

Fiscal 2009

Annual
Report



Making every day a better day

Annual Report

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Quality of Life: a new global challenge

1. The major issues facing Sodexo today

- The year 2009 was marked by the worst **financial and economic crisis** that we have known since 1929. I will return later to the challenges that we have overcome during this period.
- Beyond this difficult environment, the world presents Sodexo with five key challenges today:
 - First, the **aging population** of Western countries, which coincides with a very dynamic demographic trend in all emerging markets, except China. For Sodexo, it is at once a challenge -- that of finding the human resources in sufficient number and quality to ensure our development during the next 10 years -- but, also an opportunity -- to further develop the Seniors client segment, in which we already hold leadership positions in most countries.
 - Another global challenge is the **environment**. In addition to the growing public awareness worldwide and the prospect of a real commitment to action by governments that goes beyond politics -- the recent World Summit on Climate Change in Copenhagen being a perfect illustration -- I believe that companies must take a leading role in mobilizing to meet this challenge. At Sodexo, we have put substantial resources in place to fully play our part in achieving change in environmental practices. Our size and international presence enable us to have a significant impact. I will return later to the strategy we have adopted this year, a battle plan to take tangible action, including mobilizing our key partners: our employees, our clients, our consumers and our suppliers.
 - We are also particularly concerned by the availability, supply and cost of **raw materials**, whether energy or food. We need to remain flexible and anticipate that the quality and competitiveness of our offer are not impacted. We also must consider the human effects, whether on our end users or on the people who live in the communities where we operate. The decline in purchasing power and the increasing numbers of people affected by hunger and malnutrition are realities we need to recognize and act on.
 - Like all companies today, we also face the challenge of innovation. With the emerging economic power of Brazil, Russia, India and China, Western countries are competing on new terrain. We need to be in a position to seek innovation wherever it is found, to continue to internationalize, to be attentive to what is best in the world and to seek to remain at the forefront of our field.
 - Finally, I conclude with a particularly important challenge for Sodexo: **Quality of Life**. The crisis produced at least one good thing: it seems that it reminded human beings about being human beings! Increasingly - and the crisis has certainly accelerated this trend - companies and societies are turning to new indicators of wealth. Last September, a Commission composed of 25 international experts, and chaired by American Nobel Prize-winning economist Joseph Stiglitz, presented a report on the relevance of indicators of wealth and reached the conclusion that GDP alone is insufficient as a measure of wealth. The commission recommended that GDP be supplemented by other measuring instruments that assess general well-being and Quality of Life: Factors such as health, the environment, education and services to individuals should be taken into account in statistical calculations. In a world facing a financial, economic and environmental crisis, the issue of Quality of Life is becoming ever more crucial. At Sodexo, through more than forty years of experience, we have seen that the issue of Quality of Daily Life is not an obvious one for many organizations that are facing an unprecedented acceleration in concentration and, therefore, change. Globalization is a war and a company that wants to earn the right to live or survive has to fight and dedicate itself entirely to its profession.

It is the daily aspect of this expected Quality of Life that makes it so difficult to achieve. It is not the exception that makes the difference, but the "daily" repetition of Quality of Life moments.

This is the mission of Sodexo's 380,000 employees around the world, who use their talent to enable our clients to concentrate on their profession.

Providing a multitude of services, large and small, at a high standard of quality, 365 days a year -- this is the "raison d'être" of Sodexo! It is this that is at the heart of a new profession that carries the name, "Quality of Daily Life Solutions."

This new profession is based on a certain idea of the individual and the conditions under which they can give the best of themselves... whether within or outside of the workplace.

This mission occurs within a context in which the company appears as a platform of stability in a turbulent world in need of reference points and structure.

A striking example: for more than ten years, stress in the workplace has been a serious affliction confronting companies.

In Europe, one employee in five suffers from stress disorders and 75% of French employees say they are anxious at work. Is stress the evil of the century?

The consequences for organizations are heavy because stress is extremely disruptive, causing absenteeism, morale problems and a deteriorating labor-management climate ... In Europe it is estimated that stress causes 50 to 60% of all working days lost and the cost of stress is estimated at 20 billion euro per year.

The company cannot ask for more and more investment from employees without providing daily Quality of Life services essential to their life balance and performance.

Globalization imposes a new scale and accelerated change on everyone and the resulting destabilization is very real. Businesses and organizations cannot be content with minimum service in terms of attention and consideration to their employees and their host communities.

For Sodexo, Quality of Daily Life services means:

- creating a new business-class corresponding to a real need for companies and organizations.
- giving our clients the ability to optimize their performance through a range of tangible services that are assets in attracting and retaining their employees, improving their processes and optimizing their infrastructure.

2. Our new strategic positioning

Based on this conviction, we are now inventing a **new business**.

When I say that I'm not saying we are changing our strategy. On the contrary, we are doing what we've always done: meeting the needs and expectations of our clients.

And today, around the world, these needs are changing as a result of the trends we have seen: Quality of Life, therefore, long term environmental issues, the war for talent, the innovation challenge... Faced with these challenges, the needs of our clients are on 3 levels:

- at the **people** level: our clients are looking for motivation and commitment from their employees and that they are loyal to their employers and effective in their work; they look also, of course, at the satisfaction of their own customers, who they attract by being efficient in delivering a quality offer and in responding not only to their customers' expectations, but also their values.
- at the **process** level, our clients also have become more demanding. Because competition constantly forces them to be ever more efficient and competitive and therefore to be always questioning.
- And finally, at the **infrastructure** level, because it is important that their facilities are not only strong and secure, to enable people to work under the best conditions, but also that they do not lose value over time.

It's true for our Corporate clients, but it is also true for a **university** who must attract the best students or for a **hospital** where:

- patients must be properly cared for and they and their relatives must be received under the best possible conditions;
- the hospital must also be able to attract and retain the best medical teams;
- these teams must be able to work in premises that meet the highest standards of hygiene and safety;
- the instruments used in the operating room must be perfectly prepared and sterilized;
- the transport of patients must be perfectly smooth and without long waits...

All this is what we demand from a hospital today.

I'll give you another example, very different, but the issues are exactly the same: we won a contract this year with **BHP Billiton**, a major British-Australian mining company, which operates the largest uranium mine in Australia, at Olympic Dam, where they plan a significant expansion. For this project to succeed, they need to attract a skilled and motivated workforce. Their need and their goal is really that. And it is a true challenge, because the camp is in the Australian Outback, the largest and driest desert in the world, 560 kilometers from Adelaide, the nearest city, and the conditions are extreme. BHP Billiton turned to Sodexo to develop a service solution that creates true Quality of Life in the camp, to enable our client to easily attract and retain the necessary talent. In this situation, we designed an offer that responds to every aspect of life at camp: accommodation, food, development of green spaces, transportation at the camp, recreation; everything has been designed to create a unique living environment in the heart of the desert. We also put in place indicators to measure satisfaction that allow us to ensure that we are responding well to our client's needs. And that's what they show: for example, the satisfaction level for the food has risen from 61 to 87%, and for the accommodations from 58 to 88%.

There are many examples:

- At Nokia in China, an infrastructure for Quality of Life services has enabled the company to retain its employees as it moved its headquarters to the outskirts of Beijing;
- At Deutsches Herzzentrum Berlin, our service offer for patients and staff allows the hospital to remain the global benchmark for treating cardiovascular diseases;
- At Hobart & William Smith Colleges in the U.S., we manage services and infrastructure and a sustainable development offer that positions the university at the head of national rankings;
- For KLM at Schiphol Airport in the Netherlands, we provide a chain of integrated services ranging from foodservices to signage from the management of the shuttle buses to taking care of uniforms and the maintenance of aircraft hangars.

You can see that with this new positioning, we are no longer simply an interchangeable provider of services; Sodexo is a true **strategic partner**, responsive to the client's objectives. For our client, we create, manage and deliver a customized offer.

To better express this unique positioning, we have decided to rename our two major service activities:

- "Food and Facilities Management services" is now "**On-site Service Solutions**,"
- "Service Vouchers and Cards" is now "**Motivation Solutions**," which includes our Restaurant Pass, Gift Pass and Childcare Pass.

Our clients have asked us to extend our offer and that's what we have done; and we have chosen new names that better reflect this scope and richness. But our business and our expertise remain the same: they are the business of Quality of Life, providing solutions for foodservices, housekeeping, concierge services or maintenance.

Our job is no longer only **foodservices** ... of course, it remains a central component of our offer, generating 72% of our revenue, and we will continue to reinforce our strengths in this area. It is one of the **four pillars of our development strategy**, the others being:

- be the global leader in **On-site Service Solutions**
- become the global leader in **Motivation Solutions**
- grow steadily our **Personal and Home Solutions**

Do you know that in the United States, 63% of surgical procedures are done during a single day? Patients return home and often need home care services. Furthermore, 95% of individuals over 65 years of age in the United States live and want to remain in their home. To respond to this trend, and to complete our offer to our Seniors client segment, we are interested, for example, in non-medical home services. We therefore acquired last summer the number two company in this sector in the United States, Comfort Keepers.

The market potential is considerable. With longer life expectancy and the general aging of the population in industrialized countries, the number of seniors will continue to grow and we have to invent new Quality of Life solutions for them.

This positioning reinforces our confidence in the goals we set in 2005 as part of our "**Ambition 2015**." And it is perfectly aligned in the current economic crisis with our clients' need to control their costs and their tendency to turn increasingly toward partners able to propose comprehensive service solutions that are a true source of, not just savings but, even more so, added value.

Our teams around the world are mobilized to seize the opportunities that have arisen with the tougher economic environment and that also are driven by the global trends that I have just presented.

I now would like to discuss briefly Fiscal 2009, marked by the crisis, and to tell you how we have come through it.

3. Fiscal 2009 review

I will not repeat the results that are presented in the financial report. The **context is difficult**, as we all know. It has forced many companies, because of the decline in their business, to reorganize, to downsize and, for some, even to cease to exist.

In this difficult context, Sodexo has managed to remain a **growth** company and **we have achieved the financial targets set at the beginning of the year**.

This year, we again achieved some notable successes with, first of all, new **contracts**, including:

- The 2010 Winter Olympics in Vancouver that we won through our expertise in organizing major sporting events worldwide;
- In China, we established a joint venture with FAW, a state enterprise which is the country's largest car manufacturer;
- In France, we won a major contract with the Ministry of Justice to deliver service solutions in 27 additional prisons;
- In Europe, we won the Microsoft contract and we have extended our contract with Procter and Gamble, who has given us responsibility for a wide range of services on 38 sites in 13 countries;
- The Defense Training Review in the United Kingdom, the largest Public Private Partnership contract ever signed by the British government, for the design, construction and management of the military training center; This is a contract that, over its entire 30-year length, should generate more than five billion euro in revenues for the Group.

While organic growth remains our priority, Sodexo has also conducted several targeted acquisitions to strengthen our leading position in global high potential markets, such as Zehnacker in Germany, RKHS in India, Score in France and Comfort Keepers in the United States.

To conclude this review of our year, I would like to return to the investments we have made in the field of **human resources**, investments we have been able to maintain and even increase despite the crisis.

Our human resources and their diversity are for us a true source of competitive advantage. As a result, we have set two objectives in this area:

- have quality human resources, representing diversity and of sufficient number to meet the expectations of our clients,
- be one of the world's employers most appreciated by its employees.

During the year:

- Sodexo invested in training more than 250,000 employees, including:
 - a program to strengthen the expertise of the Group's "Facility Managers" [FM Talent]
 - an ambitious and innovative leadership development program for approximately 1,000 executives across the Group [CLIMB].
- We also continued the internationalization of our human resources, facilitating this year the international mobility of more than 120 executives and seeking international profiles in external recruitment.
- We also launched an initiative that is particularly close to my heart, to strengthen the representation of women at the head of our Group. We have created a Special Commission composed of 20 female executives charged with proposing measures to improve the mix of management teams. In terms of diversity, we also have awareness training in place and this year nearly 20,000 managers in the U.S. and 5,000 in Europe took part in this program.
- Finally, we formalized our Employee Value Proposition, relying on the results of the last engagement survey conducted in 2008 involving 110,000 employees.

I also want to note our investment in an ambitious action plan on **sustainable development**. This plan, that we call the "Better Tomorrow Plan," sets out 14 tangible commitments we have made around the major themes of sustainable development which we take to heart: Nutrition and Wellness, the Environment and Local Communities. Our ambition is to mobilize all of our stakeholders: our employees, our clients, our consumers, our suppliers ... to achieve these 14 objectives to contribute to a better economic, social and environmental balance in the communities, regions and countries where we operate.

4. Short- and medium-term outlook

Despite the very satisfying performance achieved in Fiscal 2009, I remind you that the initial effects of the crisis were only felt in all of the Group's activities and regions beginning in the second quarter of Fiscal 2009. Today, considering the uncertainties weighing on the global economy and the fact that the recovery is likely to be slow, Fiscal 2010 should see stable revenues, at constant scope and exchange rates, and operating profit of between 750 and 770 million euro, at constant rates.

In the face of this crisis, the Executive Committee and our teams are more than ever mobilized around two main priorities:

- **profitable development:** Sodexo has won several recent prestigious contracts but the crisis has seen delay in certain decisions by clients and new prospects. Growth in sales on existing sites has also slowed. As a consequence, the rate of new business development at the start of the year has been inferior to that of past years, and a modest decrease in revenues for the first half of Fiscal 2010 is anticipated.
- Some recent commercial successes, such as Fiat and Pirelli (Brazil), GSK (worldwide) and Helsingborg (Sweden), and the high level of calls for tender should enable the Group to resume its growth during the second semester of Fiscal 2010.
- The Group is also pursuing other initiatives, such as exclusive negotiations to finalize the Defense Training Review contract in the United Kingdom (which is currently scheduled for signature at the end of 2010).
- **gains in competitiveness:** In Fiscal 2009, Sodexo achieved 50 million euro in savings and productivity gains in its administrative and support costs; For Fiscal 2010, Sodexo is targeting a further 60 million euro in organizational efficiency improvements in Fiscal 2010. These savings will total 10% of operating costs over two years, permitting continued investment for future development.

Medium term

With a significant potential market estimated at 780 billion euro, particularly in segments in which the Group is a world leader - Health Care, Seniors, Education and Defense – Sodexo benefits from major competitive advantages:

- **strong values**, which have been part of the Group since its creation:
 - Service spirit
 - Team spirit
 - Spirit of progress

- **Ethical principles:** transparency, loyalty, respect for people and business integrity This philosophy binds the Group's 380,000 employees around the world and provides an orientation for their daily work.
- a **unique global network**, operating in 80 countries, which covers over 80% of the world's population and more than 92% of global GDP;
- a **strategic positioning unique in the world:** Sodexo's worldwide teams are the only ones with an offer as comprehensive and integrated that combines On-site Service Solutions and Motivation Solutions. In contributing to the creation of value for its clients, Sodexo helps them in achieving their own strategic objectives.
- a **financial model** that has proved its strength and effectiveness, with activities of high human intensity but low capital intensity, enabling the systematic generation of significant cash. As a result, Sodexo is able to finance its growth, repay its debt and provide a return to its shareholders.
- Sodexo's **independence**, which enables the Group to pursue a long-term strategy.

For these reasons, I remain very confident in Sodexo's ability to meet its medium term objectives: **to achieve annual average revenue growth of 7% and an operating margin of 6%.**

Finally, I wish to thank our clients for their loyalty, our shareholders for their confidence and our employees for all of their efforts during Fiscal 2009. As the providers of quality services that improve the Quality of Life, Sodexo's 380,000 employees contribute together to **"making every day a better day."**

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Our Group

→ Profile

Quality of Life in the service of performance

Quality of Life services play an important role in organizational performance. Based on this conviction, Sodexo serves as the strategic partner for companies, institutions and local authorities who place a premium on performance, 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 and Motivation Solutions. In this, Sodexo has invented a new form of service business that promotes the fulfilment of our employees and contributes to the economic, social and environmental development of the local communities with which we work.

Key Figures

- **14.7** billion euro in consolidated revenues
- **19.8** billion U.S. dollars in consolidated revenues
(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S. dollars)
- **380,000** employees
- **33,900** sites
- **50 million** consumers
- **80** countries

Source: Sodexo

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Our Group

→ Profile

On-site Service Solutions

Sodexo designs, manages and delivers comprehensive On-site Service Solutions for our clients with services that range from foodservices to construction management, reception to the maintenance of scanners and laboratory equipment, management of data centers to leisure cruises and from housekeeping to rehabilitation services at correctional facilities. Our solutions are available in eight client segments: Corporate, Defense, Justice, Remote Sites, Health Care, Seniors, Education and Sports & Leisure.

These solutions offered on client sites are complemented by our Personal & Home Service Solutions within the Corporate and Seniors segments.

Key Figures

- **95.3 %** of Group revenues
- **13,989 million** euro in consolidated revenues
- **18,910 million** U.S. dollars in consolidated revenues

(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S. dollars)

A leader in On-site Service Solutions in most of its markets

Source: Sodexo

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Our Group

→ Profile

Motivation Solutions

Employee Benefits, Incentives and Recognition, Public Benefits... Sodexo is the preferred partner of public and private organizations to design, manage and deliver Motivation Solutions to attract and retain employees, boost performance and deliver social benefits transparently and securely. The Pass, designed by Sodexo to serve a variety of purposes, from meal vouchers to gift and mobility cards, is accepted by a network of more than 1 million retailers and service providers.

