developed internationally in countries such as Belgium, France, Mexico, Sweden and USA.

Market trends

The multiple trends driving change in this market include:

- **A shift in economic power** from West to East;
- **Industry reshaping:** new sectors, restructuring and mergers and acquisitions;
- **New approaches to work:** mobility, technology, intergenerational issues in the workplace;
- **Increasing environmental and safety concerns.**

In a social and economic environment undergoing profound transformations, the market is showing signs of recovery but remains uncertain. Public and private enterprises are therefore seeking to cut costs and reduce discretionary spending. Many multinational organizations have adopted a global procurement strategy and are looking for partners offering:

- **An operational platform;**
- **Genuine expertise in integrating business services;**
- **Efficiency based on best practices;**
- **Ongoing innovation;**
- **A commitment to responsible social and environmental practices.**

Source : Sodexo

Growth potential

More than 250 billion euro in estimated total market value,

with an outsourcing rate at 55% (among the highest rates: the United Kingdom and Chile, around 75%; among the lowest rates: Sweden and China, around 35%)

Sodexo estimate

Achievements

China: "So Shop," so practical

To respond to consumer expectations, Sodexo developed a flexible, mobile food outlet concept, featuring longer opening hours than a restaurant. "So Shop" is already in place at GlaxoSmithKline in Shanghai and will soon be introduced at the Nokia headquarters in Beijing.

France: tastes and colors

Sodexo launched "Latitude", a surprising, fun and colorful foodservice offer in a new environment. The offer features "demonstration cooking" and original dishes made with products selected by consumers, who can choose between a gourmet menu and a 500-calorie "light" menu.

Europe: succeeding together

The prestigious "Euro FM Award 2010" was awarded jointly to Sodexo and Procter & Gamble in the "Partners Across Borders" category for innovation and consistent facilities management across Europe. The partnership has been extended to North America and Asia.

International

GlaxoSmithKline chose Sodexo as a strategic partner to support its key corporate objective of 'Simplification' across the globe. Sodexo will design, manage and deliver a comprehensive service solution to over 50 sites in Europe, North America, Latin America and Asia Pacific to meet GlaxoSmithKline's needs.

Understanding and responding to consumer expectations

Personix™, a Sodexo-created tool to analyze consumer attitudes and behavior, has made a big leap forward. Successfully used to adapt foodservices offers on 3,900 sites in 36 countries, it has been expanded to include the full range of services offered by Sodexo on all Corporate and Remote Sites locations worldwide.

A global network of partners

In 2010, Sodexo became a Gold Strategic Partner of CoreNet Global, the world's foremost association for executives managing real estate and workplace assets for multinational companies. The Partnership Program offers an opportunity to network with key decision-makers across the globe.

Also see key contract wins in "Our activities around the world"

Among our clients...

Adidas, 3 sites, Germany

Agrosuper, 4 sites, Chile

Airbus Operations Ltd, 2 sites, United Kingdom

AkzoNobel, Germany, Italy, Netherlands, Russia

Alcatel-Lucent, Austria, Canada, China, France

ArcelorMittal, Belgium

AREVA, France

Argos, 90 sites, Colombia

AXA, Australia, Belgium, France, Germany, Morocco, Spain, United Kingdom, United States

Bajaj Auto Limited, India

BBVA Banco Continental, 268 sites, Peru

BAO Steel Group, 2 sites, China

BlueCross Blue Shield, multiple locations (North Dakota, Nebraska), United States

China Energy Conservation and Environmental Protection Group, China

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

Compagnie Maritime d'Affrètement – Compagnie Générale Maritime (CMA CGM), France

Danfoss, 6 sites, Denmark

Dow Chemical, Michigan, United States

EADS, France, Germany, United Kingdom

Ericsson, Russia, United States

Exxon Mobil, Italy, Netherlands

FAW, 22 sites, China

General Mills, Minnesota, United States

Honda, United Kingdom

HSBC, France, Hong Kong, India, Luxembourg, United Kingdom, United States

Jernbaneverket, 58 sites, Norway

Kamaz, Naberezhnye Chelny, Russia

La Poste Belge, 35 sites, Belgium

Nokia, Canada, China, Denmark, Finland, Germany, India, United Kingdom, United States

Procter & Gamble, Argentina, Belgium, Brazil, Chile, China, Colombia, Czech Republic, France, Germany, Hungary, Italy, Japan, Mexico, Peru, Poland, Romania, South Africa, Turkey, United Kingdom, United States

Pilkington, 8 sites, United Kingdom

PSA, Argentina, Brazil, France, Germany, Italy, Netherlands, Russia

Reliance Industries Limited, 12 sites, India

Sanofi-Aventis, France, India, Italy, Spain, United States

Science Applications International Corporation (SAIC), 2 sites, China

Société Générale, Czech Republic, France, Luxembourg, Morocco, Poland, United States

Tata Group, 46 sites, India

Toyota, Belgium, Italy, United States

Unilever, Brazil, China, Costa Rica, France, India, Italy, Netherlands, Poland, Russia, United Kingdom, United States

Wipro, India

An employee perspective

Acquiring skills for success

"In the Corporate segment, it is crucial to listen and ask the right questions to understand and create a relationship based on trust with the client. It is also important for building and managing an efficient, motivated team. Thanks to the training I received from Sodexo when I arrived, I was able to rapidly integrate the Group, learn our services and understand the importance of the client relationship. The ongoing learning process is indispensable to continuous improvement."

Li Fengqin

Customer Service Manager, ISB – Beijing, China.

Li Fengqin joined Sodexo in September 2008. After receiving in-house training, she became Helpdesk Assistant at the ISB site. She has since been promoted to the position of Client Services Manager where she organizes highly successful onsite events.

Sustainable development initiative

United States: An integrated Quality of Daily Life solution

A study by the U.S. Centers for Disease Control and Prevention has revealed that 75% of chronic diseases are lifestyle-related; if ignored, they can also impact a company's bottom line. To help clients boost the motivation, attendance and loyalty of their employees and hence their organizational effectiveness, Sodexo launched the "ToLive" program. This unique global approach to managing employee needs includes:

- health and wellness tools and resources to support healthier lifestyle behaviors,
- worklife effectiveness resources to reduce stress and improve productivity such as virtual concierge services,
- best practice sharing and expert advice, particularly regarding diversity and sustainable development,
- online and onsite tools for following the progress of individual employees.

«ToLive» is comprehensive and incentive-driven and easily monitored to ensure long-term effectiveness.

Defense

Our offer

SUPPORTING QUALITY OF LIFE AT HOME AND ABROAD

For many years, Sodexo has been committed to helping the armed forces optimize resources and retain their troops. This experience in responding to the special demands of military life, enables the Group to offer customized solutions that improve the Quality of Daily Life for the women and men who serve their countries, at home or on missions around the world.

From equipment maintenance, recreational activities and dining facilities on bases for soldiers and their families to complex logistical services for peacekeeping operations; the solutions made possible by the flexibility, reliability and rapid deployment capabilities of its teams make Sodexo a valued partner for defense leadership teams.

Discover our service solution at: DLA Troop Support in South Korea

Key figures

547 million euro in revenues

746 million U.S. dollars in revenues

3% of Group revenues

13,578 employees

1,168 sites

Source : Sodexo

On our clients' sites

PROCUREMENT SOLUTIONS FOR U.S. MILITARY FORCES IN SOUTH KOREA

The client's challenge

In 2000, DLA Troop Support, a branch of the U.S. Defense Logistics Agency, launched its Maintenance, Repair and Operations (MRO) program as an alternative to traditional procurement of non-munitions supplies (building materials and equipment) for its bases in South Korea. The objective: reduce delivery times and cut costs. Sodexo seized the opportunity to demonstrate its innovative procurement solutions.

Sodexo's Quality of Daily Life Solutions

Convinced that an in-country presence would be a key success factor, Sodexo installed a 24,000-square-foot warehouse/office complex in South Korea, to:

- provide for face-to-face contact with its clients,
- deliver "just-in-time" inventory management,
- generate significant cost savings.

Sodexo's innovative solution includes customized catalogues and streamlined purchasing through a "one-stop shopping" system that spans online quotes, ordering and tracking.

Measurable outcomes

- 85 bases served
- Guaranteed 72-hour delivery of items in stock at our South Korea warehouse to any of the country's base locations
- Inventory optimization
- Cost savings

Sodexo's expertise in supply and logistics solutions has delivered impressive results to DLA Troop Support for the past 10 years.

Market trends

Professionalizing the armed forces

The trend towards professionalizing armies continues. Military leaders are thus looking for comprehensive Quality of Daily Life Solutions to recruit and retain their troops while controlling costs.

Peacekeeping operations

Governments are reducing their personnel contributions due to the numerous foreign operations undertaken by the United Nations, NATO and the European Union. With military forces stretched to the limit, these operations are becoming more sophisticated and demand complex logistical resources requiring experienced partners.

Source: Sodexo

Growth potential

Over 20 billion euro in estimated total market value,

with an outsourcing rate at 40% (among the highest rates: the United Kingdom, more than 85%; among the lowest rates: Poland, more than 10%).

