



Fiscal 2011 Annual Report

Annual Report

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Message from Michel Landel Chief Executive Officer, Sodexo

November 9, 2011

In an uncertain economic environment, Sodexo's performance in Fiscal 2011 was satisfactory, as we continued our transformation while maintaining our level of investment.

1. The year 2011 confirmed the transformation of the macroeconomic landscape:

Growth in "developed" countries weakened permanently under the burden of long-term debt.

"Emerging" countries with high growth and rapid development of a very large middle class -- representing a significant number of potential new consumers -- have begun to close the remaining gap with the developed economies.

Meanwhile, other important trends represent both opportunities and challenges for Sodexo:

- the aging population,
- an increasingly integrated and interconnected global economy,
- major environmental issues, and
- the threat of rising inflation.

Faced with these rapid changes, challenges and a society increasingly becoming a "Services Society," in which people are seeking improved quality of life, Sodexo is undergoing a transformation to become an **"Integrator of Quality of Life Services,"** capable of supporting its clients' development, not only in terms of economic performance but also in achieving social and environmental progress.

In addition to the substantial size of our markets, our role as an **"Integrator of Quality of Life Services"** allows us to act as a "change agent" for our clients -- whose needs are changing as a result of the trends I've just mentioned -- and thus to create additional value for them.

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These needs exist at three levels:

- in terms of human resources: our clients are seeking to improve the motivation and commitment of the women and men of their organization and, thus, increase employee loyalty and performance;
- in terms of processes: competitive pressures are driving clients to become even more efficient, competitive and open to change;
- finally, in terms of infrastructure, to ensure the safety of their teams and extend the life of their facilities.

This is true across all of our client segments, in both the private and public sectors.

In partnership with our clients, we create and implement integrated Quality of Life Service Solutions, setting ourselves objectives for tangible and measurable results, not only to lower clients' operating costs but also to improve their image, their attractiveness and the effectiveness of their organizations.

2. To achieve Sodexo's transformation, we have a clear strategy, based on five pillars:

- Maintain the Group's independence;
- Become the global leader in On-site Services;
- Reinforce our position in Foodservices, our historical business;
- Become the global leader in Motivation Solutions;
- Progressively develop our range of Personal and Home Services.

We drive this strategy forward following a clear road map that is applied to all of Sodexo's subsidiaries. I will focus on four points:

Human resources

People are at the heart of our business... our conviction is based on the fact that the motivation and commitment of Sodexo's women and men have been, are and will continue to be the basis of our success.

In addition to our actions in leadership management and international mobility, and the development of our Employee Value Proposition, the transformation of our Group – from a single service provider to an **Integrator of Services** – includes significant changes at several levels, both in terms of skills as well as the attitudes of our teams. This is our greatest challenge and underlines the particular importance of development and training: during Fiscal 2011, we invested approximately 80 million euros, or close to 10% of operating profit, in 4.8 million hours of training (excluding sites) for 80% of our employees. We have also increased our recruiting of women and men from other backgrounds with different experiences, including in technical fields.

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Improving our Competitiveness

- Through the differentiation of our offers.

For this we are deploying our **Integrated Services Offer** across our segments and our geographies. We are the only company in the world to offer our clients On-site Service Solutions, Motivation Solutions and Personal and Home Services, through a unique and original positioning: to improve the quality of daily life and contribute to the progress of all those we serve. We also have continued to invest to strengthen our skills in multi-technical maintenance services: the portion of revenues generated from Facilities Management services has increased from 18% in 2005 to 25% this year;

- We also are working on improving the productivity of our organization at all levels and on lowering our operating costs, including by pooling resources and centralizing processes;
- The improvement in our competitiveness also means better leveraging of Sodexo's network through the sharing of information, knowledge, expertise and best practices throughout the Group.

Deployment of the Better Tomorrow Plan

The "Better Tomorrow Plan", Sodexo's roadmap for sustainable development, was launched in 2009 and is based on 14 commitments organized around three priority areas:

- actively promote nutrition, health and wellness;
- support the development of local communities;
- protect the environment.

Timetables and relevant performance indicators have been established for each of these 14 commitments.

Among the major initiatives implemented in Fiscal 2011 was the signing of a global agreement with the **Marine Stewardship Council (MSC)** to preserve endangered fish species and educate our clients and consumers on the urgency of changing consumption habits. This agreement is in the process of being implemented in all countries where Sodexo operates.

Continued investment in rapidly developing countries

to accelerate profitable growth in India, China, Brazil and Russia. We have achieved double-digit growth in these countries for a number of years and we are continuing to invest, particularly in human resources. After the recent acquisition of Puras in Brazil, we are now # 1 in these four key markets.

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3. Outlook for Fiscal 2012 and conclusion

Sodexo's fiscal year has begun in a macroeconomic environment that is more uncertain than ever, especially in Western countries. The debt burden of countries and rising unemployment are exerting major pressure on the economic activity in the public and private sectors. Great caution is required.

In this context, senior management and all of our teams are fully mobilized:

- to lower operating costs and improve productivity at all levels, including pooling resources and centralizing processes;
- to limit the impact of persistent inflation in food prices.

In Fiscal 2012, Sodexo will provide services for major international sporting events (including the Rugby World Cup, held in October 2011 in New Zealand, and the London Olympics to be held in July 2012).

The current year will also require significant investments to facilitate the integration of Puras do Brasil, Lenôtre in France and Roth Bros in the U.S. These investments will weigh slightly on the Group's operating profitability in the short term.

Taking into account all of these elements, Sodexo has set the following objectives for Fiscal 2012:

- An objective for **organic revenue growth of between 5% and 8%**;
- To this organic growth should be added a contribution to consolidated revenues of 4% from recent acquisitions (Puras do Brasil, Lenôtre and Roth Bros);
- The Group also sets an objective for **operating profit growth of around 10%** (excluding currency effects and the one-time adjustment for pension costs in the UK).

In the medium-term:

- Sodexo confirms its objective of **achieving average annual growth in consolidated revenue of 7%**; and
- Building on the strong progress already achieved, **the Group aims to achieve consolidated operating margin of 6.3% within four years.**

Finally, Sodexo has considerable strengths, including:

- its independence;
- a leading international presence in 80 countries including uncontested leadership in each of the BRIC countries (Brazil, Russia, India and China), the markets with the strongest economic growth;
- a well-diversified client portfolio (Corporate, Sports and Leisure, Health Care, Seniors, Education, Defense and Justice Services);
- an increasingly broad integrated offer of Quality of Life services, which support clients in improving their performance;
- a strong culture and values shared by all teams;
- a rich and diverse pool of talent;
- an excellent financial model.

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These strengths enable Sodexo to look to the future with confidence and to continue to invest, particularly in human resources and reinforcing its capabilities.

The Executive Committee and I would like to thank our clients for their loyalty, our shareholders for their confidence and Sodexo's employees for the good performance achieved during Fiscal 2011.

PROFILE

In brief

GROUP KEY FIGURES

16 billion euro in consolidated revenues

22.2 billion U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

391,000 employees

33,400 sites

50 million consumers served daily

80 countries

Source: Sodexo

Quality of Life in the service of performance

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

Sharing the same passion for service, Sodexo's **391,000 employees** in **80 countries** around the world deliver a wide array of services that improve the Quality of Daily Life.

Sodexo is the world's only company offering **on-site, motivation and personal and home services**, which contribute to the performance of its clients, the fulfillment of its employees and the economic, social and environmental development of its host communities.

AWARDS

Sodexo again named one of world's best outsourcing companies

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

Sodexo is the only company to have been ranked in the top five every year since 2006, the year that IAOP began publishing the Global Outsourcing 100.

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

On-site Service Solutions

KEY FIGURES

96% of Group revenues

15.3 billion euro in consolidated revenues

21.3 billion U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

Source: Sodexo

Sodexo provides clients with a wide array of on-site services, everything from reception services to the maintenance of scanners and laboratory equipment, foodservices to construction management, technical maintenance to leisure cruises, and housekeeping to rehabilitation services at correctional facilities.

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Sodexo-delivered solutions contribute to progress in eight client segments:

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

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

Source: Sodexo

Motivation Solutions

KEY FIGURES

13.7 billion euro in issue volume

4% of Group revenues

717 million euro in consolidated revenues

996 million U.S. dollars in consolidated revenues (at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

385,000 clients (excluding individuals)

27.4 million beneficiaries

1.1 million affiliated partners

Source: Sodexo

Sodexo partners with private and public organizations to design, manage and deliver customized Motivation Solutions in three service categories:

- **Employee Benefits** to attract, engage and retain employees (such as restaurant and transport vouchers).
- **Incentives and Recognition** to help organizations reach their qualitative and quantitative objectives (gift vouchers...).
- **Public Benefits** to manage and control the distribution of aid and public subsidies.

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

A worldwide leader in Motivation Solutions

Source: Sodexo

Personal and Home Services

Sodexo designs and deploys Personal and Home Services that improve **quality of life** in four main areas:

- **childcare**
- **tutoring and adult education**
- **concierge services**
- **senior care**

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

FUNDAMENTALS

Philosophy

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

A company is the community of its clients, consumers, employees and shareholders.

Our purpose is to satisfy their expectations.

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

Organic growth:

- guarantees that we are able to retain our clients and consumers and therefore satisfy their current and future needs, and also to attract new clients and consumers;
- enables us to respond to our employees' expectations;
- ensures return on investment for our shareholders.

This growth needs to have meaning to the women and men who contribute to it.

In 1966, we defined **our mission, our values and our ethical principles** that provide us with a common vision and direction for our initiatives and efforts.

Today, 45 years after Sodexo's creation, they are the foundation of our commitment, uniting us and serving as a common bond for our teams throughout the world.

This is what sets us apart from our competitors.

Our mission

Our mission is twofold:

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

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Our core values

Over 95% of our employees are in direct daily contact with our clients and consumers. This demands exceptional human qualities and specific behavior that we call: Service Spirit, Team Spirit and Spirit of Progress.

The nobility of our profession resides in our service to others.

Service Spirit

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

Team Spirit

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

Spirit of Progress

It is manifested through:

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

Our ethical principles

Loyalty

A foundation of **shared loyalty**, between Sodexo and its clients, employees and shareholders, based on honest, open relations.

Trust is one of the cornerstones of operations in our organization.

Respect for people and equal opportunity

- **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 equal opportunity**.

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.

HISTORY

Our roots

“After my studies and service in the navy, I went back to Marseilles to work in my family’s small, ship suppliers business, run by my father and founded by my grandfather in 1895. I was, and still am very much attached to my family, and love them still, but I wanted to do something on my own and to be independent.

That’s how in 1966, with my father’s blessings, I founded Sodexo and got my start in Foodservices. Back in the 1960s, however in France, many questioned the value of private enterprise. That’s why before founding Sodexo, I asked myself, what is the purpose of creating your own company?

My answers at that time formed, still form, and will continue to form the fundamental basis of our corporate philosophy.”

Pierre Bellon

Chairman of the Board of Directors

Our history

1966	Pierre Bellon founds Sodexo, a company specializing in providing Foodservices to institutions, businesses, schools and hospitals, in Marseille (France).
1967	CNES, in French Guiana, awards Sodexo a contract in the “multiservices” market, signaling its entry into the remote site management business.
1968	Sodexo begins operations in the Paris area.
1971-1978	International expansion starts with Belgium, Italy and Spain, with developments in Africa and the Middle East. A new business – Service Vouchers – is launched in Belgium.
1983	Initial public offering of Sodexo shares on the Paris Bourse.
1985-1993	Sodexo establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe.
1995	Acquisitions of Gardner Merchant in the United Kingdom and Partena in Sweden, the then leaders in Foodservices in their respective countries.
1996	The Service Vouchers and Cards business expands into Brazil with the acquisition of Cardàpio.
1997	The holding company changes its name to Sodexo Alliance.
1998	The merger of the Foodservice operations of Marriott International and Sodexo and the formation in the U.S. of Sodexo Marriott Services, 48.4% owned by Sodexo, which becomes North American market and global leader in Food and Facilities Management services. Sodexo Marriott Services will become Sodexo, Inc., a wholly-owned subsidiary of the Group, in 2001.
2000	Sodexo becomes the world leader in remote site management.
2001	Sogeres (France) and Wood Dining Services (U.S.) join the Group.
2003	Jean-Michel Dhenain and Michel Landel are appointed Chief Operating Officers, succeeding Albert George.
2004	The succession plan for Pierre Bellon is put in place. In September, the Board of Directors announces that effective September 1, 2005, the roles of Chairman of the Board and Chief Executive Officer will be separated.
2005	Michel Landel becomes Chief Executive Officer of Sodexo Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.

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2008	<p>Sodexo Alliance becomes Sodexo and changes its visual identity. Corporate headquarters is transferred to Issy-les-Moulineaux.</p> <p>Acquisition of VR's Service Vouchers and Cards activity making Sodexo the co-leader of this market in Brazil, the world's largest.</p> <p>Sodexo makes several further acquisitions in several markets, including Zehnacker, which doubles Sodexo's size in Germany, making it the leader in the Health Care segment.</p>
2009	<p>Sodexo adjusts its strategy and embarks on its transformation from a Foodservices group to become a Quality of Life Services provider.</p> <p>Acquisition of Radhakrishna Hospitality Services Group (RKHS), the leading provider of On-site Service Solutions in India, tripling Sodexo's size in this market with vast potential.</p> <p>In North America, following the acquisition of Circles, a concierge services business, the acquisition of Comfort Keepers, specialized in non-medical services for seniors, contributes to the development of the Group's third activity: Personal and Home Services.</p>
2011	<p>Sodexo becomes No. 1 in On-Site Service Solutions in Brazil, following the acquisition of Puras do Brasil.</p> <p>The acquisition of Lenôtre, one of the greatest names in French cuisine, strengthens Sodexo's savoir faire in luxury gastronomy in Paris and worldwide.</p>

Source: Sodexo

CORPORATE GOVERNANCE

Board of Directors

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

The Board of Directors has twelve members, one third of whom are women. Nine Board members are French nationals, two are American and one is Canadian. Shareholders at the General Shareholders Meeting on January 23, 2012 will be asked to approve the appointment of Francoise Brougher to the Board for a period of three years, which would bring to five the number of women on Sodexo's Board.

Executive Committee

In his role as Chief Executive Officer, Michel Landel is supported by an Executive Committee on which five nationalities are represented. 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.

Board of Directors

(As of August 31, 2011)

Composition of the Board of Directors

Pierre Bellon: French - Chairman

Robert Baconnier: French - President, ANSA

Patricia Bellinger: Dual American and British – Executive Director of Executive Education, Harvard Business School

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: Dual Canadian and Swiss - Chief Executive Officer, Rolaco

Michel Landel: French - Chief Executive Officer, Sodexo

Alain Marcheteau: French – Company Director

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

Peter Thompson: American - Company Director

Board Member Biographies

• Pierre Bellon

Born January 24, 1930.

Married, 4 children.

Nationality: French.

Graduate of the École des Hautes Études Commerciales (HEC).

Background

Pierre Bellon joined Société d'Exploitations Hôtelières, Aériennes, Maritimes et Terrestres in 1958 as Assistant Manager. He later served as Managing Director and then Chairman and Chief Executive Officer.

In 1966, he founded Sodexo SA, which became Sodexo Alliance SA in 1997. He served as Chairman and Chief Executive Officer until August 31, 2005, when Michel Landel was named Chief Executive Officer following the Board decision to separate the roles of Chairman and Chief Executive Officer. Pierre Bellon remained as Chairman of the Board of Directors, a position he still holds at Sodexo SA (new name since January 2008).

Since 1988, he has served as Chairman and Chief Executive Officer of Bellon SA, the family holding company that controls Sodexo and Chairman of the Supervisory Board of Bellon SA since February 2002.

Number of Sodexo shares held: 12,900.

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• **Robert Baconnier**

Born April 15, 1940 in Lyon (France).

Married, 3 children.

Nationality: French.

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

Background

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

In 1991, he joined the law firm Bureau Francis Lefebvre, where he served as Chairman of the Management Board until 2004.

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

Number of Sodexo shares held: 410.

• **Patricia Bellinger**

Born March 24, 1961 in Connecticut (USA).

Married, 2 children.

Nationality: Dual American and British.

BA in Literature, Harvard University.

Background

Patricia Bellinger began her career in Madrid, Spain in 1986 by founding a casting agency, and she continued to work in media and communications in Spain until 1995. In 1995, she returned to the USA and joined Bristol Myers Squibb (BMS), the pharmaceutical company, where she was successively Associate Director for Communications and Associate Director for Public Affairs. In 1998 she became the Corporate Director of Culture and Human Resources Diversity. In 2000, she joined British Petroleum in London as Vice President for Diversity and Inclusion; she was Group Vice President and Director of the BP Leadership Academy until 2007. In March 2011, she was appointed Executive Director of Executive Education, Harvard Business School.

Number of Sodexo shares held: 400.

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• **Astrid Bellon**

Born April 16, 1969.

Graduate of ESLSCA.

Master of Arts in Cinema Studies, New York City.

Nationality: French.

Background

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

Number of Sodexo shares held: 36,723.

• **Bernard Bellon**

Born August 11, 1935.

Married, 5 children.

Nationality: French.

Degree in French Literature from IAE Aix – Marseille.

Background

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

Number of Sodexo shares held: 323,732.

• **François-Xavier Bellon**

Born September 10, 1965.

Married, 4 children.

Nationality: French.

Graduate of the European Business School.

Background

François-Xavier Bellon is the CEO of Bright Yellow Group, a company he acquired in August 2007. This UK-based company specializes in providing in-home services to dependent persons.

Previously, François-Xavier Bellon was Sales and Marketing Director of the Global Temporary Work Division of the Adecco Group, where he spent more than seven years. He was based in London for his last posting, but was previously Regional Vice President for Catalonia, based in Barcelona, and Head of the Orsay-les-Ulis Agency, near Paris.

François-Xavier Bellon also spent 10 years with Sodexo, where he was Chief Executive of Sodexo UK prior to resigning in May 2004. After joining Sodexo France Hôtellerie et Santé in 1995, he was successively Head of Sector and Head of Development, based in Paris, and then Chief Executive Officer of the Mexican subsidiary for five years.

Number of Sodexo shares held: 36,383.

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• **Sophie Clamens**

Born August 19, 1961.

Married, 4 children.

Nationality: French.

Graduate of the École des Hautes Études Commerciales du Nord (EDHEC).

Background

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

In September 2008 she was appointed Chief Executive Officer of Corporate Services for Sodexo France. In that capacity, she also took over responsibility for Facilities Management activities in France in September 2010.

Number of Sodexo shares held: 7,964.

• **Paul Jeanbart**

Born August 23, 1939.

Married, 3 children.

Nationality: Dual Canadian and Swiss.

Civil engineer.

Background

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

Number of Sodexo shares held: 400.

• **Michel Landel**

Born November 7, 1951.

Married, 3 children.

Nationality: French.

Graduate of the European Business School.

Background

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

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

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Michel Landel was named Vice-Chairman of the Executive Committee of Sodexo in February 2000. From June 2003 through August 2005, Michel Landel served as Group Co-President and Co-Chief Operating Officer in charge of North America, the United Kingdom and Ireland, together with Remote Site Management. He has been Chief Executive Officer of Sodexo since September 1, 2005.

Number of Sodexo shares held: 81,897.

• **Alain Marcheteau**

Born September 5, 1944.

Married, 4 children.

Nationality: French.

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

Background

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

Number of Sodexo shares held: 500.

• **Nathalie Szabo**

Born January 26, 1964.

Married, 3 children and legal guardian for 2 nephews.

Nationality: French.

Graduate of the European Business School.

Background

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

She joined Sodexo in March 1996 as Sales Director for Sodexo Prestige in France, becoming a Regional Manager in 1999. In September 2003 she was appointed Managing Director of Sodexo Prestige, and Managing Director of L'Affiche in January 2006. She became Chief Executive Officer of Sodexo Prestige Sports and Leisure in France, on September 1, 2010.

Number of Sodexo shares held: 1,147.

• **Peter Thompson**

Born September 15, 1946 in Melbourne (Australia).

Married, 3 children.

Nationality: American.

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

Background

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

Currently, he is a private investor and a Director of Syngenta AG and Chairman of the Board of Directors of Vero Beach Museum of Art.

Number of Sodexo shares held: 400.

Executive Committee

(As of September 1st, 2011)

- **Michel Landel**

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

- **Élisabeth Carpentier**

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

- **George Chavel**

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

- **Roberto Cirillo**

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

- **Pierre Henry**

Group Chief Operating Officer
Chief Executive Officer, Motivation Solutions, and also responsible for On-site Service Solutions in South America and in Continental Europe, excluding France, and for Personal and Home Services

- **Siân Herbert-Jones**

Group Executive Vice President and Chief Financial Officer

- **Nicolas Japy**

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

- **Aurélien Sonet**

Group Executive Vice President, Strategic Planning and External Communications

- **Damien Verdier**

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

FINANCIAL PERFORMANCE

Message from Siân Herbert Jones, Group Financial Officer

November 2011

Before presenting Sodexo's Fiscal 2011 results, I want to emphasize that these are good results in an economic environment that remains challenging and complex.

