



W E L C O M E

Investor Day Sodexo

November 2, 2020

*You can't stop the waves,
but you can learn to surf.*

- Jon Kabat-Zinn -

sodexo
QUALITY OF LIFE SERVICES

AGENDA PART I

Emerging from the Covid-19 crisis in better shape

Denis Machuel Group Chief Executive Officer

Our human centric and cash generative business model

Cathy Desquesses Chief People Officer

Marc Rolland Chief Financial Officer

The building blocks for our future

Denis Machuel Group Chief Executive Officer

Q&A

An acceleration in trends post Covid-19

Sylvia Metayer Chief Growth Officer

Enhanced purchasing to reduce costs and improve sustainability

François Blanckaert Chief Purchasing Officer

Marketing and sales: digitization, targeting and standardization

Bruno Vanhaelst Chief Sales & Marketing Officer

Q&A

BREAK 15 MINUTES



AGENDA PART II

Work From Home: An opportunity

Sunil Nayak CEO Corporate Services Worldwide

Aurélien Sonet CEO Benefits & Rewards Services

Sarosh Mistry Region Chair North America

Q&A

We are prepared for the future

Denis Machuel Group Chief Executive Officer

Q&A



DENIS MACHUEL

Chief Executive Officer



“

With a renewed Executive Committee, I have **rebooted the business** over the past 2 years.”

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE



Focus on the Challenges
in North America
Healthcare and Education



Rebalance
the dynamic of our
development



Renew our culture of
discipline and accountability

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Focus on the Challenges in **North America** in **Healthcare & Universities**



130 Basis points increase in retention (2020 vs 2018)



>95% Retention over the past 2 years excluding one voluntary contract exit



Photo taken before Covid-19 Pandemic

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Focus on the Challenges in **North America**
in **Healthcare & Universities**



**Exit of 200 m€
unprofitable contracts**



Photo taken before Covid-19 Pandemic

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Focus on the Challenges in **North America in Healthcare & Universities**



STEP
Sodexo Targets for
Enhanced Performance



PRODUCTIVITY



+98 bps GP / Labor in Schools



+203 bps GP / Food Costs in Healthcare



Photo taken before Covid-19 Pandemic

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Rebalance the dynamic of our development



Food services

back into the heart of everything we do



Photo taken before Covid-19 Pandemic

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

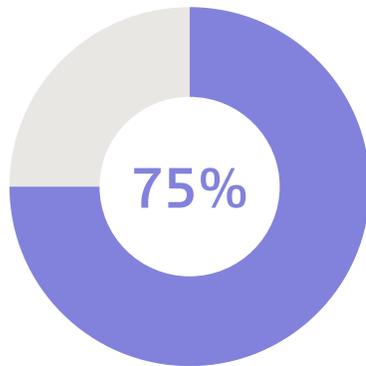
Rebalance the dynamic of our development



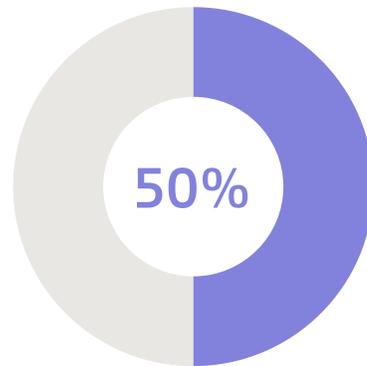
Food services

back into the heart of everything we do

Local contracts



Food-only contracts



New signatures in Corporate services H1 FY2020



ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Rebalance the dynamic of our development