Sodexo estimate

Achievements

Kuwait: Milestone contract win

The Kuwaiti Ministry of Defense has awarded Sodexo a three-year contract to provide complete foodservices for 6,000 troops in three different, geographically dispersed locations.

Sweden: Mission success

In three years, Swedish Armed Forces Logistics expanded the number of restaurants run by Sodexo from one to 21 restaurants. The operations, serving 7,500 military personnel and 1,500 civilians daily, show rising consumer satisfaction and a 10% cost savings for the client.

United States:

Opening the door to a new career

HONOR (Honoring Our Nation's Finest with Opportunity and Respect), a Sodexo employee network, was launched in 2009, in partnership with associations, to provide career guidance and resources, to veterans, reservists, active duty and National Guard members and their families.

Sodexo wins "Best Mess Hall" award

Mess Hall 590 at the Parris Island boot camp in South Carolina was the first recruit mess hall to earn the United States Marine Corps Hill Award for "Best Full Service Mess Hall" at the National Restaurant Show in Chicago in May 2010.

Also see key contract wins in "Our activities around the world"

Among our clients

AUSTRALIA

Australian Defence Force, 52 bases (6 contracts)

CHILE

Astilleros y Maestranzas de la Armada Naval Base (ASMAR), Temuco

Hospital, Antofagasta

Naval Hospitals, Concepcion, Talcahuano and Viña del Mar

CYPRUS

British Sovereign Base Area (SBA)

FINLAND

Air Force Communications site, Tikkakoski

FRANCE

CNES and Military Protection Force, Kourou, French Guiana

Naval Air Station, Landivisiau

INDIA

Naval Officers Club, Delhi

RSI Army Club, Pune

POLAND

Military Medical Institute, Warsaw

SINGAPORE

Civil Defence Force Basic Rescue Training Centre and Academy

SOUTH KOREA

DLA TROOP SUPPORT, Osan

SWEDEN

Swedish Armed Forces, Skovde Garrison, 5 sites in the Norrbotten Region and the Karlskrona Naval Base

UNITED KINGDOM

Garrisons of Aldershot, Catterick, Colchester, Salisbury Plain, York

UNITED STATES

American Federal Institutes, 15 clients

US Army Hospitals, 10 sites

US Marine Corps, 53 Mess Halls and 8 retail operations

US Navy, 8 retail operations, 1 Navy Hospital and 5 facilities management contracts

In theatre military forces

US Forces Camps, 3 sites, Kuwait

UNIFIL, Lebanon

US Defense Logistics Agency (MRO contract), South Korea

An employee perspective

When you give to others, you receive much more in return

"I take real pleasure in doing something for those in need, because I want to feel that I'm making a difference in my community. Sodexo has encouraged my commitment, particularly in support of the STOP Hunger program. I didn't realize how rewarding volunteer work could be. It has made me a stronger person and taught me to keep things in perspective. We can learn a lot about life from those who are less fortunate."

Dennis Shepherd

Driver, United States Marine Corps East Coast, Camp Lejeune - United States

After his workday, Dennis volunteers 10 hours a week cutting grass, baking cakes and posting advertisements to bring in food donations, supplies and money. Since 2004, Dennis has collected and delivered in-kind and monetary donations valued at \$20,000, including 18,000 pounds of food, playing an instrumental role in the success of Sodexo's STOP Hunger program.

Sustainable Development Initiative

United Kingdom - Committed to environmental protection

Sodexo is working closely with armed forces clients in Wales and the West Midlands to reach a 70% recycling rate. A campaign to limit the use of plastic trash bags was launched; reducing landfill waste, packaging, the number of deliveries and fuel usage. An awareness program for military personnel and Sodexo employees and a comprehensive monitoring system support this initiative.

Justice

Our offer

PUTTING QUALITY OF DAILY LIFE AT THE SERVICE OF PRISONER REHABILITATION

For ethical reasons, Sodexo operates correctional facilities 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 solutions to the culture, national laws and client expectations in countries that respect these ethical principles. Consistent with its commitment, Sodexo has developed an expertise in prisoner rehabilitation and has made education, training, trade apprenticeships and help finding housing, a job and opening a bank account an intrinsic part of its offer.

Discover our service solution at: HMP&YOI Forest Bank in the United Kingdom

Key figures

274 million euro in revenues

373 million U.S. dollars in revenues

2% of Group revenues

3,993 employees

119 sites

Source: Sodexo

On our clients' sites

EXTENSION IMPROVES CONDITIONS OF LIFE

The client's challenge

The Ministry of Justice of England and Wales needed to expand its facilities in England and Wales to manage the growing prison population and improve rehabilitation, in the face of reduced budgets. To meet this challenge the Prison Service turned to Sodexo to expand the Forest Bank men's prison from 1,160 to 1,424 places under a 25-year Public-Private Partnership contract.

Sodexo's Quality of Daily Life Solutions

Begun in September 2008, the expansion managed by Sodexo was completed on time and within budget in November 2009. From the outset Sodexo anticipated services that improve conditions for inmates, including:

- hiring and training of additional staff and preparation of employees to handle the increased number of prisoners,
- an enlarged kitchen and gymnasium,
- new visitors' and reception space.

Sodexo added value throughout the construction process by integrating improvements at no additional cost, such as in-cell wiring for computers and natural daylighting and ventilation.

Measurable outcomes

- Budget and timetable maintained while continuing to deliver existing services
- Quality added at no extra cost
- BREEAM certification (building environmental performance).

Market trends

Economic crisis and prison over-population are major challenges

Government budgets everywhere are falling as a result of the global economic crisis, causing many clients to outsource certain services in an effort to significantly reduce costs and maintain standards. The high cost of re-offending resulting from the associated police, court and prison costs is compelling governments to look at more effective forms of rehabilitation in order to reduce the number of repeat offenders. Clients around the world are seeing that the private sector can meet their needs efficiently while complying with budget constraints and bring added expertise to prison management and prisoner rehabilitation.

Source: Sodexo

Achievements

France:

Landmark contract

Sodexo has obtained the largest penitentiary services contract ever signed in France. Sodexo will provide services, including building services and maintenance, foodservices, laundry, prisoner transport and specialized rehabilitation programs at 22 prisons for 6 to 8 years.

A working partnership

In early 2010 Sodexo joined with "Citoyens et Justice", an inmate rehabilitation group, to develop the Exponis program which links inmates' work in prison and their employment outside, a critical factor for their successful re-entry into society.

Award for vocational training

Sodexo received the Best Training Strategy award from three professional groups for its programs to develop employee skills and expertise. Sodexo was also recognized for its results-based vocational rehabilitation program created in partnership with the Prisons Bureau.

United Kingdom:

Pictora - art in prison

Pictora, an independent company that arose out of the partnership between Sodexo and the arts charity Koestler, markets prisoners' artwork via the web to fund art courses in prison. The Minister of Justice has designated Pictora one of the year's two top social enterprises.

Sodexo wins safety award

The British Safety Council presented its prestigious International Safety Award to Sodexo, after a rigorous evaluation of three prisons managed by Sodexo (Addiewell, Bronzefield and Peterborough). The award recognizes Sodexo's commitment to a positive safety culture.

Also see key contract wins in “Our activities around the world”

Among our clients

AUSTRALIA

Ministry of Justice, 1 prison

CHILE

Ministry of Justice, 5 prisons

FRANCE

Ministry of Justice, 34 prisons

ITALY

Ministry of Justice, 17 prisons

NETHERLANDS

Ministry of Justice, 54 prisons

SPAIN

Catalonia Government, 5 prisons

UNITED KINGDOM

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

An employee perspective

Security goes hand in hand with empathy

“The most important skill in my job is to have a strong understanding of human nature and interactions. I deal every day with people in very difficult life situations and it is necessary to have enough empathy to make things easier for them. I work in a very peculiar environment security-wise, which requires that everybody work efficiently and focus on detail. We have strict procedures that have to be followed closely. It is also a very “human” environment and I have to ask myself what I can change to improve people’s daily life”.

Barry McLauchlan

Visits and Security Unit Manager - HMP Addiewell, United Kingdom

Barry is the visits and security unit manager at HMP Addiewell.

Because he believes that maintaining family ties is crucial for prisoners during their incarceration and for their reinsertion afterwards, he modified the visitors' area to make it more suitable for sensitive visits while ensuring that security is maintained.

Sustainable development initiative

Chile - Inmates assist earthquake victims

Since 2006, Sodexo has been providing services at three prisons in Chile, including the prison in Rancagua. Beginning in April as part of a prisoner rehabilitation program, 30 volunteer inmates from Rancagua participated in the construction of temporary housing for victims of the earthquake that struck Chile February 27, 2010. Their mission: build 400 urgently needed housing units to be assembled by military forces or civilian volunteers. Averaging 12 houses per day, the inmates met their goal on June 10, then decided to continue their commitment to helping the country rebuild.

The emergency housing program has provided relief for earthquake victims, while the 30 prisoners have acquired skills and experience that improve their chances for reintegration in society.