We achieved and even slightly exceeded our objectives for **organic revenue growth** and increased operating profit.

For Fiscal 2011, our consolidated revenues were 16 billion euro, with total growth of 5.4% and organic growth of 5.2%.

This level of organic growth is double that achieved in the last two fiscal years.

Looking at organic growth by activity:

In **On-site Service Solutions**, organic growth was 5.1%. This good performance is a result of the success of our development efforts: during the year, we signed contracts with annual revenues of more than 1 billion euro. These include the Detroit Public Schools in North America, the largest contract ever won by our Education teams.

Another example is Baosteel in China for whom we are providing multi-technical services on four sites.

These successes demonstrate the relevance of our integrated services offer in all of our geographic zones, particularly in emerging economies. In the Rest of the World, our organic growth was almost 16%.

In **Motivation Solutions**, organic growth of 6.9% reflects in particular the excellent performance of our teams in Latin America. Issue volume was 13.7 billion euro, an increase of almost 9%, excluding currency effects.

Operating profit was 853 million euro, an increase of 10.6%, or 10.4%, excluding currency effects. Operating margin rose by 0.20 basis points to 5.3%. This solid performance is largely due to the more than 20% growth in Motivation Solutions, which increased operating margin from 32.4% in Fiscal 2010 to 36.5% in Fiscal 2011.

We therefore have reached the medium-term objective we had set for this activity.

Group net income was 451 million euro, an increase of 10.3%.

Given this good performance, the Board of Directors will propose a **dividend of 1.46 euro per share** at the next General Shareholders' Meeting. This represents an increase of 8.1% and a payout ratio of 50% of Group net income, in line with our usual practices.

I also want to emphasize the confirmation of the **relevance and strength of Sodexo's financial model** in Fiscal 2011.

Net cash provided by operating activities was 847 million euro.

This cash flow enables us to:

- continue to self-finance our development;
- maintain financial flexibility, particularly important in the current economic environment;
- pursue our long-term strategy and maintain our independence.

Consolidated revenues

Consolidated revenues

	EUR millions	USD millions*
Fiscal 2007	13,385	17,694
Fiscal 2008	13,611	20,449
Fiscal 2009	14,681	19,846
Fiscal 2010	15,526	20,794
Fiscal 2011	16,047	22,299

* Calculated at the average exchange rate for each year; for Fiscal 2011: 1 euro = 1.3896 U.S. dollars.

The Group's organic growth was 5.2%, notably driven by good development in comprehensive service solutions as well as dynamic performance in emerging markets. This level of organic growth is twice as high as that achieved in Fiscal 2009 and Fiscal 2010; it also exceeds the objectives announced at the beginning of the year.

Revenues by region (Fiscal 2011)

North America	37%
Continental Europe	36%
United Kingdom and Ireland	8%
Rest of the World	19%

Organic growth in North America (+4.3%) and **Continental Europe** (+2.9%) accelerated compared to that in the prior year. In the **Rest of the World**, organic growth was solid.

Annual Report | Our Group

Revenues by activity and client segment (Fiscal 2011)

On-site Service Solutions	96%
Corporate	31%
Defense	4%
Justice Services	2%
Remote Sites	8%
Health Care	20%
Seniors	6%
Education	22%
Sports and Leisure	3%
Motivation Solutions	4%

Fiscal 2011 highlights:

In **On-site Service Solutions**, Fiscal 2011 highlights included:

- 6.7% organic growth in **Corporate**, compared with 2% in Fiscal 2010; this reflects solid development for Sodexo in emerging markets and the significant impact of the phasing in of comprehensive service solutions contracts in the Justice Services, Defense and Corporate segments.
- 3.5% growth in **Health Care and Seniors**, and a 3.4% increase in **Education**.

Most of the +6.9% organic growth in revenues in **Motivation Solutions** resulted from the excellent performance of teams in Latin America.

Facilities Management services' share of revenues

Fiscal 2007	18%
Fiscal 2008	22%
Fiscal 2009	23%
Fiscal 2010	24%
Fiscal 2011	25%

Facilities Management service. which represented only 18% of Group revenues in Fiscal 2006, were more than 25% of consolidated revenues in Fiscal 2011. During Fiscal 2011, the growth in Facilities Management services was three times that of Foodservices.

Revenue and issue volume, Motivation Solutions (Fiscal 2011)

	Revenues	Issue volume
South America	53%	45%
Europe and Asia	47%	55%

Employees and Sites

Number of employees as of the end of Fiscal

2007	342,380
2008	355,044
2009	379,749
2010	379,137
2011	391,148

Employees by region (Fiscal 2011)

North America	32%	124,919 employees
Continental Europe	26%	102,166 employees
United Kingdom and Ireland	9%	34,918 employees
Rest of the World	33%	129,145 employees

Employees by activity and client segment (Fiscal 2011)

On-site Service Solutions	97%
Corporate	37%
Defense	4%
Justice Services	1%
Remote Sites	10%
Health Care	16%
Seniors	3%
Education	24%
Sports and Leisure	2%
Motivation Solutions	1%
Personal and Home Services	0.5%
Group Headquarters and shared structures	1.5%

Annual Report | Our Group

Number of operating sites as of August 31

2007	28,896
2008	30,584
2009	33,884
2010	33,543
2011	33,400

Sites by client segment (Fiscal 2011)

Corporate	49%
Defense	3%
Justice Services	1%
Remote Sites	5%
Health Care	13%
Seniors	9%
Education	18%
Sports and Leisure	2%

Results and Ratios

Operating profit

	EUR millions	USD millions*
Fiscal 2007	640	846
Fiscal 2008	690	1,036
Fiscal 2009	746	1,008
Fiscal 2010	771	1,051
Fiscal 2011	853	1,185

* Calculated at the average exchange rate for each year; for Fiscal 2011: 1 euro = 1.3896 U.S. dollars.

Excluding exchange rate effects, operating profit increased by 10.4%, representing an improvement in operating margin of 0.20 percentage points compared to the prior year.

- In **On-site Service Solutions**, this growth reflects profitability improvements in North America and growth in operating income in the Rest of the World.

Annual Report | Our Group

- In **Motivation Solutions**, growth resulted from the increased volumes and a more efficient production process. The operating margin for this activity increased from 32.4% in Fiscal 2010 to 36.5% in Fiscal 2011, already meeting the Group's medium-term objective.

Group net income

	EUR millions	USD millions*
Fiscal 2007	347	459
Fiscal 2008	376	565
Fiscal 2009	393	531
Fiscal 2010	409	557
Fiscal 2011	451	627

* Calculated at the average exchange rate for each year; for Fiscal 2011: 1 euro = 1.3896 U.S. dollars.

Group net income increased by 10.3% (9.3% excluding exchange rate effects) compared to Fiscal 2010. The increase was slightly less than for operating profit, mainly due to the rise in the effective tax rate.

Dividends paid

	EUR millions	USD millions*
Fiscal 2007	179	263
Fiscal 2008	197	281
Fiscal 2009	197	250
Fiscal 2010	208	301
Fiscal 2011**	229	331

* Calculated at the closing exchange rate for each year of payment; for Fiscal 2011: 1 euro = 1.4450 U.S. dollars.

** Subject to approval at the Annual Shareholders' Meeting of January 23, 2012.

At the General Shareholders Meeting on January 23, 2012, Sodexo's Board of Directors will propose to distribute a dividend of 1.46 euro per share, an increase of 8.1% over the previous year. This represents a payout ratio of around 50% of Group net income and a yield of 2.8% based on a share price of 51.82 euro (as of August 31, 2011).

Annual Report | Our Group

Net cash flow provided by operating activities

	EUR millions	USD millions*
Fiscal 2007	753	995
Fiscal 2008	780	1,172
Fiscal 2009	577	780
Fiscal 2010	1,006	1,371
Fiscal 2011	847	1,177

* Calculated at the closing exchange rate for each year of payment; for Fiscal 2011: 1 euro = 1.3896 U.S. dollars.

Net cash provided by operating activities was 847 million euro in Fiscal 2011. This compares with 1,006 million euro provided by operating activities in Fiscal 2010, which benefited from exceptional cash flows from issue volumes in the Motivation Solutions activity, notably resulting from the startup of the EcoPass contract in Belgium.

Net debt as a percentage of shareholders' equity*
(Including non-controlling minority interests)

Fiscal 2007	5%
Fiscal 2008	21%
Fiscal 2009	38%
Fiscal 2010	24%
Fiscal 2011	15%

* Debt net of cash and financial assets related to Motivation Solutions activity, less bank overdrafts. .

Return On Capital Employed (ROCE)*

Fiscal 2007	18%
Fiscal 2008	17%
Fiscal 2009	15%
Fiscal 2010	15%
Fiscal 2011	18%

*Operating income after tax

Total of tangible and intangible assets plus goodwill
plus client investments plus working capital, as of the end of the year.

Sodexo Shares

Earnings per share (in euro)

Fiscal 2007	2.22
Fiscal 2008	2.42
Fiscal 2009	2.54
Fiscal 2010	2.64
Fiscal 2011	2.95

Dividend per share (in euro)

Fiscal 2007	1.15
Fiscal 2008	1.27
Fiscal 2009	1.27
Fiscal 2010	1.35
Fiscal 2011	1.46*

* At the General Shareholders Meeting on January 23, 2012, Sodexo's Board of Directors will propose to distribute a dividend of 1.46 euro per share, an increase of 8.1% over the previous year

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

People have always been at the heart of Sodexo's values. Today these values form the foundation of our corporate citizenship. In keeping with its mission to improve the Quality of Daily Life and contribute to the economic, social and environmental development of the communities, regions and countries in which it operates, Sodexo strives to:

- maintain a **high quality and appropriately-sized workforce** with the requisite skills to meet the expectations of its clients,
- be among the global companies **most appreciated by its employees**.
- encourage **equal opportunity** in five priority areas: gender representation, generational opportunities, ethnic minorities, people with disabilities and respecting sexual orientation or gender identity.
- strengthen its commitment to **sustainable development**, focusing on three priorities: promoting better nutrition, health and wellness, engaging in local community development and protecting the environment.

OUR POSITIONING

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

Based on this conviction, we seek to be the **long-term partner** of businesses and organizations, designing, managing and delivering **Quality of Life services** through three activities:

- **On-site Service Solutions**
- **Motivation Solutions**
- **Personal and Home Services**

Sodexo created its **Institute on Quality of Daily Life** as a forum for reflection and progress to improve understanding of the stakes and actors that influence Quality of Daily Life and add value for clients and consumers. A network of experts conducts, collects and analyzes studies at the local and global levels and surveys all information pertaining to Quality of Daily Life.

An initial study explored theories and best practices related to motivation at work, highlighted the relationship between motivation and performance and proposed nine “universal” drivers of motivation.

OUR STRATEGY

To define a strategy is to make a choice. It is to decide what we will do and, especially, what we will not do.

When Sodexo was created in 1966, we made two major choices that remain pillars of our strategy.

Sodexo is and will remain a services company

Why services?

The conclusion was simple: the service sector would grow much faster than the primary and secondary sectors.

Today, the service sector provides 75% of the jobs in France, compared with 22% in industry and construction and 3% in agriculture.

The same holds true for all major economies: in the U.S., the UK and China, services account for 75% of the jobs created.

Which services?

Those consistent with our mission:

Sodexo has become the world leader in Quality of Life services.

Annual Report | Our strategy

Sodexo is and will remain an independent company

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

Today, Sodexo's independence pervades its relationships with all stakeholders, including:

- **Our clients** (our largest client worldwide represents less than 2% of our total revenues)
- **Our suppliers** (our largest supplier represents less than 3% of our overall purchasing)
- **Our financing partners;**
- **Any external organization** that would limit the company's proper functioning;
- **Public authorities;**
- Sodexo's **financial independence** is guaranteed through a controlling family shareholding.

Our financial independence rests on two simple principles:

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

OUR AMBITION

We provide a springboard for development for our employees and in the medium term, seek to:

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

Annual Report | Our strategy

OUR 5 STRATEGIC INITIATIVES

A clear strategy to achieve our ambition:

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

CONSIDERABLE GROWTH POTENTIAL

.....

Sodexo's **market potential** is estimated at more than **790** billion euro, approximately **50** times our current revenues.

On-site Service Solutions: A market estimated at more than **650** billion euro

Motivation Solutions: A market estimated at more than **140** billion euro in issue volume

Sodexo estimate

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

Annual Report | Our activities around the world

NORTH AMERICA

KEY FIGURES

37% of Group revenues

32% of Group employees

9,185 sites

Source: Sodexo

Fiscal 2011

Accelerated growth in Health Care, Seniors and Education and a clear return to growth in Corporate.

On-site Service Solutions

Organic revenue growth increased 4.3% in North America to 6 billion euro.

The start-up of comprehensive service solutions contracts for clients such as GlaxoSmithKline, Henkel, Colgate and British Aerospace contributed significantly to the resumption of growth in **Corporate**, despite a still uncertain job market.

Organic growth accelerated in **Health Care and Seniors**, reflecting excellent client retention over the last two years, successful broadening of the service offering to a number of hospital and retirement home chains and the strong development of Comfort Keepers, a provider of non-medical in-home services for seniors.

In **Education**, organic revenue growth reflects increased student enrollment at university campuses and schools and the positive impact of new contracts, including for the 136 public schools in Detroit (Michigan), one of the Group's largest facilities management contracts in the Education segment in the U.S.

CLOSE UP...

Serving learning

Detroit Public Schools is creating Centers of Excellence in each of its 142 schools as part of its primary mission to educate the district's 78,000 students to perform at high academic levels.

Our client's needs

- The school district sought a solution enabling it to focus on its core mission of education by **enhancing student well being** through improved services, while **saving money** in the face of severe budget constraints.
- In addition to redirecting resources to the classroom, it also was important to **protect existing jobs** and **promote Detroit's economic recovery** through the involvement of local businesses.

Sodexo's response

- Sodexo proposed a **comprehensive service offer** that includes custodial, building repair, maintenance, engineering and grounds services.
- To protect local jobs, all former staff members were provided **the opportunity to join Sodexo**. In addition, four Detroit-based firms are among **six minority business partners**.

The contract is one of the largest outsourcing contracts for facilities management services in North America and will serve as a model for similar opportunities in the future.

AWARDS

Canada

- In Canada, Sodexo has been awarded Progressive Aboriginal Relations (PAR) “Gold” certification by the Canadian Council for Aboriginal Business every year since 2003 for its commitment to local native communities.
- For the second year in a row, Sodexo was recognized as one of the “**Top 100 Employers for 2011.**” This special designation recognizes employers in the Hamilton - Niagara area of Ontario that lead their industries in offering exceptional places to work.
- Sodexo has been honored by the Order of Dietitians of Québec and won the **General Mills “Blé de bronze”** award for its achievements during the year to promote balanced meals and to heighten consumer awareness of the importance of a balanced diet.

United States

- Sodexo ranked second on the **DiversityInc top 50 companies** for Diversity®, fourth for Global Diversity and ninth for people with disabilities.
- Lorna Donatone, Sodexo’s Education Market Champion, received the “**Ascendancy Award**” from w2wlink.com. (a professional online community for women entrepreneurs) for her role in mentoring women who are aspiring leaders. The awards were established in 2009 to recognize and reward women and inspire them to maximize their career potential.
- The governor of South Dakota recognized the Sodexo team at Augustana College with the “**2011 Outstanding Private Employer Award**” for leadership in employing and working with students with disabilities.
- For the second consecutive year, Sodexo received a “**Virtual Event Excellence Award**” for its 2010 virtual summer training, a program that brought together more than 4,500 Sodexo employees from across the country to share operational best practices in student well-being and the overall student experience.
- Two Sodexo-run venues, the Black Canyon and High Country conference centers at Flagstaff (Arizona), have been recognized with “**2011 Pinnacle Awards**” for their standard-setting hospitality excellence.
- Sodexo at Loyola Marymount University in Los Angeles received top marks on the **Green Report Card 2011** published by the Sustainable Endowments Institute. The Institute is a non-profit organization engaged in research and education to advance sustainability in campus operations.
- Mess Hall 1660 at 29 Palms (California) earned the “**WPT Hill Memorial Award**” for best full service mess hall at the National Restaurant Association Show in Chicago in May 2011.
- Food Management magazine recognized «be...by Sodexo” with its “**Best Concept Award.**” The Sodexo offer scored high marks for balancing consistency with client-specific customization according to the characteristics and profile of each site’s consumers. In addition to emphasizing fresh produce and chef culinary expertise, “be... by Sodexo” includes renewal of site decoration three times a year and a new program every year. Initially launched in the UK, the offer has been deployed on more than 265 sites in 22 countries in Europe, Asia, North America and Latin America.

DEVELOPMENT

Canada

- Remote Sites
Suncor Energy, Firebag 3, Fort Mc Murray (Alberta) - 400 people
- Education
McMaster University, DeGroote School of Business, Ron Joyce Center, Hamilton (Ontario) - 500 students

Mexico

- Motivation Solutions
Communications and Transportation Secretary, Monterrey - Mobility Pass - 280 beneficiaries
Fuller Beauty Cosmetics, Mexico - Food Pass - 1,500 beneficiaries
Microsoft, Mexico - Food Pass, Restaurant Pass, Mobility Pass - 4,523 beneficiaries
National Book Commission, Mexico - Food Pass - 600 beneficiaries
Operational Services Benavides, Monterrey - Food Pass - 4,423 beneficiaries
Tematica creative, Mexico - Food Pass - 600 beneficiaries

United States

- Corporate
Abbott Pharmaceuticals, Barceloneta (Puerto Rico) - 1,790 people
Automatic Data Processing Inc., 5 sites: Pleasanton, La Palma, San Dimas, Buena Park (California) Salt Lake City (Utah) - 2,870 people
Bristol-Myers Squibb, 6 sites: New York and Syracuse (New York) Devens (Massachusetts) Mount Vernon (Indiana) Humacao and Manati (Puerto Rico) - 2,047 people
Discover Financial Services, multiple sites - 10,047 people
General Electric Aviation, Evendale (Ohio) - 7,200 people
General Electric Energy, Schenectady (New York) - 4,200 people
Invensys, San Diego (California) and Carol Stream (Illinois) - 825 people
Lexis Nexis Specialized Services, Inc., Alpharetta (Georgia) - 1,650 people
Medtronic Puerto Rico Inc., Puerto Rico - 3 sites - 3,106 people
The Guardian Life Insurance Company of America, New York (New York), Bethlehem (Pennsylvania), Pittsfield (Massachusetts), Appleton (Wisconsin), Spokane (Washington), - 4,825 people
- Defense
US Marines, 51 garrison mess halls in Arizona, California, North Carolina, South Carolina, Virginia and Washington, D.C.
- Remote Sites
BP, Thunderhorse (Gulf of Mexico) - 300 people
Nomac Drilling, Arkansas - 135 people

Annual Report | Our activities around the world

• Health Care

Bethesda Memorial Hospital, Boynton Beach (Florida) - 362 beds
Crouse Hospital, Syracuse (New York) - 180 beds
Crozer Chester Medical Center, Upland (Pennsylvania) - 653 beds
Jackson Memorial Hospital, Miami (Florida) - 1,857 beds
John H. Stroger of Cook County, Chicago (Illinois) - 464 beds
Las Palmas Medical Center, El Paso (Texas) - 221 beds
Rideout Memorial Hospital, Marysville (California) - 80 beds
Sacred Heart Hospital, Eau Claire (Wisconsin) - 194 beds
St. Johnland Nursing Center, Kings Park (New York) - 250 beds
St. Mary's Hospital, Decatur (Illinois) - 226 beds
St. Vincent Medical Center, Los Angeles (California) - 341 beds
Trinity Mother Frances Hospital, Tyler (Texas) - 330 beds
Waterbury Hospital, Waterbury (Connecticut) - 300 beds

• Education

Cardinal Stritch University, Glendale (Wisconsin) - 6,276 people
Chino Valley Unified School District, Chino (Arizona) - 2,500 students
College of DuPage, Glen Ellyn (Illinois) - 27,083 people
Darton College, Albany (Georgia) - 5,854 people
Delgado Community College, New Orleans (Louisiana) - 15,340 students
Detroit Public Schools, Detroit (Michigan) - 101,000 students
Garvey School District, Rosemead (California) - 3,700 students
Greensboro College, Greensboro (North Carolina) - 1,264 people
Guam Public Schools, Guam Territory - 31 000 people
Lockhart Independent School District, Lockhart (Texas) - 4,551 people
Mt. San Antonio College, Walnut (California) - 31,602 people
National Heritage Academy, Grand Rapids (Michigan) - 26,021 people
New Mexico State University, Las Cruces (New Mexico) - 23,000 students
Oconee County School District, Walhalla (South Carolina) - 10,729 people
Oregon Institute of Technology, Klamath Falls (Oregon) - 3,915 people
Saginaw Public Schools, Saginaw (Michigan), 9,500 étudiants
Silsbee Independent School District, Silsbee (Texas) - 3,044 people
Texas A & M University, Corpus Christi (Texas) - 9,468 people
University of Missouri-St Louis - 16,000 students
Utica College, Utica (New York) - 2,465 students
Western Texas College, Snyder (Texas) - 2,238 people
Young Harris College, Young Harris (Georgia) - 900 students

Annual Report | Our activities around the world

CONTINENTAL EUROPE

KEY FIGURES

36% of Group revenues

26% of Group employees

13,775 sites

Source: Sodexo

Fiscal 2011

Increase in On-site Service Solutions revenue primarily a result of good performance in Corporate, despite an uncertain economic environment.