Key Figures

- **4.7 %** of Group revenues
- **12.1 billion** euro in issue volume
- **711 million** euro in consolidated revenues
- **961 million** U.S. dollars in consolidated revenues
(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S. dollars)
- **375,000** clients (excluding individuals)
- **26.3 million** beneficiaries
- **1 million** affiliated partners

One of the worldwide leaders in Motivation Solutions

Source: Sodexo

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Our Group

→ Profile

Award

Sodexo number three in the world among outsourcing services 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 fourth consecutive year that Sodexo has been ranked in the top five of the Global Outsourcing 100™.

For the second year in a row, Sodexo was the highest-ranked company in its industry category, "Facility Services".

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Our Group

→ Fundamentals

Sodexo, **founded in 1966 in Marseilles 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 around the same mission: **to satisfy the expectations of all stakeholders** (clients, employees, shareholders) **in choosing organic growth in revenues**.

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

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Our Group

→ Fundamentals

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

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Our Group

→ Fundamentals

Our beliefs

Our company is the community of our clients, consumers, employees and shareholders.

Our purpose is to satisfy their expectations.

To reach our goals, we have chosen to focus on achieving organic growth of our revenues and results.

Organic growth:

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

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Our Group

→ Fundamentals

Our mission

- 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 where we operate.

- "Making every day a better day"

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Our Group

→ Fundamentals

Our core values

Over 97% of our employees are in direct day-to-day contact, on our sites, with our clients and consumers. This demands exceptional human qualities and specific behavior that we call: Service Spirit, Team Spirit, Spirit of Progress:

- Service Spirit

- Clients and consumers are at the center of everything 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 operations, 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.

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Our Group

→ Fundamentals

Our ethical principles

- Trust

A foundation of **loyalty, shared** by Sodexo with 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.

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Our Group

→ Corporate Governance

- Board of Directors

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

The Board of Directors comprises 13 members, one-third of whom are foreign nationals.

Since September 1, 2005, the roles of the Chairman of the Board of Directors and the Chief Executive Officer of Sodexo were separated, and Michel Landel became the Chief Executive Officer of Sodexo, succeeding Pierre Bellon.

- 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.

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Our Group

→ Corporate Governance

Board of Directors

Pierre Bellon: French - Chairman

Robert Baconnier: French - President, ANSA

Rémi Baudin: French - Vice Chairman

Patricia Bellinger: American - Company Director

Astrid Bellon: French - Member of the Management Board, Bellon SA

Bernard Bellon: French - Chairman of the Board of Directors, Finadvance

François-Xavier Bellon: French - Chief Executive Officer, Bright Yellow Group Plc

Sophie Clamens: French - Chairman of the Management Board, Bellon SA

Paul Jeanbart: Canadian - Chief Executive Officer, Rolaco

Michel Landel: French - Chief Executive Officer, Sodexo

Nathalie Szabo: French - Member of the Management Board, Bellon SA

Peter Thompson: American - Company Director

H. J. Mark Tompkins: British - Company Director

As of August 31, 2009

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Our Group

→ Corporate Governance

Executive Committee

- Michel Landel

Chief Executive Officer, Sodexo
President, Executive Committee
President, Sodexo STOP Hunger Association

- Élisabeth Carpentier

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

- 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 and Chief Strategy Officer
Strategy, Innovation, Brand and Communications

- 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 and UK.

* from February 1, 2010

- Siân Herbert-Jones

Group Executive Vice President and Chief Financial Officer

- Philip Jansen

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

- Nicolas Japy

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

- Damien Verdier

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

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Our Group

→ Financial performance

In the difficult current economic environment, Sodexo has managed to remain a growth company and has achieved the financial targets set at the beginning of the year:

- Revenues up **7.9%**, including **2.5%** organic growth
- Operating profit of **746** million euro, up **8.1%**
- Growth in net income of **4.5%**, accounting for financing costs of recent acquisitions
- Dividend per share: **1.27 euro**

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Our Group

→ Human Resources

As the Group's ambassadors and experts in Quality of Life Services,

Sodexo's 380,000 employees share a common passion to satisfy our clients and consumers. Driven by the conviction that our employees and their diversity are a source of true competitive advantage for Sodexo, we are determined to:

- maintain a high quality, diverse and appropriately sized workforce, to meet the expectations of all our clients,
- be among the global companies most appreciated by their employees.

Among our 2009 awards and certifications

FRANCE

Sodexo won the **"Best Training Strategy Prize"** and the **"Special Prize for Successful Job Insertion or Reinsertion"** awarded by the National Association of Human Resources Directors and the Professional Training Federation.

UNITED KINGDOM

Since 1996, Sodexo has been accredited by **"Investors in People"**, an accreditation which is sought after by top companies as a demonstration of their commitment to drive excellence through their people. Renewed in May 2009, the certification recognizes the significant strides made by Sodexo teams.

UNITED STATES

Sodexo was named one of the **20 Best Places to work for Recent Graduates** by the career services organization Experience, Inc. The prize was given in recognition of the Group's recruitment, skills development and management policy.

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Our Group

→ Diversity and Inclusion

A competitive advantage

The diversity of our people gives Sodexo a competitive edge and is a source of growth, progress and pride. We foster diversity by maintaining a gender-balanced, multigenerational workforce, that provides a welcoming environment for all nationalities and cultures, and values individuals with disabilities while pursuing three strategic objectives:

- recruit, develop, retain and engage the best talent,
- create a culture of inclusion by embedding diversity into our policies and practices,
- be a global leader in diversity, making it a source of competitive advantage.

Recognition

AUSTRALIA

Sodexo was recognized by the Australian government's **Equal Opportunity for Women in the Workplace Agency**.

BELGIUM

Sodexo has been awarded the "**Equality-Diversity**" label for two additional years.

NETHERLANDS

Sodexo ranked 4th in the "**Top 50 Dutch Companies for Diversity**" most committed to diversity.

UNITED STATES

DiversityInc. has ranked Sodexo among the **Top 10 employers** most welcoming of female executives, Latinos and African-Americans, as well as of people with disabilities.

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Our Group

→ Sustainable Development

Sodexo is named “2009 Global Supersector Leader” by the Dow Jones Sustainability Index (DJSI)

Sodexo strives to achieve its growth in revenues and results while also contributing to the economic, social and environmental development of the communities, regions and countries where we operate. To become the benchmark and leader in sustainable development, Sodexo focuses its corporate citizenship commitment around three priorities:

- nutrition, health and wellness.
by helping consumers to adopt healthy eating habits,
- local communities.
by fostering their economic and social development,
- the environment.
by initiating programs to reduce pollution, save energy and water and manage waste.

Fiscal 2009 Awards

Observers have recognized Sodexo's ongoing sustainable development efforts:

- Sodexo is one of three French companies listed among the “World's Most Ethical Companies” by the magazine Ethisphere.
- Sodexo received “Gold Class” and “Sector Leader” distinctions in the 2009 SAM Sustainability Yearbook.

The Group is also included in the following ratings indices:

- FTSE4Good Index since 2001
- ASPIEUROZONE Index (VIGEO) since 2004
- Dow Jones Sustainability indices for the World (DJSI World) and Europe (DJSI STOXX) since 2005
- Business in the Community (BITC) Corporate Responsibility Index since 2007,
- ECPI Ethical Index Euro since 2008

Annual report

Our Strategy

→ Ambition

To become the premier expert in Quality of Life service solutions, with the Sodexo brand as the global reference:

- to sustain 7% annual average revenue growth,
- to reach an operating margin of 6%,
- to become a global leader in each of the client segments we serve,
- to provide a springboard for our employees' development,
- to make Sodexo a globally known, loved and chosen brand. Sodexo was chosen for the first time for inclusion in the 2009 edition of Business Superbrands published in France, the UK and the United States.

Annual report

Our Strategy

→ Our objectives and potential

At Sodexo, we believe that the Quality of Daily Life contributes to the progress of individuals and performance of organizations.

OUR GROUP'S OBJECTIVES ARE TO:

- become a global leader in On-site Service Solutions,
- strengthen and leverage our leadership position in Foodservices,
- become a global leader in Motivation Solutions,
- grow steadily our activities in Personal and Home Service Solutions.

Annual report

Our Strategy

→ Our objectives and potential

Our considerable growth potential

Sodexo's growth potential is estimated at 50 times current Sodexo revenues

ON-SITE SERVICE SOLUTIONS

A market estimated at more than 650 billion euro

- more than 250 billion euro for Foodservices
- more than 200 billion euro for employee and business services
- more than 200 billion euro for equipment and infrastructure services

Sodexo estimate

MOTIVATION SOLUTIONS

A market estimated at more than 130 billion euro

Sodexo estimate

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

Annual report

Our Strategy

→ Our clients' partner

- At Sodexo, we believe that the Quality of Life contributes to the progress of individuals and performance of organizations.

For this reason, Sodexo has become the strategic partner of businesses and organizations, creating, managing and delivering comprehensive Quality of Life service solutions that improve our clients' performance and development.

These solutions help organizations improve performance in three key areas:

- People

by increasing their satisfaction and motivation by helping them to be more effective at what they do.

- Processes

in enhancing the quality, efficiency and productivity.

- Infrastructure and equipment

through optimized asset utilization, profitability and reliability and contributing to the attractiveness of living and work environments.

Annual Report

Our activities around the world

→ North America

- **39.1%** of Group revenues
- **32.5%** of Group employees
- **9,416** sites

Source: Sodexo

North America

“Since we generate more than 75% of our revenue in client segments with very high potential, such as Health Care, Seniors, Education and Defense, we attained almost 2% revenue growth in a very difficult economic environment. To achieve our long term ambition in these segments, we have continued to invest. We acquired Comfort Keepers since there is a growing need for Quality of Life Home Care Solutions for seniors and others who need help with daily living. I want to thank our teams whose commitment has enabled us to limit the effects of the recession by improving on site productivity and our overall efficiency, resulting in a 0.3% improvement in operating margin.”

George Chavel

Group Chief Operating Officer

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

Annual Report

Our activities around the world

→ North America

- **39.1%** of Group revenues
- **32.5%** of Group employees
- **9,416** sites

Source: Sodexo

Development

- CANADA

- Sports and Leisure

- The Organizing Committee of the **2010 Winter Olympics and Paralympics** in Vancouver has selected Sodexo to provide Foodservices and housekeeping for the Athletes' Villages.

- GULF OF MEXICO

- Remote Sites

- Hornbeck Offshore Services** (Support to the Perdido Rig) – 280 consumers, Food and Facilities Management services.

- Larsen Oil and Gas**, (Petro Rig 1) – 200 consumers, Food and Facilities Management services.

- MEXICO

- Motivation Solutions

- Alcanta Drinking Water Services**, Mexico – Food Pass, 1,066 beneficiaries.

- State Government of Tabasco** – Food Pass, 10,619 beneficiaries.

- UNITED STATES

- **Acquisition in Personal and Home Solutions**

- In August 2009, Sodexo completed the acquisition of **Comfort Keepers**, a major provider in the U.S. of non-medical in-home services for the elderly and consumers in need of support. Developed as a franchise, Comfort Keepers has nearly 550 branches throughout the country.

- Corporate

- Federal Reserve Bank**, 2 sites – East Rutherford (New Jersey) and New York – 2,774 consumers, Foodservices.

- Invensys Systems**, Inc., 3 sites (5 buildings), Foxboro (Massachusetts), Houston (Texas) – Facilities Management services.

- Procter and Gamble Paper Products Co, Ltd**, Albany (Georgia), Alexandria, Los Angeles (California), Green Bay (Wisconsin), Henderson (North Carolina), Leipsic (Ohio), Lima (Ohio), Mehoopany – second phase (Pennsylvania), South Boston – second phase (Massachusetts) – Facilities Management services.

- Education

Armstrong Atlantic University, Savannah (Georgia) – 6,653 students, Foodservices.

Brigham Young University-Idaho, Rexburg (Idaho) – 12,667 students, Foodservices.

Columbus City School District, Columbus, Ohio – 55,700 students, Foodservices.

Paterson Public School District, Paterson (New Jersey) — 26,000 students, Facilities Management services.

Southern Oregon University, Ashland, Oregon.

University of Wisconsin-Parkside, Kenosha – 5,072 students, Foodservices.

- Health Care

Bellevue Medical Center, Bellevue (Nebraska) – 135 beds, Foodservices.

John Peter Smith Hospital, Fort Worth (Texas) – 489 beds, environmental services and distribution of linens.

Kaiser Permanente, Los Angeles, California – 400 beds

Memorial Hospital Central, Colorado Springs, Colorado – 616 beds, Foodservices.

North Shore Medical Center, Miami, (Florida) – 282 beds.

Willamette View, Portland (Oregon) – 500 beds, Food and Facilities Management services

- Sports and Leisure

Chicago Botanical Garden (Illinois) – 660,000 visitors per year, Foodservices.

Indianapolis Museum of Art (Indiana) – 450,000 visitors per year, Foodservices.

Annual Report

Our activities around the world

→ North America

- **39.1%** of Group revenues
- **32.5%** of Group employees
- **9,416** sites

Source: Sodexo

Awards

- CANADA

Since 2003, Sodexo has achieved “**Gold PAR certification**” under the Progressive Aboriginal Relations (PAR) program created by the **Canadian Council for Aboriginal Business** for establishing partnerships intended to develop fair, harmonious relations with indigenous communities.

- GULF OF MEXICO

Shell and Global Industries Offshore LLC commended Sodexo for its proactive safety efforts.

- NORTH AMERICA

Summit Training Source awarded its “**Security Excellence**” prize to Sodexo's North American Health, Safety and Environment team for its state-of-the-art methods and training techniques.

- UNITED STATES

Sodexo received four major awards for its talent acquisition, development and management policy, including the National Restaurant Association Educational Foundation's “Spirit” award for building diverse, multi-generational teams and the **2008 Workforce Management Optimas Award** given to companies that place talent at the core of their success.

The Group garnered numerous awards in the area of **diversity and inclusion**. In particular, Sodexo was ranked 6th among the top 50 best companies for its commitment to diversity by DiversityInc. magazine.

Sodexo was rated one of the **world's Top 50 “Green Outsourcing Suppliers”** for its efforts to control costs, minimize its carbon footprint and fortify client reputations.

Annual Report

Our activities around the world

→ North America

- **39.1%** of Group revenues
- **32.5%** of Group employees
- **9,416** sites

Source: Sodexo

Initiative

- United States – STOP Hunger

Sodexo launched STOP Hunger in the United States in 1996 to help the 35 million people at risk of hunger in the U.S. Since then, five major initiatives have been developed: Sodexo Servathon, which mobilized more than 33,000 employees and raised more than 65,000 dollars in 2009; Feeding Our Future; Heroes of Everyday Life; Sodexo STOP Hunger Scholarships; and Sodexo Foundation and Food Donations. These initiatives encourage employee volunteering and generate donations and distribution of food and equipment, training and information distribution and financial contributions.

To date, the Sodexo Foundation has distributed more than 13 million dollars to hundreds of organizations working to eradicate hunger in the United States.

Today, two billion people suffer from hunger worldwide. Sodexo is committed to combating hunger and malnutrition by extending our STOP Hunger program to all countries where we operate by 2020.

Annual Report

Our activities around the world

→ Continental Europe

- **36.5%** of Group revenues
- **27.1%** of Group employees
- **13,991** sites

Source: Sodexo

“The crisis that began in Europe during the second quarter of 2009 had various effects on our performance. Our development continued in Central Europe and Spain and we recorded slight growth overall for Continental Europe. We undertook concentrated efforts to integrate two major acquisitions, Score in France and Zehnacker in Germany. These integrations, which have strengthened our expertise, are going very well since we have lost no clients or any of our managers. However, our results reflect the decline in tourism and a slower adaptation of our fixed cost structure to the crisis in France and Sweden, due to local legal requirements.”

Philip Jansen

Group Chief Operating Officer
CEO Europe, On-site Service Solutions

Annual Report

Our activities around the world

→ Continental Europe

- **36.5%** of Group revenues
- **27.1%** of Group employees
- **13,991** sites

Source: Sodexo

Development

- **BELGIUM**
 - Corporate
Merck Sharp and Dohme SA, Brussels – 220 consumers, Food and Facilities Management services.
 - Health Care
ZNA - Antwerpen Hospital, Antwerp, Borgerhout and Zoersel, 9 clinics at 7 sites, 10th largest hospital in Europe – 2,400 beds, 3,600 day patients, Foodservices and hotline.
 - Seniors
OCMW, Genk – 275 residents and Turnhout, 160 residents, Foodservices.
 - Motivation Solutions
Iris Hospital Group, 4 sites, Brussels – Meal Pass, 8,840 beneficiaries.
Provinciebestuur Limburg, Hasselt – Meal Pass, 1,150 beneficiaries.
- **CZECH REPUBLIC**
 - Corporate
Robert Bosch, Jihlava – 4,000 consumers, Foodservices.
 - Motivation Solutions
G4S Security Services, Prague – Meal Pass, 1,390 beneficiaries.
- **FINLAND**
 - Corporate
HTC, Helsinki – 1,500 consumers, Foodservices.
- **FRANCE**
 - **Acquisition**
Sodexo completed the acquisition of **Score Group**, the fourth-largest provider of Foodservices in France, in September 2009. This acquisition further strengthened Sodexo's position in the French market.
 - Corporate
BNP Paribas, 12 sites in the Paris region – 132,000 m², Facilities Management services.
Microsoft EOS building, Issy-les-Moulineaux - 1,500 consumers, Foodservices.
Sanofi Aventis, Ambares and Lagrave – 1,000 consumers, Foodservices.
Sanofi Pasteur, Marcy-L'Etoile – 3,500 consumers, Foodservices.
SAP, 3 sites in the Paris region (Paris, Levallois Perret and Paris La Défense) – Facilities Management services.