Remote Sites

Our offer

EFFICIENCY AND QUALITY OF LIFE AT THE ENDS OF THE EARTH

Mastering challenging and often isolated environments, providing technical expertise, looking after the performance and well-being of people working far from home: Sodexo designs, manages and delivers innovative On-site Service Solutions tailored to meet the specific requirements of each client as well as the expectations of their employees.

From planning and building camps to dismantling sites, Sodexo's comprehensive offer:

- includes added-value technical and cost-saving services;
- meets rigorous Health, Safety and Environmental standards;
- creates a safe and comfortable workplace for all;
- reflects Sodexo's commitment to sustaining the economic development, social needs, and environmental resources of host communities.

Discover our service solution at: Manitoba Hydro in Canada

Key figures

1,153 million euro in revenues

1,572 million U.S. dollars in revenues

8% of Group revenues

36,314 employees

1,652 sites

Source: Sodexo

On our clients' sites

A STRONG COMMITMENT TO THE INDIGENOUS COMMUNITY

The client's challenge

The Canadian utility company Manitoba Hydro runs a major power station near Wuskwatim Lake (Manitoba). The project started in 2006, following an agreement with the local branch of the Nisichawayasihk Cree Nation to ensure active Aboriginal participation. An expert partner was required to manage the site, including during peak summer periods, and deliver positive benefits for the local community.

Our Quality of Daily Life Solutions

Since the camp opened in 2008, Sodexo's initial security services contract has expanded to include 17 different services, from road maintenance to transport and recreational activity management. To accommodate a 50% increase in staff during the summer, Sodexo set up an innovative room management system and ensured that higher electricity and wastewater treatment needs were met.

"Sodexo plays a fundamental role on site. In a project of this size, services are vital and Sodexo has done an excellent job in meeting the camp's daily needs."

John Markowsky, Head of the Wuskwatim construction project – Manitoba Hydro – Winnipeg, Canada

Measurable outcomes for the Aboriginal community

- 85% of employees, including four managers, are Aboriginals
- 60,000 hours of on-the-job training since 2006
- CAD 2 million in goods purchased from local businesses

Sodexo has been awarded **"Gold" certification by Progressive Aboriginal Relations (PAR)** every year since 2003 for its commitment to local native communities.

Market trends

Numerous project delays and cancellations have occurred in the **oil and gas sector**, but Middle East economies that have better weathered the global crisis are relaunching their programs. In addition to petrochemical projects, the Gulf States are investing massively in civil infrastructure.

Mining has been significantly affected, with reduced production at existing sites and delays in new project start ups. A sharp rise in exploration spending is expected to reverse this slump in 2010/2011, increasing by an estimated 30-40% over 2009, as metal prices firm up due to Chinese demand and renewal of project financing.

Engineering and construction companies were the first impacted by the crisis. The market is now bouncing back as demand from end-users and governments pushes investment from oil, gas and mining companies. Engineers are again producing preliminary studies, opening the way to construction projects beginning in 2011.

Source: Sodexo

Growth potential

10 billion euro total estimated sales for On-site Service Solutions

Sodexo estimate

Achievements

Algeria: sustainable self-sufficiency

The “Super Vegetable Garden” project led by Sodexo assisted by three partners brings agricultural training to family farms in desert areas near Hassi Messaoud. Using innovative techniques, a small plot of 60 m² can produce enough vegetables for a family of 10 while reducing water consumption by 80%.

Australia: making the environment a core concern

Sodexo Remote Sites in Australia won the prestigious Golden Gecko Award for its Resource Recovery Program in 2009. By managing raw materials and recycling waste on 12 sites, Sodexo reduced the need for landfill space by 1,275 m³. The savings generated by the program are donated to local charities.

India: logistics expertise makes the difference

In less than 24 hours, Sodexo mobilized 260 employees to provide food and accommodation services for 1,500 personnel on 15 platforms off the coast of Mumbai, opening its contract with Oil and Natural Gas Corporation that had only been finalized the previous month.

Kazakhstan: contract doubles Sodexo business

On December 22, 2009, just three weeks after the launch of the invitation to tender, Sodexo was awarded the Karazhanbasmunai refinery contract with an all-in-one solution that was up and running by January 1, 2010.

Also see key contract wins in “Our activities around the world”

Among our clients

Energy

BP: Alaska, Argentina, Gulf of Mexico, Norway, United Kingdom (Scotland)

ConocoPhillips: Alaska, Gulf of Mexico, United Kingdom (Scotland)

ExxonMobil: Alaska, Angola, Australia, Canada, Gulf of Mexico, Norway, Saudi Arabia, Singapore, Venezuela

Manitoba Hydro: Canada

Noble Drilling: Gulf of Mexico, Netherlands, Qatar

Saudi Aramco: Saudi Arabia

Schlumberger: Alaska, Russia, Saudi Arabia

Seadrill: Brazil, China, Gulf of Mexico, Norway, Singapore

Shell: Alaska, Gabon, Gulf of Mexico, Norway, Oman, Qatar, Russia, Saudi Arabia

Teekay: Norway

Total: Angola, Congo, Gabon, Netherlands, Norway

Transocean, Inc.: India, Indonesia, Norway, Saudi Arabia, Thailand

Mines

Barrick Gold: Australia, Canada, Dominican Republic, Peru, Tanzania

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

Rio Tinto: Australia, Chile, Guinea Conakry, Madagascar

Vale: Brazil, Canada, New Caledonia, Peru

Engineering and construction

Fluor Daniel: Dominican Republic, Saudi Arabia

JGC: Algeria

Punj Lloyd: Qatar, United Arab Emirates

SNC Lavalin: United Arab Emirates

An employee perspective

Living Sodexo's values every day

"To work in my segment, you have to be a people person. Every day, I have to work with my frontline employees and that is the part of the job that I prefer. Our people are our best ambassadors. Because we work in such an isolated environment, more than anywhere else in the company we have to live the values of the Group: team spirit because we have to work together in total harmony; service spirit, because we are living with our clients which requires mutual respect, and spirit of progress because we live in difficult circumstances and have to continually improve our processes.»

Jodie Cooper

Operations Manager, Perth - Western Australia

Jodie joined Sodexo in 2007 and quickly moved up from housekeeping to become a manager. She is now in charge of four remote sites, including two of the largest in the country. Jodie welcomes the challenges while staying close to the action.

Sustainable development initiative

Tanzania – Sodexo offers internationally recognized training at North Mara and Tulawaka mines

In February 2010 Sodexo received 'Approved Centre' status from City & Guilds, the UK's leading vocational training and awards-granting institution. The North Mara and Tulawaka gold mine sites managed by Sodexo in Tanzania passed an external audit gaining approval to conduct City & Guilds courses and exams on-site.

Employees are trained by Sodexo managers in partnership with City & Guilds and the exams will be overseen by external auditors. Three qualification levels (Certificate, Diploma and Advanced Diploma) can be achieved in the areas of accommodations services, food preparation, culinary arts and food and beverage services.

This program provides an opportunity for employees to improve their expertise and advance their careers.

Health Care

Our offer

QUALITY OF DAILY LIFE AT THE SERVICE OF QUALITY CARE

With its extensive experience in the market, an in-depth understanding of patient needs and solid technological expertise, Sodexo delivers Quality of Daily Life Solutions that respond to the specific needs of each health care provider. Whether maintenance and sterilization of equipment, bio-cleaning of patient and operating rooms, transport services or foodservices, Sodexo proposes solutions that are adapted to the client's core business and meet its strategic priorities:

- **ensure compliance with the highest standards of performance;**
- **increase patient satisfaction;**
- **motivate and retain staff;**
- **reduce operating costs.**

The result for the client? Improved performance and a reinforced reputation.

Discover our service solution at: Lowell General Hospital in the United States (Massachusetts)

Key figures

3,051 million euro in revenues

4,159 million U.S. dollars in revenues

20% of Group revenues

60,508 employees

4,292 sites

Source: Sodexo

On our clients' sites

OUR SERVICE SOLUTION: DELIVERING RESULTS

In 2006, Lowell General Hospital decided to adopt the customized service solution proposed by Sodexo, its longstanding foodservices partner. The Group's teams took over the management of all main hospital services and centralized the responses to all patient and staff requests through a call center. Sodexo soon proved that its fully integrated approach improved the experience of patients, medical staff and employees as well as the hospital's attractiveness and competitiveness.

Outcomes in 2009

- Overall patient satisfaction: 86.4%
- Nursing staff satisfaction: 94%,
an increase of 9% in one year
- Retention of registered nurses: turnover reduced nearly 3%
- Savings on services: USD 275,000
- Energy cost savings: more than USD 1 million in three years

Market trends

There is a constant increase in health care costs, due to demographic, social, economic and technological factors.

Budgetary constraints are leading to a **reduction in the number of hospital beds** and the **average length of stay** in hospitals in most developed countries, as well as increased investment in **ambulatory care**.

The shortage of qualified personnel is becoming more acute and **competition** for nurses and staff is intensifying.