Modest recovery of revenue growth and production process efficiency improvements in Motivation Solutions.

On-site Service Solutions

Revenues rose 3.5% to 5.5 billion euro in Continental Europe.

Corporate returned to organic revenue growth despite the continued uncertain economic environment. This performance reflects the relevance of the Group's strategic positioning and the start-up of new comprehensive solutions contracts in 2010, including for the Ministry of Justice in France for 27 corrections facilities. It also reflects the impact of strong business development efforts by Sodexo teams in Germany, Spain and Russia.

In **Health Care and Seniors**, moderate revenue growth reflects the momentary slowdown in outsourcing in many countries during the year.

In **Education**, commercial success in Sweden and Italy offset moderate development in France at the beginning of the year. At year-end, however, Sodexo renewed and broadened its services to the 314 schools of the city of Marseilles, France, and also was awarded a contract to supply the Oulu Region Joint Authority for Education (OSEKK) in Finland.

Annual Report | Our activities around the world

Motivation Solutions

Organic revenue growth increased slightly, reflecting several trends:

- positive sales and marketing activity in France, including the success of residential service vouchers;
- a slight decline in revenues in Central Europe, although an improvement over the previous year;
- continued pressure on client commissions as a result of strong competition in some countries and on incentive programs.

Action plans implemented in Europe achieved significant efficiency improvements in production processes.

CLOSE UP...

New headquarters for French Defense Ministry

The new “French Pentagon” will regroup three military branches under the same roof for the first time, with Sodexo delivering Quality of Life services under a 30-year public-private partnership contract.

Our client’s needs

The Ministry’s planned headquarters on the 16.5-hectare site will house 9,600 civil servants and military personnel, currently scattered among different, aged buildings throughout the region. The new “French Pentagon” also will combine the French army, navy and air force at the same site for the first time. Of paramount importance:

contribute to the successful centralization of the three military branches in improving their personnel’s Quality of Life.

Sodexo’s response

Sodexo proposed a **comprehensive Quality of Life service offer** at the new headquarters including:

- managing 875 accommodations rooms and 450 meeting rooms;
- concierge services, cleaning and laundry services;
- space planning and logistics;
- building and grounds maintenance;
- reception, visitor screening and security;
- serving 7,500 meals each day;
- handling 2,100 tons of waste annually.

Beginning in 2015, 500 Sodexo employees will be on-site -- serving those who serve.

AWARDS

France

- Triple certification for Sodexo's central kitchens in Education: **ISO 9001, ISO 22000 and ISO 14000**. This is the first time any company has achieved this distinction.
- In a survey of 26,878 students from major business and engineering schools conducted by Universum, **Sodexo was ranked second as an ideal future employer** in its industry sector.
- **AFPA** (the National Association for Adult Vocational Training) recognized Sodexo with its **grand prize for innovative training to promote diversity**.

Hungary

- Sodexo was recognized by the Municipality of Cegléd for **outstanding support and promotion of a healthy lifestyle and wellness for students**.
- In May 2011 Sodexo was recognized by the teachers and students of Zoltán Kodály School in Salgótarján **for its contribution to enhancing the school community's learning environment**.

Netherlands

- Sodexo won the **"Dutch Hospitality Innovation Award"** for its At Your Request® room service that allows hospital patients to order meals from a menu that are then delivered to their room.

Spain

- Institut Guttmann, the reference in Spain for paraplegic and tetraplegic patients, has obtained **Joint Commission International (JCI) accreditation** for their services. According to the client, Sodexo's role in the process was "determinant."

DEVELOPMENT

Austria

- Health Care
Geriatrizentrum Wienerwald, Vienna - 990 beds
Rehaklinik Montafon, Schruns - 150 beds

Belgium

- Corporate
Kraft Foods LU, Herentals
- Motivation Solutions
AZ Turnhout Sainte Elizabeth Campus, Tournhout - Restaurant Pass - 800 beneficiaries
Hôpital psychiatrique Beau Vallon, Saint Servais - Restaurant Pass - 640 beneficiaries
ON Semiconductor, Eine - Restaurant Pass - 600 beneficiaries

Bulgaria

- Motivation Solutions
Bulgarian National Television, Sofia - Food Pass - 1,400 beneficiaries
Bulgarian Post, Sofia - Restaurant Pass - 13,000 beneficiaries
EVN Bulgaria ElectroraPredelenie AD, Sofia - Food Pass - 3,300 beneficiaries
SAS Security Alarm System, Sofia - Food Pass - 3,440 beneficiaries
St. Georges Hospital, Plovdiv - Food Pass - 2,700 beneficiaries

Czech Republic

- Motivation Solutions
Ambroseli, Prague - Restaurant Pass - 200 beneficiaries
Dow Agroscience, Prague - Gift Pass
Generali, Kam - Restaurant Pass - 600 beneficiaries
Top Centrum Car, Brno - Restaurant Pass - 140 beneficiaries

Finland

- Corporate
Valimotie 21, Helsinki - 600 people
- Health Care
Tilkka Hospital - Etera - Esperi, Helsinki - 400 beds
- Education
OSEKK, Oulo - 3,500 people
- Sports and Leisure
European Athletics Championships, Helsinki - VIP services, restaurant, foodservices for the media center and volunteers

Annual Report | Our activities around the world

France

- Corporate
 - Aéroports de Paris**, 110 buildings (Roissy and Orly)
 - Alstom GRID** (Headquarters), Puteaux - 1,400 people
 - ATOS**, 42 sites
 - CB21 GdF Suez**, Paris La Défense – 1,000 people
 - CEA Nano innov**, Gif-sur-Yvette - 600 residents, 18,000 m²
 - GAN Elysées** (Headquarters), Paris la Défense - 570 people
 - Immeuble Carré Pleyel**, Saint Denis - 1,300 people
 - Immeuble Citalium**, Montevrain - 550 people
 - Immeuble Le Mermoz**, Le Bourget - 700 people
 - Institut du Cerveau et de la Moelle épinière**, Paris – 500 people
 - RIE Horizons**, Boulogne-Billancourt -1,100 people
 - RIE Tour 9**, Montreuil-Sous-Bois - 1,300 people
- Defense
 - Defense Ministry Headquarters**, site Balard (Paris) - 9,600 people
 - Defense Ministry**, 5 sites (Houilles, Valence, Lyon Carnot, Lyon Bellecourt, Grenoble) - 2,000 people
- Health Care
 - Association APAJH 95**, 6 sites, Val d'Oise - 350 beds
 - Centre de l'Arche**, Saint Saturnin - 116 beds
 - Clinique Belledone**, Saint Martin d'Hyères - 275 beds
 - Fondation Ophtalmologique de Rothschild**, Paris - 112 beds
- Seniors
 - Groupe ADEF**, 33 sites - 5,000 people
- Education
 - City of Marseilles**, 314 schools
 - Cities of Palaiseau and Igny** - 3,300 people
 - City of Sarcelles** - 3,900 people
 - EDHEC Business School**, Lille - university restaurant, store, concierge, hotel, vending machines and building maintenance (50,000 square meters).
- Sports and Leisure
 - Conference Center "Cœur Défense"**, Paris
- Motivation Solutions
 - Aveyron region General Council**, Rodez - Restaurant Pass - 1,030 beneficiaries
 - Crédit Agricole Charente Périgord**, Angoulême - Restaurant Pass - 500 beneficiaries
 - Biarritz Municipality** - Restaurant Pass - 850 beneficiaries
- Personal and Home Solutions
 - Sodexo partner **Crèche Attitude** was chosen by Carrefour to design threechildrens' areas for children aged 4 to 12.

Germany

- Corporate
Adidas AG Laces, Herzogenaurach - 1,600 people
Sirius Businesspark - Siemens Munchen, Munich - 1,000 people
The M.PIRE, Munich - 2,000 people
- Motivation Solutions
Merrill Lynch International Bank, Restaurant Pass - 120 beneficiaries
Santander Consumer Bank, Monchengladbach - Restaurant Pass - 770 beneficiaries

Hungary

- Motivation Solutions
Audi Motor, Győr - Restaurant Pass - 5,800 beneficiaries
Government Offices of Borsod Abaúj Zemplén - Restaurant Pass - 2,500 beneficiaries
Kanizsa Dorothy Hospital, Nagykanizsa - Restaurant Pass - 850 beneficiaries

Italy

- Health Care
Hospital of Pisa - 1,300 beds
San Giuseppe Gruppo Multimedica Hospital, Milan - 300 beds
- Education
Schools of Muggio - 1,800 students
Universita di Pavia - 8,312 students
- Motivation Solutions
FasteWeb, Milan - Restaurant Pass - 3,000 beneficiaries

Netherlands

- Health Care
Jeroen Bosch Ziekenhuis, Hertogenbosch - 1,250 people
Maasstad Ziekenhuis, Rotterdam - 3,600 people
- Education
Stichting Fontys Hogescholen, Eindhoven - 24,000 people
- Sports and Leisure
La Floriade 2012, Venlo - More than 2 million visitors over 200 days

Annual Report | Our activities around the world

Poland

- Sports and Leisure
European 2012 Football Championship, Warsaw
- Motivation Solutions
Coca-Cola, Warsaw - Gift Pass - 3,200 beneficiaries
Enea Operator, Poznan - Gift Pass - 2,000 beneficiaries
Karpacka, Tarnów - Gift Pass
KGHM Polska, Polkowice - Gift Pass - 4,650 beneficiaries
Mine Konin, Kleczew - Gift Pass - 4,500 beneficiaries
"Police" Chemical Plant, Police - Gift Pass - 3,000 beneficiaries

Romania

- Motivation Solutions
APA Canal 2000 (public water services), Pitesti - Restaurant Pass - 640 beneficiaries
Auto Cobalcescu, Bucharest - Restaurant Pass - 325 beneficiaries
Forestry Department of Maramures, Restaurant Pass - 510 beneficiaries
Reckitt Benckiser, Bucharest - Incentive

Russia

- Health Care
Naberezhnye Chelny Hospital, Republic of Tatarstan - 1,000 people
- Motivation Solutions
Sberbank, Moscow - Gift Pass - 5,000 beneficiaries

Slovakia

- Motivation Solutions
National Emergency Center, Bratislava - Restaurant Pass - 430 beneficiaries

Spain

- Corporate
Geoban - Santander Tripark, Madrid - 1,400 people
- Education
Universidad Rey Juan Carlos I, Madrid - 700 people
- Sports and Leisure
Museo del Prado, Madrid - 1,200 people
Open Madrid Tennis Championships, more than 100,000 people
- Motivation Solutions
Airbus España, Madrid - Gift Pass - 700 beneficiaries
Toyota España, Madrid - Restaurant Pass - 170 beneficiaries

Annual Report | Our activities around the world

Sweden

- Corporate
 - Aga AB**, Lidingö – 750 people
 - Atlas Copco Rock Drills AB**, Örebro - 1,700 people
 - Bombardier Transportation Sweden AB**, Vasteras - 1,200 people
 - Norwegian**, Stockholm Arland - 60 planes
 - Uppsala akademiförvaltning KB**, Uppsala - 175,000 m²
- Defense
 - Swedish Defense Forces Garrison**, Blekinge – maintenance of lands, 160 buildings and administrative services.
- Health Care
 - County Council of Skåne**, medical aid equipment with 10 municipalities. First aid equipment contracts outside the Stockholm area.
 - University Hospital of Skåne**, Lund - 980 beds
- Education
 - Norrköping kommun**, Norrköping - 153,000 m²
 - Schools of Katrinholm**

Switzerland

- Corporate
 - Swiss Life**, Zürich - 1,500 people

Turkey

- Motivation Solutions
 - ARIS (Ali Raif İlaç Sanayi pharmaceuticals)**, Istanbul - Restaurant Pass - 450 beneficiaries
 - Huawei Telecom**, Ankara - Gift Pass - 762 beneficiaries

Annual Report | Our activities around the world

UNITED KINGDOM AND IRELAND

KEY FIGURES

8% of Group revenues

9% of Group employees

4,407 sites

Source: Sodexo

Fiscal 2011

Improvement in revenue over previous year with a return to growth in **Corporate** as a result of Sodexo's comprehensive service offers and successful commercial development with universities in **Education**.

On-site Service Solutions

Revenues were **1.2 billion euro**, a decline of - 1.1% at constant exchange rates compared with - 1.7% in Fiscal 2010.

Sodexo returned to growth in **Corporate** reflecting the relevance of its integrated services offers for clients such as GlaxoSmithKline, Johnson & Johnson and Pilkington, and in spite of a continued decline in demand for foodservices.

The decline in **Health Care and Seniors** revenues results from the previous year's decision by Kings Hospital not to renew some of the services outsourced and weak sales growth, as public-sector clients in particular delayed decision-making at the beginning of the year.

Organic revenue growth in **Education** reflects successful development with universities, particularly in the management of accommodation services on the Solent, Medway, Lincoln and Southampton campuses.

CLOSE UP...

High stakes service

Ascot Racecourse, venue of the legendary Royal Ascot Meeting every June, celebrated its 300-year anniversary in 2011. Since 1998, Sodexo has been the exclusive caterer at the venerable racecourse.

Our client's needs

- **Offer innovative, top-quality food and hospitality services** at the world's most famous racecourse, including special events such as the annual five-day Royal Meeting with its 300,000 visitors, the 2011 tercentenary and the 2012 celebration of the Queen's Diamond Jubilee.
- Find new ways to **optimize resources, minimize costs, generate revenues and build a top quality business.**

Sodexo's response

A comprehensive offer of high-end, customized services including:

- design, sales and delivery of all hospitality packages;
- serving race day visitors;
- managing non-race day activities, including conferences and events that contribute to the site's profitability.

A newly-extended, five-year contract demonstrates confidence in Sodexo's ability to innovate and help keep Ascot at the forefront of developments in top class food and service standards in international horse racing.

AWARDS

- Sodexo was recognized by BITC with the top **“Corporate Responsibility Award”** at the annual Springboard Awards for Excellence. This award is given to the organization that has clearly demonstrated a real commitment to corporate responsibility, both at a strategic and operational level.
- Sodexo has won the best **“Business to Business Corporate Event Award”** at the Scottish Event Awards for its running of hospitality services at The Open Championship at St Andrews this year.
- Sodexo was named **best contract catering employer** at Scotland’s first **Best Employers in Hospitality Awards**. Employees used an online assessment tool to evaluate more than 200 Scottish hospitality companies.
- Sodexo achieved an industry first in receiving **“Marine Stewardship Council (MSC) certification”** at each of its UK sites serving fish.
The move means that more than one million people will be offered MSC-certified fish across 929 Corporate, Education, Health Care and Defense sites.
- Sodexo and HMP Forest Bank won the prestigious **“Guardian Public Services Award”** at a ceremony held in London in November 2010. The prison was awarded for its partnership working with The Co-operative Bank.
- Sodexo received the 2011 **“Butler Trust Award.”** This award recognizes outstanding dedication, skill and creativity by teams providing services in prisons.
- Sodexo has won the **“ICPA Offender Management/Treatment and Reintegration Award 2010”** for its work in correctional services.
- **The Royal Society for the Prevention of Accidents (RosPA)** recognized Sodexo with a silver award for the company’s management at Hereford County Hospital.

Ireland

- Sodexo has been awarded **“GOLD standard”** by the organization Excellence Through People. This level, awarded for a two-year period, reflects the continued commitment of Sodexo to all its employees.

DEVELOPMENT

Ireland

- Education

Southern Regional College, 12 campuses (County Down and County Arnach)

United Kingdom

- Corporate

Flagship Housing Group Ltd, 662 sites - grounds maintenance services

Gosport Borough Council, grounds maintenance services

International Airlines Group, Headquarters - Heathrow Airport

Lancashire County Council, grounds maintenance services

Malaysian Airlines, Golden Lounge, Heathrow Airport - 40,000 passengers per year

Panasonic, Bracknell - 420 people

Seven Seas Limited, Hull - 290 people

Tunbridge Wells Borough Council, grounds maintenance services (190 hectares of open space, woodland, play and sports facilities)

- Education

Altrincham Grammar School for Girls, Cheshire -1,200 students

Birmingham City University - 25,000 people

City and Islington College, London - 10,000 people

New College, Swindon -7,000 people

- Sports and Leisure

Ascot Racecourse - 300,000 visitors per year

Sportscotland, Largs, Ayrshire, (Scotland) - 20,000 visitors per year

Walker Cup, Aberdeen - 7,000 meals per day

Annual Report | Our activities around the world

REST OF THE WORLD

KEY FIGURES

19% of Group revenues

33% of Group employees

6,033 sites

Source: Sodexo

Fiscal 2011

Organic growth accelerated for On-site Service Solutions with numerous contract wins in all areas, particularly in the BRIC (Brazil, Russia, India, China) countries.

Organic revenue growth also was strong in Motivation Solutions, particularly in South America.

On-site Service Solutions

In the Rest of the World (Latin America, Middle East, Asia, Africa, Australia and Remote Sites), revenues were 2.6 billion euro.

The acceleration of growth in Latin America and Asia, was confirmed throughout the year, with organic revenue growth of + 15.9%:

- In **Corporate**, growth accelerated compared with the previous year in all geographic zones as Sodexo had a number of commercial successes.
- In China and India, where Sodexo holds an undisputed leadership position, the Group signed numerous contracts including with Volkswagen India, Pune and Renault Nissan in India and Bao Steel (4 sites), Andrew Telecommunications, Toshiba Elevator, Shanghai, Nokia Beijing and Dongguan in China.

In **Remote Sites**, Sodexo also had a large number of commercial successes.

- In **Seniors, Health Care and Education**, the Group's expertise began to bear fruit with the signing of new contracts such as the hospital Medanta The Medicity in India, Shenzhen TCM Hospital in China, Queen Sirikit Medical Center in Thailand and Emirates National School in the United Arab Emirates.

Annual Report | Our activities around the world

Motivation Solutions

In **Latin America** (representing 53% of the activity's global revenues), there was a strong increase in organic growth. This excellent performance results from increases in the number of beneficiaries and in voucher face value, commercial successes (such as Fundacao, Petrobras, and Universidade Estado do Amazonas in Brazil, Servicio Nacional Integrado De Administracion Aduarena y Tributaria in Venezuela and BBVA Comercializadora in Chile) and the positive impact of interest rates, particularly in Brazil.

CLOSE UP...

Customized motivation

Hewlett-Packard, one of the world's technology leaders, operates in more than 170 countries around the world. The company has four entities in India, employs 30,000 people and operates from 29 business offices.

Our client's needs

To motivate its 30,000 employees spread across 29 offices throughout India, Hewlett-Packard sought **an employee programs expert** that could:

- deliver a uniform meal vouchers benefit to its employees throughout the country;
- offer employees flexibility to choose their meals at restaurants located near their various offices and locations;
- efficiently distribute a large volume of vouchers to 25 locations.

Sodexo's response

Sodexo proposed:

- **a customized network** that includes cafeterias and food courts located near employee offices;
- **a dedicated IT-based distribution program** to facilitate distribution of meal vouchers and ensure equal extension of the meal benefit to all employees, in offices large and small;
- **help desks and employee feedback surveys** to continuously improve the program.

An expert solution that convinced Hewlett-Packard.

AWARDS

Brazil

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

Chile

- In June 2010, at a ceremony headed by Chile’s State Secretary for Women, the Chilean business magazine “Capital” and the organization “Executive Women” recognized Janet Awad, Sodexo’s CEO in Chile, as the **“Executive Woman of 2011.”** The award honors women’s leadership and innovation in business.
- The mining company, Minera Escondida, recognized Sodexo with an award as the **best company for work practices** and the **best company for safety.**
- Sodexo received an award for its high safety standards for a second year in a row from the **Chilean Safety Association (ACHS).**

China

- In the category Food and Facilities Management services, Sodexo ranked number one in the list of **“Top 50 Service Outsourcing Providers in China 2010”** based on an assessment of five core competitiveness drivers: operational management, growth capacity, professionalism, development potential and innovation capacity.

India

- Sodexo has become its industry’s first company in India to achieve three significant **ISO certifications** that are recognized industry-wide: ISO 9001, ISO 14001 and ISO 22000.

Peru

- Sodexo was recognized with the **“Creatividad Empresarial 2010”** award for its efforts to promote Peruvian cuisine internationally.