- Education
 - City of Guyancourt School District** – 2,800 students, Foodservices.
 - City of Saint Germain en Laye School District** – 2,000 consumers.
 - St-Nicolas AAPM School**, Issy-les-Moulineaux – 1,110 students, Foodservices.
- Health Care
 - Saint-Gatien Group**, 2 sites (Orléans and Saint Jean-de-Braye) – 385 beds, Foodservices.
 - Sud Francilien Hospital Center**, – 855 beds, supplies.
- Justice
 - Nice Prison** – 340 prisoners, Facilities Management services.
 - Saint-Denis Penitentiary** – 575 prisoners, Food and Facilities Management services.
- Motivation Solutions
 - Caisse Nationale d'Assurance Vieillesse** (French national retirement pension fund) – Home Pass, 100,000 beneficiaries.
 - Cofidis**, Lille – Meal Pass, 1,200 beneficiaries.
 - French Ministry of the Economy**, Paris – Meal Pass, 42,000 + 37,800 beneficiaries.
 - Schneider Electric**, Rueil-Malmaison – Home Services Pass, 1,300 beneficiaries.
 - TBWA** – Meal Pass, 283,000 vouchers, 20 agencies in France
- GERMANY
 - **Acquisition in On-site Service Solutions**
 - In mid-December 2008, Sodexo acquired Zehnacker, the market leader in Facilities Management in Germany, reinforcing Sodexo's Quality of Life service solutions offer in Europe, particularly in the Health Care client segment.
 - Corporate
 - Merck Sharp and Dohme GmbH**, Haar – 420 consumers, Food and Facilities Management services.
- HUNGARY
 - Education
 - Kecskemét Megyei Jogú Város Önkormányzat**, Kecskemét – 8,253 students, Food and Facilities Management services.
 - Motivation Solutions
 - IBM International Shared Service Centre**, Budapest – Meal Pass, 830 beneficiaries.
 - Kenézy Kórház**, Debrecen – Meal Pass, 1,000 beneficiaries.
- ITALY
 - Corporate
 - 3M**, Milan – 840 consumers, Food and Facilities Management services.
 - Merck Sharp and Dohme SpA**, Rome – 350 consumers, Facilities Management services.
 - SOGEI**, Rome – 1,950 consumers, Foodservices.
 - Education
 - Comune di Garbagnate Milanese**, Milan – 2,600 students, Foodservices.
 - Health Care
 - Azienda Ospedaliera G. Salvini**, Milan – 1,000 beds, Foodservices.
 - Casa di cura Villa Russo**, Naples – 450 beds, Foodservices.
 - Motivation Solutions
 - BNL - BNP Paribas Group**, Rome – Meal Pass, 4,000 beneficiaries.
 - Credito Artigiano**, Milan – Meal Pass, 1,100 beneficiaries.
 - Intesa San Paolo**, Milan – Meal Pass, 20,000 beneficiaries.
 - UniCredit**, Milan – Meal Pass, 10,000 beneficiaries.
- NETHERLANDS
 - Corporate
 - Ordina**, 2 sites (Nieuwegein, Groningen) – 1,750 consumers, Foodservices.
 - Shuitema**, 6 sites (Amersfoort, Breda, Elst, Gieten, Raalte, Woerden) – 1,830 consumers, Foodservices.
 - TMG**, Amsterdam – 2,000 consumers.
 - Education
 - Noordelijke Hogeschool**, Leeuwarden – 11,000 students, Foodservices.
 - Seniors
 - Altrecht**, Den Dolder – 600 consumers, Foodservices.

- NORTH SEE
 - Remote Sites
ENSCO, 3 sites (United Kingdom, Denmark and the Netherlands) – 240 residents, Food and Facilities Management services.
- POLAND
 - Motivation Solutions
Konin Coal Mine, Jaworzno – Gift Pass, 6,000 beneficiaries.
Lidl Polska, Tarnowo Podgórze – Gift Pass, 9,200 vouchers.
Pekao Bank, Warsaw – Gift Pass, 18,000 vouchers.
- ROMANIA
 - Motivation Solutions
RCS & RDS, Bucharest – Meal Pass, 6,310 beneficiaries.
University Hospital of Emergency, Bucharest – Meal Pass, 3,090 beneficiaries.
- RUSSIA
 - Corporate
Kamaz, Naberezhnye Chelny, Tatarstan Republic – 10,000 consumers, Foodservices (26 restaurants and 26 buffet restaurants).
- Motivation Solutions
Unicredit bank, Moscow – Meal Pass, 140 beneficiaries.
- SLOVAKIA
 - Motivation Solutions
Accenture Technology Solutions, Bratislava – Leisure Pass, 1,000 beneficiaries.
Nestlé, Prievidza – Meal Pass, Leisure Pass and Gift Pass, 800 beneficiaries.
- SPAIN
 - Corporate
Abengoa, Seville – 2,500 consumers, Foodservices.
 - Education
Deusto University, Bilbao – 1,350 students, Foodservices.
 - Motivation Solutions
Neoris, Madrid, Meal Pass, 360 beneficiaries.
- SWEDEN
 - Corporate
SVT, Stockholm – 950 consumers, Foodservices.
 - Education
Municipality of Helsingborg, Facilities Management services.
- TURKEY
 - Defense
Kuleli Askeri Lisesi, Istanbul – 1,500 consumers, Foodservices.
MEBS, Ankara – 3,400 consumers, Foodservices.
 - Motivation Solutions
Laboratories Roche Müstahzarlari, Istanbul – Meal Pass, 530 beneficiaries.

Annual Report

Our activities around the world

→ Continental Europe

- **36.5%** of Group revenues
- **27.1%** of Group employees
- **13,991** sites

Source: Sodexo

Awards

- EUROPE

The “**Europeanness**” prize in the “Major Company” category was awarded to Sodexo for its innovative waste reduction and energy savings performance.

- BELGIUM

Sodexo obtained renewal for another two years of the **national “Equality-Diversity”** label attributed to only 12 companies and institutions especially active in fighting against discrimination.

- CZECH REPUBLIC

Sodexo was named “**2008 Company of the Year**” by the Franco-Czech Chamber of Commerce for its commitment to STOP Hunger and its original social responsibility initiatives.

- FRANCE

In 2009, the National Association of Human Resources Directors awarded Sodexo the prize for “**Best Training Strategy.**”

- GERMANY

The Ministry of Family, Seniors and Youth singled out Sodexo for its efforts to **combat malnutrition and hunger.**

- HUNGARY

Superbrands, a brand assessment organization, gave Sodexo (Motivation Solutions) its “**2008 Superbrand**” award.

- LUXEMBOURG

Sodexo received the “**Best Incentive and Motivation Solutions**” prize from HROne, the national association of human resources managers.

- NETHERLANDS

Sodexo ranked 4th in the “**Top 50 Dutch Companies for Diversity**” most committed to diversity.

- SPAIN

The Catalonia Labor Department commended Sodexo's Facilities Management teams for their **workplace risk prevention** initiatives.

Annual Report

Our activities around the world

→ Continental Europe

- **36.5%** of Group revenues
- **27.1%** of Group employees
- **13,991** sites

Source: Sodexo

Initiatives

- France – Fair Trade Campaign

Sodexo partnered with Alter Eco during the Fair Trade Campaign in May 2009 to sponsor an eco-citizen initiative in 70 restaurants called “2 products = 1 tree”. For every purchase of two Fair Trade products, Sodexo and Alter Eco committed to plant one tree in the Peruvian Amazon. As a result of this operation, 5,000 trees will be planted in Peru’s Alto Huayabamba region as part of a sustainable reforestation program.

- Netherlands – combining expertise

In 2007, Air France-KLM outsourced its facilities management services to Sodexo, who already was responsible for providing foodservices. The greatest challenge was to integrate 350 Air France-KLM employees into Sodexo, responding to individual aspirations while fulfilling the contract’s requirements. A project management team, individual interviews, group meetings and communications tools helped to ease the transition helping to create a win-win result for the partnership: Air France-KLM employees are discovering new career opportunities while Sodexo is benefiting from their expertise.

Annual Report

Our activities around the world

→ United Kingdom and Ireland

- **8.8%** of Group revenues
- **11.3%** of Group employees
- **4,523** sites

Source: Sodexo

“Organic growth reached 6.7%, excluding the impact of Rugby World Cup from which we benefited in Fiscal 2008. This solid growth demonstrates the relevance of our comprehensive service offering, particularly in the Health Care, Justice and Corporate client segments where good performance reflects the increased effect of contracts such as North Staffordshire Hospital, Scotland’s Addiewell Prison and AstraZeneca.

Another important event was the long term investment made as part of the tender offer for the largest Public Private Partnership contract, the “Defence Training Review,” under consideration to meet the training needs of the Ministry of Defence. This project should lead to a 30-year management contract covering all service solutions for the site.”

Philip Jansen

Group Chief Operating Officer
CEO, Europe, On-site Service Solutions

Annual Report

Our activities around the world

→ United Kingdom and Ireland

- **8.8%** of Group revenues
- **11.3%** of Group employees
- **4,523** sites

Source: Sodexo

Development

- Corporate
 - Baker Hughes**, Aberdeen, Scotland – 200 consumers, Facilities Management services.
 - Unilever**, Warrington – 300 consumers, Foodservices.
 - Westinghouse Catering**, Preston – 1,400 consumers.
- Defense
 - RAF Strike Command**, 5 sites, North Yorkshire – 1,000 consumers, Food and Facilities Management services.
- Education
 - American International University**, Kensington and Richmond – 550 students.
 - Banbury School**, Banbury – 1,600 students, Foodservices.
 - Banff & Buchan College**, Fraserburgh – 7,000 students, Food and Facilities Management services.
 - Bradford School of Management**, Bradford – 250 students, Food and Facilities Management services.
 - Streatham & Clapham High School**, London – 880 students, Foodservices.
- Health Care
 - Airedale Hospitals NHS Trust**, Airedale – 447 beds, Foodservices.
 - Heatherwood & Wexham Park Hospitals**, Slough/Ascot – 684 beds, Foodservices.
 - King George Hospital**, Greater London – 555 beds, Food and Facilities Management services.
- Remote Sites
 - Dolphin Drilling**, 2 sites (Dolphin Borgsten, Dolphin Byford) – 200 residents, Food and Facilities Management services.
- Sports and Leisure
 - Great North Museum**, Newcastle – 300,000 visitors per year, Foodservices.

Annual Report

Our activities around the world

→ United Kingdom and Ireland

- **8.8%** of Group revenues
- **11.3%** of Group employees
- **4,523** sites

Source: Sodexo

Awards

• UNITED KINGDOM

The Scottish Institute of Hospitality granted all Sodexo sites and services “**Hospitality Assured**” **accreditation** in recognition of their commitment to customer service and improved performance and competitiveness.

Sodexo teams received the “**British Council Safety Award**” for the 10th year in a row.

The British Institute of Facilities Management awarded three prizes to Sodexo Lab Instruments for its innovative service solutions and team involvement.

Sodexo was again named a top performer in its sector in **Business in the Community’s (BITC) Corporate Responsibility Index**.

The prestigious “**Corporate Citizenship Award**” went to Sodexo at the annual **Springboard Awards for Excellence** at a London gathering of 450 professionals in the hotel, tourism, travel and services industries.

Since 1996, Sodexo has received “**Investors in People**” **certification**, a recognized standard prized by companies seeking to achieve excellence through employee skills development.

The National Recycling Committee designated the trio formed by Sodexo Defense, the British Ministry of Defence and Bright Management Associates the “**Best Partnership**” for achieving a 79% waste recycling rate at all Ministry of Defence sites in London.

Annual Report

Our activities around the world

→ United Kingdom and Ireland

- **8.8%** of Group revenues
- **11.3%** of Group employees
- **4,523** sites

Source: Sodexo

Initiatives

- Protecting the environment

Sodexo is supporting the Ministry of Defence's sustainable development plan through a range of initiatives, from increasing local sourcing for the officers' mess dining hall to improving the recycling rate to nearly 70%. An education campaign has been launched to reduce trash bags and packaging, the number of deliveries and fuel consumption. A training program and a monitoring system also have been put in place.

- Priority on employee development

To support the launch of Sodexo's employer offer, called "Committed to you" in the UK, the 2008 "Star Awards" recognition program placed particular emphasis on employee development. At the awards ceremony, attended by over 600 employees, site manager, Richard Lee, was recognized for "encouraging all employees to progress and to seek opportunities to develop skills enabling them to advance."

Annual Report

Our activities around the world

→ Rest of the World

- **15.6%** of Group revenues
- **29.1%** of Group employees
- **5,954** sites

Source: Sodexo

“Our presence in 80 countries is one of our key strengths. In the Rest of the World - Latin America, Africa, the Middle East, Asia and Australia - we registered double-digit growth, with a number of important contract wins. The mining group BHP Billiton has selected our comprehensive services solution to help them attract and retain employees and support their sustainable development commitments at its Olympic Dam site in Australia.

Another example is the Asian Institute of Technology in Thailand which awarded us the contract to provide all services on the 160 hectare campus which hosts 600 teachers and 2,300 students from 45 countries.

Operating margin was also up sharply from 1.9 to 3%. Finally, Sodexo became the leader in the Indian market with the acquisition of RKHS and continues to invest in China, underlining our long term focus.”

Nicolas Japy

Group Chief Operating Officer

CEO, Remote Sites and Asia / Australia, On-site Service Solutions

Annual Report

Our activities around the world

→ Rest of the World

- **15.6%** of Group revenues
- **29.1%** of Group employees
- **5,954** sites

Source: Sodexo

Development

- ALGERIA

- Corporate
Naftal, Algiers – 1,300 consumers, Foodservices.

- ARGENTINA

- Corporate
P&G, Pilar – 350 consumers.
- Health Care
Hospital Italiano, Buenos Aires – 2,350 beds, Foodservices.
- Motivation Solutions
Government of Rio Negro Province – Assistance, 12,524 beneficiaries.
- Remote Sites
Isolux Tecna, 2 sites (Río Turbio and Neuquen) – 600 consumers, Food and Facilities Management services.

- AUSTRALIA

- Corporate
Colgate Manufacturing Plant, Villawood, Sydney (New South Wales) – 249 consumers, 56,930 m², Food and Facilities Management services.
- Remote Sites
BHP Billiton Olympic Dam Corporation Pty Ltd, 3 sites (Adelaide region) – 2,060 consumers, Food and Facilities Management services.
- Seniors
Domain Aged Care, Sydney – 120 beds, Food and Facilities Management services.

- BRAZIL

- Corporate

AmBev, 3 sites (Jacarei, Manaus, Guarulhos) – 3,100 consumers, Foodservices.

Avon, 2 sites (São Paulo, Osasco) – 4,650 consumers.

Denso, 2 sites (Curitiba and Pindamonhangaba) – 2,482 consumers, Food and Facilities Management services.

Fiat, Betim (Minas Gerais), 2 sites – 19,000 consumers, Foodservices.

Goodyear, São Paulo – 1,350 customers, Foodservices.

- Health Care

Casa de Saude Macéio, Macéio – 2,150 beds, Foodservices.

Sao Paulo Cancer Institute – 558 beds, Food and Nutrition services for patients and employees. This contract with Latin America's leading cancer treatment hospital is also the first public contract signed by Sodexo in the country.

- Motivation Solutions

Auto Viação Jabour Ltd, Rio de Janeiro – Food Pass, 3,148 beneficiaries.

Foundation of the Federal University of Southern Mato Grosso, Campo Grande – Meal Pass, 48,100 beneficiaries.

Grupo Sena Seguridad, 3 sites, Olinda, Maceio, Salvador – Food Pass, 3,900 beneficiaries.

Prefeitura Municipal de Cachoeirinha – Food Pass, 2,600 beneficiaries.

- Remote Sites

CONSÓRCIO AG-TECH (Canteiro de Obra), São Francisco do Conde – 2,500 residents.

Seadrill, Macaé – 2,105 consumers, Foodservices.

- CHILE

- Corporate

Logística Transporte y Servicios LTS Ltda., Santiago – 1,500 consumers.

- Education

Colegio Pedro de Valdivia, Santiago – 1,925 students, Foodservices.

Escuela Derecho U. Catolica, Santiago – 1,560 students, Foodservices.

Universidad Andres Bello, Concepción – 160 students, Foodservices.

- Health Care

Hospital ACHS Concepcion, Concepcion – 103 beds, Facilities Management services.

- Remote Sites

Minera Esperanza, Las Condes, Santiago – 500 consumers, Food and Facilities Management services.

Proyecto Camisa, Salamanca – 300 consumers, Food and Facilities Management services.

- CHINA

- Corporate

Colgate Sanxiao Co., Ltd., Yangzhou – 6,000 consumers, Facilities Management services.

Hangzhou Citizen Centre, Hangzhou – 2,500 consumers.

Hitachi Global Storage Products Co.,Ltd, Shenzhen – 5,800 consumers, Foodservices.