A high-growth market undergoing profound transformation:

- governments are looking to public-private partnerships to finance their infrastructure;
- there will be fewer but larger health care facilities, requiring partners to help strengthen their attractiveness and competitiveness;
- outpatient and in-home care is increasing, offering new opportunities for service companies.

Source: Sodexo

Growth potential

More than 150 billion euro in estimated total market value, with an outsourcing rate at 40% (among the highest rates: Malaysia and Slovenia, more than 60%; among the lowest rates: Brazil and the Czech Republic, around 20%).

Sodexo estimate

Achievements

France: A long-term commitment

In late 2009, Troyes Hospital inaugurated a 57,000-square-foot logistics platform (central kitchen, laundry and warehouse) designed, built and operated by a project company headed by Sodexo under a 25-year public-private partnership.

Spain: Meals provided at home

To meet the growing demand of care providers for alternatives to hospitalization, Sodexo has developed a service delivering meals at home and to community centers for patients receiving outpatient care.

United Kingdom: Strategic partnership in pathology services

Sodexo is partnering with Labco to create "Integrated Pathology Partnerships."

The joint venture combines Labco's laboratory expertise with Sodexo's experience in providing services to the health care market to enable hospitals to outsource their pathology services (e.g. biochemistry, hematology, microbiology).

United States:

Enriching the hospital experience

Through “Re:sourxe,” providing prepared dishes, gifts and wellness items, Sodexo is building on its services tradition to improve the comfort of hospital patients and their visitors.

Environmental leadership

Sodexo is using the Energy Star database to measure and reduce environmental impacts at 82% of the hospitals it serves. Results: the American Society of Hospital Engineers has rated Battle Creek Hospital in Michigan among the top ten U.S. hospitals for energy conservation.

Also see key contract wins in “Our activities around the world”

Among our clients

Beijing Friendship Hospital, Beijing (China)

Casa di Cura Multimedita SpA, 4 sites, Sesto San Giovanni, Milano (Italy)

Centre Hospitalier Universitaire Ibn Rochd of Casablanca, Casablanca (Morocco)

Centre Hospitalier Universitaire, Rennes (France)

Deventer Ziekenhuis, Deventer (Netherlands)

German Heart Institute Berlin (Germany)

Hospital Militar de Santiago, Santiago (Chile)

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

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

Johns Hopkins Medical Center, Baltimore, Maryland (United States)

KCS Klinikum, Darmstadt (Germany)

Kokilaben Dhirubhai Ambani Hospital, Mumbai (India)

Krakow University Hospital, Kraków (Poland)

KZN Public Hospitals, 8 sites (South Africa)

Livati Hospital, Mumbai (India)

Lowell General Hospital, Massachusetts (United States)

Medi-Partenaires, 25 sites (France)

Military Medical Institute (WIM), Warsaw (Poland)

Orbis Medical Park, Sittard (Netherlands)

Papworth Hospital NHS Foundation Trust, Cambridgeshire (United Kingdom)

Rafiq Hariri University Hospital, Beirut (Lebanon)

Samitivej Hospitals, 3 sites, Bangkok (Thailand)

Stockholm County Council (Sweden)

The Hillingdon Hospital, Uxbridge, Middlesex (United Kingdom),

The Mount Sinai Medical Center, New York (United States)

University Healthcare Consortium (UHC), an alliance of 107 university medical centers and 233 affiliated hospitals (United States)

University Hospital of Ghent, Ghent (Belgium)

Vancouver Coastal Health Authority, multiple sites, Vancouver (Canada)

Wilhelminenspital, Vienna (Austria)

An employee perspective

The crucial importance of Rapid Response

“I work in a very specific area of Health Care called “Rapid Response.” My team and I handle all the special cleaning that is frequently needed in hospitals. That means we take care of any cleaning situation that could impact hygiene and patient safety, such as a flood or body fluid spillage. It is crucial in preventing nosocomial infections.

The key word in Rapid Response, of course, is “rapid.” I can’t say, “I’ll do it later.” It requires strong dedication and a willingness to work under pressure, but it’s definitely worth it. I see the difference I make every day and that’s a great feeling.

Last year was particularly hectic, as we had to deal with the flu pandemic; it was extremely stressful and the stakes were high. All in all, I think we responded quite well.”

Mavis Dickel

Assistant Housekeeper, Queens Hospital – London, United Kingdom

Sustainable development initiative

United Kingdom - An ambitious plan for the environment

As part of the integrated food and facilities management at London's Queens Hospital Romford, Sodexo developed a Total Waste Management (TWM) plan certified to ISO 9001 and ISO 14001 standards to:

- identify pollution sources and track waste from the point of production to final disposal using a waste flow analysis system,
- improve meal production processes,
- initiate recycling and recovery (sorting, composting, anaerobic digestion, etc.), and the referencing of specialized suppliers,
- reduce energy consumption by using low-temperature washing machines,
- implement clinical waste separation.

The plan has successfully:

- diverted 90% of organic waste to incineration,
- reduced energy consumption by 40%,
- increased non-organic waste recycling from 39% to 95%.

Seniors

Our offer

CULTIVATING QUALITY OF LIFE TO HELP SENIORS LIVE THEIR BEST LIVES

Sodexo is a strategic partner of eldercare providers, offering a full range of high value-added services that:

- contribute to the physical well-being and social life of seniors residing in retirement communities and care facilities;
- provide quality services for seniors living at home while preserving their independence.

Sodexo helps ensure the overall well-being of seniors in 22 countries through medical nutrition and support services designed to:

- **improve the Quality of Daily Life:** with a clear understanding of seniors' needs, Sodexo offers services appropriate to all stages of the aging continuum;
- **ensure efficient assistance to senior care providers:** Sodexo's solutions enhance their business performance and reputation.

On our clients' sites

SHARED VALUES AND EXPANDED SERVICE OFFERINGS

The client's challenge

Deer Meadows, located in Philadelphia, Pennsylvania, has been providing quality continuing care to seniors for 140 years. Initially, Deer Meadows sought a partner committed to the same vision of eldercare with proven expertise in food and nutrition services.

Our Quality of Daily Life Solutions

Through staff training, quality control and the ability to blend seamlessly into Deer Meadow's culture, Sodexo demonstrated its proactive approach, satisfying the needs of residents while keeping costs down. As a result, environmental services were added to the contract in May 2009.

Today, Sodexo's specialized teams continue to do their utmost to ensure that:

- menus are inviting and mealtime affords residents an opportunity for pleasure and friendly conversation,
- the environment is always warm, welcoming and spotless.

Measurable outcomes

- 10/10: overall client satisfaction rate
- 98.4% of residents are satisfied with the staff
- 100% of residents are satisfied with building cleanliness
- The cost of services has been reduced by over \$90,000.

"The bottom line is how happy we are with our partnership with Sodexo. I really feel it is a partnership. There are days when I literally forget that the Sodexo people are not Deer Meadows employees – that's how well they are integrated into our community."

Mike Jacobs, CEO, Deer Meadows Retirement Community - Philadelphia, United States.

Market trends

ECONOMIC TRENDS

Controlling budgets...

The increasing number of seniors has resulted in rising medical care expenses. Governments are focused on how best to adapt their health policies to this new challenge and deliver care solutions at the lowest cost.

...and responding to societal challenges

Most seniors do not have sufficient personal funds to pay for the cost of medical care as they age.

SOCIAL TRENDS

An aging population

By 2030, 12% of the world's population will be over 65, compared with 7.7% in 2010.

More seniors are living at home.

Medical advances are prolonging the life expectancy of seniors who prefer to live independently until their health necessitates a move to a care facility.

A shortage of professional and family caregivers

Families often need assistance to meet the unique requirements of the elderly and qualified personnel are scarce.

Source : Sodexo

Growth potential

Close to 90 billion euro in estimated total market value,

with an outsourcing rate at 25% (among the highest rates: Norway and Denmark, around 50%; among the lowest rates: the United Kingdom and the United States, around 10%).

Sodexo estimate

Achievements

Australia: a promising contract

Sodexo was awarded the foodservices contract for three AVEO Live Well retirement villages in Brisbane. The contract is an exciting opportunity in a new, high-potential sector with Australia's leading eldercare provider with a total of 80 villages.

Chile: protecting natural resources

In April 2010, Sodexo received Clean Production Agreement certification for its environmentally responsible management of the Hogares Alemanes residences.

France-Italy: On-site Service Solutions for Alzheimer's patients

In 2010 in Europe, 5% of people over 65 and 20% of those over 85 suffer from Alzheimer's. These figures are expected to double by 2040. Sodexo offers solutions specifically adapted to assisted-living facilities that provide care for patients with Alzheimer's or similar disorders.

- In France, Sodexo has developed an original program at "Parentèles" residences to ensure respect for the personalities, choices and desires of the residents. The concept involves the family and caregivers in maintaining the resident's emotional and social ties.
- In Italy, Sodexo has designed a "Food Model for Alzheimer's patients" called "M'ama", including weekly menus, dietetic counseling, operational tools for caregivers, technical training and motivation for staff and information for families.