Annual Report | Our activities around the world

DEVELOPMENT

Algeria

- Remote Sites
Halliburton, 3 sites (Alger, Hassi Messaoud, Desert Remote Site) - 550 people

Angola

- Remote Sites
GE Oil & Gas (VetcoGray) 120 people
Total, floating unit Pazflor - 250 people

Australia

- Remote Sites
FQM Australia Nickel Pty Limited, Ravensthorpe - 780 people
Hamersley Iron Pty Limited, Hope Downs 4 (Rail Project and Mine) - 1,460 people
Newmont Mining Services Pty Ltd, Tanami Village - 770 people
Rio Tinto Pilbara Iron, Western Turner - 1,000 people

Brazil

- Corporate
ETH Alto Taquary, 2 sites (Costa Rica and Alto Taquari) - 3,685 people
Natura, 2 sites (Cajamar and Itapecerica) - 5,200 people
- Remote Sites
ETH - Agua Emendada, Perolândia - 1,818 people
Sevan Marine, Rio de Janeiro - 115 people
- Health Care
Hospital Portugues, Salvador - 350 beds
Hospital São Luiz, Analia Franco - 279 beds
- Motivation Solutions
Anhanguera Educational, Valinhos - Incentive - 800 beneficiaries
Brazilian company cartridges, Ribeirao Pires - Food Pass - 845 beneficiaries
CGMP – Centre for Management of Payments, Osasco - Incentive - 1,400 beneficiaries
CNH Latin America, Curitiba - Incentive - 1,500 beneficiaries
Consortium building CCPR – REPAR, Araucaria - Restaurant Pass - 3,500 beneficiaries
Delta Construcoes, Goiania - Food Pass - 1,800 beneficiaries
Estado do Amazonas University, Manaus - Food Pass - 500 beneficiaries
Fundação, Rio de Janeiro - Gift Pass - 2,350 beneficiaries
Petrobras, Belo Horizonte - Food Pass - 4,000 beneficiaries

Annual Report | Our activities around the world

Chile

- Remote Sites
 - Compañía Minera Zaldivar SA/Barricks**, Antofagasta - 800 people
 - EXCON (SQM)**, Antofagasta - 650 people
- Health Care
 - Clinica Bicentenario**, Santiago - 208 beds
 - Clinica Davila**, Santiago - 404 beds
 - Clinica Tabancura**, Santiago - 120 beds
 - Clinica Lircay**, Talca - 29 beds
- Motivation Solutions
 - Administradora De Fondo de Pensiones Provida (Groupe BBVA)**, Santiago - Restaurant Pass - 950 beneficiaries
 - BBVA Comercializadora**, Santiago - Restaurant Pass - 450 beneficiaries
 - GlaxoSmithKline**, Santiago - Restaurant Pass - 190 beneficiaries

China

- Corporate
 - Andrew Telecommunications Co., Ltd**, Suzhou - 2,300 people
 - AstraZeneca**, Shanghai - 2,000 people
 - GE China**, Shanghai - 2,700 people
 - Nokia**, Corporate Headquarters in Beijing (3,000 people) manufacturing plant in Beijing (7,900 people) manufacturing plant in Dongguan (7,500 people)
 - Shimano Bicycle Parts**, Tianjin (1,100 people) and Kunshan (2,500 people)
 - Toshiba Elevator Ltd**, Shanghai - 800 people
 - Wuhan City Planning & Design Institution**, Wuhan - 260 people
- Health Care
 - Fuxing Hospital**, Beijing - 900 people
 - Shenzhen Traditional Chinese Medicine Hospital**, Shenzhen - 1,400 people
- Education
 - China Europe International Bussiness School**, Shanghai - 400 people
- Motivation Solutions
 - Construction company of the subway system**, Shanghai, Gift Pass – 3,988 beneficiaries

Colombia

- Health Care
 - Hospital Universitario San Ignacio**, Bogota - 260 beds
- Motivation Solutions
 - Cordialsa Colombia**, Medellin - Pass Restaurant - 250 beneficiaries
 - Criminal Investigation Management and Interpol**, Bogota - Mobility Pass - 210 beneficiaries

Annual Report | Our activities around the world

Democratic Republic of Congo

- Remote Sites
Freeport McMoran Copper & Gold, TFM (Tenke Fungurume Mining) - 4,200 people

India

- Corporate
Alcatel-Lucent India Limited, 9 sites (Mumbai, Bangalore, Chennai, Gurgaon and Noida) - 5,600 people
Renault Nissan, Oragadam - 5,000 people
Renault Nissan Automotive PVT Ltd, Tamilnadu - 5,300 people
Volkswagen India Pvt. Ltd., Pune - 4,200 people
- Remote Sites
Crisil, Mumbai - 1,700 people
Transocean / ONGC, Semi Submersible Rig "M.G.Hulme Jr." - 140 people
- Health Care
MAX Healthcare, Bhatinda - 200 beds
- Motivation Solutions
Gas Authority of India, Mumbai - Restaurant Pass - 2,000 beneficiaries
Hewlett Packard, Bangalore - Food Pass - 21,530 beneficiaries
KPIT Cummins Infosystems, Pune - Restaurant Pass - 1,500 beneficiaries
Life Insurance Corporation of India, Restaurant Pass - 70,000 beneficiaries
Power Grid Corporation, New Delhi - Food Pass - 4,076 beneficiaries
VMware Softwa, Bangalore - Meal Pass - 800 beneficiaries

Indonesia

- Education
Jakarta International School - 2,500 students
- Motivation Solutions
Banque Danamon, Jakarta - Incentive - 36,000 beneficiaries
Banque Ekonomi Raharja, Jakarka - Incentive - 2,759 beneficiaries

Kuwait

- Defense
Ministry of Defense, 3 sites - 6,000 people

Morocco

- Remote Sites
Tekfen Pipeline, Khouribga - 2,200 people
- Education
University of Casablanca - 200 students

Annual Report | Our activities around the world

Peru

- Remote Sites
 - Camposol**, Trujillo - 3,500 people
 - Minera Miski Mayo**, Desert of Sechura - 700 people
 - Pluspetrol Norte**, Iquitos - 2,300 people
 - Southern Peru Copper Company**, Cuajone and Toquepala - 1,500 people
 - VALE FM**, Piura - 700 people
 - Xstrata Fuerabamba**, Cusco - 1,100 people

Qatar

- Corporate
 - ExxonMobil Qatar, Inc.**, Doha, 255 people

Singapore

- Health Care
 - National University Hospital**, Singapore - 1,000 beds

South Africa

- Corporate
 - Divfood**, Province of Gauteng - 1,200 people
 - Groupe Naspers**, Johannesburg - 2,000 people and Province of Western Cape - 500 people
- Health Care
 - Church of Scotland Public Hospital**, Province of Kwa Zulu Natal - 347 beds
 - Escourt Public Hospital**, Province of Kwa Zulu Natal - 311 beds

Thailand

- Corporate
 - McKey Food Services**, Bangkok - upkeep and maintenance of three production buildings and equipment
- Health Care
 - Queen Sirikit Medical Center**, Bangkok - 90 beds

Tunisia

- Motivation Solutions
 - Teleperformance**, Tunis - Restaurant Pass - 3,250 beneficiaries

United Arab Emirates

- Education
Emirates National School, Abu Dhabi (2 campuses) and Al Ain (1 campus) - 3,100 students

Uruguay

- Motivation Solutions
IBM, Montevideo - Food Pass, 137 beneficiaries

Venezuela

- Motivation Solutions
National Institute for land management, Coro - Food Pass - 3,080 beneficiaries
National Industry of metallurgy, Valencia - Food Pass - 470 beneficiaries
Operadora Binmariño, Valencia - Food Pass - 500 beneficiaries
Servicio Nacional Integrado De Administracion Aduarena y Tributaria (Seniat), Caracas - Food Pass - 11,150 beneficiaries

Annual Report | Our Quality of Life Solutions

QUALITY OF LIFE SOLUTIONS

GROUP KEY FIGURES

16 billion euro in consolidated revenues

22.2 billion U.S. dollars in consolidated revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

391,000 employees

33,400 sites

50 million consumers served daily

80 countries

Source: Sodexo

Sodexo is the world's leading Quality of Life services company.

Sodexo's mission, since its founding in 1966, has been improving the Quality of Life of its own employees, its clients' employees, as well as students, parents, patients, seniors, workers in desert or frozen regions, soldiers in garrisons or on peacekeeping operations and prisoners.

To fulfill its mission, Sodexo chose three activities:

- On-site Service Solutions
- Motivation Solutions
- Personal and Home Services

Annual Report | Our Quality of Life Solutions

Synergies between our three activities

Important synergies exist between Sodexo's three activities:

Organizational and cost synergies

The teams of Sodexo's different activities are able to share the same infrastructure (support functions, facilities, etc.), saving on structural costs. In addition, the multiple career gateways that exist between the Group's three activities offer important human resource synergies.

Brand synergies

The presence of the Sodexo brand at the point of sale of numerous Motivation Solutions affiliates contributes to building brand awareness in countries where the Group operates, helping promote medium term development.

Commercial synergies

Commercial relationships created by one of the three activities generate business development opportunities for the other two, such as:

- Sodexo's On-site Services clients may also need restaurant vouchers for geographically-dispersed employees; conversely, Motivation Solutions clients may seek On-site Services.
- Motivation Solutions and On-site Services clients may need Personal and Home Services such as concierge services, a childcare center or assistance to elderly individuals.

These examples illustrate how the choice of these three activities helps Sodexo **accelerate its organic growth**.

Eight long-term trends contribute to the development of Sodexo's three activities:

- **demographic change** (population growth, life expectancy);
- **a global economy** in which capital, information, talents and trade are continuously interconnected;
- **rapid urbanization** and the development of megacities;
- **the transfer of economic power to new countries** with the development of emerging markets (including the BRIC countries, Mexico and Turkey) and a rising middle class;
- **increased public deficits** that generate political and social tensions;
- **environmental issues** including the risk of natural resources shortages leading to high inflation in the cost of raw materials and the search for new alternative resources;
- **the growing influence of consumers** seeking well-being, quality of life, improved health and personalized service;
- **development of new information and communication technologies**.

ON-SITE SERVICE SOLUTIONS

KEY FIGURES

96% of Group revenues

15,347 million euro in consolidated revenues

21,326 million U.S. dollars in consolidated revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

33,400 sites

386,477 employees

Source: Sodexo

Annual Report | Our Quality of Life Solutions

Whether improving workplace productivity, reinforcing a hospital's reputation, promoting student fulfillment, furthering prisoner rehabilitation or ensuring safety and comfort on a remote site... Sodexo contributes through its mission of improving the Quality of Daily Life.

From construction management to reception, from medical equipment sterilization to housekeeping, from technical maintenance to leisure cruises, from foodservices to prisoner rehabilitation...Sodexo delivers a wide array of performance-enhancing services across eight client segments:

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

BRAZIL

A major acquisition in a fast-growing emerging market

On September 6, 2011, Sodexo announced the acquisition of 100% of Puras do Brasil, number two in Brazil in On-site Service Solutions, thereby taking a leadership position in one of the world's most important markets.

Puras do Brasil generates revenues of **0.5 billion euro** and has **22,000 employees** working on more than **1,300 sites** across the country.

Sodexo CEO, Michel Landel, said: *"This transaction is fully in line with our strategy to **reinforce Sodexo's position in high-potential emerging economies** by taking advantage of the most promising opportunities. Puras do Brasil is a well-regarded, successful company with talented teams and strong values; I am pleased to welcome the employees to Sodexo."* Current Chairman and CEO of Puras do Brasil, Hermes Gazzola, will be named Non-Executive Chairman of the newly-combined company's Board and will work with the current management team in continuing to develop business in this key country.

Consistent with Sodexo's long-term vision and strategy, the acquisition demonstrates Sodexo's confidence and its commitment toward local and international clients, as well to the local economy of Brazil.

Corporate

KEY FIGURES

4,968 million euro in revenues

6,904 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

31% of Group revenues

143,095 employees

16,234 sites

Source: Sodexo

Our offer

Quality of Life for better performing organizations

Faced with the unprecedented pace of competition, innovation and globalization, corporations are seeking solid partners to improve their **employees' Quality of Life - and productivity**.

In essential areas such as employee motivation, process efficiency and equipment reliability, Sodexo provides **innovative and integrated services** to clients, meeting industry-specific challenges in offices, R&D laboratories, manufacturing sites and industrial zones.

Annual Report | Our Quality of Life Solutions

Market trends and growth potential

MARKET TRENDS

Beyond long-term trends that promote the development of all of Sodexo's activities, specific factors affecting the Corporate segment include:

- new approaches to work: technology, work at home;
- industrial restructuring through mergers, development of business services, concern for the environment and safety, cost reduction, elimination of discretionary spending; the same for governments, with more frequent use of outsourcing;
- many international companies seeking global partners able to meet their needs, wherever they are located;
- finally, the increasing influence of consumers.

In this rapidly changing socio-economic context and a market still beset by uncertainty:

- multinational clients are seeking socially-responsible partners with demonstrated efficiency based on best practices, expertise in integrating business services and a commitment to ongoing innovation;
- the increasingly sophisticated expectations and global strategies of client procurement organizations demand solutions tailored to the client's specific organization and site portfolio;
- companies in Continental Europe increasingly are looking for international partners capable of adapting to local contexts;
- economic momentum in developing markets such as India and China is fueling competition for talent, driving higher demand for integrated services that contribute to the engagement and well-being of client employees.

Source: Sodexo

GROWTH POTENTIAL

More than 250 billion euro in estimated total market value,

with an outsourcing rate around 55% (among the highest rates: the United Kingdom and Italy, above 70%; among the lowest rates: Brazil and China, around 35%).

Sodexo estimate

Achievements

China - Comprehensive services for future R&D center

For its new R&D center currently being constructed, AstraZeneca chose Sodexo to deliver an array of services for its 2,000 employees working on the site.

France - Customized service response for R&D institute

For a new state-of-the-art spine and brain research facility in Paris, Sodexo partnered with its client to devise a solution optimizing the attractiveness and performance of the site, host to 1,400 staff, including 600 researchers and physicians. Facilities management services include building technical maintenance, cleaning, reception, help desk, security, grounds maintenance and meeting room and conference management.

International - One-stop reporting

“Sodexo Connections,” a newly-launched web-based operational and reporting tool, allows global clients to streamline the administration of international service contracts. The system consolidates information from diverse data sources at multiple client sites to create a single, central information bank. From anywhere in the world, Sodexo and client teams can review KPI reports, access key contract documents and share benchmarking and innovation information.

United Kingdom - Origo: sustainable food

The new premium foodservices offer, Origo, responds to heightened consumer interest in sustainability, ethical food sourcing and improved health and well-being, emphasizing fresh, high-quality, seasonal produce, fair-trade sourcing and recyclable packaging. Origo’s outstanding menu creativity won Sodexo the 2010 Menu Innovation and Development Award (MIDAS).

United States - New foodservices sites for Discover Financial Services

Sodexo expanded its foodservices to financial services company, Discover, adding new sites in Arizona, Ohio, Illinois and Delaware to an existing contract in Utah. Sodexo now provides cafeteria, catering, vending and convenience store services to more than 10,000 Discover employees.

Annual Report | Our Quality of Life Solutions

On our clients' sites

Serving high standards

To meet the high expectations of India's leading media company, Sodexo integrates a number of services that offer improved Quality of Daily Life for employees at the client's Times Tower.

Times Group of India

Banhem Estate & IT Park Ltd is a subsidiary of the Times Group, India's largest media conglomerate, with 11 publishing centers, 15 printing centers, 55 sales offices, five daily newspapers, 30 magazines, 32 radio stations, four TV channels and over 7,000 employees.

Our client's needs

Times Tower houses eight Times Group companies and 900 employees work in the building. The client wants to ensure the highest service standards for employees and visitors. Particular focus areas include exemplary reception services, cost-effective infrastructure and asset management, sustainable practices and a safe and healthy work environment.

Sodexo's response

Since 2005, Sodexo teams have provided a growing number of **value-added, consumer- focused services to Times Group companies, including:**

- **Reception**
- **24/7 business support services:** office runners, mailroom, car fleet management ...
- **Building Management System (BMS)** - intelligent building management technology
- **Technical services:** plumbing, maintenance, carpentry...
- **Fitness center, event organization, gardening...**

Results

- Standardization of systems and processes helped achieve **significant cost savings and increased efficiency.**
- Sodexo initiated a series of **sustainability improvements** including:
 - use of "green" cleaning products;
 - the "Suraksha Saptha" safety awareness initiative
 - energy-saving measures.
- Proof of the success achieved by Sodexo's teams in responding to the client's needs:
 - **more than 90% of Tower consumers express satisfaction** with the services provided;
 - Sodexo was awarded **a new contract** for the historic Times of India building in May 2011.

Mr. Partha Basu Dy, Manager, Administration Times Group

"Over the past seven years, Times Group companies have relied on Sodexo for an increasing number of services. Sodexo focuses on our needs, helping us optimize our costs and equipment use. Sodexo's team members show a clear commitment to improving daily life for our employees and building tenants."

TEAM SNAPSHOT

China - Knowing Nokia

Building on four years of successful partnership at Nokia's Beijing headquarters, Sodexo's Chinese team has been expanding services at other Nokia sites.

In 2007, Nokia entrusted Sodexo with helping it attract and retain talent at its new headquarters. Sodexo implemented a series of innovative business support, employee wellness and other Quality of Life services for the site's 3,000 employees.

Adrian Copeland, site manager says that working closely alongside Nokia managers has been essential to Sodexo's success. *"Being integrated with Nokia's team gives us an intimate understanding of our client's needs and expectations. We regularly introduce new initiatives, such as launching a blog to help us stay in tune with our consumers."*

The interaction between experienced and new employees also contributes to success. *"My floor captain, Annie Wang, has been here since the beginning and knows the Nokia employees really well," says Adrian. "She has helped me quickly understand how to efficiently respond to the needs of our consumers. The Sodexo team also encourages me, as a newcomer, to be creative and offer ideas for improvement."*

The positive response to the Quality of Life services delivered by Sodexo's teams is reflected in **the increase in retention of Nokia employees and their global satisfaction scores** (up 5%) and in their use of lifestyle, convenience, wellness and catering services. The positive response is also reflected in the expansion of the partnership to cover engineering and business support services at the two Nokia manufacturing plants in China and a new engineering services contract at the headquarters.

At the headquarters, Sodexo's team has grown from 180 to 255 and across China Sodexo's Nokia team now exceeds **345 people**.

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SUSTAINABLE DEVELOPMENT INITIATIVE

United States - “Meatless Monday” rolls forward as awareness grows

Each Monday, Sodexo offers a meatless, balanced menu option in corporate site restaurants as well as in hospitals and schools, part of a campaign to combat obesity and reduce health risks.

Following the success of pilot testing of “Meatless Monday” at hospitals, schools and colleges in the U.S., Sodexo launched the initiative nationwide in January 2011 at corporate and government accounts as well as more than 900 hospital client sites. The program, in which a nutritionally balanced, but meatless menu option is available every week, was expanded again in the fall with the program’s roll-out to Sodexo-served colleges and schools. Sodexo also introduced a Meatless Monday pilot program at senior living communities.

Research has shown that a diet rich in whole grains, legumes, vegetables, nuts and fruits, combined with regular exercise, is consistently associated with reduced blood cholesterol levels, blood pressure and obesity with consequent reductions in heart disease, stroke, diabetes, cancer and overall mortality.

In launching and promoting Meatless Monday, Sodexo teamed with the Johns Hopkins Bloomberg School of Public Health, one of the world’s leading health authorities, and The Monday Campaigns. Opinion surveys in June 2011 showed that U.S. public awareness of the Meatless Monday campaign had increased from 30% to 50% in only six months.

Among our clients...

Adidas, 3 sites, Germany
Agrosuper, 4 sites, Chile
Airbus Operations Ltd, 2 sites, United Kingdom
AkzoNobel, Germany, Italy, Netherlands, Russia
Alcatel-Lucent, Austria, Canada, Czech Republic, France, Hungary, India, Poland, Romania, Slovakia
ArcelorMittal, Belgium
AREVA, France
Argos, 90 sites, Colombia
AXA, Australia, Belgium, France, Germany, Morocco, Spain, United Kingdom, United States
Bajaj Auto Limited, India
BBVA Banco Continental, 268 sites, Peru
BAO Steel Group, 4 sites, China
BlueCross Blue Shield, multiple locations (North Dakota, Nebraska), United States
China Energy Conservation and Environmental Protection Group, China
Compañía Manufacturera de Papeles y Cartones(CMPC), 12 sites, Chile
Compagnie Maritime d’Affrètement Compagnie Générale Maritime (CMA CGM), France
ConocoPhillips, Germany, United Kingdom, United States
Danfoss, 6 sites, Denmark
Dow Chemical, Michigan, United States

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EADS, France, Germany, United Kingdom

Ericsson, Russia, United States

Exxon Mobil, China, Italy, Norway, United States

FAW, 22 sites, China

General Electric, Angola, China, France, Germany, Italy, Norway, Poland, Russia, Sweden, United States

General Mills, Minnesota, United States

GSK, Argentina, Belgium, Brazil, Canada, China, Costa Rica, France, Ireland, Italy, Mexico, Poland, Spain, United Kingdom, United States

Honda, United Kingdom

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

Jernbaneverket, 58 sites, Norway

Kamaz, Naberezhnye Chelny, Russia

La Poste Belge, 35 sites, Belgium

Merck, Austria, Belgium, Cyprus, Czech Republic, France, Germany, Hungary, Israel, Italy, Lebanon, Morocco, Poland, Romania, Russia, Slovakia, Slovenia, Spain, Switzerland, Turkey

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

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

Pilkington, 8 sites, United Kingdom

Reliance Industries Limited, 12 sites, India

Royal Dutch Shell, Denmark, Gabon, Norway, United States

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

Shanghai Automotive Industrial Corporation (SAIC), 2 sites, China

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

Tata Group, 46 sites, India

Toyota, Belgium, Italy, United States

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

Wipro, India

Defense

KEY FIGURES

580 million euro in revenues

806 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

4% of Group revenues

13,693 employees

1,164 sites

Source: Sodexo

Our offer

Supporting Quality of Life at home and abroad

Sodexo has years of experience helping armed forces throughout the world. With its expertise and insight into the special demands of military life, Sodexo delivers **integrated service offers that improve the Quality of Life** for women and men serving their countries, on domestic bases and on missions overseas.