Huawei Technologies Co., Ltd. (Area B), Shenzhen – 7,000 consumers.

Microsoft (China) Co., Ltd., Shanghai – 1,600 consumers, Food and Facilities Management services.

Procter & Gamble GZ Huangpu, 1 site, 140,000 m² – Facilities Management services.

Vestas Wind Technology (China) Co., Ltd. Blade Factory, Tianjin – 2,000 consumers.

- Education

Cambridge International Center of Shanghai Normal University, Shanghai – 1,180 students.

Dulwich College Beijing, Beijing – 1,000 students.

Foshan Guizhou Middle School, Foshan – 2,100 students.

Yew Chung International School of Beijing, Beijing – 430 students.

- Health Care

Beijing Friendship Hospital, Capital Medical University, Beijing – 3,900 beds.

Huashan Hospital (Fudan University), Shanghai – 1,300 beds, Foodservices.

- COLOMBIA

- Corporate
Michelin, Cali – 320 consumers, Foodservices.
- Health Care
Hospital Carlos Lieras, Bogota – 3,000 beds, Foodservices.
- Motivation Solutions
Comfenalco Valle, Cali – Incentive, 7,300 beneficiaries.
- Remote Sites
Mina Bijaos, Monteria – 207 consumers, Facilities Management services.
- Sports and Leisure
Comfenalco, 2 sites (hotels, clubs and Farallones Inn) La Pintada – Antioquia, Facilities Management services.

- CONGO

- Remote Sites
Pride International, Congo off-shore, Rig Pride PSP – 120 residents.
Transocean – 140 consumers, Food and Facilities Management services.

- COSTA RICA

- Corporate
Hologic-Cytec, Alajuela – 600 consumers, Foodservices.
Matra (Caterpillar), San José – 400 consumers, Foodservices.

- DOMINICAN REPUBLIC

- Remote Sites
Barrick Gold, Cotui – 2,800 residents and 1,500 outside employees, Food and Facilities Management services.

- INDIA

- **Acquisition in On-site Service Solutions**

Already present in India for 10 years, in April 2009 Sodexo acquired the **Radhakrishna Hospitality Services Group** (RKHS), the country's leading Food and Facilities Management services provider. RKHS employs 22,000 consumers on more than 1,000 sites in 22 Indian states. With the acquisition, Sodexo has become the leader on the Indian market and can now offer customized On-site Service Solutions to its clients there.

- Corporate
Emerson Design, Pune – 650 consumers, Facilities Management services.
Novartis, Hyderabad (Andhra Pradesh) – 27,900 m², Food and Facilities Management services.
SAP India, Bangalore (Karnataka) and Noida (Uttar Pradesh) – 16,500 m², Facilities Management services.
Wipro technologies, Chennai and Mumbai – 4,200 consumers, Facilities Management services.
- Defense
United Services Club, Mumbai – 500 consumers, Foodservices.
- Health Care
Artemis Hospitals, Gurgaon – 500 beds, Foodservices.
- Motivation Solutions
ABB GISL, Bangalore – Meal Pass, 1,300 beneficiaries.
Amara Raja Group, Hyderabad – Meal Pass, 1,500 beneficiaries.
HSBC Electronic data processing, Hyderabad – Meal Pass, 1,530 beneficiaries.
Satyam Computer Services, Hyderabad – Meal Pass, 1,900 beneficiaries.
Sify Technologies Ltd, Chennai – Meal Pass, 750 beneficiaries.

- INDONESIA

- Motivation Solutions
Astra Honda Motor, Jakarta – Gift Pass, 14,195 beneficiaries.

- LEBANON

- Defense
United Nations Interim Force, Beirut and Naqoura – Food, cleaning and laundry services for more than 1,500 consumers, Foodservices.

- MOROCCO
 - Corporate
AXA, 2 sites, Rabat – 700 consumers, Foodservices.
- PERU
 - Remote Sites
GYM Bayovar, Piura – 520 consumers, Food and Facilities Management services.
Petrobras Peruana, Cusco (La Convención) – 800 consumers, Food and Facilities Management services.
- PUERTO RICO
 - Corporate
Patheon Pharmaceuticals, Inc., Manati – 1,000 consumers.
- QATAR
 - Remote Sites
Shell, Ras Laffan Industrial City – 4,600 residents, Facilities Management services.
- SAUDI ARABIA
 - Remote Sites
Sinopec INT'L Petroleum SVCS Construction Division, Jubail Compound Gardens 1,050 residents, Facilities Management services.
- SINGAPORE
 - Education
Stamford American International School (Cognita Group) – 2,500 students expected by 2011, Food and Facilities Management services.
- THAILANDE
 - Education
The Asian Institute of Technology (AIT), Pathum Thani – 2,300 resident students, 650 resident academic and support staff based on 160 hectares, Food and Facilities Management services.
- UNITED ARAB EMIRATES
 - Remote Sites
ARGAS S61, itinerant camp – 500 residents.
Punj Lloyd, Ruwaiss region – 1,000 consumers, Food and Facilities Management services.
- VENEZUELA
 - Motivation Solutions
Bolivariana de Puertos, Caracas – Food Pass, 3,700 beneficiaries.
Ministerio del Poder Popular para el Turismo, Caracas – Food Pass, 700 beneficiaries.
Unicon Industries, Caracas – Food Pass, 1,400 beneficiaries.

Annual Report

Our activities around the world

→ Rest of the World

- **15.6%** of Group revenues
- **29.1%** of Group employees
- **5,954** sites

Source: Sodexo

Awards

- AUSTRALIA

Sodexo was recognized for the second year in a row by the Australian government's **Equal Opportunity for Women in the Workplace Agency** for its commitment to diversity.

- BRAZIL

For the 4th consecutive year, Sodexo received the coveted "**Top Hospitalar**" prize.

- CHINA

Sodexo ranked 1st in the Food and Facilities Management services category in the China Outsourcing survey and 12th-best overall among the **top 50 service companies in the country**.

- MEXICO

Sodexo was recognized by the **Consejo de la Communication**, a private organization that highlights corporate social responsibility contributions.

- NIGERIA

Sodexo received the "**Best HSE-Compliant Award**" for partnering with Nigeria Liquefied Natural Gas in promoting HSE excellence.

- PERU

For the fourth year in a row, Sodexo received the "**Peru's Best Company of the Year**" prize in the Foodservices category.

- SULTANATE OF OMAN

Petroleum Development Oman recognized our teams for two full years of operations or 6.7 million hours worked without an accident.

Annual Report

Our activities around the world

→ Rest of the World

- **15.6%** of Group revenues
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- **5,954** sites

Source: Sodexo

Initiatives

- Asia – Sharing knowledge and best practices

In May 2009, “FM Talents 2015,” a one-week training program was held in Bangkok for site managers based in China, Singapore, Thailand, Indonesia and Australia. The program’s objective was to ensure that all managers are provided with the same core knowledge in order to deliver consistently high quality service solutions that meet the expectations of each client. Participants improve their understanding of strategy, team management, client relationships and technical expertise as well as networking and sharing ideas and best practices.

- Peru – Contributing to local development

To promote development in local communities, Sodexo gives preference to procuring products and services from the region. The Sodexo Sustainable Development Association identified local producers and provided them with training and technical assistance in hygiene quality and management. Once they reach the required quality level, they obtain SGS certification that enables them to sell their products and services to the Group as well as in other markets.

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

Corporate

- **5,060** million € in revenues
- **6,841** million US\$ in revenues
- **34.5%** of Group revenues
- **152,767** employees
- **17,537** sites

Source: Sodexo

Tailor-made solutions to make the difference

Sodexo is at the forefront of Corporate, contributing to our clients' performance with solutions to motivate employees and achieve optimal workplace efficiency. Our company is not only the number-two Foodservices provider worldwide in this market, but also one of the few global players capable of supporting clients at the local, regional and international levels with customized comprehensive solutions, while at the same time helping companies fulfill their social and environmental commitments.

For all these reasons, the wide array and quality of Sodexo service solutions create the highest level of value, ensuring the competitiveness of our clients and the well-being of their employees.

Annual Report

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Source: Sodexo

Market trends

Near term

Due to the decline in manufacturing and demand worldwide, companies are reducing headcounts and work hours as well as cutting back on discretionary spending. Outsourcing of services is one response to the trend towards rationalization in private and public markets.

Longer term trends offering opportunities in comprehensive On-site Service Solutions are also emerging.

SUSTAINABLE DEVELOPMENT

Companies are increasingly focused on their sustainability responsibilities and seek partners capable of supporting their commitment.

QUALITY OF LIFE

Clients are investing in solutions that contribute to employee well-being and improved organizational performance.

ENERGY

Faced with rising energy costs, clients are looking for innovative, economical solutions from designing buildings systems to the use of energy-efficient materials and processes.

Source: Sodexo

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Source: Sodexo

Market potential

Over 250 billion euro in estimated total market value, including 85 billion euro in Foodservices:

- outsourcing rate: more than 70% (among the highest rates: UK and Japan above 90%; among the lowest rates: Turkey and Russia around 20%);
- outsourced market average annual growth rate: around two percent over the next three years.

The market value for On-site Service Solutions (excluding Foodservices) is around double that of Foodservices.

Sodexo estimate

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Source: Sodexo

Achievements

- Europe - BALANCED NUTRITION

Specifically suited to consumers seeking balanced nutrition in their workplace, Sodexo's "**Vitality**" offer is now available at more than 500 client restaurants in Europe. The offer is based on three principles: taste, variety and information.

- International - EXPERTISE

In acquiring Circles in the United States, James Concept in Sweden and a minority interest in West Born in France, Sodexo has strengthened its expertise in corporate **concierge services**.

- Ireland - AWARDS

The **Irish Chambers of Commerce** honored Sodexo for its initiatives to encourage well-balanced eating habits.

- United States - QUALITY OF LIFE

ToLive, developed in the U.S., is a package of online and on-site services to increase the satisfaction and effectiveness of employees and the productivity of the organizations that employ them. Offering Quality of Life services, experience sharing and advice, ToLive is a unique comprehensive solution.

Also see key contracts wins in "Our activities around the world".

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Source: Sodexo

Employee Testimonial

An exemplary career path

"I never give up under any circumstances."

Zhang Guiqin

Site Manager, Shanghai, China

Zhang Guiqin joined the Group in 1999 as an Assistant Chef at the Rhodia site and rose through the ranks in just ten years. She was appointed Restaurant Service Captain at Shanghai Asia Pacific Brewery in 2001, expanding her skills in managing executive dining rooms and receptions. In 2003, Zhang Guiqin was promoted to service supervisor at the Rhodia cafeteria and later site manager at Firmenich Aromatics, where she acquired the computer skills needed to introduce paperless office processes. Today, she combines her role as site manager at Rhodia with consulting in menu design and cost control. Clients and colleagues alike are unanimous in recognizing and appreciating Zhang Guiqin's passionate dedication to her profession and her commitment to her team.

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Source: Sodexo

Sustainable Development Initiative

Equitable Trade event in Belgium

In May 2009, Sodexo took part in the 3rd annual event to promote Fairtrade@Work, an independent Equitable Trade label created by Max Havelaar.

For a full week, the label was featured on all menus as well as products in the 20,000 meals served per day at 80 Sodexo-operated restaurants.

The event is aimed at generating consumer awareness about equitable trade and its relation to Sustainable Development.

The Sodexo initiative received the Fairtrade@Work prize for its originality and impact.

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Source: Sodexo

On our clients' sites

Nokia – China

- Nokia's Challenge

2007: Nokia was planning to build its new Chinese HQ in the outskirts of Beijing. Nokia's main concerns was:

- Enhancing the quality of life on site to retain its staff as well as to attract talents;
- Promoting a work life balance;
- Creating a supportive environment in and out of the workplace.

- Sodexo's Quality of life solutions

A consulting project to co-develop an innovative service architecture

A service solution designed to suit customer needs and provide them with comfort, convenience and service excellence, consisting of:

- Branded catering destinations;
- A holistic wellness experience and a wellness program;
- A shop and range of convenience services;
- Strong client/service interaction (e.g. Floor Captains).

- Outcomes

- Staff attrition rate: from **10.3%** (2007) to a projected **8.5%** (2008).
- Staff satisfaction results: from **84%** (pre-move) to **98%** (post move).

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Source: Sodexo

Among our clients

Adidas, Germany
AkzoNobel, France, Germany, Italy, Netherlands, United Kingdom, Russia, Sweden.
Alcatel, Morocco.
Areva, France, Germany.
AstraZeneca, United Kingdom.
AXA, Australia, Belgium, France, Germany, Morocco, Spain, United Kingdom, United States.
EADS, France, United Kingdom.
Ericsson, Russia.
ExxonMobil, Italy.
General Electric, Canada, China, Finland, India, Norway, Poland, Russia, Sweden, United Kingdom, United States.
HSBC-EDPI, India.
IBM, Italy.
KLM, Netherlands
Nokia, Canada, China, Denmark, Finland, Germany, India, United Kingdom, United States.
Novartis, India.
Pfizer, Italy.
PSA, France.
Rechtbank, Netherlands.
Renault, Morocco.
Sanofi-Aventis, France, India, Italy, Spain, United Kingdom, United States.
SAP, India.
Schering-Plough, Canada, France, Ireland, Poland, United States.
Société Générale, Czech Republic, France, Luxembourg, Morocco, Poland, United States.
Toyota, Belgium, Italy.
Unilever, Italy, Morocco. Westpac Banking Corporation, Australia.

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

Defense

- **489** million € in revenues
- **661** million US\$ in revenues
- **3.3%** of Group revenues
- **14,848** employees
- **1,167** sites

Source: Sodexo

Serving on bases or in military operations

The global leader in Foodservices in the Defense segment, Sodexo is a strategic partner to governments around the world, committed to serving members of the armed forces and their families. Whether for peacekeeping missions far from home or for domestic bases, Sodexo offers tailor-made solutions to improve the Quality of Daily Life, including uniform cleaning, equipment maintenance, accommodation management, vehicle rental, shops and recreational activities as well as complex logistical services for military operations. The experience, skill and flexibility of Sodexo teams ensure that the military forces have all the resources required to carry out their mission.

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Our Quality of Life solutions

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Source: Sodexo

Market trends

Professionalizing armies

Armed forces leaders are seeking comprehensive Quality of Life service solutions to recruit and retain their troops while controlling costs.

Peacekeeping operations

Foreign operation theaters demand increasingly complex logistical resources requiring outside partners who are experienced, flexible and reliable.

Potential

The Defense market, less impacted by the economic crisis, offers considerable development prospects, notably in France, the United Kingdom, the United States, South America and Australia.

Source: Sodexo

Annual Report

Our Quality of Life solutions

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- **1,167** sites

Source: Sodexo

Market potential

Over 20 billion euro in estimated total market value

including 6.5 billion euro in Foodservices:outsourcing rate:

- more than 35% (among the highest rates: Italy around 75%; among the lowest rates: Finland: around six percent);
- outsourced market average annual growth rate: around two to three percent over the next three years (*).

The market value for On-site Service Solutions (excluding Foodservices) is about 2.5 times that of Foodservices.

(*) As and when additional governments adopt a more proactive outsourcing approach, market evaluations and growth rates will increase.

Sodexo estimate

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Source: Sodexo

Achievements

- United Kingdom - PUBLIC-PRIVATE PARTNERSHIPS

“**Defense Training Review**” an ambitious training project of the British Ministry of Defence, is the largest current Public-Private Partnership being considered in the UK. Sodexo, in partnership with the QinetiQ Group, joined the consortium Metrix, which has been designated “preferred bidder”, to oversee design and project management for the construction of a training center in St Athans, Wales. The exclusive negotiations process will be followed by a 30-year management contract for On-site Service Solutions.

- United States - AWARD

In December 2008, Sodexo was recognized as one of the “**Top 50 Military-Friendly Employers**” for its policy in recruiting, supporting and retaining military veterans and reservists.

Also see key contracts in “Our activities around the world”.

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Source: Sodexo

Employee Testimonial

Giving the less-advantaged a chance to reach their full potential

"In the United States, Father Joe's Village of St. Vincent de Paul in San Diego, California, provides services and transition housing to several thousand homeless people each month. During a visit to the Village, my attention was caught by the six-month Foodservices training programs that are conducted jointly with local partners. I was introduced to Kim Riviera, who had participated in the training program and who immediately impressed me with her motivation to find a career. Andy Place, then General Manager at Marine Corps Recruit Depot (MCRD), and I offered Kim an eight-week internship at MCRD which she successfully completed. As Christmas 2008 approached, a permanent position opened up which we offered to Kim. She calls it the best Christmas present of her life."

John Jordan, Sector Manager
Oceanside (CA), United States

Find out more about the Village of Saint Vincent de Paul : www.svdpv.org/visions.html

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Source: Sodexo

Sustainable Development Initiative

Firefighting in Australia

Australia suffers from regular droughts making bush fires a particular threat. Through a joint venture with Serco since 1993, Sodexo provides firefighting services on a large number of naval bases around the country and is recognized today as Australia's second most important firefighting service. When fires are reported by pilots, Sodexo crews are often first on the scene. When not on call, the crews participate in fire prevention education in local schools and with the Aboriginal community.