France: innovative in-home services

Since March 2010, Sodexo Well-Being at Home has been proposing personalized services to the elderly including cleaning, gardening and meal delivery. The Group is expanding its offerings to assist seniors who want to remain in their homes as long as possible.

Also see key contract wins in "Our activities around the world"

Among our clients...

Abbeyfield House, Clitheroe (United Kingdom)

Adavir Group, 12 sites (Spain)

American Baptist Homes of the West (ABHOW),
10 sites (United States)

Asbury Group, 6 sites (United States)

AVEO Live Well, 3 Retirement Village & Aged Care sites,
Brisbane, Queensland (Australia)

Cherish-Yearn, Shanghai (China)

Covenant Retirement Communities, 15 sites (United States)

Deer Meadows Retirement Community, Philadelphia,
Pennsylvania (United States)

Eichenhöhe Nursing Home (Red Cross), Hamburg
(Germany)

Fondation Caisses d'Epargne pour la Solidarité,
94 sites (France)

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

Hopeatie Senior Home, Helsinki (Finland)

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

Korian, 95 sites (France)

Maison de Soins de Bettembourg and de Wasserbillig
(Luxembourg)

Maison Notre Dame (Catholic congregation:
The Sisters of the Sacred-Heart), Beirut (Lebanon)

MENSA, Meulebeke (Belgium)

MMI, Neufvilles (Belgium)

Pension Schloss Kahlsparg in Oberalm, Salzburg
(Austria)

Retirement Home, City of Stockholm (Sweden)

Shepherd Village, Toronto, Ontario (Canada)

Stichting Cordaan, Amsterdam (Netherlands)

Uniting Care Northern Sydney Region, 11 Aged Care
sites, Sydney, New South Wales (Australia)

An employee perspective

Being available, attentive and caring

"I like being able to do many different things and working with my team and the client, but what I love most about my job is the human dimension. As I see it, my main responsibility is to create a warm, friendly environment in which the 100 elderly people who live here feel at home. It is important for me to be open, to listen and be attentive to their well being. My whole team is committed to helping our residents avoid the social and emotional isolation that all too often afflicts seniors. We also make a special effort to ensure proper nutrition by serving appetizing meals and I enjoy cooking for them myself. In fact, my profession is their Quality of Life."

Markus Gustafsson

Site Manager, Slomarp - Mjölby, Sweden.

Markus has been successful in satisfying his client through efficient administration and ensuring that his team members share his overall aim to make life more carefree and cheerful for residents.

Sustainable Development Initiative

Australia - Smartfuel for seniors

Sodexo designed the Smartfuel program to prevent chronic disease through low fat, low saturated fat and low salt meals. In March 2010, a new version of the program for seniors was implemented at 30 sites, where 65,100 meals are served each week.

The program includes:

- 300 nutritionally analyzed recipes, regularly renewed
- a guide to assist staff in adapting menus and recipes to the specific nutritional needs of each senior

A full quality process is in place, with accreditation visits conducted every year by the Aged Care Standards and Accreditation Agency to verify compliance with 44 nursing home standards.

Sodexo is introducing a practical, economical method of portion control to reduce leftovers and the amount of waste.

People with disabilities

Facilitating daily life for the disabled

As an expert in the health care and social services sector, Sodexo endeavors to make daily life easier for people with disabilities, ensure their safety and help integrate them into society and the workplace.

To achieve these objectives, the Group is actively engaged in changing people's awareness of and attitudes towards all forms of disability.

Diversity and Inclusion Initiative

Sweden - When a disability is the first job requirement

For two years, Sodexo has been running the Garnisonen restaurant, one of the largest in Stockholm. The restaurant's uniqueness lies in the fact that its 25 employees are all people with disabilities. About 500 meals are served in the restaurant each day and 2,500 meals are delivered to schools. The team is helped and trained by eight supervisors from Sodexo to acquire the skills needed to work permanently in the hospitality industry. A specific program has also been implemented to find the job with duties best suited to each employee. The restaurant's success has led Sodexo to extend it other areas such as switchboard operation, reception and janitorial services. **Achievement**

United States: A recognized commitment

In May 2010, Sodexo received the "Outstanding Employer" award from the Mayor of Greensboro for its remarkable actions in support of people with disabilities at the Agricultural and Technical University of North Carolina.

Achievement

United States: A recognized commitment

In May 2010, Sodexo received the “Outstanding Employer” award from the Mayor of Greensboro for its remarkable actions in support of people with disabilities at the Agricultural and Technical University of North Carolina.

Education

Our offer

FOSTERING SUCCESS THROUGH ENHANCED QUALITY OF LIFE

Schools and colleges today are facing considerable challenges, from competition for students and faculty to deteriorating infrastructure and declining financial resources. Sodexo plays a key role in assisting them by encouraging a healthy lifestyle in a safe, welcoming environment. The Group's customized service solutions contribute to student well-being and fulfillment while helping to achieve the academic and economic objectives of the institutions it serves by:

- increasing the level of student achievement
- enhancing Quality of Daily Life in the learning community
- strengthening the institution's image and reputation
- attracting and retaining students and faculty
- controlling operating expenses.

Key figures

3,397 million euro in revenues

4,630 million U.S. dollars in revenues

22% of Group revenues

92,660 employees

6,176 sites

Source : Sodexo

On our clients' sites

GOING « GREEN » AT THE ASIAN INSTITUTE OF TECHNOLOGY

Asian Institute of Technology, an international post-graduate institution north of Bangkok, is situated on a 160-hectare campus and welcomes 2,300 students from 45 countries and 600 full-time faculty and staff.

The client's challenge

In 2009, AIT sought a strategic partner to manage all support services that contribute to its international reputation including the hotel and conference center, on-campus accommodation, postal services and sports facilities. The Institute chose Sodexo to help achieve its ambitious aims, with a priority on making AIT a reference benchmark in sustainable development.

Sodexo's Quality of Daily Life Solutions

The team of more than 300 employees took charge of 30 services and developed numerous initiatives to preserve and enhance the natural environment, creating botanical gardens, setting up a biomass energy system and a wastewater treatment facility and organizing environmental awareness activities for students including a special « Green Buffet » on « World Environment Day ».

Measurable outcomes

Customer satisfaction rates:

- Quality of service: 99%
- Staff courtesy: 97%
- Service competency: 95%
- Overall rating: 95%

The « **Green Buffet** » was so successful it is now a weekly event at AIT.

« Only a year into our partnership, we have witnessed a significant improvement in support service quality at all levels. We are confident this will enhance AIT's competitiveness and international role. »

Said Irandoust, President, Asian Institute of Technology, Bangkok, Thailand.

Market trends

Student health and wellness

Governments in mature and emerging countries are striving to curb the alarming increase in obesity and malnutrition.

Globalization of education

International student and faculty exchanges are on the rise and universities are building campuses abroad to meet the demand in developing countries.

Sustainability

Eco-friendly practices represent a competitive advantage but institutions' needs and the nature of sustainable initiatives vary according to the country's level of maturity in the relevant area.

Financial constraints

Hard-pressed to meet day-to-day operating budgets and fund capital projects, educational institutions are relying on outsourcing to cut costs and governments are turning to the private sector for investments.

Security and safety

Personal, infrastructure and material safety on campuses is becoming a real concern.

Source: Sodexo

Growth potential

Over 150 billion euro in estimated total market value,

with an outsourcing rate at 35% (among the highest rates: Belgium and Singapore, more than 60%; among the lowest rates: Canada and Finland, around 25%).

Sodexo estimate

Achievements

France: A “pathway” to responsible behavior

High school students took part in developing “Signé Sodexo,” a “consumer pathway” to encourage young people to adopt healthy eating habits and eco-friendly practices at mealtime.

Ireland: A major contract

Sodexo will handle day-to-day management at five new schools slated to open in 2011. The 25-year public-private partnership contract specifies a wide range of services from maintenance to energy and waste management and operating a help desk.

United Kingdom: A promising market

Sodexo is now successfully established in the student residences market. The portfolio of managed accommodation has grown to over 4,600 beds in 18 months, with a potential business pipeline of 6,000 additional beds over the coming years.

United States:

Fighting obesity with Michelle Obama

Sodexo is contributing to the “Let’s Move!” campaign sponsored by First Lady Michelle Obama to eliminate childhood obesity by offering healthy school meal options and nutrition education. The program is expected to positively impact 135,000 students in 2010-2011.

Sodexo wins the “Virtual Event Excellence Award”

Sodexo has been awarded for its pioneering online training program. Some 4,500 Sodexo Education managers in the United States (i.e., 95%) were able to share best practices and learn new skills to succeed in the education market.