From equipment maintenance, recreational activities and dining facilities on bases for soldiers and their families to the complex logistical services of peacekeeping operations, Sodexo's **flexibility, reliability** and **rapid deployment capabilities** make it a valued partner for defense leadership teams in delivering Quality of Life services.

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Market trends and growth potential

MARKET TRENDS

Professionalizing the armed forces

The trend toward professionalizing armies continues. Military leaders seek comprehensive Quality of Life services that contribute to troop retention while also controlling costs. By outsourcing activities such as base operations maintenance, technical maintenance, uniform care and dining services, military leaders are able to focus their resources on their core mission.

Peacekeeping operations

Armed forces are being downsized due to budget reductions and professionalization but governments seek to maintain their foreign peacekeeping commitments undertaken through international bodies such as the United Nations, NATO and the European Union. With military forces stretched to the limit, these operations are becoming more sophisticated, demanding complex logistical resources that only experienced partners can provide.

Source: Sodexo

GROWTH POTENTIAL

Over 20 billion euro in estimated total market value,

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

Sodexo estimate

Achievements

France - New headquarters for French Defense Ministry

Under a 30-year Public-Private Partnership signed with the French Defense Ministry, Sodexo will provide an array of services for the 9,600 people at the Ministry's new headquarters, including cleaning, foodservices, accommodations, concierge services, laundry services, waste management, grounds maintenance and security.

Kuwait - Ensuring service quality at desert bases

The Ministry of Defense in Kuwait entrusted Sodexo with the responsibility to deliver support for 6,000 American soldiers stationed at three widely dispersed and remote sites under a three-year contract for foodservices and equipment maintenance.

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Sweden - Site and facilities management

At Ronneby Air Force Garrison in the South of Sweden, Sodexo is responsible for facilities and site maintenance as well as providing administrative services at the 160-building garrison.

United States

• U.S. Marines renew their confidence in Sodexo

The U.S. Marine Corps reaffirmed its confidence in Sodexo awarding two regional foodservices contracts at 51 mess halls across the U.S. at which Sodexo feeds the Marines and maintains and repairs foodservices equipment. Sodexo subcontracts 37% of the services to small, minority, disadvantaged and women-owned businesses and to organizations representing individuals with disabilities. Sodexo custom-designs its offers at each base and gives preference in its purchases to locally grown products.

• ...and honor it with the Best Mess Hall Award

The Sodexo-operated Mess Hall 1660 at Marine Corps Air Ground Combat Center 29 Palms in California earned the U.S. Marine Corps' (USMC) highest honor for a foodservices operation, the 2011 W.P.T. Hill Memorial Award, an annual competition recognizing foodservice excellence at USMC installations around the globe.

TEAM SNAPSHOT

United Kingdom Enduring Partners

At Colchester Garrison, each Sodexo team member carries a detailed knowledge of the contract's requirements. Their commitment is the key to ensuring the long-term success of the partnership.

The Private Finance Initiative (PFI) for the UK's Colchester Garrison provides a wide range of specialized facilities management services to the base's **4,700-member force** and **7,500 family members**. The 600-acre site is home to the 16 Air Assault Brigade, the British Army's rapid reaction force.

*"We have a very close-knit team that works together as a unit," says **Matthew Pease-Watkin**, Contract Director. "Our goal was to develop a true partnership with our client. Together, we discuss issues and find solutions before they become problems."*

Another key success factor: an in-depth understanding of what is expected. *"Every one of our **484-member team** knows the specific requirements of the contract inside-out so that we can deliver exactly what our clients and consumers expect," says **Steve Addley**, Services Director.*

"We provide true comprehensive service solutions here at Colchester and team members are proud that we have become a center of excellence within Sodexo. These solutions can be applied elsewhere and offer an excellent case study for prospective clients. The "esprit de corps" it generates makes us an even stronger team."

SUSTAINABLE DEVELOPMENT INITIATIVE

Australia - Sharing service expertise in a harsh environment

Sodexo and its partner Serco deliver environmental services in Australia's Outback while contributing to local economic development.

Amidst the sometimes challenging conditions of the Australian Outback, Sodexo and its partner Serco provide an increasing range of environmental services on behalf of their client, **Australia Defence Force**. Among the services requiring specialized expertise: fire management rapid response, weed and feral animal management services, mosquito control, tree care and maintenance and soil conservation services.

Sodexo and Serco work closely with indigenous Traditional Owners groups in areas such as controlled burn operations and a large weed management program. The joint operations enable members of the **indigenous communities** to develop skills and equipment that will enable them to attract further business in the region.

The experience reflects Sodexo's commitment to contribute to **local economic development** and to provide opportunities to members of indigenous communities: Sodexo also is actively working to increase the percentage of Aborigines in its workforce at facilities located in the Australian Outback.

Among our clients...

Australia

Australian Defence Force, 52 bases - 6 contracts

Chile

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

Hospital, Antofagasta

Naval Hospitals, Concepcion, Talcahuano and Viña del Mar

Cyprus

British Sovereign Base Area (SBA)

France

Future Defense Ministry Headquarters, Paris

CNES and Military Protection Force, Kourou, Guiana

Naval Air Station, Landivisiau

India

Naval Officers Club, Delhi

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Poland

Military Medical Institute, Warsaw

Singapore

Civil Defence Force Basic Rescue Training Centre and Academy

South Korea

DLA Troop Support, Osan

Sweden

Swedish Armed Forces, Karlskrona Naval Base, Skövde Army Garrison and the Ronneby Air Force Garrison

United Kingdom

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

United States

Army and Navy Hospitals, 10 sites

Military Building (Army, Air Force and Marine Corps) foodservices retail operations, 35 sites

U.S. Marine Corps, 51 mess halls

U.S. Merchant Marine Academy, 1 dining facility

U.S. Navy, 7 Facilities Management contracts

IN THEATER MILITARY FORCES

UNIFIL, Lebanon

U.S. Defense Logistics Agency (MRO contract), South Korea

U.S. Forces Camps, 3 sites, Kuwait

Justice Services

KEY FIGURES

326 million euro in revenues

453 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

2% of Group revenues

3,956 employees

123 sites

Source: Sodexo

Our offer

Putting Quality of Life at the service of prisoner rehabilitation

Sodexo operates prisons only in **democratic countries** that do not have the death penalty, where the ultimate goal of incarceration is prisoner rehabilitation and where its staff is not required to carry arms.

Sodexo adapts its offer to national laws and cultures. Consistent with its commitment, Sodexo has developed a strong expertise in **offender rehabilitation** and has made education, training and help opening a bank account or finding housing or a job an intrinsic part of its offer.

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Market trends

Economic and societal costs, prison over-population are major challenges

Government budgets everywhere are falling, reflecting the continuing effects of the global economic crisis and causing many clients to outsource certain services in an effort to significantly reduce costs while maintaining standards.

The high economic and societal costs of re-offending resulting from the associated police, court and prison costs are compelling governments to look at more effective forms of rehabilitation in order to reduce the number of repeat offenders.

Correctional authorities around the world are seeing that the private sector can meet their needs effectively while complying with budget constraints and bring added expertise to prison management and offender rehabilitation.

Source: Sodexo

Achievements

Chile - Rehabilitation sales

At the Alto Hospicio Site in Iquique where Sodexo provides services, a nearby store sells hand-crafted products made by inmates as part of their rehabilitation process. A portion of the revenue is deposited in individual accounts, to be turned over to the inmates at the time of their release, with a goal of contributing to lower recidivism. The initiative has helped increase awareness in the local community of the emphasis placed on rehabilitation at the prison.

France

- **Thinking ahead about post-release careers**

“Forum Oriente Express,” an innovative program traveling between correctional facilities, offers detainees the opportunity to hear directly from visiting company representatives about their business and to participate in hands-on workshops. The goal: help spur thinking about potential career paths as part of preparing for life after prison.

- **Individualized apprenticeship programs**

Through the Inserxo platform, deployed at 22 correctional facilities in France, the needs of each detainee are assessed and an individualized apprenticeship program established. In close partnership with public associations, each detainee’s progress is monitored with support provided from incarceration to rehabilitation.

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United Kingdom

- **“Day prison” experience an effective deterrent**

Under a new program at HMP Forest Bank, launched by Sodexo in partnership with Greater Manchester Probation Trust, offenders sentenced to perform community service work are also getting a taste of prison life by working in workshops inside the prison. Observing the greater deterrent effect of “day prison” compared with community-based work, the probation service is doubling the program’s size.

- **No return to prison = return on investment**

At a time of tight public finances, an innovative financing approach proposed by Sodexo combines socially responsible investors and NGOs in helping reduce re-offending. Investments in the “Social Impact Bond” program finance the NGOs’ efforts to prepare and support the re-entry of detainees into society. Bond investors will see a return on their investment only if the re-offending rate drops by at least 7.5% over six years.

TEAM SNAPSHOT

Belgium - Winning Experience

Relying on the project team’s mobilization and the support of an international team of experts in prisoner rehabilitation, Sodexo won Belgium’s first outsourced contract -- and the opportunity to help offenders start over.

The decision by Belgian prison authorities to outsource management of correctional facilities provided Sodexo’s Justice Services team the opportunity to demonstrate the company’s expertise and effectiveness.

The team worked hard for 18 months under the supervision of **Reginald Sluiter**, Director for Strategy & New Developments, and it paid off with the award of the contract for a new, 300-inmate facility in southern Belgium, opening in 2013.

*“We worked closely with Sodexo teams in France and the UK to prepare an offer that fully addressed the needs expressed by the client,” explains **Carine De Strooper**, Project Director. “With the expertise we were able to draw upon from other Sodexo teams and our people’s eagerness to win, we were able to tackle the challenge and demonstrate our capabilities.”*

In addition to providing an array of services including waste management, gardening, cleaning, laundry and foodservices, a key aspect of the tender was the training of prisoners in foodservices and laundry services, as part of their rehabilitation.

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***“The active role that we will play in prisoner rehabilitation is very rewarding,”** says Carine. “The training improves the functioning of the institution and, by exposing prisoners to real-life constraints and realities, helps prepare their re-integration into society. This is our biggest challenge.”*

With this success in Belgium, Sodexo is well-positioned in this new market, where correctional facilities house more than 10,000 inmates.

INITIATIVE

United Kingdom - Banking on a fresh start

A UK university study found that Sodexo’s innovative program providing prisoners with access to bank accounts reduced reoffending rates by 34.8%. The program has been extended to 30 more UK prisons.

One of the major obstacles to successful re-entry of prisoners following their release has been their inability to open a bank account, one of the fundamental means of participating in modern society. Without a bank account, ex-detainees face hurdles in finding housing and obtaining employment and training assistance. All are factors that contribute to whether an individual will have a successful reintegration.

A groundbreaking pilot program by **Sodexo Justice Services and The Co-operative Bank** at HMP Forest Bank allowed offenders to open bank accounts prior to their release, save money and plan for key resettlement needs such as rent for accommodations, applying for education grants and other basic investments.

In providing prisoners with access to banking and enabling them to avoid “financial exclusion,” the initiative had a dramatic impact on reoffending rates. Researchers at Liverpool John Moores University found that **the program reduced reoffending by 34.8%.**

The initial pilot project was expanded significantly and has now become part of a mainstream service offered at HMP Forest Bank and nearly 30 other prisons throughout the country. In November 2010, Sodexo-run HMP Forest Bank won the prestigious **Guardian Public Services Award**. It has also been recognized on the world stage and won the equally prestigious **International Corrections and Prisons Association Offender Management/Treatment and Reintegration Award for 2010.**

Among our clients...

Belgium

Ministry of Justice, 1 prison (2013)

Chile

Ministry of Justice, 5 prisons

France

Ministry of Justice, 34 prisons

Italy

Ministry of Justice, 17 prisons

Netherlands

Ministry of Justice, 54 prisons

Spain

Catalonia Government, 5 prisons

United Kingdom

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

Remote Sites

KEY FIGURES

1,371 million euro in revenues

1,905 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

8% of Group revenues

39,112 employees

1,703 sites

Source: Sodexo

Our offer

Efficiency and Quality of Life at the ends of the earth

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

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

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

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Market trends and growth potential

MARKET TRENDS

In the **oil and gas sector** high oil prices continue to drive large exploration and production projects for deepwater and non-conventional resources. At the same time, regulatory uncertainties may continue to affect drilling activity in the Gulf of Mexico.

Mining companies have strongly increased their exploration investments, driven by rising demand from emerging countries, notably China. Challenges include the need to reach higher risk remote locations, attracting and retaining workers and engineers as well as ensuring site compliance with local regulatory requirements.

While work on some mega-projects launched before the recession in the **Engineering and Construction sector** remains suspended or has slowed, there are new growth opportunities due to demand from the petrochemicals industry and the increasing reliance of financially-constrained governments on private sector participation to address infrastructure needs.

Source: Sodexo

MARKET POTENTIAL

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

Sodexo estimate

Achievements

Chile - Safety award

For the second year in a row, Sodexo was recognized for its high safety standards through an award from the **Chilean Safety Association, ACHS**.

Democratic Republic of Congo - Major new mining contract

Sodexo opened its first contract with Tenke Fungurume Mining Sarl, a Freeport-McMoran-led consortium, providing services for 1,500 full-time residents and 2,800 day-workers on its copper/cobalt mine site in the south of the country.

Netherlands - New office focuses on expanding the Marine sub-segment market

Sodexo, the global leader in providing services on drilling rigs and production platforms, opened a new Marine Business office in Rotterdam to support its growing activities with clients working on vessels and barges that service North Sea oil and gas projects.

South Korea - Delivering offshore solutions

Leading international oil and gas clients rely on Sodexo's expertise and rapid mobilization capabilities for all types of marine vessels deploying from South Korean shipyards. Sodexo's teams are adept at handling diverse crew management needs, such as documentation requirements, ensuring appropriate nutritional options for multinational workforces and delivering on-board accommodation and repair services for offshore clients.

United States - Camp administration and foodservices

In Arkansas, Sodexo provides camp administration and foodservices for a 135-bed training center under a new contract with NOMAC Drilling, a subsidiary of Chesapeake Energy, the second-largest producer of natural gas in the U.S.

TEAM SNAPSHOT

Peru - Jungle Experts

In Peru's Amazon jungle, teamwork and commitment paid off with the successful launch of a new contract that provides an array of services on a huge, challenging site.

For most, just getting to the **Pluspetrol Norte's** (petroleum drilling) site in the rugged terrain of the Peruvian Amazon jungle is daunting enough. For Sodexo's team, however, it's just the beginning. The real challenge is all about ensuring that this remote site is a welcoming, comfortable **home for its 3,300 workers.**

The **400-employee Sodexo team** provides a range of services at the site's 15 camps, including accommodations, laundry services, maintenance, foodservices and recreation programs. Starting up these services required teamwork and expertise, according to **José Antonio Ampuero**, Contract Manager. *"It is a rainy, tropical climate at the site and the combination of the heat and humidity can complicate both the logistics and operations,"* he explained.

Sodexo team members worked together to overcome difficulties and ensure service delivery. *"This site presented some real challenges and the dedication of the entire team was crucial to our success,"* says **Duncan Joes Quevedo**, warehouse chief. *"In addition, we received strong support from Sodexo's HR, IT, Purchasing and Marketing teams which enabled us to get the job done."*

Working closely with the client, the team succeeded in meeting high expectations. *"Our first positive feedback came from consumers when they expressed their pleasure with the services and the new look provided in the dining area,"* says **Francisco Puccio**, Chef. *"The smiles and positive comments were our best reward."*

SUSTAINABLE DEVELOPMENT INITIATIVE

Chile - Part of the team during a crisis

As members of their local communities, Sodexo employees frequently help respond to challenging situations. But few are as dramatic as Chile in August 2010.

On August 5, 2010, the eyes of the world turned toward Chile, where a mine accident had left 33 miners trapped beneath 700 meters of earth. As rescue workers moved in to begin what would become a two-month long operation, Sodexo's Remote Sites team in Chile moved in as well, delivering foodservices to those working tirelessly to save the trapped miners.

Teaming up with mining clients **Antofagasta Minerals** and **Lumina Copper**, Sodexo volunteered time and donated more than **50,000 meals to the rescue efforts**. Sodexo team members served breakfast, lunch, dinner and midnight snacks every day to the 300-person rescue team, authorities, police and armed forces and others working around the clock.

The contribution of Sodexo's local teams to the rescue operation was a source of pride locally and throughout the company. Of course, no reward could have been greater than the universal outpouring of joy that greeted the emergence to the surface of the last of the 33 rescued miners.

Among our clients...

• Energy

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

Chevron: Saudi Arabia, United States (Gulf of Mexico),

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

ExxonMobil: Angola, Australia, Canada, Norway, Saudi Arabia, United States (Alaska, Gulf of Mexico)

Manitoba Hydro: Canada

Noble Drilling: Netherlands, Qatar, Singapore, United Kingdom, United States (Gulf of Mexico)

Saudi Aramco: Saudi Arabia

Schlumberger: Russia, Saudi Arabia, United States (Alaska)

Seadrill: Angola, Brazil, Indonesia, Norway, United States (Gulf of Mexico)

Shell: Gabon, Norway, Qatar, Russia, Saudi Arabia, Sultanate of Oman, United Kingdom, United States (Gulf of Mexico)

Teekay: Norway, Qatar, United Kingdom

Total: Angola, Congo, Gabon, Indonesia, Netherlands, Norway, Qatar

Transocean, Inc.: India, Norway, Qatar, Thailand

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- **Mines**

Anglo American: Canada, Chile

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

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

Rio Tinto: Australia, Chile, Guinea Conakry, India, Madagascar

Vale: Brazil, Canada, New Caledonia, Peru

Xstrata: Australia, Chile, Peru

- **Engineering and construction**

Bechtel: Peru

Chiyoda: Algeria, Qatar

Fluor Daniel: Saudi Arabia

JGC: Algeria

Punj Lloyd: Qatar, United Arab Emirates,

SNC Lavalin: Algeria, Saudi Arabia, United Arab Emirates

Technip: Angola, Qatar

Health Care

KEY FIGURES

3,139 million euro in revenues

4,362 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

20% of Group revenues

61,964 employees

4,274 sites

Source: Sodexo

Our offer

Quality of Life at the service of quality care

Whether maintenance and sterilization of equipment, bio-cleaning of patient and operating rooms, transport services or foodservices, Sodexo proposes services that are adapted to the client's priorities:

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

The result for the client? Improved performance and an enhanced reputation for their facility.

Annual Report | Our Quality of Life Solutions

Market trends and growth potential

MARKET TRENDS

Health care costs are constantly increasing, driven by a combination of demographic, social, economic and technological factors.

In many developed countries, budgetary constraints are causing **the number of hospital beds** and the **average length of stays to be reduced** and leading to increased investment **in ambulatory care**.

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

Chronic diseases (diabetes, cardiovascular disease, cancer, etc.) mainly due to poor eating habits and lifestyles have a significant impact on the organization and costs of health systems

Patient consumerism is on the rise. For hospitals, this means that they will increasingly need to focus on improving the patient experience.

A high-growth market undergoing profound transformation:

- there will be fewer but larger health care facilities, always attentive to their reputation and demanding partners capable of helping to increase their attractiveness and competitiveness;
- governments are looking to public-private partnerships to finance their infrastructure;
- health care systems have to focus more on prevention to limit the rise of chronic disease;
- outpatient and in-home care is increasing, offering new opportunities for Sodexo.

Source: Sodexo

GROWTH POTENTIAL

More than 150 billion euro in estimated total market value,

with an outsourcing rate at 40% (among the highest rates: Chile and Singapore, around 70%; among the lowest rates: Canada and Sweden, around 25%).

Sodexo estimate

Annual Report | Our Quality of Life Solutions

Achievements

Brazil - Sodexo retains first place ranking

For the sixth consecutive year, Sodexo was chosen as the best foodservices provider in the Brazilian health care market, receiving the “TOP HOSPITALAR,” the industry’s most prestigious award.

Chile - Adding value through comprehensive service offers

Reinforcing its leadership position in the country’s Health Care segment, Sodexo signed four new contracts (Clínica Bicentenario, Clínica Davila, Clínica Tabancura and Clínica Lircay) to deliver an array of technical and general services.