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Our Quality of Life solutions

→ On-site Service Solutions

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Source: Sodexo

On our clients' sites

Mission accomplished

Bloodhound Camp Episkopi Garrison in Cyprus hosts the homeward transit of British troops from overseas peacekeeping operations who arrive in groups of 250. The troops decompress at the facility for 36 hours before returning to their garrison in the United Kingdom. At the request of British Armed Forces, Sodexo reorganized and renovated the camp in less than one month to turn it into a welcoming, well-equipped site, designed to help troops relax under optimal conditions. Sodexo is in charge of all of the services indispensable for everyday life: accommodation, Foodservices and laundry.

"Decompression is high intensity and providing facilities to 250 soldiers daily can be quite challenging. To meet the challenge, I rely heavily on support from Sodexo staff whom I regard as vital team members. I consider this another success story of how the military and Sodexo work together for a common purpose."

Nik Evans, Warrant Officer – Royal Logistic Corps

- **250** soldiers hosted for **36** hours
- **12-hour** laundry service
- **19,000** troops expected between September 2009 and August 2010

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Our Quality of Life solutions

→ On-site Service Solutions

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Source: Sodexo

Among our clients

AUSTRALIA

Australian Defense Force, 52 bases (6 contracts)

CHILE

Astilleros y Maestranzas de la Armada Naval Base [ASMAR], Temuco

Military Hospital, Antofagasta Naval

Hospitals, Concepcion, Talcahuano, Vina del Mar

FINLAND

Air Force Communications Site, Tikkakoski

INDIA

Naval Officers Club, Delhi

RSI Army Club, Pune

POLAND

Military Medical Institute, Warsaw

SINGAPORE

Civil Defense Force Basic Rescue Training Centre and Academy

SWEDEN

Swedish Defense Forces, Skovde Garrison, 5 sites in the Norrbotten region and the Karlskrona Naval Base

UNITED KINGDOM

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

FRM bases in SW England

British Sovereign Base Area [SBA], (Cyprus)

British Ministry of Defence, Riyadh (Saudi Arabia)

UNITED STATES

American Federal Institutions, 15 clients

U.S. Army Hospitals, 10 sites

U.S. Marine Corps, 53 mess halls and 8 retail operations

U.S. Navy, 8 retail operations, 1 Navy Hospital and 5 Facilities Management contracts

- In theater military forces

U.S. Defense Logistics Agency (South Korea)

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

Justice

- **231** million € in revenues
- **312** million US\$ in revenues
- **1.6%** of Group revenues
- **3,222** employees
- **111** sites

Source: Sodexo

Comprehensive solutions to support successful re-entry

Through the experience of our specialized subsidiaries, Sodexo is a partner that is well regarded by governmental authorities for its know-how, transparency and responsibility in managing correctional facilities. To support its clients, the Group designs and implements service solutions aimed at:

- **improving the living conditions of detainees,**
- **contributing to the safety, smooth functioning and public image of prisons,**
- **providing real opportunities for prisoner rehabilitation and re-entry into society.**

In addition to providing traditional Foodservices, support services and managing facilities, Sodexo also has developed an expertise in helping prisoners prepare for their return to mainstream society. In providing training and apprenticeships and assistance in finding jobs and housing and opening bank accounts, the chances for successful resettlement are maximized. Detainees are able to build a new future and prisons take on a new dimension.

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

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Source: Sodexo

Market trends

For ethical reasons, Sodexo provides services only in countries that operate under recognized democratic principles that do not have the death penalty, in which our staff do not carry firearms and where the ultimate goal of incarceration is prisoner rehabilitation.

Economic crisis

Today, governments and therefore prisons must provide the same services at the same level but with reduced budgets. For many, outsourcing is the solution.

Prison overpopulation

Crowded prisons in some countries are prompting governments to look at all solutions that facilitate re-entry into society and reduce the rate of re-offending.

Source: Sodexo

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Our Quality of Life solutions

→ On-site Service Solutions

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- **111** sites

Source: Sodexo

Achievements

France - AWARD

SIGES, a specialized subsidiary of Sodexo in France, received a special award “Successful entry/re-integration” from the representatives of national professional organizations. The competition, involving 75 companies, rewarded the efforts of SIGES and its “Orientation-Training-Employment” approach to prisoner reinsertion, implemented in partnership with the Prison Administration. The approach has enabled the recruitment of 100 ex-offenders each year.

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Source: Sodexo

Employee testimonial

Adventures made in Sodexo

"Since joining Sodexo, my career has been a series of interesting experiences. I joined the Group in 1987 and have had the chance to work in Health Care, Sports and Leisure, Corporate and now Justice.

I have been a Chef, Event Manager, Site Manager, Regional Manager and Site Director. Our services at the prison focus on ensuring smooth operations from maintaining the site to managing utilities, as well as providing Foodservices and running workshops and training sessions to prepare inmates for re-entry upon their release. Helping to rebuild bonds of trust between society and prisoners is a source of tremendous satisfaction. When a former inmate, trained at the prison, is hired by a Sodexo restaurant, for example, or prisoners produce desks for schoolchildren to be distributed in Madagascar villages by a charitable association, we can be proud of our values!"

Jean-Robert Merlet

Site Director - Liancourt, France

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Source: Sodexo

Initiative

Learning a trade in prison

HMP Forest Bank near Manchester, managed by Kalyx, a specialized subsidiary of Sodexo, is in the forefront of helping offenders re-enter mainstream society. In partnership with Salford Local Authority, Salford College and local employers, Sodexo offers professional training allowing prisoners to earn Vocational Qualifications.

By helping to reduce the rate of re-offending from 67% to 37%, the initiative benefits everyone: greater security for society, well-trained staff available for hiring by local employers and a fresh start in improved circumstances for ex-offenders. Forest Bank was the first prison in the country to receive the prestigious "Beacon Partner Status."

"They have really helped me to prepare my secondary school certificate in English and Maths and earn a forklift truck license. For guys who do want to change, we have the opportunities."

Geoffrey

HMP Forest Bank
United Kingdom

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Source: Sodexo

On our clients' sites

Reinsertion programs in Chile

Sodexo designed eight programs at the **Alto Hospicio, La Serena and Rancagua** prisons to give inmates every chance of rehabilitation. More than 2,000 men and women have taken part since the program's inception in 2005, for example:

- A program in which an interdisciplinary team of professionals work with mothers and children under two years of age. The team, comprising a specialist in infant education, a psychologist, a nutritionist, a pediatric nurse and medical personnel, coordinate their efforts to ensure the children's development, strengthen mother-child bonds and prepare the children for a life of freedom.
- Because educational qualifications and work skills are decisive in finding sustainable employment for ex-offenders, Sodexo developed an apprenticeship program. An example of the program's potential to help is "A.C." a prisoner with a record of armed robbery with violence, who was offered psychological aid, instruction, training and a workshop to prepare him for release. Hired by Sodexo upon his release, A.C. today is proud of his work and independence.

- **8** training programs
- **2,000** participants since 2005

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- **1.6%** of Group revenues
- **3,222** employees
- **111** sites

Source: Sodexo

Among our clients

CHILE

Ministry of Justice, 3 prisons

FRANCE

Ministry of Justice, 17 prisons

ITALY

Ministry of Justice, 16 prisons

NETHERLANDS

Ministry of Justice, 39 prisons

SPAIN

Catalonia Government, 5 prisons

UNITED KINGDOM

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

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

Remote Sites

- **1,053** million € in revenues
- **1,424** million US\$ in revenues
- **7.2%** of Group revenues
- **32,055** employees
- **1,604** sites

Source: Sodexo

- Contributing to well-being and performance in extreme environments

As the world's number two in Remote Sites, Sodexo designs and delivers comprehensive, On-site Service Solutions that improve the Quality of Life for people living and working in challenging onshore and offshore environments. Providing comfort, efficiency and safety, our solutions help clients with employee retention and in optimizing their processes, facilities and costs.

- Sodexo's Remote Site solutions respond to:

- **technical and economic requirements at each phase of the clients' project.** From camp design to site dismantlement, Sodexo proposes value-creating solutions that meet the most demanding Hygiene, Health and Environmental standards,
- **on-site residents' expectations for services** that encourage a healthy, balanced, lifestyle and recreational activities that ensure their safety and comfort,
- **the need for societal and economic development in surrounding communities**, including through local recruiting and sourcing, training, nutritional and health awareness programs and pro-environmental initiatives.

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Our Quality of Life solutions

→ On-site Service Solutions

Remote Sites

- **1,053** million € in revenues
- **1,424** million US\$ in revenues
- **7.2%** of Group revenues
- **32,055** employees
- **1,604** sites

Source: Sodexo

Market trends and potential

Trend

Despite the effects of price volatility, which have delayed certain investment decisions, there is still a sustained demand for energy and other natural resources. In this context, Sodexo's Quality of Life services are a key differentiator in attracting and retaining skilled staff to live and work in these challenging environments.

The Group continues to grow business with top mining sector players as they intensify their operations in Australia, Asia and Africa and step up exploration for future sites.

The expansion of infrastructure and civil engineering projects to develop liquid natural gas resources in Asia, Australia and the Middle East presents a number of opportunities for Sodexo's medium-term growth.

Source: Sodexo

Market Potential

More than **10 billion** euro in estimated total market value in On-Site Service Solutions.

Sodexo estimate

Annual Report

Our Quality of Life solutions

→ On-site Service Solutions

Remote Sites

- **1,053** million € in revenues
- **1,424** million US\$ in revenues
- **7.2%** of Group revenues
- **32,055** employees
- **1,604** sites

Source: Sodexo

Achievements

- Opening operations in the Dominican Republic

Barrick Gold, a prominent gold-mining company, has chosen Sodexo as a strategic partner to manage its local site. Our expertise in hiring and training local workforces and establishing local supply chain solutions were decisive in selecting the Group for this project. At the peak of operations, Sodexo will provide Foodservices as well as cleaning, laundry, concierge and maintenance services for 2,800 site residents and 1,500 day workers.

- India

Sodexo's acquisition of **Radhakrishna Hospitality Services Group (RKHS)** in India promises new horizons for development in this country's remote site market.

See also key contracts wins and awards in "Our activities around the world".

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Our Quality of Life solutions

→ On-site Service Solutions

Remote Sites

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Source: Sodexo

Testimonial

An exemplary partnership to foster local employment

“Together, Sodexo and Eskan have successfully employed Mistissini community members with unmatched effectiveness. We have received positive regional recognition from our Cree Nation communities for the results that Eskan has achieved with Sodexo. Sodexo has partnered with us in many ways to ensure a positive socio-economic balance that benefits the Mistissini community”.

James Lazore MBA
General Manager, Eskan Company
Mistissini, Quebec (Canada)

Eskan Company is Sodexo's Aboriginal Partner in Mistissini, Quebec. The Hydro-Québec Dam project is one example of how Sodexo works with this partner to provide employment opportunities for local community members, thus contributing to a positive socio-economic balance within the Aboriginal community in Mistissini.

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Source: Sodexo

Sustainable Development Initiative

Madagascar

With our client, the Rio Tinto mining group, Sodexo participates in a number of initiatives to foster the economic and societal development of the communities in the vicinity of Fort Dauphin where the Group manages five remote sites. In 2009, we created several hundred direct jobs, along with considerable opportunities for area businesses. More than 1,200 local farmers were trained in produce farming techniques and supply more than two tons of vegetables each month. Sodexo also plays an active role in raising awareness about HIV and the benefits of proper hygiene and balanced nutrition among employees and local residents. 900 awareness kits, 28,700 condoms and 150,000 informative placemats have been distributed and a 16-member team educates the population about recommended behaviors. Sodexo also took part in shooting a film to teach children about healthy eating habits.

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Source: Sodexo

On our clients' sites

BHP Billiton – Australia

Partnering with the mining industry operator BHP Billiton at its Olympic Dam site in Australia, Sodexo is helping this client fulfill its corporate citizenship commitments, optimize processes and ensure the satisfaction and well-being of the 2,000 workers on the site.

- Improved consumer satisfaction levels:
 - **Foodservices: from 61%** (Jan., Feb., March) to **87%** (April, May, June)
 - **Accommodation: from 58%** (Jan., Feb., March) to **88%** (Apr May Jun)
- Over ten months:
 - **47** ton reduction in CO₂ emissions
 - **10,000** Australian dollars saved in reduced landfill costs per month

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On our clients' sites

FOR BHP BILLITON
THE SOURCE OF A BETTER LIFE

Australians call it the outback; it is one of the largest and driest deserts in the world. 560 kilometers north of the nearest city, Adelaide, are located Olympic Dam Village and Roxby Downs village. 3,000 people live there and most of them work in the Olympic Dam mine.

Paul Walters, Vice President Human Resources (BHP Billiton)

"Olympic Dam is Australia's largest underground mine but it's also the world's largest Uranium deposit, fifth largest gold deposit and fifth largest copper deposit in the world. It's of strategic importance not only to BHP Billiton but to the globe for it's energy resources moving forward."

Exploiting the site since 1988, BHP Billiton is a global resource company among the world's three largest. BHP Billiton is launching a major expansion plan in Olympic Dam and is consequently in need of attracting and retaining more qualified employees.

CHALLENGING THE DESERT

Early 2008, the company began looking for a partner to run the villages.

Harry Harrison, Superintendent – Township Olympic Dam (BHP Billiton)

"Given that we are going to an expansion phase, we needed to ensure that going forward, that our villages were managed in a way that they would build on the reputation of BHP Billiton and Olympic Dam"

Challenge:

- Build a reputation

Paul Walters, Vice President Human Resources (BHP Billiton)

"It's much more than 3 square meals a day, it's about local employment, it's about being part of the community, it's about our indigenous employment initiatives and it's about energy excellence and sustainability in the way in which we operate."

Challenges:

- HUMAN
 - Local employment,
 - Being part of the community.

- ENVIRONMENTAL
 - Energy excellence,
 - Sustainability.

BHP Billiton turned to Sodexo to create and sustain an oasis like environment with high standards of quality of life. The custom built solutions offered by Sodexo would help them support the local community and show permanent concern regarding the environment.

SODEXO QUALITY OF LIFE SERVICE SOLUTIONS

A purpose-built offer

After having established precise objectives with the client, The Sodexo team took action on site in September 2008.

Gary Mickler, Chief Operating Officer Sodexo Remote Sites Australia

"Took probably about three to four days to completely mobilize the two sites, it was a great achievement and very little disruption to our customer."

Scott Randall, Sodexo On-site manager

"I think that our partnership started off very strongly with the client from day one, given our transparency and open book operation with them. We had a strong mgmt team on the ground, a strong presence which is a huge focus of ours to ensure that we got it right from day one."

A Comprehensive Service Solutions

• Project management

Stephen Greene, Project manager

"Sodexo as a dedicated project management team, we provide technical services to all the divisions out here. We basically do a lot of design criteria, technical management, plan design, a lot of facility management, we also provide to the client 3D images which help them to get an idea of what the finish product will look like."

From conception to completion Sodexo provides Services that deal with every aspect of life in the villages.

- Landscaping
- Technical Maintenance
- Accommodation
- Health and lifestyle

Sarah, Health & Lifestyle coordinator

"We run the general health program in the gym, social events, small weekly events to large events for fundraising, or movie nights, fit for work programs, we have prestart stretches."

James Astley, Project Manager

"Would it be football, golf, tennis, swimming, gymnasium, whatever, Roxby has it all."

• Nutrition

Sarah, Health & Lifestyle coordinator

"We also provide nutritional information for people to make healthy choices here on site."

Gary Mickler, Chief Operating Officer Sodexo Remote Sites Australia

"We've carried out some extensive refurbishment on site of the two dinning rooms."

- **Recreational Facilities**

Corporate social responsibility

Sustainable development is about seeing things as a whole. The Sodexo resource recovery program aims at fostering a virtuous circle in waste streams. It is a commitment to reduce the waste being generated, reduce the amount of landfill, and finding new ways of reusing what is recycled.

- **Environmental management**
- **Supporting the local community**

Annette Mohahu, Human Resources coordinator

“One of the key advantages of local employment is it shows Sodexo commitment to support the economic development of the desert communities.”

Paul Walters, Vice President Human Resources (BHP Billiton)

“Even though we are a remote site, all of Sodexo’s Management team reside here in the local community and that’s really important to us. Whether it’d be sponsoring the local football team, catering for community events, or providing local employment opportunities, Sodexo have really become an integrated part of the Roxby Downs community.”

MEASURABLE OUTCOMES

Measurement of the outcomes with adapted tools such as updated KPI’s and survey consoles is the keystone to efficiency. Over a ten-month period objectives have been constantly raised

Paul Walters, Vice President Human Resources (BHP Billiton)

“We’ve been particularly impressed by Sodexo’s zero waste initiatives, this has meant less waste to backfill, and very impressive recycling programs, in a very short space of time, we’ve raised 15,000 dollars that will be donated to the Adelaide women’s and children’s hospital as well as to the Royal Flying Doctor. We see it as a sustainable way to operate our villages.”

Measurable outcomes

- Sustainability performance improvement over 10 months
- 53 m³ of land space saved in landfill
- 28 tons recycled
- A\$15,000 of savings donated
- Energy conservation over 10 months
- 607 GJ of energy saved
- Energy reductions over 10 months
- 47 tons of CO₂ emissions prevented
- Saving over 10 months
- A\$10,000/month saving in landfill cost

“It’s a real buzz to walk through the villages and see all the activity going on, everything from sporting challenges and competitions to theme nights, and all sorts of other sporting activities. The health and lifestyle coordinators are really pumping up our people about living a healthy lifestyle, so that’s really something we’re sort of proud of.”