Also see key contract wins in “Our activities around the world”

Among our clients

Aditya Birla World School, Mumbai (India)

Al Yasmina School, Abu Dhabi (United Arab Emirates)

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

Australian Institute of Management, Melbourne, Perth, Sydney (Australia)

Brock University, St. Catharines, Ontario (Canada)

Colegio Franco Argentino, Buenos Aires (Argentina)

Columbus City Schools, Columbus, Ohio (United States)

Dulwich College, Beijing, Shanghai (China)

Ecole Française de Riyadh (Saudi Arabia)

Garden International School, Kuala Lumpur (Malaysia)

GEMS School, Dubai (United Arab Emirates)

Haileybury College, Melbourne (Australia)

Hackney Community College, London (United Kingdom)

Inkamana School, KwaZulu – Natal (South Africa)

Institut Notre Dame, Toulon (France)

International School Hamburg (Germany)

King George V School, Hong Kong

Liessin School, Rio de Janeiro (Brazil)

Lycée français Paul Valéry, Cali (Colombia)

Pontificia Universidad Catolica del Peru, Lima (Peru)

Santa Rosa County School District, Milton, Florida (United States)

Tanglin Trust International School (Singapore)

Texas Christian University, Fort Worth (United States)

Universidad Andrés Bello, Santiago (Chile)

Université Saint-Joseph, Beirut (Lebanon)

Universidad Europea de Madrid (Spain)

University of Ljubljana, Faculty of Economics, Ljubljana (Slovenia)

University Politecnico, Turin (Italy)

University of South Carolina, Columbia (United States)

University of Technology and Economics, Budapest (Hungary)

An employee perspective

Creativity, rigor and passion

"My profession requires a lot of planning and organization. I plan meals with two requirements in mind: ensuring food safety and furnishing a healthy nutritional balance. The day before, I determine if I have the right ingredients and decide who will be in charge of each process. On the actual working day, I review with my team all the cooking and safety standards. I am very careful about quality and the way dishes are presented. Each meal should be a moment of enjoyment and I take great pleasure in preparing it. I check to make sure every detail is perfect and during lunch hour, I walk across the dining room asking consumers if everything is going well."

Marcelo de Castro Alves, Chef on the Unidade Operacional FDC site - Brazil.

Marcelo is passionate about his job. He is extremely creative and committed and he likes challenges. He is always concerned about his team's well being and is very consumer-oriented.

Sustainable development initiative

Belgium - Developing a sense of taste along with eco-awareness

In June 2010, Sodexo launched its FOOD4U project. The approach, emphasizing appetizing food served in an attractive environment, is based on three key principles:

- **balance:** good amounts of fruit and vegetables, little fat, more dairy products and high-fiber options,
- **variety:** unusual grains like quinoa, bulgur wheat, etc. and traditional fruits and vegetables such as rhubarb, parsnips and beets,
- **sustainability:** reduced meat portions, replaced occasionally by vegetable proteins, at least three organic meals each week, fair trade spices and oils, vegetables sourced in Belgium (65%) or neighboring countries (34%), fish that complies with WWF policy, a waste management program to reduce, reuse or recycle all catering service waste.

Several schools, including Saint-Hubert Junior High School in Brussels, have already adopted the FOOD4U program.

Sports and Leisure

Our offer

QUALITY OF LIFE FOR EXCEPTIONAL MOMENTS

As a strategic partner in organizing world-class sports and cultural events and managing unique venues, Sodexo has been delivering service solutions that respond to the demands of exacting clients for more than 20 years.

From ticketing, foodservices and security to logistics and technical and artistic execution, Sodexo teams know what it takes to ensure the success of prestigious events and enhance the reputation of outstanding sites. Sodexo also helps clients attract visitors and consumers by emphasizing social and environmental responsibility, local procurement and eco-friendly practices in its foodservices operations. Organizers know they can rely on Sodexo's expertise and creativity to bring exceptional moments to daily life.

Discover our service solution at: Amaury Sport Organisation (France) for the Dakar Rally Argentina - Chile

On our clients' sites

THE DAKAR RALLY: ACCELERATING WITH SODEXO

More than 4.1 million television spectators followed the progress of the 2010 Dakar Rally (broadcast in 190 countries), as it traversed Argentina and Chile from January 1 to 17.

The client's challenge

Amaury Sport Organisation (ASO) sought a partner used to working in challenging conditions to ensure comfort and friendly service for the Rally's 581 drivers at each stage, while protecting the environment, fostering local development and building recognition for the event. ASO also needed a services provider with major sports events experience and an existing presence in Argentina and Chile, giving it familiarity with local customs and expectations.

Our Quality of Daily Life Solutions

With 15 years of shared experience in its client's culture on the Tour de France, Sodexo met these criteria and began developing a solution in 2009 to deliver:

- **reliable logistics 7/7**: with three five-truck caravans
- **quality human resources**: through a 92-person Argentine-Chilean operating team of motivated, trained employees
- **friendly**, welcoming foodservices: three meals a day, VIP dining and special events
- **sustainability**: active participation of the local community, environmental protection measures

Measurable outcomes

- Local social impact: 20 local staff at each bivouac,
- Local economic impact: local procurement

ASO expressed its satisfaction by granting Sodexo a new contract in 2011.

Market trends

The current 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.
- **Discretionary spending**: Households are cutting back on travel abroad in favor of visiting cultural sites and engaging in leisure activities at home.

New opportunities arising in this market include:

- **Sustainability, wellness and diversity**. These criteria are fast becoming key drivers for partner selection and retention. Companies can differentiate themselves by promoting these aspects as part of their offer.
- **Maximized venue utilization**. Clients are seeking partners that can better assist them in attracting new guests to boost attendance and facility rentals.

Source: Sodexo

Achievements

Canada: Sodexo at the Olympic Games

Sodexo was selected by the Vancouver Olympic Organizing Committee (VANOC) to manage foodservices and housekeeping services at the two athlete villages in Whistler and Vancouver. One thousand Group employees contributed to the Quality of Daily Life of the athletes, officials and personnel involved in the Winter Olympics and Paralympics, which took place in February and March 2010.

Sweden: Official partner of “LOVE Stockholm 2010”

The City of Stockholm chose Sodexo as official caterer of its “LOVE Stockholm 2010” festivities in honor of the royal wedding of Sweden’s Crown Princess. Sodexo teams served Swedish specialties to 20,000 people at two specially created waterfront restaurants with champagne bars.

United Kingdom:

Rugby World Cup 2015 and 2019

On the strength of its results at the 2007 Rugby World Cup, Rugby Travel and Hospitality Ltd (RTH), a joint subsidiary of Sodexo and the Mike Burton Group, will provide the same services at Rugby World Cup 2011 in New Zealand. RTH also will design, produce and sell, exclusively, the official travel and hospitality programs for the Rugby World Cups in the United Kingdom in 2015 and in Japan in 2019 as well as overseeing foodservices at those events.

Launch of wedding service offer

An experienced, multidisciplinary Sodexo team has created the reference benchmark for wedding services called “Your Perfect Day.” The offer, comprising preparation, planning, post-event follow-up and evaluation, covers every aspect of successful wedding organization.

United States:

Luna Park at Coney Island

Sodexo was awarded the contract to operate foodservice concessions at Luna Park, a new amusement park operated by Zamperta/CAI in New York City. The park is located on the Coney Island Boardwalk, which welcomes over five million visitors each year.

Sodexo enriches its offer

To help clients cope with the economic downturn and optimize costs, Sodexo handles marketing and sales for prestigious clients like the Chicago Botanical Gardens and the Indiana Museum of Art.

Also see key contract wins in “Our activities around the world”

Among our clients

• Athletic and cultural activities

Ascot Racecourse, Berkshire (United Kingdom)

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

Dallas Museum of Art, Texas (United States)

Detroit Institute of Art, Michigan (United States)

Grand Parc du Puy du Fou (France)

Hampden Park (Scotland)

Hippodrome race courses : Auteuil, Enghien, Longchamp, Maisons-Laffitte, Vincennes (France)

L’Olympique Lyonnais Football Club, Lyon (France)

L’Olympique de Marseille Football Club, Marseille (France)

Le Tour de France

Newcastle United Football Club, Newcastle (United Kingdom)

Roland Garros Tennis Stadium, Paris (France)

Seattle Aquarium, Seattle, Washington (United States)

The Dakar Rally, France

The John G. Shedd Aquarium, Chicago, Illinois (United States)

- **Prestige Restaurants**

Blenheim Palace, Oxfordshire (United Kingdom)

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

St. Bartholomew's Church, New York City (United States)

The Churchill Museum & Cabinet War Rooms, London (United Kingdom)

The restaurants of the Eiffel Tower, Paris (France)

- **Private Clubs, Associations and Conference Centers**

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

Centre d'Affaires Capital 8, Paris (France)

Conference Center at NorthPointe, Columbus, Ohio (United States)

Johnson Space Center, Houston, Texas (United States)

La Maison des Polytechniciens, Paris (France)

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

San Ramon Valley Conference Center, California (United States)

Tecnológico de Monterrey (Mexico)

An employee perspective

Equal opportunity: the first step for success

"My first years at Sodexo were an incredibly enriching experience. I learned a demanding profession and benefited from the confidence the company places in its employees. I had the chance to meet the right people who have guided me throughout my career, one of Sodexo's great strengths. The company has allowed me to progress in my career without any reference to my national origins or the fact that I am a woman."