Focus on our

FM and **Integrated offers**



Photo taken before Covid-19 Pandemic

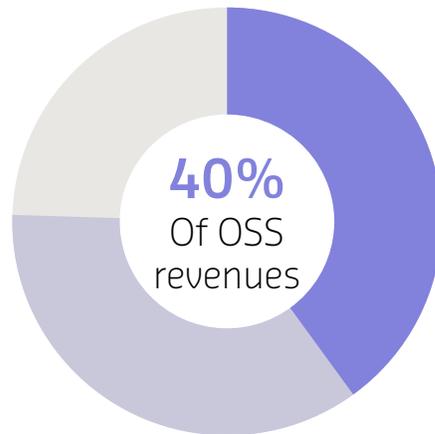
ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Rebalance the dynamic of our development



Strengthen our **IFM offer**

FM services



75% for GSA



Photo taken before Covid-19 Pandemic

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Renew our culture of **discipline and accountability**



Focus on **PERFORMANCE MANAGEMENT**



19,000 sites



17 countries



Tracks **80%** of Sodexo's revenues

Fully deployed by October 2021

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE



Renew our culture of **discipline and accountability**

Focus on

BETTER EXECUTION

Underperforming contracts

Loss-making contracts

Signing discipline

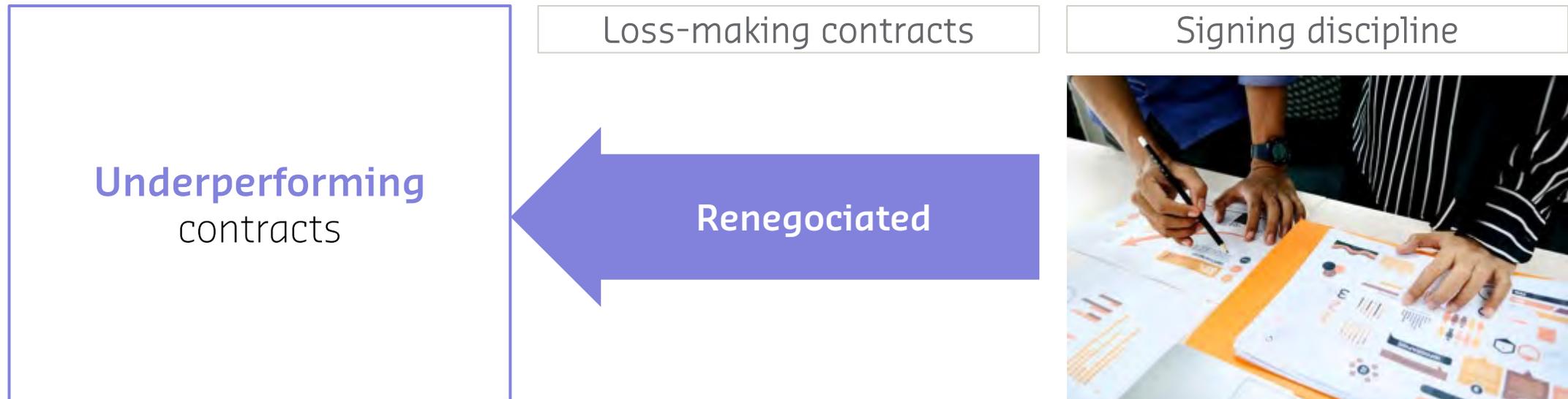


ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Renew our culture of **discipline and accountability**



Focus on **BETTER EXECUTION**



ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE

Renew our culture of **discipline and accountability**



Focus on **BETTER EXECUTION**

Underperforming contracts



Signing discipline

Loss-making
contracts

Being eliminated

ADDRESSING AND FIXING AREAS OF UNDERPERFORMANCE



Renew our culture of **discipline and accountability**

Focus on **BETTER EXECUTION**

Underperforming contracts

Loss-making contracts



Enhanced

Signing
discipline

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Improve **Operational Efficiency**
and **productivity**

Certain countries
DE-SEGMENTED

COUNTRY portfolio rationalization



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Improve Operational Efficiency
and productivity

FINANCE FUNCTIONS
mutualization

3

Shared
services centers



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Improve Operational Efficiency
and productivity

IT enterprise architecture
CONSOLIDATION

+60m€

Additional annual investment



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Expanded **Client & Consumer** centricity
in Food services

Consumer
INSIGHTS & AI

Anticipate **food trends**

Improve **sourcing**

Standardize our **process**



For better **customization**



Photo taken before Covid-19 Pandemic

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Expanded **Client & Consumer** centricity
in Food services

**OPTIMIZATION
OF FOOD OFFERS**



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Expanded **Client & Consumer** centrality
in Food services

DIGITIZATION of our food offer



FoodChéri.