Health and lifetime participation

- Sports programs: from 48% (Jan. 09) to 63% (Jun. 09)
- Program newcomers: from 48% (Jan. 09) to 63% (Jun. 09)
- Gym attendance: from 50% (Jan. 09) to 66% (Jun. 09)

Harry Harrison, Superintendent – Township Olympic Dam (BHP Billiton)

“We’re really happy that Sodexo have put themselves out there as a company who is going to try new things, to put new initiatives in place, rather than stick with what as always been done.”

Well-being

Foodservices satisfaction: Jan. Feb. Mar. 61% / Apr. May. Jun. 87%

Accommodation satisfaction: Jan. Feb. Mar. 58% / Apr. May. Jun. 88%

Paul Walters, Vice Président Human Resources (BHP Billiton)

“The Sodexo people are really passionate about their work, it’s great to walk into the villages when you’re going to have dinner and see the smiles on their faces / who really take some pride in the work that they deliver, so overall, I think it makes our people feel better about being away from home.”

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Source: Sodexo

Among our clients

- Oil and Natural Gas

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

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

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

Noble Drilling: Gulf of Mexico, Netherlands, Qatar, United Arab Emirates, United Kingdom (Scotland)

Saudi Aramco: Saudi ArabiaSeadrill: China, Gulf of Mexico, Malaysia, Norway

Schlumberger: Alaska, Kuwait, Nigeria, Qatar, Russia

Shell: Gabon, Gulf of Mexico, Norway, Qatar, Russia, Sultanate of Oman

Statoil: Norway

Total: Angola, Congo, Gabon, Gulf of Mexico, Indonesia, Nigeria, Norway, Qatar

Transocean, Inc.: Gulf of Mexico, India, Nigeria, Norway, Thailand

- Mines

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

BHP Billiton: Australia, Canada, Peru

Rio Tinto: Australia, Guinea Conakry, Madagascar, Peru

Vale: Alaska, Australia, Brazil, Canada, New Caledonia

- Engineering and construction

Fluor Daniel: Dominican Republic, Qatar, Saudi Arabia

JGC: Algeria, Nigeria

Punj Lloyd: India, Qatar

SNC Lavalin: Qatar, United Arab Emirates

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Our Quality of Life solutions

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Health Care

- **2,943** million € in revenues
- **3,979** million US\$ in revenues
- **20%** of Group revenues
- **60,205** employees
- **4,303** sites

Source: Sodexo

Because good health starts with well-being

The global leader in Foodservices for the health care market, Sodexo offers a broad spectrum of Quality of Life services to meet the needs of both our clients and their patients. The Group's comprehensive service solutions and specialized teams are focused on:

- **Increasing** the satisfaction of patients, their families, hospital physicians and staff to provide a more comfortable and reassuring daily life,
- **Enhancing** the competitiveness and reputation of our clients' facilities through operational best practices to ensure a healthy, comfortable and compliant environment,
- **Improving** the efficiency of our clients' processes by optimizing non-clinical costs.

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Source: Sodexo

Market trends

Health care expenditures

Chronic diseases are rising as the population ages, requiring costlier treatment. To control spending, many services are delivered outside a traditional hospital setting and more emphasis is placed on wellness and prevention.

Shortage of health care personnel

Health care providers competing for qualified staff rely on partners to create better workplace conditions that will help them attract and retain needed talent.

Importance of non-medical staff

Representing one-third of hospital labor costs, non-medical personnel's motivation and effectiveness is as critical to reducing costs and ensuring patient satisfaction as that of medical teams.

Patient consumerism

As patients become increasingly demanding about their security and well-being, a health care provider's service offer is becoming an essential factor in its reputation.

Public-private partnerships

Hospitals and governments are looking for reliable partners to invest in the construction and operation of health care infrastructure, share costs and provide expertise in designing and implementing comprehensive service solutions.

Source: Sodexo

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Source: Sodexo

Market potential

**More than 150 billion euro in estimated total market value,
including 45 billion in Foodservices:**

- Outsourcing rate: more than 30% (highest rate: Spain, about 70%, among the lowest rates: Brazil, about 10%).
- Outsourced market average annual growth: around four to five percent over the next three years.

The market value for On-site Service Solutions (excluding Foodservices): about 2.5 to 3 times that of Foodservices.

Sodexo estimate

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Source: Sodexo

Achievements

- Germany - ACQUISITION

In late 2008, Sodexo acquired the independent **Zehnacker** Group, the leader in Facilities Management services for the Health Care client segment in Germany.

- Brazil

WELL-BEING

Sodexo has created a pioneering, 500-square-meter **living space** at the Sao Luiz Maternity Hospital in São Paulo featuring a relaxation center, entertainment area, 24-hour cafeteria, bookshop and Internet corner. Sodexo also manages the "Gourmand" restaurant and the "Surgical Comfort Center" for medical personnel.

DISTINCTION

Sodexo has again been recognized for the quality of its service offer with the **Top Hospitalar 2008** award.

- United States

The **Battle Creek Health System**, a Sodexo engineering solutions client, is one of 10 U.S. hospitals recognized by the American Society of Healthcare Engineers for its achievement in reducing energy consumption by more than 10%.

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

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Source: Sodexo

Employee testimonial

Combining mobility with career development

"After nearly ten years of experience in the Corporate segment, I joined the Health Care segment in 2002. Here I had the opportunity to acquire new expertise and skills through assuming wider responsibilities, moving from implementing best practices at Julho Hospital in São Paulo to supervising eight clients in the Northeast region, representing a huge challenge and development for my career. I was then promoted to Operational Controller for the Health Care, Education and Large Accounts segments. Sodexo has taken the time to train me and ensure that I can be effective in my new role. But I will always be very grateful for the experience I acquired in addressing the many exciting challenges presented by the fast growing Health Care segment!"

José Nei dos Santos
Operational Controller
São Paulo, Brazil

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Source: Sodexo

Sustainable Development Initiative

United Kingdom

Bonne Santé on the menu

Hospital dining demands care and skill to support patient well-being and recovery while responding to individual requirements and preferences.

Sodexo developed the Bonne Santé (good health) system using steam on frozen foods to deliver fresh, hot, nutritious meals within minutes. The system cuts labor and equipment costs, reduces detergent use and eliminates menu printing and food waste.

Annual energy savings for a typical 500-bed hospital are estimated at £30,000- £50,000. Best of all, in facilities where this concept has been implemented, patient satisfaction scores have jumped by 20%.

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Source: Sodexo

On our clients' sites

German Heart Institute Berlin, Germany

In the face of an increasingly globalized health care market and the need to improve cost management, the world-renowned German Heart Institute Berlin seeks to maintain its reputation for excellence. The service company is a joint venture between the hospital and Sodexo Zehnacker to develop customized Quality of Life solutions to meet its evolving needs and attract top-flight medical staff and patients from around the world.

- **50,000** open-heart operations
- **1,400** heart transplants
- **30%** of patients from abroad
- **150** patients transported daily
- **35**-room hotel for patients and families

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On our clients' sites

The German Heart Institute Berlin is a specialist center for the treatment of cardio vascular disease.

The hospital is one of the top four hospitals of its kind in the world, and enjoys a unique reputation for excellence. Since its creation over 23 years ago, 50,000 open-heart operations and over 1,400 heart transplants were performed there.

TAKING ON THE CHALLENGE

Today, with globalization of health care and increasing cost pressures, the German Heart Institute Berlin seeks to maintain its reputation for excellence by focusing on its medical expertise and attracting elite medical staff to treat complex heart conditions in patients from around the world.

Prof Roland Hetzer:

"The hospital succeeds because of the excellence of its employees. When we started here 25 years ago, it was not difficult to find enough sufficiently qualified people that were in this country."

To keep developing this reputation, the German Heart Institute Berlin turned to Sodexo Zehnacker for solutions.

BRINGING AN ANSWER: THE SODEXO ZEHNACKER QUALITY OF LIFE SERVICE SOLUTIONS

A range of quality of life services were developed to contribute to the hospital's attractiveness for staff and patients.

Hamudi Mansour:

"Welcome to the German Heart Institute, Berlin. I am the onsite manager for the service company."

The Service Company is a joint venture between the Hospital and Sodexo Zehnacker, the hospital being the major shareholder. It was developed to meet the evolving needs of the German Heart Institute.

Nikolai P. Burkart:

"This is one of the hospitals where Sodexo Zehnacker is at the cutting edge of developing new services."

More than 20 services from meal order management to cleaning services, sterilization of operating rooms and surgical tools, clerical and postal services, bed management, procurement, building systems management, patient transport, the care of outdoor facilities and waste and energy management.

Service center

The service center is a hotline for medical staff aiming to simplify communication for the German Heart Institute. By setting up a single number for all requests, Sodexo Zehnacker allows staff to find solutions to all their needs. This fosters the integration of services, enabling the delivery of an enhanced end-to-end service experience.

Hamudi Mansour:

“We react very quickly, and it is very easy for the client to remember one number. When we started in 2000, we only had three calls per day. Now we have over 150.”

Sterilization

Sterilization is at the heart of a hospital's activities. And in a clinic that performs open heart surgery the quality of this service is critical.

Prof Roland Hetzer:

“In the past, the sterilization service was handled by the operating room nurses. This was linked to a high level of understanding of the operating room instruments and the need to keep them sterile. However, operating room nurses are too valuable for this.”

Sodexo Zehnacker designed a service for the sterilization of operating rooms and instruments. A key responsibility at the very center of the hospital's activities because the process directly impacts the delivery of a safe caring experience.

Patient transport

Prof Roland Hetzer:

“Formerly, a small group of people were involved in the transportation of patients and materials. It was difficult to deal with situations when not enough staff were available.”

Medical staff can get on with their everyday work by relying on a service that manages patient transportation within the hospital. By excelling at managing waiting times, Sodexo Zehnacker is drastically improving patient experience while reducing the risks of contracting infections.

A team of five Sodexo Zehnacker staff transport an average of 150 patients a day. The centralized management of this service means shorter waiting times – 90% of patients wait less than 5 minutes.

Building systems management

A hospital needs to be fully functional and ensure the safety of its occupants 365 days a year, 24 hours a day. The surveillance of the building's systems is therefore mission-critical.

Sodexo Zehnacker runs the building's centralized climate control, water and electrical systems, as well as its fire alarms.

An on-site team of technical specialists trained to handle emergency procedures is always on call to intervene at any time in order to ensure uninterrupted activity.

Axel Springer Guest House

Caring for patients also means caring for their loved ones. The Axel Springer Guest House, where Sodexo/Zehnacker provides a wide range of services, is a 35-room hotel for patients and families, just meters from the hospital.

10 staff members welcome 1,000 guests every month, and over a third are from abroad – Russia, Israel, the United States and Saudi Arabia. Guests are offered guided tours of Berlin and can be shuttled to and from the airport.

Sodexo Zehnacker therefore contributes to patient recovery while helping the German Heart Institute attract more patients, especially from abroad.

MEASURING THE OUTCOMES

The comprehensive service offering developed by Sodexo Zehnacker in partnership with the German Heart Institute has been long-lasting and rewarding.

The partnership has become a permanent feature in the staff's day to day activities, with the Service Company's employees fully integrated with the hospital's teams.

Prof Roland Hetzer:

"The teams that work here, such as the ward and intensive care teams, are by now very much used to having a perfect service. Nobody thinks that the service should be otherwise. I must confess that it is very difficult for me to recognize whether someone I meet in the hospital is an employee of the health centre or of the contractor."

Increasing performance has always remained of utmost concern:

ITV Höhn: "We have worked together in developing the services, and bringing them to a high quality standard, but most importantly, after the services were implemented, we worked continuously to enhance them further."

Sodexo Zehnacker continually refined its offer and re designed its services to contribute to hospital performance:

1) by helping to develop a safe environment for all medical activities:

- rapid patient transport to limit infection risks,
- first German clinic where patients wait less than 5 minutes for transport,
- 5,000 boxes of surgical instruments sterilized every week,
- highly trained staff for sterilization processes,
- HTQ certification for clinic quality and transparency,
- Moody ISO 9001 certification for cleaning processes.

2) by reducing operating costs through carefully constructed service solutions:

- sterilization: 150,000 € savings over 2 years,
- saving of 600 working hours,
- patient transport: 107,000 € savings over 4 years / 87% savings,
- savings in cleaning: 14% savings over 4 years,
- savings from bed management: 52% savings over 4 years.

3) by working to improve the daily quality of life of patients and staff:

- Axel Springer Guest House: fully booked all year / 1,000 guests per year; 30% from abroad,
- Service Center: one phone number for all requests / 150 requests per day; 100% of calls handled.

4) and attracting and retaining the best talents from around the world

A medical team recruited from around the world

Prof Roland Hetzer:

"We had applications from all over the country, and all over the world."

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Among our clients

Abbotsford Regional Hospital and Cancer Center, Abbotsford, B.C. (Canada)
Al DuPont Hospital for Children, Wilmington, DE (USA)
Albert Schweitzer Ziekenhuis, 2 sites (Netherlands)
Bangkok Dusit Medical Services, Bangkok (Thailand)
Centre Hospitalier Universitaire, Rennes (France)
Clinica Alemana, Santiago (Chile)
Diakonische Dienste in der Heide, Soltau (Germany)
German Heart Institute Berlin (Germany)
Grupo Unimed, 8 sites (Brazil)
Gruppo Policlinico di Monza, 6 sites (Italy)
Hillingdon & Mount Vernon Hospitals, NHS Trust (UK)
Huashan Hospital, Shanghai (China)
ICESP– Hospital do Câncer de São Paulo, Sao Paulo (Brazil)
KCS Klinikum Catering Service, Darmstadt (Germany)
Medi-Partenaires, 25 sites (France)
Nuffield Hospitals, 38 sites (UK)
12 Octubre Hospital, Madrid (Spain)
Orbis Medical Park, Sittard (Netherlands)
Ospedale dell'Angelo, Mestre (Italy)
Pantai Hospital Group (Malaysia)
Privatklinik Rudolfinerhaus, Vienna (Austria)
Shanghai No 1 People's Hospital, Shanghai (China)
Stockholm County Council (Sweden)
University Hospital of Ghent, Ghent (Belgium)
Vanderbilt University Hospital, Nashville, TN (USA)
York Central Hospital, Toronto, ON (Canada)
Ziekenhuis Netwerk Antwerpen (ZNA), Antwerp (Belgium)

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Our Quality of Life solutions

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Seniors

- **904** million € in revenues
- **1,222** million US\$ in revenues
- **6.2%** of Group revenues
- **12,468** employees
- **2,924** sites

Source: Sodexo

A better, more comfortable daily life for seniors

Number one worldwide in Foodservices for seniors, Sodexo contributes to their psychological, intellectual and social well-being while helping clients provide residents with a safe, healthy and enriching environment.

Through comprehensive service solutions, from medical nutrition to well-being programs and a full range of support services, Sodexo:

- **helps** inject a new dynamic into seniors' worlds through a developed understanding of their evolving needs as they grow older,
- **improves** client efficiency, profitability and reputation,
- **demonstrates** expertise through the knowledge and sensitivity of its specialized teams.

The strategic partner for major providers in this market, Sodexo is looking ahead to respond to the growing needs of seniors who live at home.

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Source: Sodexo

Market trends

Aging population

As a consequence of longer life spans, the number of vulnerable persons is increasing and the demand for personalized and specialized services is growing while confronted with a shortage of qualified staff.

Distance from family

The evolution of societies, characterized in particular by increasing participation in the workforce of women and the relative detachment of young people from their elders, drives demand for solutions to fight against social isolation and emotional fragility.

Residential services

Seniors are living longer in their homes, creating new support service needs to facilitate their life while strengthening their social links.

Political power

Governments today give priority to providing services to the disadvantaged who lack access to health care. But the growing demographic and political weight of seniors should also expedite consideration of the challenges facing an aging population.

Source: Sodexo

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Source: Sodexo

Market potential

**Close to 90 billion euro in estimated total market value,
including 30 billion euro in Foodservices:**

- outsourcing rate: around 20% (highest rate: France more than 40%; among the lowest rates: Netherlands around 5%);
- outsourced market average annual growth rate: around four percent over the next three years.

The market value for Facilities Management services (excluding Foodservices) is about twice that of Foodservices.

Sodexo estimate

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Source: Sodexo

Achievements

- United States - ACQUISITION

In August 2009, Sodexo completed the acquisition of **Comfort Keepers**, a major provider in the U.S. of non-medical in-home services for the elderly and people in need of support. Developed as a franchise system, Comfort Keepers has nearly 550 franchises throughout the country.

- The Netherlands - WELL-BEING

The "Gastvrijheidszorg Sterrengids" guide for senior residences awarded 4 stars to the **De Driestroom residence** in Breukelen in the Netherlands for the quality of services offered.

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

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Our Quality of Life solutions

→ On-site Service Solutions

Seniors

- **904** million € in revenues
- **1,222** million US\$ in revenues
- **6.2%** of Group revenues
- **12,468** employees
- **2,924** sites

Source: Sodexo

Employee testimonial

"After nearly 16 years of work in a hospital setting, I was fortunate to cross paths with Sodexo, which had just signed the contract with the Nursing Home of the city of Luxembourg. I began as a nurse's aide and later became Department Manager where I contributed to creating a genuine living environment. It truly was an enriching experience, one that encouraged me to take up a new challenge as Director of the Riedgen Residential Care Center. Here, I'm in charge of a 15-member interdisciplinary team that works around the clock, seven days a week, to ensure the well-being of the seniors living in the Center's 48 apartments. Our services include a nice restaurant, a cafeteria, various leisure activities and upkeep of the Center's magnificent grounds. It is really a great job! I love my profession and the day-to-day contact with my team and our residents is very fulfilling. I owe my career development to Sodexo which has shown confidence and supported me every step of the way."