Khadija el Farissi

Site Manager, Atelier Renault - Paris, France.

Khadija began her career at the Institut du Monde Arabe where she acquired valuable experience in various posts, before managing foodservices and events at La Faisanderie where she became site manager in 2006. In May 2010, she took up the challenge of managing a staff of 30 at the Atelier Renault site. Having demonstrated her professionalism, Khadija is very pleased to be enrolled in Sodexo's "site manager" training program.

Sustainable development initiative

United Kingdom - A dialogue with suppliers at Ascot

In 2010, Sodexo held a forum for over 70 key suppliers at Ascot Racecourse, one of the Group's flagship clients. The suppliers were briefed by senior members of Sodexo's sales, marketing and management teams on key areas such as offer development and promotion, supply chains, health and sustainability. The forum gave Sodexo an opportunity to promote its sustainable procurement and healthy eating initiatives, communicate its expectations and encourage suppliers to meet specific targets based on its supplier code of conduct. The suppliers were also invited to think about product development and supply chain innovation for the future.

→ Motivation Solutions

Our Motivation Solutions

Presentation and Key figures

MOTIVATION: HAND-IN-HAND WITH QUALITY OF LIFE

Motivation is a key driver of organizational performance, enabling companies to attract, retain, encourage and reward their talent. In 31 countries today, Sodexo helps 380,000 organizations to implement effective motivation strategies. The varied solutions designed, managed and delivered by Sodexo benefit more than 27 million people around the world with offerings in three main service areas:

- Employee Benefits: attractive, easy-to-use, economical solutions for transport, gifts, meals, personal care, leisure activities, education and in-home services.
- Incentive Programs: helping companies achieve their objectives through programs to motivate, retain and reward employees.
- Public Benefits: Sodexo manages aid distribution and runs public allocation systems in the areas of culture, assistance, training and employment.

Key figures

12.5 billion euro in issue volume

689 million euro in revenues

939 million U.S. dollars in revenues

5% of Group revenues

3,539 employees

380,000 clients (excluding individuals)

1.1 million affiliated partners

Source: Sodexo

Market trends

LONG-TERM TRENDS

Forces influencing this market include:

- demographic: urbanization, growth of the middle class, aging population;
- socio-professional: the increasing service economy, growing numbers of working women, the search for a competitive edge;
- sociological: work-life balance, environment and health concerns;
- political: combating illegal work, controlling public spending.

CURRENT ECONOMIC SITUATION

In industrialized countries, companies are seeking to differentiate themselves and enhance productivity through employee motivation programs. In emerging countries, they are striving to attract and retain talent to cope with rapidly changing markets. Governments and local authorities are constantly looking for efficient aid distribution solutions and, in Europe, are pursuing proactive policies to provide support to the disadvantaged.

Source: Sodexo

An employee perspective

Finding the right solution for each client

"My main objective is to build business based on long-term partnerships. Through the personal bonds with the clients, I can understand the complex issues they are facing - such as their business model, their performance in the market, their daily challenges... Only then can I offer a solution customized to the client's needs, its strategy and philosophy. It is not in my nature to make hollow promises. On the contrary, I always try to find a solution for a particular problem and I am constantly looking for ways to improve our services. Helping clients achieve their objectives is my best reward."

Hana Stojnicová

Senior Key Account Manager – Prague, Czech Republic.

Hana is in charge of large accounts. She is responsible for development of the relationships with the client and for bringing new solutions in the area of employee motivation. She also acts as a role model for younger team members who admire her as a true professional and advisor.

Sustainable development initiative

Spain - Promoting work-life balance

Sodexo has been awarded EFR (Empresa Familiarmente Responsable) certification by the Spanish +Familia Foundation after an independent audit.

Sodexo conducts an annual survey to identify employee needs, particularly in the area of work-life balance. Sodexo encourages telecommuting and special reduced hour workdays, emphasizing the actual results achieved by employees rather than the number of hours they put in.

A "lights out policy" has also been adopted to limit work after 7 p.m., a measure that also saves energy and reduces the impact of company activity on the environment.

Growth potential

A market estimated at more than 135 billion euro in issue volume.

Employee Benefits

Our offer

QUALITY OF LIFE: RETAINING 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 company presidents and human resources directors with a real competitive edge.

With this in mind, Sodexo has developed customized, easy-to-use, economical solutions. Addressing the specific needs and expectations of different workforce populations is one of the keys to Sodexo's success in this field.

Key figures

21 million beneficiaries

Source: Sodexo

Achievements

Austria: the benefits of balance

Sodexo partnered with Great Place to Work® to create a prize for the best place to work in terms of work-life balance.

Belgium: a green solution

Sodexo created the innovative Eco Pass for the Belgian government to help encourage consumption of ecological products and services. Offered by companies to their employees, Eco Pass can be used to pay for products and services that help preserve the environment including low-energy light bulbs, solar panels, water conservation devices, bicycles, tickets for public transportation and waste treatment services.

Brazil: Sodexo's festival

During the soccer World Cup, Sodexo Pass beneficiaries had access to 30 upscale restaurants offering specially-priced menus.

Russia: launch of the Gift Pass

Also see key contract wins in “Our activities around the world”

Among our clients

• Banks-Insurance

AXA: Chile, Czech Republic, Italy, Poland, Slovakia

BNP Paribas Group: Chile, Germany, Italy, Mexico, Poland, Tunisia, Turkey

HSBC Group: Mexico, Poland, Turkey

PricewaterhouseCoopers: Chile, Germany, Hungary, Romania, Slovakia

Société Générale: India, Tunisia, Turkey

• IT-Electronics

IBM: Hungary, Tunisia, Venezuela

Microsoft: Chile, Poland, Slovakia, Tunisia

Oracle: India, Romania, Venezuela

Samsung Electronics: Argentina, Slovakia, Tunisia, Venezuela

SAP: Brazil, Germany, India, Poland, Venezuela

Vodafone: Hungary, Turkey

• Consumer goods

Coca-Cola: Argentina, Chile, Hungary, Mexico, Poland, Slovakia

L’Oreal: Chile, Romania, Tunisia, Turkey, Venezuela

Nestlé: Poland, Slovakia, Venezuela

Nokia: Hungary, Poland, Slovakia, Tunisia

Pepsico: Brazil, Poland, Romania, Slovakia, Venezuela

Procter & Gamble: Chile, Czech Republic, Poland, Russia

Unilever: Hungary, Poland, Slovakia, Tunisia, Venezuela

• Industry-Energy

Eli Lilly: Mexico, Slovakia, Venezuela

Johnson & Johnson: Chile, Poland, Romania, Slovakia

Michelin: Hungary, India, Mexico, Poland, Romania, Slovakia, Turkey, United Kingdom

Pfizer: Chile, Tunisia, Turkey, Venezuela

Schneider Electric: Mexico, Romania, Tunisia

Siemens: Poland, Romania, Russia, Tunisia, Turkey

Tata Group: Chile, India, United Kingdom, Venezuela

Our offer

QUALITY OF LIFE: STIMULATING PERFORMANCE

Whether seeking to respond to competitive pressures, increase sales over a particular period, implement a new plant safety procedure or support an antismoking plan, companies need to be able to engage their employees and mobilize their partnership networks. Rewarding performance is critical to ensuring sustained motivation. To meet these important challenges, Sodexo develops customized solutions to help clients achieve their qualitative and quantitative objectives.

Key figures

4.3 million beneficiaries

Source: Sodexo

On our clients sites

ENCOURAGING TEAM SPIRIT AND INCREASING SALES

The client's challenge

La Poste, Belgium's postal service, sought to motivate its staff, strengthen team spirit and increase postal product sales and services by encouraging competition. In 2004, the postal service called upon Sodexo to help achieve these objectives at a time of restructuring and reductions in the number of post office branch offices.

Sodexo's Quality of Daily Life solution

Sodexo developed an incentive program called "Team Plus" to stimulate employees, generate dynamism in the network and attract and retain La Poste customers. The program enables real time monitoring of sales and performance at 700 branch offices and promotes the engagement of Belgian postal service partners through:

- a specially designed gift catalogue
- online posting of office results that all teams can consult,
- simultaneous promotional campaigns for La Poste and its partners

Measurable outcomes

- Between 2005 and 2009, Team Plus boosted «Bank and Insurance» sales per employee by a monthly average of 13%
- 26,500 rewards delivered in 2009

"This program is a key instrument for supporting and developing our sales activity. It is flexible enough to enable numerous local initiatives as well as national campaigns. This makes it an especially effective tool that is much appreciated by front-line management."

Frédéric Jonnart, Sales Development Manager, RSS Physical Networks, BPost – Brussels, Belgium.

Achievements

China: launch of the Gift Pass and the Moon Cake Pass

The Moon Cake Pass is a solution that allows our clients to reward their employees and business partners during the traditional Chinese Mid-Autumn Festival. The Pass can be used throughout a selected network of bakery affiliates.