New **CONSUMER EXPERIENCE**

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Expanded **Client & Consumer** centricity
in Food services

NEW FOOD TECH ACCELERATION

Click & Collect and **Food Delivery**

70

partnerships with
major e-commerce and delivery platforms



Photo taken before Covid-19 Pandemic

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Corporate Responsibility anchored
into everything we do



#1 Industry leader
15th year in a row



The highest marks in
Sustainability Yearbook
13th consecutive year

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Corporate Responsibility anchored
into everything we do

Food offer
more sustainable
than ever



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Corporate Responsibility anchored
into everything we do

Reducing
**FOOD
WASTE**

WASTE WATCH PROGRAM

Reduce food waste on our sites by
50% by 2025



685.000 kg of waste avoided
in 340 sites in 8 months



Photo taken before Covid-19 Pandemic

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Corporate Responsibility anchored
into everything we do

ENVIRONMENTAL commitments



MORE and **MORE** CONTRACTS
being won

Waste management

Carbon emission
reduction

Local supply

Fresh and healthy
products

Single-use plastic
reduction

Local communities
inclusion

Employee diversity promotion



Yvelines
Le Département



SOCIÉTÉ
D'EXPLOITATION
DE LA
TOUR EIFFEL

INDITEX

Drake
UNIVERSITY

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Corporate Responsibility anchored
into everything we do

MEETING CLIMATE CHANGE AMBITIONS

First company in the sector

to set objective for **scope 3**

Accounting for **98%** of our total emissions



DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Our people are the essence of our services, our growth and our success