France - Working in hospitals for a Better Tomorrow

Under an ambitious five-year agreement with association C2dS (Committee for Sustainability in Health Care), Sodexo has committed to a series of sustainability actions at hospitals aimed at promoting better nutritional habits and a cleaner environment. Sodexo will work to further limit salt, sugar and fats while educating consumers on the effects of excessive use, optimize serving sizes to reduce food waste, increase recycling, minimize packaging, reduce organic and inorganic wastes, improve water and energy conservation practices, monitor facilities’ carbon footprints and increase local sourcing.

Italy - Multiple services for large university hospital

Sodexo won a major new contract at University of Pisa Hospital to provide cleaning services, including bio-cleaning of the 1,300-bed facility’s patient areas, management of supplies, sterilization of operating rooms and waste management.

Russia - First hospital contract

Sodexo opened its first hospital contract in Russia in Naberezhnye Chelny providing daily foodservices for 700 patients and 300 staff members at the emergency care hospital.

Thailand - First public health sector contract

Sodexo’s Thailand team won a prestigious contract in the country’s public health sector to provide technical facilities services and maintain critical medical equipment for the Queen Sirikit Medical Center. Sodexo also will be working on a one-year plan to help the medical center achieve Joint Commission International (JCI) accreditation.

United Kingdom - Recognition for occupational health and safety performance

The Royal Society for the Prevention of Accidents (RosPa) recognized Sodexo with a silver award for the company’s management system to protect the health and safety of patients, visitors and staff at Hereford County Hospital, part of Wye Valley NHS Trust.

United States - Outpatient nutrition therapy services

To help discharged patients gain confidence and become active participants in managing their own medical care, Sodexo Wellness and Nutrition Services offers nutrition education and support through individualized, interactive dialogue with highly-trained registered dietitians. Patients receive counseling and are provided with physician-approved information aimed at maintaining wellness and creating a foundation for a lifetime of optimal health.

TEAM SNAPSHOT

Thailand - Two Teams in One

At Thailand's Queen Sirikit Medical Center, two Sodexo teams, supported by U.S. colleagues, are helping the client earn JCI certification.

At the Queen Sirikit Medical Center in Bangkok, Thailand, there are actually two Sodexo teams working on the site: **a 4-member Clinical Technology Management (CTM) team** maintains more than 1,250 pieces of sophisticated medical equipment while **a 16-member Facilities Management team** operates and maintains important utility systems such as air conditioning, ventilation, electrical and fire protection.

*"Our two teams operate in unison to serve the client, supporting each other wherever needed," says **Porn Lohasawad**, Facilities Management Operations Director. "We have no gray areas between the two units; there is a high level of communication and everyone pulls together to deliver high quality services."*

Jean-Marc Van Hoeck, Operations Manager CTM, says that the support received from other Sodexo teams has contributed to a successful start to the campaign to help the center advance toward earning JCI certification. *"The members of our fairly new CTM team received a strong training orientation from U.S. CTM operators and we now apply the same standards as in the U.S. The CTM team is setting the standards for operations in Thailand. Our client has already recommended us to other government-run hospitals. Needless to say, all of our employees are proud to be part of a team recognized as high-performing."*

SUSTAINABLE DEVELOPMENT INITIATIVE

United Kingdom - Turning waste into a valued resource

An innovative recycling initiative involving Sodexo's employees and partners as well as hospital patients, visitors and staff delivers impressive results in reducing food and general waste.

Seeking to reduce impacts on the environment, Sodexo's team at **Queen's Hospital in Romford** succeeded in recycling more than 700 tons of waste within a period of just six months. By finding a way to convert waste into a valuable resource, an amount equivalent to **more than 90% of the facility's general mixed waste and 100% of its food waste is now being recycled** instead of disposed in landfills.

Site teams began by separating food waste from the general mixed waste and placing dedicated food bins with biodegradable cornstarch bags in all kitchens, patient dining areas and restaurants. To increase recycling, staff, visitors and patients were asked to individually segregate their own waste with non-food waste placed in clear bags, which are transported to a materials recycling facility for sorting and segregation. All captured food waste is sent to an anaerobic digestion facility where 100% is recovered to make a soil conditioner used as a replacement for fertilizer.

The higher recycling rate is not only better for the environment but also more cost efficient for the facility through avoided landfill tax payments. A **"Waste Awareness Day"** held at the hospital recognized the commitment and excellent work of Sodexo's team and its partners in the initiative, Barking, Havering and Redbridge University Hospitals NHS Trust and waste contractors GPT and GW Butler.

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Among our clients...

Beijing Friendship Hospital, Beijing (China)
Casa di Cura Multimedica SpA, 4 sites, Sesto San Giovanni, Milan (Italy)
Centre Hospitalier Universitaire Ibn Rochd of Casablanca, Casablanca (Morocco)
Centre Hospitalier Universitaire, Rennes (France)
Deventer Ziekenhuis, Deventer (Netherlands)
German Heart Institute Berlin (Germany)
Groupe 3H, Niort (France)
Hospital Militar de Santiago, Santiago (Chile)
ICESP- Hospital do Câncer de São Paulo, (Brazil)
Institut Catala de Salud, Catalonia, 10 sites (Spain)
Johns Hopkins Medical Center, Baltimore, Maryland (United States)
KCS Klinikum, Darmstadt (Germany)
Kokilaben Dhirubhai Ambani Hospital, Mumbai (India)
Krakow University Hospital, Krakow (Poland)
KZN Public Hospitals, 9 sites (South Africa)
Livati Hospital, Mumbai (India)
Lowell General Hospital, Massachusetts (United States)
Medi-Partenaires, 25 sites (France)
Military Medical Institute (WIM), Warsaw (Poland)
Orbis Medical Park, Sittard (Netherlands)
Papworth Hospital NHS Foundation Trust, Cambridgeshire (United Kingdom)
Samitivej Hospitals, 3 sites, Bangkok (Thailand)
Stockholm County Council (Sweden)
The Hillingdon Hospital, Uxbridge, Middlesex (United Kingdom)
University Healthcare Consortium (UHC), an alliance of 107 university medical centers and 233 affiliated hospitals (United States)
University Hospital of Ghent, Ghent (Belgium)
Vancouver Coastal Health Authority, multiple sites, Vancouver (Canada)
Wilhelminenspital, Vienna (Austria)

Seniors

KEY FIGURES

990 million euro in revenues

1,376 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

6% of Group revenues

13,204 employees

2,979 sites

Source: Sodexo

Our offer

Improving seniors' Quality of Life

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

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

With extensive knowledge of the market, Sodexo delivers solutions tailored to our clients' unique objectives, integrating a full range of high value-added services that:

- **contribute to the physical, emotional and mental well-being** of seniors residing in retirement communities and care facilities;
- **enable seniors to preserve their independence** through the delivery of quality services in the home.

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Market trends and growth potential

MARKET TRENDS

Economic trends

Rising demand and expenditures

- The increasing number of seniors has contributed to rising health care costs.
- Greater prevalence of chronic diseases is contributing to higher costs.

Controlling budgets

- Many seniors lack sufficient personal resources to cover medical care costs.
- Governments are seeking cost-effective solutions to meet the higher demands for senior care.

Social trends

Extended life expectancy, changing society

- Medical advances are prolonging life expectancy with those over 80 comprising the fastest growing segment of the population in many developed countries.
- More seniors, preferring to live independently at home, are entering facilities later in life.

A rising need for professional caregivers

- Growing numbers of families are seeking help to meet the unique requirements of the elderly.
- Competition for professional caregivers is intensifying.

Source: Sodexo

GROWTH POTENTIAL

Close to 90 billion euro in estimated total market value,

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

Sodexo estimate

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Achievements

Australia - Sodexo's 100% accreditation performance continues

For the seventh consecutive year, Sodexo maintained 100% third-party accreditation and compliance with senior care governing bodies in Australia, a rare accomplishment.

Spain - Serving largest senior residences group

Sodexo provides foodservices under a global agreement to SAR/Mapfre Quavita, which with more than 65 senior residences and 60 day-care centers, is Spain's largest senior residences group.

United States

• **Keeping residents and patients at the heart of everything we do**

To help fight two of the leading causes of death in America – heart disease and stroke – Sodexo teamed up with the American Heart Association (AHA) and flowers and gift company, 1-800-FLOWERS.com, to benefit cardiovascular research and heart health education. During the month-long "Have A Heart" program, visitors and staff at Sodexo Health Care locations across the country could purchase roses for \$3 each as gifts to retirement community residents and hospital patients, with all proceeds going to the AHA.

• **Expanded services for prestigious client**

Among Sodexo's prestigious clients is Keiro Seniors Healthcare communities of Los Angeles, California. *US News and World Report* recently ranked Keiro Intermediate Care as one of the "Best Nursing Homes" in California. Sodexo began providing foodservices four years ago and added building services in 2011.

TEAM SNAPSHOT

U.S – Senior Team

ManorCare relies on Sodexo's experience, not only to improve Quality of Daily Life for residents in its senior living facilities, but also for valued support in marketing its offer.

A leader in high-quality senior living facilities, ManorCare counts on Sodexo to ensure an excellent dining experience for its residents, visitors and employees – and for new ideas that improve Quality of Daily Life. With years of experience serving ManorCare, Sodexo's team is skilled at anticipating the client's needs.

*"Sodexo has provided food and dining services to ManorCare for 35 years," says Sodexo VP, **Gary Hutchinson**. "Today, we serve 48 accounts in Pennsylvania, New Jersey and Delaware through a team of **six Area General Managers (AGM)** who stay close to daily operations to support their units."*

*"Each of us works on a one-on-one basis with a regional operations director but we are all supported by the team's collective expertise" says AGM **Donna Rock**.*

*"The key to our success has been our ability to capitalize on practices that already exist within ManorCare. This enables us not only to improve ManorCare's overall offer to existing residents, but also takes into account the needs of prospective residents," says AGM **Joe Stephens**.*

Says District Manager, **Dave Gress**: "Our performance, our speed in implementing programs and the commitment of our teams adds value for our client. We believe the success of our partnership will help open new opportunities at ManorCare's 300 sites nationwide for Sodexo's wide array of services."

SUSTAINABLE DEVELOPMENT INITIATIVE

France - When young meet old

Youngsters had a special chance to learn from their elders while sharing snacks and lessons on sustainability at a Sodexo-organized event at hundreds of retirement facilities across France.

Sodexo-run retirement facilities in France welcomed kindergarten and primary school students as part of the company's observance of Earth Day and Sustainable Development Week. During their visits, the children displayed their creativity by producing unique objects from recycled materials that they presented to their hosts. The program and its theme, "An act of love for my Earth," was all part of reinforcing educational lessons on the importance of sustainable behavior.

Following the demonstrations, the seniors enjoyed a snack and conversation with their young guests. For the hosts, the visits provided a welcome opportunity for an animated exchange with the youngsters, the sharing of memories and discussion of important values.

It is the second consecutive year that Sodexo has organized an encounter for schoolchildren at retirement communities, an opportunity to underline the importance of respecting the environment while also fostering closer, mutually beneficial interactions between the youngest and oldest generations.

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Among our clients...

Adavir Group, 12 sites (Spain)
Air Force Villages, San Antonio, Texas (United States)
American Baptist Homes of the West (ABHOW), 10 sites (United States)
Asbury Group, 6 sites (United States)
AVEO Live Well, 3 Retirement Village & Aged Care sites, Brisbane, Queensland (Australia)
China Welfare Institute (CWI), Shanghai (China)
Covenant Retirement Communities, 15 sites (United States)
CSP Campo Grande, Lisbon (Portugal)
Fondation Caisses d'Epargne pour la Solidarité, 94 sites (France)
Fondazione Maria Ausiliatrice, Bergamo/ Villa Serena di Brembate, Bergamo (Italy)
Hopeatie Senior Home, Helsinki (Finland)
Hospedaría Hogares de Cristo, 5 sites, Santiago (Chile)
Keshet Amuta Le-Maan Ha-Kashish, 3 sites (Israel)
Korian, 95 sites (France)
Maison Marie Immaculée, Neufvilles (Belgium)
Maisons de Soins de Bettembourg and de Wasserbillig (Luxembourg)
MENSA, Meulebeke (Belgium)
Napsugar Elderly Home, Dunakeszi (Hungary)
Retirement Home, City of Stockholm (Sweden)
Seniorenresidenz Schloß Kahlsperg, Puch (Austria)
Shepherd Village, Toronto, Ontario (Canada)
Stichting Cordaan, Amsterdam (Netherlands)
Uniting Care Northern Sydney Region, 15 Aged Care sites, Sydney, New South Wales (Australia)
Vitanas GmbH&Co.KGaA, 35 sites (Germany)

People with disabilities

Our offer

Facilitating daily life for the disabled

Sodexo helps people with disabilities overcome challenges and provides ways to make their daily life simpler and safer.

In helping to **integrate people with disabilities** more fully into society and the workplace, Sodexo actively engages in increasing awareness – and altering attitudes – about all forms of disability.

Achievements

France - Developing all skills

The French association ANAIS will open a vegetable processing plant in early 2012 at which 10 employees with disabilities will work full-time. Sodexo, a 15-year partner of the association, will be responsible for supplying the plant and become its primary client. The partnership reflects Sodexo's experience in providing opportunities to people with disabilities. The company is involved in projects at 500 establishments in France and each year joins with clients to provide training in foodservices for individuals with disabilities.

United States - Sodexo ranked in top 10 companies for disabilities

DiversityInc recognized Sodexo as among the top companies in the U.S. in recruiting, retaining and promoting people with disabilities and working to create an inclusive corporate culture for people with both physical and hidden disabilities, ranking the company ninth among the top 50 companies.

Diversity initiative

France - Increasing disability awareness through training

To help managers better understand the challenges faced by individuals with various forms of disabilities, a Sodexo core team organizes awareness training in France.

To help managers better understand the challenges faced by employees with disabilities, Sodexo provides awareness training to managers. Around 70 operations, Human Resources and recruiting managers have participated in the two-day training program.

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The program draws upon case studies and best practice examples to increase awareness and understanding of different types of disabilities and workplace challenges faced by individuals with disabilities. Participants learn how to consider the impact of disabilities on performance and to adapt positions to take the disabled individual's needs into account.

Each training program participant receives a software program on disability awareness to share with their teams. They also become part of Sodexo's disabilities network which is supported by a dedicated core team that communicates regularly to all employees to build awareness and understanding about disabilities. The network provides support to more than 700 Sodexo employees who have a recognized disability.

Sodexo began focusing on improving employment opportunities for disabled individuals in 2006 with an emphasis on recruiting, integration, providing support to overcome job challenges and retention of persons with disabilities. In 2009, Sodexo renewed its commitment to promoting employment of people with disabilities and setting new objectives

Education

KEY FIGURES

3,481 million euro in revenues

4,837 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

22% of Group revenues

93,566 employees

6,140 sites

Source: Sodexo

Our offer

Fostering success through enhanced Quality of Life

Schools and universities today face considerable challenges, from increased competition for students and faculty to aging infrastructure and constrained budgets. Sodexo plays a key role in helping ensure **a safe, welcoming and healthy learning environment** through efficient and innovative integrated service offers that:

- create positive student experiences that improve performance and achievement
- enhance the Quality of Life for the learning community
- strengthen our clients' image and reputation
- attract and retain students and faculty
- help control operating expenses

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Market trends and growth potential

MARKET TRENDS

Student health and wellness

Governments in developed and emerging economies are battling to curb alarming increases in both obesity and malnutrition, including among student populations.

Globalization of education

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

Sustainability

Sustainable practices can represent a competitive advantage for schools and universities but needs and the nature of the initiatives vary by country and region.

Financial constraints

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

Security and safety

Personal safety and the condition of infrastructure and equipment in schools and on campuses are increasing concerns.

Source: Sodexo

GROWTH POTENTIAL

Over 150 billion euro in estimated total market value,

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

Sodexo estimate

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Achievements

France

- **Comprehensive service offer for new business school campus**

To help it attract and retain the best teaching staff and students in its quest for excellence, EDHEC turned to Sodexo to create an appealing living environment at its new business school campus in Lille. The comprehensive services contract includes foodservices, concierge services, visitor accommodations, university store management, vending machines and building maintenance.

- **Early start to healthy eating**

Sodexo introduced a new foodservices offer aimed at encouraging good nutritional habits and sustainability awareness right from the start. Kindergarten and elementary school students are served seasonal, healthy meal choices designed by Sodexo dietitians accompanied by colorful, animated presentations throughout the school year.

Indonesia - International flavor

Sodexo was awarded the contract to design the new kitchen and dining area and outfit the kitchen at the country's largest international primary and secondary school in Jakarta. Sodexo will provide foodservices on the school's three campuses for 875 staff members and 2,500 students, drawn from 60 nations.

United States

- **Large new FM contract for Detroit public schools**

Sodexo provides technical maintenance services, cleaning services and maintenance of buildings and green spaces to enhance the learning environment for 78,000 students in the city of Detroit's 136 public schools. It is the largest school outsourcing contract for facilities management services in the U.S. and one of the largest Education contracts ever won by Sodexo.

- **Supporting the Let's Move wellness initiative**

As part of its commitment to the First Lady Michelle Obama's "Let's Move" initiative to promote good nutrition and physical activity, more than 100 of Sodexo's clients have achieved awards in the HealthierUS School Challenge. The Challenge is a voluntary initiative established in 2004 which recognizes schools participating in the National School Lunch Program that have created healthier school environments through promotion of nutrition and physical activity.

TEAM SNAPSHOT

Spain - International Spice

Faced with the challenge of retaining its client in a highly competitive environment, the multi-national Sodexo Education team came up with a creative – and winning – new foodservices offer.

Sodexo's 135-member team at the Universidad Europea de Madrid (UEM) knew that retaining its client after 10 years of service was not something to be taken for granted.

*"We have an experienced, highly-capable team at UEM," said **Juan Pablo Urruticoechea**, Sodexo's CEO in Spain. "We like working on behalf of the University – it's a vibrant, very international environment and we're proud of what we've accomplished here. We were definitely not going to sit by and let someone walk in and take it away from us!"*

To respond to the challenge, the team decided to showcase its new ideas, drawing on expertise from sales, engineering and design, marketing and operations teams in Spain, as well as the Education marketing team in the U.S. *"Our new offer, the '**Food Experience**,' is a modern and innovative offer, the first of its kind in Spain," says **Pablo Lozano**, National Operations Director, Corporate Services & Universities.*

One of the secret ingredients for the success of this new offer is the team's multi-cultural identity, according to **Gustavo Rueda**, Commercial Director IFM, Corporate Services & Universities: *"Employees from Colombia, Venezuela and Italy also were part of the process, each adding something from their own experience."*

Jesús Galindo, UEM's Operations Manager says that all of the hard work paid off with renewal of the contract. *"We're not stopping there, though," he says; "our team intends to go further, to see how we can enhance the student experience at UEM – and how much more we can grow our business."*

SUSTAINABLE DEVELOPMENT INITIATIVE

United States - Healthy snack competition for budding chefs on YouTube

In helping students learn about healthy eating and better nutrition, Sodexo's nationwide competition, available on YouTube, invited future chefs to cook up a better tomorrow.

Students from 342 schools across the U.S. competed in the first nationally organized competition of Sodexo's "Future Chefs: Healthy Snack Challenge," designed to encourage students to learn about good nutrition by preparing nutritional – and tasty -- snacks. More than **2,600 healthy snack recipes** were submitted with **535 students** selected to put their culinary skills to the test.

Competing students prepared and presented their recipes before a panel of judges at local school district events. Five students were selected as national finalists. The public was invited to vote for one of the five national finalists, aged 9-11, by viewing videos of the young chefs preparing their recipes on YouTube www.youtube.com/user/SodexoFutureChefs.

Among our clients...

Aditya Birla World School, Mumbai (India)
Al Yasmina School, Abu Dhabi (United Arab Emirates)
Asian Institute of Technology, Pathum Thani – Bangkok area (Thailand)
Australian Institute of Management, Melbourne, Perth, Sydney (Australia)
Brest public schools (France)
British School, São Paulo, Rio de Janeiro (Brazil)
Brock University, St. Catharines, Ontario (Canada)
Chino Valley Unified School District, Chino, AZ (United States)
Colegio Franco Argentino, Buenos Aires (Argentina)
Columbus City Schools, Columbus, OH (United States)
Detroit Public Schools, Detroit, MI (United States)
Dulwich College, Beijing, Shanghai (China)
Ecole Française de Riyadh (Saudi Arabia)
EDHEC, Lille (France)
Garden International School, Kuala Lumpur (Malaysia)
GEMS School, Dubai (United Arab Emirates)
Hackney Community College, London (United Kingdom)
Haileybury College, Melbourne (Australia)
Inkamana School, KwaZulu – Natal (South Africa)
International School Hamburg (Germany)
Jakarta International School, Jakarta (Indonesia)
King George V School, Hong Kong
Lappeenranta University of Technology, Lappeenranta (Finland)
Liceo Franco Argentino Jean Mermoz, Buenos Aires (Argentina)
Liessin School, Rio de Janeiro (Brazil)

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Lycée Français International, Bangkok (Thailand)
Lycée Français Paul Valéry, Cali (Colombia)
Marseilles public schools (France)
Pontifical Catholic University, Rio de Janeiro (Brazil)
Pontificia Universidad Catolica del Peru, Lima (Peru)
Saint Nicholas School, São Paulo (Brazil)
Santa Rosa County School District, Milton, FL (United States)
Southampton Solent University (United Kingdom)
Tanglin Trust International School (Singapore)
Texas Christian University, Fort Worth (United States)
Universidad Adolfo Ibañez, Santiago (Chile)
Universidad Andrés Bello, Santiago (Chile)
Universidad Católica de Chile, Santiago (Chile)
Universidad Europea de Madrid (Spain)
Université Saint-Joseph, Beirut (Lebanon)
University of Ljubljana, Faculty of Economics, Ljubljana (Slovenia)
University Politecnico, Turin (Italy)
University of South Carolina, Columbia (United States)
University of Technology and Economics, Budapest (Hungary)

Sports and Leisure

KEY FIGURES

492 million euro in revenues

684 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

3% of Group revenues

8,184 employees

783 sites

Source: Sodexo

Our offer

Quality of Life for exceptional moments

As a partner in organizing world-class **sports and cultural events**, whether the Olympics, Rugby World Cup or the Chelsea Flower Show, Sodexo has been delivering exceptional service offers that respond to organizers' exacting needs for more than 20 years. From ticketing to foodservices to corporate hospitality sales and marketing, Sodexo's expert teams know what it takes to produce unforgettable moments on the world's biggest stages.