Gabrielle de Jong
Site Manager
Luxembourg

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Source: Sodexo

Sustainable Development Initiative

Destination: Well-being

Resulting from research conducted in cooperation with the universities of Harvard and Yale and the National Institute on Aging, "HealthAbility" is a comprehensive program dedicated entirely to the well-being of seniors. Built around eight key dimensions -- nutrition, mind, body, spirituality, environment, emotion, social relationships and sharing -- all of the program stages are designed to fight against isolation, promote independence and preserve the health of seniors living in senior residences. Regular progress assessments encourage the maintenance of fitness, lifestyle and relationships with others for a better life through advancing years.

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People with disabilities

Improving the daily life of people with disabilities

As an expert in the health care and social services sector, Sodexo endeavors to make daily life safer and easier for people with disabilities. **The Group plays an active role in facilitating their integration into mainstream society and in helping change attitudes.**

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People with disabilities

Achievements

United States - AWARDS

DiversityInc., the leading U.S. magazine on diversity, ranked Sodexo in the top 10 companies most welcoming toward people with disabilities.

The “**2009 Disability Matters Award**” was presented to Sodexo in April 2009 in the U.S. within the Life at Work category. The award recognizes Sodexo’s pioneering efforts and commitment in providing services to persons with disabilities and their families.

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People with disabilities

Diversity and Inclusion Initiative

France

Focusing on employment integration

For ten years, Sodexo in France has been a partner in Employment of People with Disabilities Week. The program includes participation in forums, job interviews and awareness sessions held throughout the country. Sodexo's participation is an example of the company's commitment and actions toward integrating people with disabilities into the workforce. A signatory since 2006 to the "Making room for everyone's capabilities" agreement, Sodexo today employs over 600 people with disabilities. Because integration starts with the acquisition of recognized professional expertise, Sodexo also partners with more than 700 disability organizations in France, trains 200 interns per year in Foodservices skills and each year integrates 75 people with disabilities into its workforce.

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Source: Sodexo

Among our clients

Abbeyfield House, Clitheroe (UK)
Achieve Foundation, Sydney, New South Wales (Australia)
ADAPT (Association aiding people with disabilities in professional and social environments), Châtillon (France)
Arbor Glen, Bridgewater, NJ (United States)
Asbury Communities, Inc. (United States)
Beaumont Place, Stalybridge (UK)
Centro Medico P. Richiedei, Palazzolo, Brescia (Italy)
Domain Aged Care, 7 sites, Queensland (Australia)
Eichenhöhe Nursing Home (Red Cross), Hamburg (Germany)
Fondation Caisses d'Epargne pour la Solidarité, 75 sites (France)
Franciscan Sisters of Chicago Service Corporation, Chicago, IL (United States)
Fundación Sociosanitaria de Barcelona, 8 sites (Spain)
Grand Hotel Philadelphia, Rotterdam (Netherlands)
Istituto Palazzolo Don Gnocchi, Milan (Italy)
Korian, 100 sites (France)
Maison de Soins de Bettembourg (Luxembourg)
MENSA Meulebeke (Belgium)
MMI Neufvilles (Belgium)
Pension Schloss Kahlsparg in Oberalm, Salzburg (Austria)
Retirement Home, City of Stockholm (Sweden)
Shepherd Village, Toronto, Ontario (Canada)
Valencia Terrace, Corona, CA (United States)

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Our Quality of Life solutions

→ On-site Service Solutions

Education

- **3,309** million € in revenues
- **4,473** million US\$ in revenues
- **22.5%** of Group revenues
- **90,438** employees
- **6,238** sites

Source: Sodexo

- Contributing to the fulfillment of youth and the success of educational institutions

As the global leader in Education for Foodservices, Sodexo delivers a full range of On-site Service Solutions to improve the Quality of Life in schools and universities. Sodexo's experience and knowledge of the world of education help make it a strategic partner able to design and manage the solutions important to student academic success and fulfillment and to the performance and reputation of the institutions they attend.

- Sodexo's "Education" offer is designed to:

- provide a variety of attractive Foodservices options for the entire educational community and encourage good nutritional habits and a healthy lifestyle;
- create the optimum environment for learning, work and daily living by managing the services that are important to keep educational institutions running smoothly including construction, maintenance, groundskeeping, cleaning and managing campus sports facilities and events.

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Source: Sodexo

Market trends

Budget restrictions

The economic crisis has put a strain on the budgets of public and private academic institutions confronting decreased funding and financial support.

In this context, the challenges facing educational facilities offer opportunities for a partner capable of helping them to respond.

Obesity

Obesity among young people is a concern in numerous countries, particularly in urban areas. In 2007, an estimated 22 million children under the age of five were overweight.

Sustainability

Education is playing an increasing role in modeling sustainable behaviors and institutions are seeking to reduce their environmental footprint by re-designing their practices.

Security

Security issues, ranging from alcohol and drug abuse to verbal and physical violence, have become a major preoccupation for schools and universities.

Globalization

Institutions are multiplying their international exchanges with Western universities opening branches abroad to respond to increasing demand for educational excellence, particularly in Asia and the Middle East.

Source: Sodexo

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Source: Sodexo

Market potential

**Over 150 billion euro in estimated total market value,
including 60 billion euro in Foodservices:**

- Outsourcing rate: around 30% (highest rate: Canada around 70%; among the lowest rates: Japan around 25%);
- Outsourced market average annual growth rate: three percent to four percent over the next three years

The market value for Facilities Management services (excluding Foodservices) is nearly double that of Foodservices.

Sodexo estimate

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Source: Sodexo

Achievements

- Spain - STARTING GOOD EATING HABITS EARLY

“**Educando a comer**” (“EducEating”) is a new approach created by Sodexo to decorate school canteens with amusing posters that educate children age 3 to 12 on the importance of a nutritious, balanced diet and physical exercise. The concept already has been introduced in 23 schools.

- United States

COMBATting INFANT OBESITY

Sodexo was the first Foodservices provider to sign the “**School Beverage and Food Guidelines**” of the Alliance for a Healthier Generation, a joint initiative of the American Heart Association and the William J. Clinton Foundation to reduce childhood obesity in the U.S. by 2015.

AWARD

The Hispanic College Fund honored Sodexo as “**Corporation of the Year**” for its longstanding commitment to furthering higher education for Hispanic youth. The Group has funded scholarships for 100 students since 2003.

- Thailand

The **Asian Institute of Technology’s** Pathum Thani campus is 160-hectares and hosts 2,300 students from 45 countries and 600 faculty and staff. Sodexo manages all services on the site, including the convention center, accommodations, mail service and sports facilities, which contribute to the international institute’s reputation.

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

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Source: Sodexo

Employee testimonial

A new way to learn

“In 2008, 49% of Sodexo's Education managers were able to take part in person at the annual summer training session; this year, 93% were able to participate... online. Managers from across the country connected with their counterparts through the virtual meeting space to exchange ideas, share best practices, acquire new skills, hear updates on programs and services and listen to presentations. Through a pro-active approach to learning, attendees were able to select the information in which they were interested from sessions such as operational excellence, sales and managing clients and partnerships. In all, participants downloaded more than 56,000 documents throughout the sessions! The online sessions were not only more efficient and environmentally friendly, they also saved more than 1 million dollars in travel and related costs.”

Michele Suprunowicz,

Senior Director of training and development for the Education Market Albany, NY, United States

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Source: Sodexo

Sustainable Development Initiative

Fish and Kids

United Kingdom

Sodexo has partnered with the Marine Stewardship Council (MSC) to develop the “Fish and Kids” project, part of MSC’s effort to combat overfishing through creation of an eco-label to identify sustainable seafood products. The project aims to guarantee that all fish menus served at schools are sourced from sustainable fisheries and to raise the awareness of children, parents and teachers through an education kit and website www.fishandkids.org. By mid-2009, 259 school restaurants were already certified under the program.

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Source: Sodexo

On our clients' sites

Hobart and William Smith Colleges - United States

Sodexo is a long-term partner in the success of New York's **Hobart and William Smith Colleges** (New York), maintaining its attractive campus, overseeing construction and renovation projects and helping to achieve its energy management and ambitious environmental goals.

- **175** acres
- **110** buildings
- **7%** enrollment increase in 5 years
- **40** major construction projects since 1984
- **2.4** million dollars in energy savings since 1989
- Recycling rate: **16%** in 2007 to **23%** in 2009
- **27%** more energy efficient than other colleges of a similar size

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Education

On our clients' sites

SODEXO FOR HOBART AND WILLIAM SMITH COLLEGES QUALITY OF LIFE FOR QUALITY EDUCATION

Howard Simmons, Sodexo Resident District Manager

"B"Hi, I'm Howard Simmons here at Hobart and William Smith Colleges in upstate New York, in Geneva and we'd like to welcome you here to the campuses."

On the shores of Seneca lake Hobart and William Smith Colleges, is one hundred seventy-five acre campus comprising more than a hundred buildings. Creating exceptional student experiences has been at the heart of the institution's 200 years history.

Mark Gearan, President of Hobart and William Smith Colleges

"Hobart and William Smith Colleges has a rich history and tradition and a legacy of excellence, preparing students with worlds of experience to go on to live lives of consequence, but we understand well, that we must constantly re-earn that reputation."

CHALLENGING THE FUTURE

Hobart & William Smith Colleges operates in a very competitive market for higher education, and must keep attracting and retaining students while managing campus growth sustainably.

Attracting and retaining students

Robb Flowers, HWS Vice President for student affairs

"During the past five years we've made the intentional effort to grow the size of our student population we went from about 1,800 students to about 2,200 students fairly quickly. We did so to make certain that we're able to offer the best services to our students and do so at the most affordable cost."

Growing Sustainably

Regulating the on-going growth of the campus in a sustainable manner is a priority. This means guaranteeing the college's financial health and minimizing costs and committing to take a leadership role in promoting environmental awareness.

James Landi, HWS sustainability Coordinator

"Perspective students, when they're looking for colleges, you know, you go to five, ten, twenty campuses on your college tour when you're in high school and if you don't have sustainability, you really aren't competitive."

For sixty years Sodexo has been Hobart & William Smith's partner helping its client handle these strategic issues.

SODEXO QUALITY OF LIFE SERVICE SOLUTIONS

1. Creating an exceptional learning environment

- Project planning

Robb Flowers, VP for student affairs

"The sodexo staff plans with us not only what the facilities will look like, but where they will be, where they will live, they take into account the program that we want to offer, what's the use of the building and we have great conversations with them about how we construct facilities that are intentional."

- Project management

Sodexo designs and carries out campus construction and renovation projects insuring little or no disruption to college activities, while working towards cost optimization.

Pete Polinak, Vp for finance

"We could run our own department for instance but we couldn't do it as efficiently as sodexo does it, because they have experts up their chain of command if you will that they can go to if they need help (...) now we don't hire outside people that come in and manage the projects, Sodexo does that for us, reducing our costs."

Howard Simmons, Sodexo Resident District Manager

"We're able to purchase our supplies and materials through national contracts and that allows us to help reduce the overall operating budgets, so the colleges have more money to take care of their educational needs."

2. Managing facilities Sustainably

Savings are also fostered by green initiatives such as using wind power or solar energy and through smaller actions like the pitch-in on e bin initiative or composting.

- Reducing energy consumption and waste streams

Robb Flowers, VP for student affairs

"Our president signed the campus climate commitment three years ago, and since that time, largely the efforts have been spearheaded, worked by the sodexo staff on our campus, it's a key aspect of why students choose to come to Hobart and William Smith, and it's probably one of the most well known initiatives that we're doing on campus among students."

3. Enhancing well-being

Mark Gearan, President of Hobart and William Smith Colleges

"Having all of our students live on our campus while they're studying here puts a great importance and primacy on their experience on our campus; so the space, the physical environment is critically important."

- Landscaping and grounds maintenance
- Foodservices

In the Campus dining halls, quality of life is not only about healthy food choices but also about a warm welcome.

Howard Simmons, Sodexo Resident District Manager

"We are here to make every day a better day for the students it's nice to be here on campus and work with the students each day, to hear their needs, their concerns but most importantly hear their gratitude and appreciation for a job well done."

MEASURABLE OUTCOMES

Growing sustainably

James Land, HWS sustainability Coordinator

"We've had a real impact, we transition I think in...I want to say 2007, and two years later we've bumped I recycling rates from about 16% of our total waste streams to somewhere around 23%."

- Since 1984:
 - 40 construction projects on time on budget,
 - \$150 millions of investments.

Environmental care Respect de l'environnement

- CO₂ emissions: 793,000 pounds saved / year in reductions,
- Recycling rate: 16% in 2007 to 23% in 2009.

Energy savings

- Since 1989:
 - \$2.4 millions = cost of energy and gas for one year,
 - 336,000 kwh electricity each year.

Sustainable development efforts conducted by Sodexo have payed off, with HWS campuses now 27% more energy efficient than other colleges of a similar size.

Attracting and retaining students

Student

"When I visited, I loved the atmosphere, I loved the campus, it was very welcoming, everyone who met me was just so great, it made me feel like home."

Mark Gearan, President of Hobart and William Smith Colleges

"We benefit from the professionalism and the commitment these sodexo employees exhibit to our campus and to our students and to building a sense of community here. The campus is attended and issues are dealt with the kind of care and professionalism that you would hope for in your very own home."

- Student enrollment since 2005:
 - from 1,861 to 1,997,
 - above 7% growth.
- Freshmen retention:
 - nationwide: 67%,
 - HWS: 95%.
- Second Year Students retention:
 - increased from 84% in 2005 to 86% in 2007.

Howard Simmons, Sodexo Resident District Manager

"It's all about the people within Sodexo, and how we can meet and exceed the expectations of our clients, it's not about what I'm saying, it's about what everybody behind me does everyday on the job."

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Source: Sodexo

Among our clients

Al Yasmina School, Abu Dhabi (United Arab Emirates)
American School of Bombay (India)
Asian Institute of Technology, Pathum Thani – Bangkok area (Thailand)
Australian Institute of Management, Melbourne, Perth, Sydney (Australia)
Bradford University (United Kingdom)
Brock University, St. Catharines, Ontario (Canada)
Campus Sainte-Thérèse, Ozoir-la-Ferrière (France)
Dulwich College, Beijing, Shanghai (China)
Ecole Française de Riyadh (Saudi Arabia)
Endicott College, Beverly, Massachusetts (United States)
Garden International School, Kuala Lumpur (Malaysia)
Hobart and William Smith Colleges, New York (United States)
International School Hamburg (Germany)
Liessin School, Rio de Janeiro (Brazil)
Pontificia Universidad Catolica del Peru, Lima (Peru)
Providence Public Schools, Rhode Island (United States)
Tanglin Trust International School (Singapore)
Universidad Andrés Bello, Santiago (Chile)
Universidad Europea de Madrid (Spain)
Université Saint-Joseph, Beirut (Lebanon)
University of South Carolina, Columbia (United States)
University of Technology and Economics, Budapest (Hungary)

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Our Quality of Life solutions

→ On-site Service Solutions

Sports and Leisure

Creating exceptional moments

A strategic partner to organizers of major sports and cultural events as well as unique leisure destinations, Sodexo develops service solutions that meet the expectations of demanding clientele around the world. Marketing and sales, Foodservices, logistics, technical and artistic organization... Sodexo helps contribute to the success of prestigious events and exceptional venues.

Through our know-how, experience and commitment, we ensure:

- responsiveness, efficiency, comfort and value creation for our clients,
- quality, security and innovation for their customers,
- social and environmental responsibility toward all of our stakeholders.

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Our Quality of Life solutions

→ On-site Service Solutions

Sports and Leisure

Market trends

Value creation

Impacted by the reduction in government support and sponsorship funding, clients are seeking strong value-creating solutions to attract consumers.

Fair trade

Foodservice offers, whose local production and purchase is visible to the consumer, is an increasingly frequent client demand in developed countries.

Household budgets

Families are struggling to balance their budgets and limit discretionary spending. Overseas trips and short holidays are being replaced with visits to cultural sites and other attractions in consumers' home countries.

Source: Sodexo

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Our Quality of Life solutions

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Sports and Leisure

Achievements

- Canada

The Organizing Committee of the **2010 Winter Olympics and Paralympics** in Vancouver has selected Sodexo to provide Foodservices and housekeeping for the Athletes' Villages.

- United Kingdom

Sodexo was first to sign the “**Industry Fair Pricing and Practice Charter**” initiated by Visit London Development Group to create value around the 2012 London Olympic Games.

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

- United States

For the second year in a row, the Conference Center at NorthPoint, managed by Sodexo in the United States, has been named a recipient of the **Pinnacle Award for 2009**, one of the most coveted awards in the hospitality industry.

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Sports and Leisure

Employee testimonial

A prestige chef supporting the local community

“Gareth and his team showed me all I needed to know. Without Gareth’s time and effort, this would never have been possible and I thank him for all he has done for me.”