Mexico: Driving with Michelin

For its 2010 summer promotion, Michelin® offered \$700 of gas to purchasers of four car or truck tires. Michelin® chose the Sodexo's Gaso Pass Card Movilidad because it best met the campaign's requirements.

Poland: Enthusiasm for Vivabox Extreme

"Vivabox Extreme" by Sodexo won the Grand Prize for "Most Innovative Product" in a contest organized by the Polish TV program, Man's Thing. The box, containing an energy drink, a guidebook and a voucher for an extreme sport, won out over 170 competing products designed by other brands, including Mercedes and Sony.

Also see key contract wins in "Our activities around the world"

Among our clients

- **Banks-Insurance**

AXA: Philippines

HSBC Group: Argentina

PricewaterhouseCoopers: Hungary

Société Générale: India, Turkey

- **IT-Electronics**

IBM: Hungary

Microsoft: Chile, Philippines

Oracle: India

Samsung Electronics: Philippines, Poland

SAP: India, Philippines

Vodafone: Hungary

- **Consumer goods**

Coca-Cola: Hungary, Poland, Slovakia

L'Oréal: Philippines, Poland, Romania

Nestlé: Hungary, Poland

Nokia: Hungary, Poland

Pepsico: Romania

Procter & Gamble: Argentina, Poland, Russia

Unilever: Hungary, Philippines

- **Industry-Energy**

Johnson & Johnson: Poland, Romania

Michelin: Hungary, India, Poland, Romania

Pfizer: Philippines

Schneider Electric: Romania

Siemens: Philippines, Romania

Tata Group: India

Public Benefits

Our offer

QUALITY OF LIFE: OPTIMIZING SUPPORT

Governments and local authorities must meet the challenge of developing local economies, creating jobs, supporting vulnerable populations and those facing difficulties and providing access to cultural and sports activities. Since 1994, Sodexo has been contributing to these public initiatives through specific programs in a dozen countries with specially designed demonetized solutions to manage and monitor public aid and subsidy distribution securely and transparently.

Key figures

1.7 million beneficiaries

Source: Sodexo

On our clients' sites

FOSTERING SOLIDARITY

The client's challenge

In France, public welfare policy is overseen by the General Council of each governmental department. To implement its proactive policy, the Loire General Council introduced the payment of «Disability Assistance» and «Individual Autonomy Grants» in the form of individualized residential employment services checks. The «Loire Autonomy Check» is designed to:

- improve monitoring of social services effectiveness
- optimize management of public funds
- enhance the Loire Department's financing efforts
- provide aid in a way better suited to beneficiaries' needs

Sodexo's Quality of Daily Life solution

In 2010, the Loire General Council chose Sodexo to produce and distribute «Loire Autonomy Checks» to 2,500 disabled and dependent people. Every month, the General Council sends electronic data files to Sodexo, which sends the checks to the beneficiaries' homes. Sodexo also operates a help line to answer the questions of beneficiaries, in-home-assistants and affiliates.

Measurable outcomes

- Assessment of system recognition through annual satisfaction surveys
- Tracking Loire Autonomy Checks utilized and the return of unused checks

“Sodexo is providing effective support for the Loire General Council's social services initiative to help our dependent citizens. Sodexo is a reliable, committed partner.”

Jérôme Reyne, Director, Seniors, Loire General Council – Saint-Etienne, France.

Achievement

International: “Work-Life Balance”

“Work-Life Balance” is a study published by the Sodexo Institute on Quality of Daily Life and the association “Pour La Solidarité.” The study shows how reconciling work life with personal life can be a tool for growth and competitiveness at the micro- and macroeconomic level as well as a real force for social cohesion. The study highlights three key issues for companies and local governments: improving company attractiveness, adapting to changes in society, and creating new, profitable economic areas. The results underline Sodexo’s position as a strategic partner for public administrations in helping them manage their policies and resources.

Also see key contract wins in “Our activities around the world”

Among our clients

PUBLICS SERVICES

National Postal Services

China Post Office (China), Czech Post (Czech Republic), La Poste (France), Hungarian Post (Hungary), Poczta Polska (Poland), Postal Telegraphic Institute of Venezuela (Venezuela),

National Transportation Services

INFRAERO (Brazil), National Railways (Bulgaria), Lufthansa (Germany), Tunisair (Tunisia)

National Telecommunication Services

Telekomunikacja Polska (Poland), Slovak Telekom (Slovakia)

Public Authorities

Povincia del Chaco (Argentina), The National Institute of Public Health (Czech Republic), Steel Authority of India (India), Ministry of Defence (UK), Merida State Government (Venezuela)

→ Personal and Home Solutions

Our offer

QUALITY OF LIFE - ONE AT A TIME

Sodexo designs Personal and Home Solutions to help individuals improve their Quality of Daily Life around four types of services:

- **Childcare**

Sodexo designs and manages childcare centers on behalf of local authorities and companies, offering learning and development activities for children while helping their parents.

- **Tutoring / lifelong learning**

Sodexo contributes to the fulfillment of youngsters and adults alike by providing in-home tutoring and training in language, music and computers.

- **Concierge services**

Sodexo enriches and makes daily life easier through a range of solutions such as dry cleaning, in-home services and travel or events organization. Requests can be placed via an onsite concierge, telephone or web portal. Microsoft and Alstom (France) chose these concierge services to supplement the service solutions already being provided by Sodexo.

- **In-home assistance to dependent persons**

To help dependent persons remain autonomous and prevent isolation, Sodexo offers comprehensive services including companionship, light housekeeping, transportation, meal preparation and technology solutions.

On our clients' sites

REDUCING STRESS TO RETAIN EMPLOYEES

The client's challenge

For Biogen Idec, a global leader in biotechnology, it is vital to recruit and retain top talent and enable its 4,500 workforce to perform at their optimal level. In 2006, the company's voluntary employee turnover rate rose to 14%, slightly higher than the industry average. Biogen Idec decided to introduce support measures to improve employee Quality of Life and motivation.

Our Quality of Daily Life Solution

In 2008, Circles Concierge, a Sodexo subsidiary, created a solution to help employees with their personal needs such as travel and event bookings, in-home help and gift ideas.

Measurable outcomes

- Productivity gains easily surpassed the annual service fee.
- Voluntary employee turnover has dropped by nearly two-thirds from 14% to 5%.

The positive impact has led Biogen Idec to expand the service to other countries.

"I don't mind spending money on Circles Concierge, because it's very clear that we achieve a solid return on investment."

David Atkins, Director of International Benefits, Biogen Idec - Weston, Massachusetts.

Market trends

Childcare: strong demand

Parents are facing a scarcity of childcare solutions, particularly for preschool children. Moreover, without financial aid, pre-school childcare costs often exceed their budgets. The combination of these factors has led many governments to adopt policies in favor of developing affordable childcare facilities. Companies are also seeking "turnkey" solutions to enhance employee loyalty.

Academic success: a major concern for parents

Most parents are eager to ensure their children's success at school, as it will significantly affect their personal achievement later on. For parents who often lack the time and skills for tutoring, outsourcing the task to professionals is an ideal solution.

The desire to achieve a better work-life balance

For working people, balancing their professional and personal lives is often a struggle. Companies aware of this problem are looking for solutions to increase the engagement and retention of their employees.

Increased longevity

As the population ages, the need for in-home assistance to dependent persons will continue to rise, particularly as most seniors to prefer remain at home as long as possible. To control public spending, governments are promoting homecare solutions and technologies that enable autonomy.

Development of new technologies

The widespread use of the Internet, mobile technologies (smart phones, PDA, etc.) and e-commerce is profoundly transforming consumer habits, including in the area of services.

Source: Sodexo

Achievements

France: a stake in Crèche Attitude

Sodexo acquired an interest in the French company Crèche Attitude in June 2010. With a network of some 60 sites, Crèche Attitude is one of the country's foremost childcare providers with a clientele made up of companies as well as public authorities that have chosen to delegate this public service. The operation consolidates Sodexo's expertise in the sector, enabling significant synergies with all the Group's client segments in France.

International: development of concierge services

After the successful addition of three major providers of concierge services in the United States, France and Sweden, Sodexo began its European expansion with the opening of three new subsidiaries in Belgium, Luxembourg and the United Kingdom. The Group is also planning to further develop concierge services internationally.

United States: acquisition of Comfort Keepers

In August 2009, Sodexo acquired Comfort Keepers, one of the top players in the North American market in non-medical in-home care for seniors and dependent persons. With the acquisition of Comfort Keepers, a franchise organization with more than 600 franchisees, Sodexo has significantly enriched its service offering to support and improve Quality of Daily Life for seniors.

Also see key contract wins in “Our activities around the world”

Sustainable development initiative

United States : Contributing to the vitality and independence of seniors

Comfort Keepers embraces a care philosophy called “Interactive Caregiving™.” This approach focuses on physical activity, social engagement, intellectual stimulation and emotional well-being, the four ingredients indispensable to preserving seniors' independence and improving their Quality of Daily Life. All franchisees and caregivers of Comfort Keepers® are trained in this care concept, which they promote within their communities.