Sodexo also enhances the **reputation of prestigious sites and tourist destinations**, providing best-in-class facility conferences and banqueting, entertaining performances, logistics and technical services, while ensuring safety.

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Market trends

The current economic climate has impacted the market with reduced government and sponsorship support for many sports and leisure activities, prompting clients to seek high **value-added solutions to attract consumers**. Although economic and political uncertainties continue to impact discretionary spending in many parts of the world, **France**, and particularly Paris, where Sodexo has a significant presence, remains a favored destination for international tourists.

Demand for strong value-added solutions is creating new opportunities in this market, including:

- **Sustainability, wellness and diversity.** These criteria are fast becoming key drivers for partner selection and retention as companies seek to differentiate their offer by emphasizing their commitments to people and the environment.
- **Maximized venue utilization.** Clients are seeking partners that can better assist them in attracting new guests to boost attendance and facility rentals.

Source: Sodexo

Achievements

Argentina, Chile - Third consecutive Dakar Rally

Sodexo was again chosen to provide foodservices for 430 participants and 2,500 support team members from 50 countries during the 2011 edition of the Dakar Rally held in Argentina and Chile.

France - Two new culinary adventures aboard Bateaux Parisiens

Among the attractions along Paris' River Seine offered by Sodexo's Bateaux Parisiens is a newly re-designed Cristal II which, with Diamant, are the premier ships in the company's river cruise fleet. Passengers can enjoy seasonal menu selections and live music from their own "lounge" as they float through the capital. For those who prefer to stay closer to shore, the floating Bistro Parisien, moored at the foot of the Eiffel Tower, offers classic brasserie fare in a modern, contemporary environment.

Netherlands - Sustaining flower power

Sodexo has been chosen as the lead foodservices provider for the Netherlands' huge international flowers and gardening exhibition held every 10 years. More than two million national and international visitors are expected for the 200-day-long "Floriade 2012." Sodexo will offer naturally prepared foods featuring regional and seasonal product sourcing.

Spain - Now serving on center court

For the third year, Sodexo teams provided a wide variety of foodservices to attendees at the Madrid Open tennis championships. More than 100,000 people enjoyed the many fine examples of Spanish gastronomy, specially adapted to appeal to international tastes.

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United Kingdom

• Double triumph at Scottish Event Awards

Sodexo was twice recognized at the 2010 Scottish Event Awards, receiving the best Business to Business Corporate Event award for its hospitality services at The Open Championship at St Andrews and winning Best Unusual Venue honors for the Royal Botanic Garden Edinburgh's Gateway Centre.

• A winning partnership

Sodexo marked 10 years of partnering with the Mike Burton Group in managing sales and marketing, hospitality services and catering for some of the world's major sporting events, including the 2011, 2015 and 2019 Rugby World Cups and the 2012 London Olympics.

United States Benchmark reference for conference center hospitality

Two Sodexo-run venues in Flagstaff, Arizona, the Black Canyon and High Country conference centers, have been recognized with 2011 Pinnacle Awards for their standard-setting hospitality excellence.

EXPERTISE

Sodexo reinforces its expertise in fine dining

With its acquisition of leading gourmet brand, Lenôtre, Sodexo reinforces its know-how in tourism, upscale restaurants, international events and prestigious venues.

Reinforcing its formidable presence in high-end cuisine, Sodexo acquired Lenôtre in 2011, one of the world's leading symbols of elegant French dining.

The prestigious Lenôtre brand, renowned for its savoir-faire in luxury gastronomy, joins an already impressive **constellation of Sodexo gourmet offerings** that includes Royal Ascot, the Eiffel Tower's Jules Verne, the Lido cabaret, Yachts de Paris, Bateaux Parisiens and the president's tables of a number of large international corporations.

A benchmark for elegance and rigor of French luxury goods, Lenôtre's upscale gastronomy business includes boutiques, receptions and events (6,500 in 2010), as well as its three-star restaurant in Paris, Le Pré-Catelan. Of its 1,100 employees, 11 are among France's "Meilleurs Ouvriers de France" (France's best professionals). A member of France's prestigious luxury goods association, the Comité Colbert (Colbert Committee), Lenôtre is present in nine countries. The culinary expertise of its chefs and its Research and Creation department helped win the company the Sirha Innovation prize in 2011.

The combination of expertise offers many opportunities to **leverage the strengths of both companies**, matching Sodexo's international network and extensive client portfolio with Lenôtre's reputation for innovative gourmet offerings. Particular focus will be on creating an exceptional dining experience at major sporting and cultural events, corporate and conference center venues and leading tourism destinations in Paris and internationally. Also on the menu: training for Sodexo chefs at the famous Lenôtre culinary arts school.

TEAM SNAPSHOT

France - Legendary Service

The Tour de France is one of the world's most famous sporting events. For 20 years, Team Sodexo has been adding its unique expertise and special touch at each stage of this 2,000-mile classic.

For those who watch on television as the Tour de France rolls through the French countryside each July, the legendary bike race may appear to be solely a competition of endurance, tactics and willpower between the 200 riders. However, in their wake is a huge mobile caravan made up of journalists, sponsors, organizers and support teams. Among them, an expert Sodexo team that ensures that high-quality foodservices are part of the memorable experience throughout the three-week Tour.

*"Our team is made up of **45 people** who are passionate about serving the Tour de France," says **Régis Allard**, Director of Operations. "Our motivation, energy and team spirit are the secret ingredients that enable us to deliver great and unforgettable services."*

Since joining the Tour 20 years ago, Sodexo's participation has evolved along with the event. *"When our client, **Amaury Sport Organisation**, took over management of the Tour in 2002, they wanted to make sure they were offering a world-class experience to consumers," says Régis. "We've gone from providing buffets to serving a range of high-quality foodservices such as themed banquets for **1,500 guests**."*

*"We all take pride in delivering an unforgettable experience," says **Nathalie Cogat**, in charge of events. "Whether we're preparing meal trays for the road or champagne-cocktails for the VIP buses, we're meticulous in our work. And, doing all of this in the middle of the countryside, without kitchens or facilities, is just part of the challenge -- and part of the fun!"*

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Among our clients...

• Athletic and cultural activities

Ascot Racecourse, Berkshire (United Kingdom)
Children's Museum of Indianapolis, Indiana (United States)
Dallas Museum of Art, Texas (United States)
Detroit Institute of Art, Michigan (United States)
Grand Parc du Puy du Fou, (France)
Hampden Park, Glasgow, Scotland (United Kingdom)
Hippodrome race courses: Auteuil, Enghien, Longchamp, Maisons-Laffitte, Vincennes (France)
Houston Zoo, Texas (United States)
L'Olympique Lyonnais Football Club, Lyons (France)
L'Olympique de Marseille Football Club, Marseilles (France)
Le Tour de France
Museo del Prado, Madrid (Spain)
Museum of Science and Industry, Chicago, Illinois (United States)
Newcastle United Football Club, Newcastle (United Kingdom)
Roland Garros Tennis Stadium, Paris (France)
Seattle Aquarium, Washington (United States)
The Dakar Rally, France, Chile, Argentina
The John G. Shedd Aquarium, Chicago, Illinois (United States)

• Prestige Restaurants

Huntington Library Gardens Café, Pasadena, California (United States)
Le Pré Catelan, Paris (France)
St. Bartholomew's Church, New York City (United States)
The Churchill Museum & Cabinet War Rooms, London (United Kingdom)
The restaurants of the Eiffel Tower, Paris (France)

• Private Clubs, Associations and Conference Centers

Centre d'Affaires Étoile Saint-Honoré, Paris (France)
Centre d'Affaires Capital 8, Paris (France)
Conference Center at NorthPointe, Columbus, Ohio (United States)
Johnson Space Center, Houston, Texas (United States)
La Maison des Polytechniciens, Paris (France)
Les Salons de la Maison des Arts et Métiers, Paris (France)
San Ramon Valley Conference Center, California (United States)
Tecnológico de Monterrey (Mexico)

OUR MOTIVATION SOLUTIONS

Activity

KEY FIGURES

13.7 billion euro in issue volume

717 million euro in revenues

996 million U.S. dollars in revenues
(at the average exchange rate for Fiscal 2011: 1 euro = 1.3896 U.S. dollars)

4% of Group revenues

3,575 employees

385,000 clients (excluding individuals)

27.4 million beneficiaries

1.1 million affiliated partners

Source: Sodexo

Annual Report | Our Quality of Life Solutions

Our offer

Motivation: hand-in-hand with Quality of Life

The benefits provided to employees, for example, enable companies to **attract, retain, encourage** and **reward** their employees. More than 27 million people around the world benefit from Sodexo's solutions, delivered in three main service areas:

- **Employee Benefits:** providing attractive, easy-to-use, economical solutions for transport, gifts, meals, personal care, leisure activities, education and in-home service vouchers.
- **Incentives and Recognition:** helping companies achieve their quantitative and qualitative objectives through programs to motivate, retain and reward employees.
- **Public Benefits:** running public allocation systems to ensure they are transparent, simple and demonetized, covering such areas as cultural activities, assistance programs, training and employment.

Market trends and growth potential

MARKET TRENDS

Beyond long-term trends that promote the development of all of Sodexo's activities, specific factors affecting **Motivation Solutions** include:

- **socioeconomic:** the increasing service economy, growing numbers of working women, the search for a competitive edge, growing importance given to the human factor within organizations;
- **sociological:** work-life balance, environmental and health concerns;
- **political:** combating illegal work, controlling public spending.

The impact of these trends varies widely according to country economic situations.

Companies seeking to attract and retain talent to cope with rapidly changing markets are turning to employee motivation programs to differentiate themselves, enhance productivity and respond to the new needs of their workforce.

- **In industrialized countries,** continuing urbanization, a growing number of working women and an aging population that is working longer are creating new needs and expectations.
- **In emerging markets,** rapid change, middle class growth, the switch to a more service-driven economy and intense competition for trained talent are generating increased demand for human resource services.

Governments and local authorities are constantly looking for efficient aid distribution solutions and are pursuing pro-active policies to improve delivery of support to disadvantaged members of society.

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GROWTH POTENTIAL

A market estimated at more than **140** billion euro in issue volume.

Sodexo estimate

On our clients' sites

Building customer loyalty – and insight

To help Schneider Electric in Belgium develop closer links with its customer base of independent electricians, Sodexo designed an online rewards program that helped increase customer loyalty.

Schneider Electric

A global specialist in energy management with operations in more than 100 countries, Schneider Electric offers integrated solutions across multiple market segments and focuses on making energy safe, reliable, efficient and environmentally-friendly.

Our client's needs

Schneider Electric sought to:

- increase sales and **reward the customer loyalty** of independent electricians and **increase sales**;
- gain an **improved understanding of the identity and buying tendencies** of customers;
- **ensure effective management of a gift program** far removed from its core expertise.

Sodexo's response

- Sodexo designed an **attractive, user-friendly site**, featuring an online 3,000-item gift catalogue.
- Customers registering online **earn loyalty points** by inputting a unique identifier code placed on all products purchased from authorized distributors.
- Schneider Electric can analyze the platform's data to **track individual customer buying preferences** and to propose special promotions.

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Results

- **Improved customer information** has enabled Sodexo's client to customize its offer to better respond to customer needs.
- The motivation offered to customers to earn points by purchasing Schneider Electric's products has **increased customer loyalty**.
- **Client self-operates the program** using a streamlined transaction procedure while Sodexo manages the entire rewards delivery process.
- Currently operated in Belgium and France, the program is designed according to the client's brand image guidelines, allowing it to be **easily expanded to new countries**.

Yves Roy, Director - Marketing A&C and Communication, Schneider Electric

"We immediately saw the clear added value brought by Sodexo. Sodexo very quickly became a true partner, constantly investigating new ways to improve our loyalty program, creating dynamic activities, contests and communications for our electrician customers."

TEAM SNAPSHOT

Venezuela - Melting pot for success

A highly engaged, close-knit team that bubbles with energy and creative ideas keeps Sodexo's Motivation Solutions business running strong in Venezuela.

"We don't just talk about Team Spirit in Venezuela, we live it!" says **Tatiana Fiandaca** Communications Coordinator. Her enthusiasm is understandable - and, evidently, contagious.

The 272-employee Motivation Solutions team in Venezuela sometimes refers to themselves as "a family."... A family with a penchant for working together! Tatiana points to the strategic planning process as an example. *"Our strategic plan isn't something simply conceived by senior executives; here, everyone participates, providing valuable input from every area of our business."*

Team spirit is nurtured through employee recognition, wellness programs and regular dialogue. *"All of us take great pride in being part of Sodexo,"* says **Ana Luisa Regetti**, HR manager. *"We operate in a spirit of trust and know we can rely on each another."*

The inclusive process is reflected by the high level of motivation – **the team's 80% engagement score** is among the highest in Sodexo and contributes to a high-energy environment.

"Everyone is focused on performance and innovating," says **Jimber Bernal**, Commercial Advisor. *"We actively listen to our clients in order to understand their needs, which then unleashes our creative process."*

"Creativity is nourished by diversity," says Ana Luisa. *"Venezuela is a cultural melting pot. Most citizens are a mix of Caucasian, African and native Indian heritage. The result is that there is openness to others and an appreciation of how different ideas can produce a better result."*
All essential ingredients for successful teamwork!

SUSTAINABLE DEVELOPMENT INITIATIVE

Belgium Eco Pass: making a difference for the environment

Eco Pass vouchers are offered by companies to their employees to encourage consumption of ecological products and services while also helping increase purchasing power.

Created by Sodexo for the **Belgian government**, the Eco Pass can be used to pay for more than 80 “green” products and services, including low-energy consumption light bulbs, solar panels, water conservation devices, diesel engine filters, bicycles, tickets for public transportation and waste treatment services.

Since its launch in July 2009, employers have distributed the Eco Pass vouchers to **1.5 million people**, a reflection of the program’s popularity. In a survey conducted by IPSOS*, 83% of employees expressed satisfaction with the initiative and 60% said the program had encouraged them to keep the environment in mind when making purchases.

To determine the program’s effect on the environment, Sodexo commissioned a study by CO2logic, which compared the environmental performance of the products most frequently purchased with Eco Pass with non-green versions of the products. The study found a reduction of more than 40,000 tons annually of CO2 emissions from the five top products purchased using Eco Pass (low-energy light bulbs, bicycles, refrigerators, televisions and water-conserving shower heads). Over the products’ life cycle, 473,000 tons of CO2 emissions are avoided.

*IPSOS is the world’s fifth largest public opinion research company

OUR MOTIVATIONS SOLUTIONS

Employee Benefits

KEY FIGURE

21.2 million beneficiaries

Source: Sodexo

Our offer

Quality of Life: Improving employee well-being and satisfaction

In today's extremely competitive environment, **attracting and retaining top performers** is essential for every public and private organization, regardless of size or market. Knowing how to motivate employees can provide companies with a true competitive edge.

Sodexo has developed **customized, easy-to-use, economical solutions** with optimized tax treatment. One of the keys to Sodexo's success is its ability to address specific client needs by responding to the expectations of different workforce populations while simultaneously improving internal processes.

Achievements

Bulgaria - Hearing employees

Helping Bulgarian companies understand and improve the satisfaction and motivation of their employees is the focus of an offer jointly created by Sodexo and Adecco. The service includes an audit of current employee satisfaction and recommended measures for increasing motivation, drawing upon research findings from the Sodexo Institute for Quality of Daily Life.

France - Online vouchers for small business

Small businesses can now use a new Internet-based retail site launched by Sodexo Motivation Solutions in France to order meal vouchers and domestic services vouchers for their employees. The service offers clients discounts and variable pricing depending on the selected delivery date, similar to online airline and train ticket sales. Designed to be quick and intuitive, the purchases can be made online easily in just three clicks.

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India - Extra effort ensures on-time launch

Seeking to improve the productivity of its 115,000 employees working at more than 1,400 locations across India, Life Insurance Corporation of India Ltd (LIC) turned to Sodexo to help it meet the challenge with a meal vouchers benefit program. With only 20 days of lead-time, Sodexo's team implemented, in record time, a complete network plan meeting specific regional requirements and ensuring delivery to all locations.

Turkey - Ramadan Gift Pass Offer

To help clients to continue providing employees with donations of food, in observance of Ramadan, Sodexo launched the Ramadan Gift Pass. The service allows employees to spend their employer's gift in a wide range of affiliated food stores and eliminates previous requirements for procuring, storing and delivering traditional food baskets – whose contents did not always match recipient preferences.

Among our clients...

Banks-Insurance

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

HSBC Group, Belgium, India, Mexico, Poland

PricewaterhouseCoopers, Belgium, Czech Republic, Germany, Hungary, Mexico, Philippines, Spain

IT-Electronics

IBM, Hungary, Spain, Tunisia, Venezuela

Oracle, Czech Republic, Venezuela

Samsung Electronic, Belgium, Brazil, Czech Republic, Tunisia, Venezuela

SAP, Belgium, Brazil, Germany, Poland, Venezuela

Consumer goods

Coca-Cola, Belgium, Czech Republic, Hungary, Poland

L'Oréal, Tunisia, Turkey, Venezuela

Nestlé, Belgium, Poland, Venezuela

Nokia, Belgium, Germany, Hungary, Poland, Tunisia

Unilever, Belgium, Hungary, India, Poland, Spain, Tunisia, Venezuela

Industry-Energy

Eli Lilly, Belgium, Chile, Mexico, Venezuela

Johnson & Johnson, Chile, Czech Republic, Poland

Michelin, Belgium, Hungary, Poland, Turkey, United Kingdom

Schneider Electric, Belgium, Germany, India, Philippines, Spain, Tunisia

Siemens, Belgium, Tunisia, Turkey

Tata Group, India, Philippines, United Kingdom

Toyota Group, Belgium, Czech Republic, Spain, Venezuela

Incentives and Recognition

KEY FIGURE

4.3 million beneficiaries

Source: Sodexo

Our offer

Quality of Life: Stimulating performance

Whether seeking to respond to competitive pressures, increase sales over a particular period or implement a new plant safety procedure, companies need to be able to **engage their employees and mobilize their partnership networks**. Rewarding performance is critical to ensuring sustained motivation.

To meet these important challenges, Sodexo designs, manages and delivers **customized incentive programs** to help clients achieve their qualitative and quantitative objectives.

Achievements

France - The self-service gift voucher

A new line of offers from “Tir Groupé by Sodexo” allows companies to choose among three new levels of affiliate networks at which employees may use their gift vouchers. The online platform, featuring more than 11,000 gifts, is directly managed by companies for their sales and distribution networks, provides real-time updates on transactions and can be personalized with the company’s own colors and images.

International - Global solution for a global client

To help its travel e-commerce client, Amadeus, promote insurance products as part of travel packages, Sodexo designed a special incentive program for travel agents and airline call centers around the world. Under the global contract, Sodexo provides Amadeus with a single point of contact as well as expert guidance on the tax treatment of employee incentive programs in each country where it operates.

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Among our clients...

Banks-Insurance

HSBC Group, Argentina, India, Philippines
PricewaterhouseCoopers, Hungary

IT-Electronics

IBM, Hungary
Oracle, Indonesia
Samsung Electronic, Brazil, Poland
SAP, Brazil

Consumer goods

Coca-Cola, Argentina, Poland
L'Oréal, Poland
Nestlé, Czech Republic, Hungary, Indonesia, Poland
Nokia, Poland
Unilever, Hungary

Industry-Energy

Eli Lilly, Mexico
Johnson & Johnson, Poland
Michelin, Hungary, Poland
Tata Group, India

Public Benefits

KEY FIGURE

1.9 million beneficiaries

Source: Sodexo

Our offer

Delivering benefits to support Quality of Life

Among the ways governments and local authorities seek **to respond to citizen needs and expectations** are working to develop local economies, creating jobs, supporting vulnerable populations and providing access to cultural and sports activities.

Sodexo has been supporting these public initiatives with **specially-designed demonetized solutions** to manage and monitor public aid and subsidy distribution securely and transparently.