Kerry Davies, Student, St.Michael’s Church of England High School, Crosby, Liverpool (United Kingdom)

Gareth Billington, the Executive Head Chef at Everton Football Club in the UK, worked closely with a local student, Kerry Davies, in preparation for the National Final of 2009 Future Chef competition at Westminster Kingsway College in London. Kerry was among the twelve talented young students selected from among more than 7,000 participants in 1,200 local heats to reach the finals. Kerry finished Runner-Up with her menu of “Posh Scouse Cannon of Lamb with a vegetable Puy lentil broth followed by Lattice Pear with chocolate quenelle and orange-scented cream”. Courtesy of Sodexo, which manages Foodservices at the site, she enjoyed a behind-the-scenes visit at Royal Ascot including lunch at the Exclusive Parade Ring Restaurant overlooking the racetrack.

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Sports and Leisure

Sustainable Development Initiative

An eco-friendly restaurant in France

Perched on the first level of the world's most prestigious monument, the “**58 Eiffel Tower**” restaurant is in a class of its own. The modern restaurant, designed in collaboration with Alain Ducasse Entreprise and managed by Sodexo since its opening in April 2009, features energy-efficient equipment, the use of materials with low-environmental impact and waste sorting as well as providing accessibility for people with disabilities. Diners can enjoy chic picnics at lunchtime and convivial brasserie fare in the evenings at prices affordable to all. To be consumed without moderation.

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Sports and Leisure

On our clients' sites

Strengthening a reputation for excellence

Sodexo has been the strategic partner with the **Cincinnati Zoo and Botanical Gardens in the United States** since 1996. Since the beginning, the Group has worked with the Zoo's team continuously to improve visitor satisfaction and membership. In 2007, Sodexo supported the Zoo with funding for a major renovation of the Foodservices program and the construction costs for its flagship attraction, the 4-D Theater.

"The return on capital was immediate as sales at both Foodservices locations went up significantly and the 4-D Theater helps to generate \$500,000 in new revenue annually," declared John Lucas, Director of Operations at the Cincinnati Zoo and Botanical Gardens.

Sodexo has also worked closely with its client to develop the member discount program, helping to increase subscription memberships by 30% and revenue by 40%. Spring 2009 marked the opening of "Natural Selections," a cafe that serves organic, locally grown products using fully biodegradable serviceware.

- **30%** increase in memberships
- **40%** increase in member revenue

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Sports and Leisure

Among our clients

- Athletic and cultural activities

Children's Museum of Indianapolis, Indiana (United States)
Cincinnati Zoo and Botanical Gardens, Ohio (United States)
Dallas Museum of Art, Texas (United States)
Detroit Institute of Art, Michigan (United States)
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)
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)
Roland Garros Tennis Stadium, Paris (France)
The restaurants of the Eiffel Tower, Paris (France)
St. Bartholomew's Church, New York City (United States)
The Churchill Museum & Cabinet War Rooms, London (United Kingdom)

- Private Clubs, Associations and Conference Centers

Centre d'Affaires Étoile Saint-Honoré, 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)

- Directors Tables and Executive Dining Rooms

Bank of America, Ottawa (Canada)
BAT, London (United Kingdom)
BNP Paribas, Head Office, Paris (France)
EADS, Head Office, Paris (France)
ING Bank, London (United Kingdom)

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Our Quality of Life solutions

→ Our Motivation Solutions

- **711** million euro in revenues
- **961** million U.S. dollars in revenues
- **4.7%** of the Group revenues
- **375,000** clients (not including individuals)
- **12.1** billion euro in issue volume

Source: Sodexo

"The year was highlighted by a strong increase of 16% in issue volume, which reached 12.1 billion euro. We also recorded excellent organic revenue growth of 14%, particularly in Latin America where demand for traditional services (Restaurant Pass and Food Pass) remains very strong. Also to be noted was the very successful integration of Grupo VR, No. 3 in Brazil. Finally, our teams have achieved their profitability objective earlier than expected with a margin this year of nearly 35%. Our new goal is to achieve, in the medium term, a margin of 38% and we have the assets to do it: the expertise of our employees and a network of more than 1 million affiliated partners in 31 countries, providing Motivation Solutions benefits every day for 26.3 million people around the world."

Pierre Henry

Group Chief Operating Officer

CEO, Motivation Solutions

CEO, South America, On-site Service Solutions

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Source: Sodexo

Presentation and key figures

- Simplify life, boost performance

One of the worldwide leaders in Motivation Solutions, Sodexo is the strategic partner for public and private organizations seeking enhanced performance and Quality of Life for employees and citizens.

For 30 years, Sodexo has been contributing to their success by:

- **designing** innovative Motivation Solutions specifically adapted to their needs,
- **supporting** their implementation,
- **managing** solutions and evaluating their impact in motivating employees and citizens.

- Supported by a network of 1 million affiliated partners in 31 countries, Sodexo's offer is divided into three service categories:

- **Employee Benefits** including food, gifts, transport, personal care, leisure, education and home services;
- **Incentives and Recognition** including incentive programs, loyalty programs, and rewards;
- **Public Benefits in the fields** of culture, solidarity, training and development, and employment.

Benefiting 26.3 million people throughout the world.

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Source: Sodexo

Market trends and market potential

Market trends

SOCIAL CHANGES, COMPETITIVENESS AND SOLIDARITY

New lifestyles, an aging population, rising unemployment, the increasing number of women in the workplace, rapid globalization... companies and public authorities are facing new challenges:

- in high-growth markets, companies are primarily concerned with attracting and retaining talent to handle the rapid changes in those markets; in mature markets, they must satisfy employee demand for a better work-life balance;
- public authorities are looking for efficient, transparent solutions to support the social changes affecting the general public as well as to assist and protect disadvantaged populations.

These fundamental trends are driving growth in the market for Motivation Solutions.

Source: Sodexo

Market potential

A market estimated at more than 130 billion euro in issue volume.

Sodexo estimate

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Source: Sodexo

Employee testimonial

Progressing with the company

“In 1999, I joined Sodexo which had just opened its subsidiary in Romania. At the time, it was a bold choice for a student as the company was still unknown in the country and legislation supporting Motivation Solutions was in its infancy. Driven by a will to succeed, my fifteen colleagues and I expanded our business, assuming greater responsibilities every year along with new challenges. Today, Sodexo is well established in Romania and employs more than 200 people. As for me, I moved up from an ordinary accounting job to be in charge of the internal control supervision. I owe my career path above all to my colleagues and to Sodexo’s policy of rewarding dedicated employees. What I especially appreciate here is the respect everyone shows for the Group’s values in everyday work.”

Corina Lordache

Internal Control Supervisor Sodexo,
Motivation Solutions, Romania

Annual Report

Our Quality of Life solutions

→ Our Motivation Solutions

- **711** million euro in revenues
- **961** million U.S. dollars in revenues
- **4.7%** of the Group revenues
- **375,000** clients (not including individuals)
- **12.1** billion euro in issue volume

Source: Sodexo

Sustainable Development Initiative

Restaurant Pass for the disadvantaged

In France, Belgium and Luxembourg, Sodexo Motivation Solutions launched a “Restaurant Pass” initiative in 2005 as part of the Group’s STOP Hunger program. It began with a partnership in France with the association “les Restos du Cœur” which distributes meals to the needy every winter. Restaurant Pass beneficiaries are encouraged to donate their vouchers to the association, which has resulted in donations of more than 1.9 million euro since 2005. In February 2009, the initiative was introduced in Belgium in conjunction with the Red Cross and in Luxembourg with Caritas. The new partnerships have already raised 80,000 euro and 27,500 euro, respectively.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Employee Benefits

- **20.6** million beneficiaries

Source: Sodexo

Quality of Life at the heart of organizations

Because management of people is a key performance factor for companies, Sodexo designs, develops and manages a wide array of life-simplifying solutions that help clients **attract, engage and retain employees**. From Restaurant Pass to Childcare Pass, Gift Pass and Transport Pass, the solutions designed by Sodexo are easy to use, customizable and cost-effective.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Employee Benefits

- **20.6** million beneficiaries

Source: Sodexo

Achievements

- Austria

Launch of “**Kinderbetreuungs**” childcare vouchers to facilitate the lives of employees.

- Belgium

Launch of “**EcoPass®**” to encourage the purchase of eco-friendly products.

- Mexico

“**Vivir Bien**,” a program already developed in a number of Latin American countries, has now been launched in Mexico. Via a website offering services and advice, the initiative encourages Restaurant Pass beneficiaries to adopt a healthy diet in a country where many are overweight.

- Romania

Launch of “**Tourist Pass**” holiday vouchers for employees of private and public entities.

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

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Employee Benefits

- **20.6** million beneficiaries

Source: Sodexo

On our clients' sites

Tailor-made solutions

Compania Nationala de Autostrazi Si Drumuri Nationale Din Romania - the Romanian national highway company, chose Sodexo to deliver benefits to its 7,000 employees who are spread across 50 sites around the country and often away on travel. The client sought a partner capable of providing the needed geographic coverage - through a nationwide network of affiliated stores – as well as a series of solutions to help retain employees: Restaurant Pass (Gusto Pass) in 2003; Gift Pass (Cadou Pass) to celebrate Christmas, spring and Mother's Day in 2004; and, in 2008, Childcare Pass (Primul Pass) to encourage mothers to return to work sooner than two years after the birth of their child. Sodexo is meeting its client's growing needs – with customized solutions.

"Solutions offered to us by Sodexo are in total accordance with our needs. We are very appreciative of Sodexo's promptness and the fact that we can rely on you as a service provider".

Ionut Masala,

Financial Manager Compania Nationala de Autostrazi Si Drumuri Nationale Din Romania

- **7,000** employees
- **50** sites
- **3** solutions: Meals Pass, Gifts Pass, Childcare Pass

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Employee Benefits

- **20.6** million beneficiaries

Source: Sodexo

Among our clients

- Banks- Insurance

AXA: Chile, Colombia, Czech Republic, Italy, Philippines, Poland.

BNP Paribas Group: Chile, Czech Republic, Germany, Italy, Mexico, Poland, Spain, Tunisia, Turkey.

HSBC Group: Argentina, Colombia, India, Mexico, Philippines, Poland.

PricewaterhouseCoopers: Belgium, Chile, Colombia, Czech Republic, Germany, Hungary, Luxembourg, Mexico, Slovakia, Turkey.

- IT-Electronics

Flextronics: Mexico

HuaWei: Colombia, Germany, Poland, Tunisia, Turkey.

IBM: Colombia, Hungary, Philippines, Tunisia.

Microsoft: Belgium, Chile, Colombia, Czech Republic, India, Philippines, Poland, Slovakia, Tunisia.

Samsung Electronics: Argentina, Belgium, Colombia, Czech Republic, Germany, India, Mexico, Philippines, Poland, Romania, Tunisia.

SAP: Colombia, Germany, Philippines, Poland.

- Consumer goods

Coca-Cola: Argentina, Belgium, Chile, Czech Republic, Hungary, Italy, Luxembourg, Mexico, Philippines, Poland, Slovakia.

L'Oréal: Chile, Colombia, Czech Republic, Philippines, Poland, Tunisia, Turkey. **Nestlé:** Belgium, Colombia, Philippines, Poland, Slovakia.

Nokia: Colombia, Czech Republic, Hungary, India, Philippines, Poland, Romania, Tunisia, Turkey.

Unilever: Argentina, Belgium, Czech Republic, Hungary, Philippines, Poland, Spain, Tunisia.

- Industry

Johnson & Johnson: Belgium, Chile, Colombia, Czech Republic, Hungary, Mexico, Philippines, Poland, Slovakia.

Merck: Argentina, Colombia, Czech Republic, Hungary, Mexico, Philippines, Poland, Romania, Turkey.

Pfizer: Chile, Colombia, Czech Republic, Hungary, Luxembourg, Philippines, Spain, Tunisia, Turkey.

Siemens: Colombia, Germany, Hungary, Philippines, Poland, Romania, Tunisia, Turkey.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Incentives and recognition

- **4.1** million beneficiaries

Source: Sodexo

Motivation, a key to performance

Well-Being Pass, Gift Pass, Leisure Pass... Sodexo designs and implements **incentive and loyalty solutions** to help clients motivate employees, stimulate sales teams, energize distribution networks and expand and retain their customer base.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Incentives and recognition

- **4.1** million beneficiaries

Source: Sodexo

Achievements

- Luxembourg

AWARDS

Sodexo received the “**Best Incentive and Motivation Solutions**” award from the Luxembourg Association of Human Resources Directors.

- Poland

Launch of:

- **Kupon Moto**, a reward voucher for use at petrol service stations,
- **Kupon RTV & AGD**, a reward voucher redeemable at appliance stores.

- International - “PERFORMANCE SUITE”

This **Sodexo software program** is available online to manage and maximize B2B incentive programs.

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

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Incentives and recognition

- **4.1** million beneficiaries

Source: Sodexo

On our clients' sites

Customizing Motivation

Sodexo has rolled out its "Performance Suite" software program for **Proximus**, Belgium's leading telecoms company, and its parent company, Belgacom. The comprehensive solution rewards retail distributors of products and services and strengthens their loyalty to the network through an online program that also allows them to track their results and select gifts from a large catalogue. The program has the added advantage of allowing greater involvement on the part of account managers, who can manage their sales initiatives and monitor retail outlet performance in real time. "Performance Suite" also enables coordination and communication on incentive campaigns and contributes directly to budget control.

"We are thoroughly satisfied with the single incentive program developed for Proximus and Belgacom by Sodexo. The system is a valuable source of motivation for our distributors and for our account managers, who use it as a management tool."

Elke Kestens,
Channel Operations Specialist, Proximus.

- **3,900** sales people, retailers and partners
- **More than 65,000** rewards distributed since 2007
- **150 %** budget growth in three years

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Incentives and recognition

- **4.1** million beneficiaries

Source: Sodexo

Among our clients

- Banks- Insurance

AXA: Colombia, Philippines, Poland.

BNP Paribas Group: France, Poland.

HSBC Group: Argentina, Colombia, India, Philippines, Poland.

PricewaterhouseCoopers: Belgium

Société Générale: India, Romania.

- IT-Electronics

HuaWei: Colombia

IBM: Philippines

Microsoft: Belgium, Chile, Colombia, France, India, Philippines, Romania.

Samsung Electronics: Colombia, India, Philippines, Poland.

SAP: Philippines

- Consumer goods

Coca-Cola: Belgium, Philippines, Poland, Slovakia.

L'Oréal: Colombia, Philippines, Poland.

Nestlé: Belgium, Colombia, Czech Republic, France, Philippines, Poland, Slovakia.

Nokia: Belgium, Colombia, India, Philippines, Poland, Romania.

Pepsico: Philippines Procter & Gamble: Colombia, Philippines, Poland.

Unilever: Czech Republic, France, Philippines, Poland, Slovakia.

- Industry

Johnson & Johnson: Argentina, Belgium, Colombia, Philippines, Poland.

Merck: Philippines, Romania.

Michelin: Belgium, Philippines, Poland.

Pfizer: Colombia, Philippines. Siemens: Philippines, Romania.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Public Benefits

- **1.6** million beneficiaries

Source: Sodexo

Partner of public institutions

Sodexo helps public authorities in handling their allocations for food, transport, housing, culture and education and in monitoring their support and social systems. Sodexo designs and delivers tailor-made, non-monetary solutions that meet three key criteria: **transparency, security and simplicity**.

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Public Benefits

- **1.6** million beneficiaries

Source: Sodexo

Achievements

- Czech Republic

Launch of “**Asistence**” voucher to provide aid from municipalities to people who fall outside the normal social protection system.

- Spain

Launch of “**Pequecheque**” to pay for the care of children up to three years old in the Murcia region.

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

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Public Benefits

- **1.6** million beneficiaries

Source: Sodexo

On our clients' sites

Optimizing the use of student scholarships

In Chile, Sodexo has assisted the government agency **Junta Nacional de Auxilio Escolar y Becas** (JUNAEB) in allocating scholarships for students from low-income families since 2005. The Sodexo solution allows JUNAEB to control the use of aid for student meals through Restaurant vouchers or cards while also optimizing the process and reducing costs. Students can choose from a large network of restaurants, selected and audited to ensure they serve affordable menus that are consistent with the nutritional principles recommended by JUNAEB. Sodexo also develops healthy living plans for students through the Program «Vivir Bien» which has evaluated more than 13,000 students and considers factors such as anthropometric measurements, biochemical analyses and lifestyle surveys. Sodexo has designed a special website for this service and students also can access a call center service to obtain information about the program and its benefits.

- **83,500** scholarships
- **150** universities
- **2.7** million euro managed each month

Annual Report

Our Quality of Life solutions

→ Motivation Solutions

Public Benefits

- **1.6** million beneficiaries

Source: Sodexo

Among our clients

Public services

National Postal Services

La Poste (France), Hungarian Post (Hungary), Poczta Polska (Poland).

National Transportation Services

SNCB (Belgium), National Railways (Bulgaria), Tunisair (Tunisia).

National Telecommunication Services

Belgacom (Belgium), Telekomunikacja Polska (Poland), Slovak Telekom (Slovakia).

Public Authorities

Junaeb (Chile), City of Marseille (France), City of Paris (France), National Forestry Board (France), City of Frankfurt (Germany), City of Stuttgart (Germany), Hindustan Aeronautics Limited (India), Steel Authority of India (India), Education Department of City of Madrid (Spain), The Ministry of Defence (UK).