Achievements

Germany - educational support vouchers

Sodexo is helping the city of Gelsenkirchen administer the new “Bildungspass” educational vouchers under a new public benefit program launched by the Federal government and managed at the city level. With 19,000 potential beneficiaries, the educational package seeks to extend educational opportunities for children providing support for the purchase of school supplies and books, participation in school trips, meal subsidies, after-school tutoring, leisure activities and transportation.

United Kingdom - delivering assistance for asylum seekers

With the new Visa Europe card, Sodexo provides the means for the UK Border Agency to provide asylum seekers with their weekly benefits allocations electronically. The pre-paid cards can be used at commercial outlets approved by the client.

Among our clients...

Public services

National Postal Services: La Poste (Belgium); La Poste (France), Poczta Polska (Poland), Postal Telegraphic Institute of Venezuela (Venezuela)

National Transportation Services: Czech Airlines (Czech Republic), Lufthansa (Germany), National Railways (Hungary), SNCB (Belgium), Transport company city of Košice (Slovakia)

Public Authorities: Provincia de Chaco (Argentina), ONEM (Belgium), Provincia de Rio Negro (Argentina), Steel Authority of India (India), SENIAT (Venezuela)

PERSONAL AND HOME SERVICES

Our offer

Quality of Life one at a time

Four types of services:

- **Childcare**

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

- **Tutoring / adult education**

Sodexo contributes to individual fulfillment by providing in-home tutoring and training in a variety of disciplines. Tutoring courses are offered for young people, adults and seniors in languages, arts, new information and communications technologies and in increasing knowledge in a chosen area. Much of the instruction is offered through e-learning.

- **Concierge services**

Sodexo facilitates daily life with a range of solutions such as dry-cleaning, in-home services and travel or events organization. Requests can be placed via an onsite concierge, telephone or web portal. Microsoft and Alstom (France) decided to add concierge services to those already being provided by Sodexo.

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

Sodexo supports dependent individuals by offering comprehensive services including companionship, light housekeeping, transportation, meal preparation and technology solutions.

Market trends

Whether from companies, families or public authorities, demand is growing rapidly for services to individuals at every stage of life, from pre-school to the senior years.

Childcare: strong demand

Parents are facing a scarcity of childcare solutions, particularly for preschool children, and childcare costs that often exceed their budgets. The combination of these factors has led many governments to adopt policies promoting development of affordable childcare facilities. Companies are also seeking "turnkey" solutions that help enhance employee loyalty.

Academic success: a major concern for parents

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

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The desire to achieve a better work-life balance

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

Increased longevity

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

Development of new technologies

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

Source: Sodexo

Achievements

France - Designing childcare solutions for shoppers

Sodexo partner “Crèche Attitude” was chosen by Carrefour to design three children’s areas as part of its new superstore concept, “Carrefour Planet.” The innovative new service called “**Atelier Kid’s,**” is dedicated to the care of shoppers’ children, aged four to twelve. Crèche Attitude is one of France’s leaders in creating solutions for the care of young children.

International - Concierge services to the aid of property managers

Through its Circles subsidiary, Sodexo has designed a customized concierge services offer for property managers. By integrating services that enrich and facilitate daily life through a range of solutions, Circles helps attract and retain building occupants, contributing directly to the property’s profitability.

United States

• Helpful info online

Circles, the leader in concierge services in the U.S., provides members with free access to a new web-based site offering ideas for dining out, entertainment, babysitting service, travel recommendations or gift suggestions.

• Web site helps keep Seniors engaged and active

Comfort Keepers launched its new web site www.interactivecaregiving.com, part of its unique approach to in-home care. Caregivers interact online with seniors in the physical, mental and social activities they look forward to, enabling them to enjoy healthier, safer and more fulfilling lives ... in the comfort of their home.

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On our clients' sites

Increased satisfaction for all

Meridian Health partnered with Sodexo's Circles to offer concierge services to patients, guests and team members, helping improve overall patient and employee experiences.

Meridian Health

One of the leading not-for-profit health care organizations in the U.S. with medical facilities and partner companies providing home health services, skilled nursing, rehabilitation, ambulatory care, ambulance services and outpatient treatment.

Our client's needs

Meridian Health sought a partner to offer high-quality services to employees, patients and guests in order to:

- **deliver on its brand promise** to provide the best health care experience to patients and guests, and
- **become an employer of choice**, by improving team member quality of life as part of its comprehensive suite of employee benefits.

Sodexo's response

- Sodexo subsidiary Circles launched a virtual concierge service for team members, providing **unlimited 24/7 access to a team of concierge specialists** who take care of their everyday tasks.
- With the employee program a major success, Sodexo **extended the service to Meridian's patients and guests**, launching "Concierge Care," an on-site concierge desk at three Meridian hospitals.

Results

- Widely utilized by team members, **concierge services save an average of three hours per request** – time that can be used in caring for patients and guests.
- Meridian has been named twice as a FORTUNE "100 Best Companies to Work For," and received numerous recognitions for patient care and nursing excellence.
- Within twelve months of the patient program launch, Meridian saw an impressive **5% increase in patient satisfaction scores** in key domains identified as most likely to be impacted by concierge services.

Chrisie Scott, Vice President of Marketing and Communications, Meridian Health

"Concierge Care is a key differentiator of our overall patient experience – caring for the patient and their family in ways that make them more comfortable and able to focus on the healing process. Circles has been an incredibly valuable partner of ours and we look forward to working with them to launch additional servicing innovations that further enhance our overall patient and guest experience in the future."

TEAM SNAPSHOT

United States - Pioneering Business Opportunities

The focus on the needs of seniors is one of the key success factors of the pilot program between Sodexo's Comfort Keepers® and one of the largest health organizations in the U.S.

Comfort Keepers®, a Sodexo brand, is working with Kaiser Permanente to pilot a new in-home care service to **Kaiser Permanente's** members in areas of California, Oregon, Washington and Colorado. Kaiser Permanente is one of the largest not-for-profit health organizations in the U.S., serving approximately 8.9 million people. The objective of the pilot is to gather data on the utilization of **non-medical home care services** by Kaiser Permanente members and to understand the impact on falls and re-hospitalization of senior members.

*"Working with an organization like Kaiser Permanente provides an outstanding opportunity to validate the importance of having a caregiver in the home," says **David Simic**, Vice President, Business Development for Comfort Keepers. "This is the first time that we have established a relationship with a national health care provider and it is a tremendous opportunity for the 14 participating franchisees."*

*"Frequent and constructive communication is one of the keys to the growth of the pilot," says **Lisa Ripley**, Vice President of Strategic Relations. "Both companies have dedicated personnel to manage, monitor, and measure the pilot. We continuously share our data and remain flexible to modify the care services provided to end users."*

Jennifer Berryman and **Jessica Thomas**, Comfort Keepers franchisees in the Bay Area both say, *"Everyone involved is committed to making the pilot a success. Kaiser Permanente's willingness to expand the offering to Colorado members is testimony to their progressive thinking and the value-added opportunities they offer members."*

SUSTAINABLE DEVELOPMENT INITIATIVE

United States - Comfort Keepers combating senior malnutrition

A lack of adequate nutrition can lead to additional health issues for seniors and diminished independence. Sodexo affiliate Comfort Keepers sounds the alarm to draw attention to a growing problem.

Sodexo affiliate Comfort Keepers, a leading in-home care company for seniors and other adults, took action with a special **STOP Hunger** campaign to raise awareness for the growing epidemic of senior malnutrition and under-nutrition. In addition to creating new health concerns or exacerbating existing conditions, a lack of adequate nutrition can lead to diminished independence in seniors.

The campaign emphasized the important role of family members and caregivers in helping seniors stay nourished by socializing with them during mealtime, providing transportation and assistance in grocery shopping and helping with meal preparation. Additional recommendations include observing seniors for signs of physical problems such as bruising, dental difficulties or sudden or sustained gain or loss of weight; asking seniors about their eating habits and whether their tastes or preferences have changed; visiting during mealtime to observe eating habits first-hand; and consulting with doctors and pharmacists in case of questions.

In addition to informing seniors and their families about the implications of an inadequate diet, Comfort Keepers franchisees continue to conduct **STOP Hunger food drives**, participate in **health fairs** and sponsor **educational programs**, consistent with Sodexo's ongoing commitment to the fight against malnutrition.

Among our clients...

Altran, Belgium
Areva, France
Baker & McKenzie, Sweden
Biogen Idec, United States
Boston Red Sox, United States
Bridgestone, France
BWin, Sweden
Coca-Cola, United States
Conseil Général du Cher, France
Générale de Santé, France
KBL, Luxembourg
Microsoft, France
Nordnet, Sweden
Procter & Gamble, United States
Saab, Sweden
Sanofi-Pasteur, France
St. Jude Medical Inc., United States
Thales, France

A

American Depositary Receipts (ADR)

An ADR is a registered certificate issued by a US bank to represent ownership of a share or bond issued by a publicly-traded non-US company. ADRs are quoted in US dollars, but the underlying shares or bonds are denominated in their original currency and are held in deposit by a bank, known as the custodian, in the country of issue. ADRs enable a non-US company, subject to certain conditions, to be quoted in the United States. One Sodexo share is represented by one Sodexo ADR. Dividends and voting rights belong to the ADR holder.

Anaerobic digestion

Anaerobic digestion is the natural biological process of transformation of organic carbon matter into biogas. This decomposition of organic matter occurs in the absence of light and air in sealed containers under liquid or dry conditions. Anaerobic digestion is used as a method of treating waste and producing clean, renewable energy through the combustion of biogas, and as agricultural fertilizer.

B

Business in the Community (BITC)

Business in the Community is a business-led charity with 850 member companies, from large multinational household names to small local businesses and public sector organizations. BITC seeks to positively shape business impact on the environment, in the marketplace, the workplace and the community.

C

Carbon Disclosure Project

The Carbon Disclosure Project is an independent non-profit organization that possesses a large worldwide database of primary corporate climate change information.

CITIZEN

Sodexo's online monitoring tool for corporate citizenship, called "Citizen," is the central repository for sustainable development initiative management, knowledge management and communication for all entities of the Group.

Client retention

The client retention rate equals prior-period revenues from contracts lost by Sodexo (to competitors or due to a decision not to outsource) divided by total prior-period revenues for the entity in question. Also included are contracts terminated by Sodexo, and site closures (including the effect of relocations). This is a comprehensive retention rate. Other companies may calculate their retention rates on a different basis.

Comité Colbert

Founded in 1954 at the initiative of Jean-Jacques Guerlain, the Comité Colbert, with a membership of 75 houses of French luxury, shares and promotes a set of values in France and internationally: the combining of tradition and modernity, of savoir-faire and creativity and of history and innovation.

Committee for Sustainability in Health Care (C2DS)

Created in 2006, C2DS is a non-profit association of health care professionals promoting best sustainability practices in the health care industry to optimize human, environmental and economic impacts.

Committee of Sponsoring Organizations (COSO)

COSO was formed in the United States in 1985 to sponsor the National Commission on Fraudulent Financial Reporting, an independent private sector initiative jointly sponsored by major professional associations chaired by James C. Treadway. COSO issued recommendations to public companies and independent accountants in the form of an integrated framework for internal control, which forms the basis for the application of certain provisions of the Sarbanes-Oxley Act.

Corporate Officers

Corporate Officers is the term used in English for the French “mandataires sociaux” and refers to the Chief Executive Officer and the Members of the Board of Directors.

Covalence

Covalence runs EthicalQuote, the ethical reputation scoring system and CSR (Corporate Social Responsibility) news database tracking the world’s largest companies. It produces the Covalence EthicalQuote Ranking.

D

Dow Jones Sustainability Indexes (DJSI)

Launched in 1999, the Dow Jones Sustainability Indexes are the first global indexes tracking the financial performance of the leading sustainability-driven companies worldwide. Compiled by Dow Jones Indexes and SAM, these indexes provide asset managers with sustainability benchmarks.

E

ECPI

ECPI is an independent company dedicated to sustainability research, rating and indexes. It has been active since 1997 in integrating intangible value/non-traditional risk factor research, e.g. environmental, social and governance parameters (ESG), into mainstream quantitative financial analysis.

European Federation of Contract Catering Organization (FERCO)

FERCO represents players in the contract catering sector who meet to discuss and reflect on key issues. Its role vis-à-vis European institutions is to raise awareness of this industry.

European Network for Workplace Health Promotion (ENWHP)

The European Network for Workplace Health Promotion is an informal network of national occupational health and safety institutes, public health bodies and statutory social insurance institutions. Its members and partners aim to improve workplace health and well-being and to reduce the impact of work-related ill health on the European workforce.

F

Forest Footprint Disclosure (FFD)

Forest Footprint Disclosure is a special project of the Global Canopy Foundation, initiated in 2008. FFD engages with private sector companies, asking them to publish their current understanding of their “forest footprint” based on the presence of five key commodities –soy, palm oil, timber, cattle products and biofuels – in their operations and/or their supply chains.

Forum Ethibel

Forum Ethibel is an independent consultant for Socially Responsible Investing. The European Ethibel quality label designates socially responsible and ethical investments.

G

GLOBAL G.A.P

GLOBAL G.A.P is a private-sector body that sets voluntary standards for the certification of production processes of agricultural (including aquaculture) products around the globe.

Greenhouse Gas Emissions (GHG Emissions)

Greenhouse gases are atmospheric gases that contribute to the greenhouse effect by absorbing infrared radiation produced by solar warming of the Earth's surface.

Group net income

Group net income is total net income generated by all Group companies less the portion of net income attributable to minority investors in subsidiaries not wholly owned by Sodexo.

H

Hermes Project

Hermes, an on-line tool to monitor the impact of Sodexo's marketing offers, especially concerning healthy eating.

I

Intensity risk

Risks whose frequency and severity require transfer to the insurance market.

International Association of Outsourcing Professionals (IAOP®)

IAOP® is the global, standard-setting organization and advocate for the outsourcing profession.

International Labour Organization (ILO)

ILO is the international organization responsible for drawing up and overseeing international labor standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programs promoting Decent Work for all.

Issue volume

The face value of vouchers and cards multiplied by the number of vouchers and cards issued.

Italian Human Nutrition Society (SINU)

SINU is a scientific body bringing together nutrition experts and scholars to discuss issues related to all aspects of nutrition – chemical, molecular, genetic, biochemical, physiological, psychological, cognitive-behavioral, clinical, technological, educational, political and social.

J

Joint Commission International (JCI)

JCI certifies health care organizations that meet a set of standard, internationally recognized requirements designed to improve quality of care and ensure a safe environment for patients and staff.

L

Linking Environment And Farming (LEAF)

Linking Environment And Farming promotes environmentally responsible farming practices, to help farmers produce good food to high environmental standards. The LEAF Marque logo identifies qualifying produce in stores for consumers. LEAF members are individuals, NGOs and companies.

M

Marine Stewardship Council (MSC)

The Marine Stewardship Council works with partners to transform the world's seafood markets and promote sustainable fishing practices. MSC strives to develop credible standards for sustainable fishing and seafood traceability and seeks to make certified sustainable seafood more widely available.

Max Havelaar

The Max Havelaar label, the world's first Fairtrade Certification Mark, distinguishes Fairtrade products from conventional ones, to guide consumers to food producers whose practices improve "the living and working conditions of small farmers and agricultural workers in disadvantaged regions." Stichting Max Havelaar (Max Havelaar Foundation) is the Dutch member of FLO International.

Meilleur ouvrier de France

The title "Un des Meilleurs Ouvriers de France" ("France's best professionals") is awarded by business category in a professional competition established in 1924. For this prestigious title, the applicant must create a masterpiece requiring months or even years of preparation. The award is unique in the world and those who receive it become standard-bearers of French craftsmanship in the fields of luxury and advanced industrial quality.

N

Number of sites

The number of sites corresponds to the number of client locations where Sodexo operates.

O

Organic growth

Organic growth is the increase of revenues, at constant exchange rates, and excluding the impact of acquisitions or divestitures of subsidiaries for a twelve month period.

P

Progressive Aboriginal Relations (PAR)

The PAR is a certification program that recognizes outstanding Aboriginal relations among leading Canadian companies; certified companies integrate Aboriginal relations into their strategic planning and are viewed by Aboriginal businesses and communities as ideal business partners and places to work.

Q

Quality, Hygiene, Safety, Environment (QHSE)

These four components of a responsible corporate management approach are based on the belief that most, if not all, accidents involve human error and are therefore preventable with better training and management practices.

R

Rainforest Alliance

The Rainforest Alliance is an international non-profit organization that works to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior.

Return On Capital Employed (ROCE)

$$\frac{\text{Operating income after tax}}{\text{Total of tangible and intangible assets plus goodwill plus client investments plus working capital, as of the end of the year.}}$$

Royal Society for the Prevention of Accidents (RoSPA)

RoSPA is a registered charity that promotes safety and prevents accidents through safety education to save lives and reduce injuries at work, on the road, in the home and during leisure activities.

S

SALUS Project

Sodexo's global incident management system SALUS is a tool for managing QHSE incidents and reporting QHSE metrics in a consistent way. The global framework provides common definitions and metrics for understanding and preventing risk.

SAM

SAM is an investment boutique focused exclusively on Sustainability Investing. The firm's offering comprises asset management, indexes and private equity. Based on its Corporate Sustainability Assessment, SAM has compiled one of the world's largest sustainability databases and analyzes over 2,000 listed companies annually.

Siel Bleu

Siel Bleu (Sport, Initiative et Loisirs) is a non-profit organization active in building health awareness. It focuses on physical activity as a way to stay healthy and prevent disease. The group aims to help improve quality of life and maintain autonomy at all ages.

STOP Hunger

Through the STOP Hunger initiative, Sodexo addresses the chronic hunger and malnutrition that affect over 1 billion people in the world. Under its Better Tomorrow Plan global sustainability roadmap, Sodexo is committed to establishing STOP Hunger programs in 50% of the countries where it operates by 2015, and in all countries where it operates by 2020.

STOXX® Global ESG Leaders index

The STOXX Global ESG Leaders index assesses the environmental, social and corporate governance performance of the leading global companies. It is composed of sub-indices: the STOXX Global ESG Environmental Leaders, the STOXX Global ESG Social Leaders and STOXX Global ESG Governance Leaders.

Supplier code of conduct/Supply Chain Code of Conduct

The Supplier Code of Conduct sets forth Sodexo's expectations for sound and responsible ethical, social and environmental practices among its suppliers. These standards apply to all suppliers, vendors, contractors and other entities with whom Sodexo conducts business.

Supplier Ethical Data Exchange (SEDEX)

SEDEX is a London-based non-profit organization whose member companies are committed to improving the ethical performance of their supply chains. The organization has a web-based data exchange through which members around the world store and share information, enabling them to analyze and assess potential risks in this area.

T

The National Association for Adult Vocational Training (AFPA)

AFPA is a leading adult vocational training organization in France and Europe which helps individuals gain vocational qualifications, skills and knowledge needed to readily find employment in numerous industries. In France, it provides training for 150,000 people annually at 265 sites.

Transfair–Minka

Transfair–Minka is dedicated to the development of fair trade in Luxembourg. The non-profit organization is a member of the international Fairtrade network. The Transfair–Minka label is attributed to importers, retailers and small businesses (coffee roasters, chocolate makers) who are actively involved in fair trade.

V

Vermicompost

Vermicompost is the product of a composting method that uses various species of worms to digest organic waste (food waste, bedding materials, etc.). Vermicompost contains water-soluble nutrients and is an excellent organic fertilizer and soil conditioner. The process of producing vermicompost is called vermicomposting.

W

Water footprint

The water footprint of an individual, community or business is defined as the total volume of freshwater used to produce the goods and services consumed by the individual or community, or produced by the business. Water use is measured in water volume consumed (evaporated) and/or polluted per unit of time.

Work-related accident frequency rate

Number of accidents per million hours worked.

Work-related accident severity rate

Number of day's work lost due to work-related accidents per million hours worked.

World Action on Salt and Health (WASH)

World Action on Salt and Health is a global group with the mission to improve the health of populations throughout the world by achieving a gradual reduction in salt intake. WASH encourages multi-national food companies to reduce salt content in their products and works with governments in different countries.

World Day for Eradication of Poverty

The International Day for the Eradication of Poverty has been observed since 1993. The UN General Assembly decided to designate this day to promote awareness of poverty and the need to eliminate it.

World Oceans Day

On World Oceans Day people in all countries pay homage to the bodies of water that link the continents and celebrate ocean resources that sustain populations around the world. The Ocean Project and the World Ocean Network have been coordinators of this event since its inception in 2003.

World Resources Institute (WRI)

The World Resources Institute is an independent, non-partisan and non-profit environmental think tank founded in the United States. Its staff of more than 100 scientists, economists, policy experts, business analysts, statistical analysts, mapmakers, and communicators develop and promote policies aimed at protecting the Earth and improving people's lives.

World Water Day

In 1992, the UN General Assembly designated March 22 as the annual World Water Day.

World Wildlife Fund (WWF)

WWF is one of the world's largest conservation organizations. Its mission, supported by over 5 million people, is to stop the degradation of the planet's natural environment. Its action aims to conserve biodiversity, ensure sustainable use of resources and combat pollution and waste.