2,500 Chefs trained at our Chef Academy



Strong Learning & Development commitments to develop talent



500 people trained at our Sales Academy

Photos taken before Covid-19 Pandemic

DELIVERING OUR FOCUS ON GROWTH STRATEGIC AGENDA

Our people are the essence of our services, our growth and our success



Performance
incentive-based

STEP
Sodexo Targets for
Enhanced Performance



New
**digital & innovative
training models**
to facilitate agility



Photos taken before Covid-19 Pandemic



**Our business is founded on two pillars,
human centric and cash generative.”**

MARC ROLLAND

Chief Financial Officer

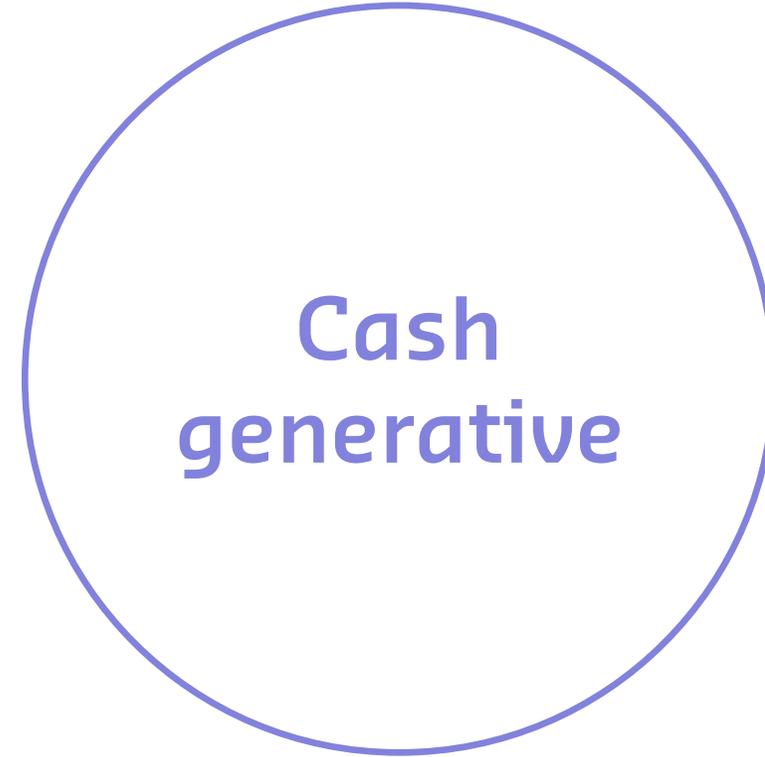
CATHY DESQUESSSES

Chief People Officer



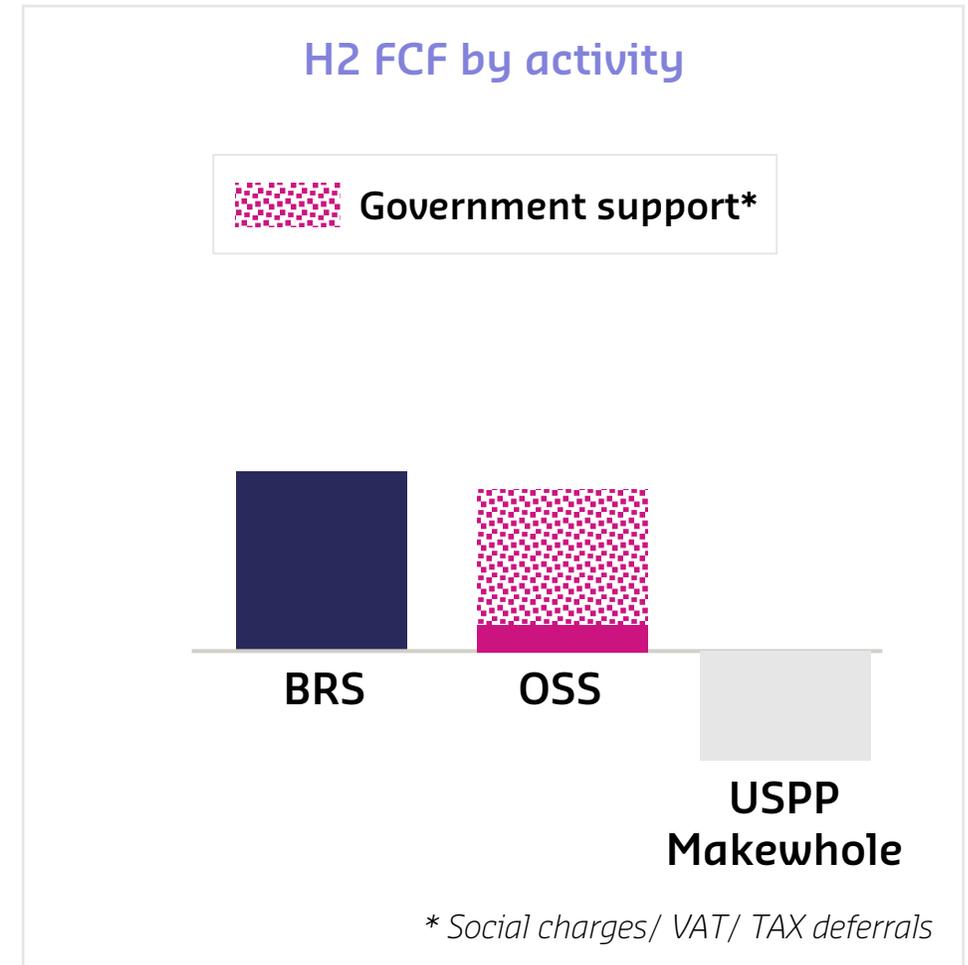
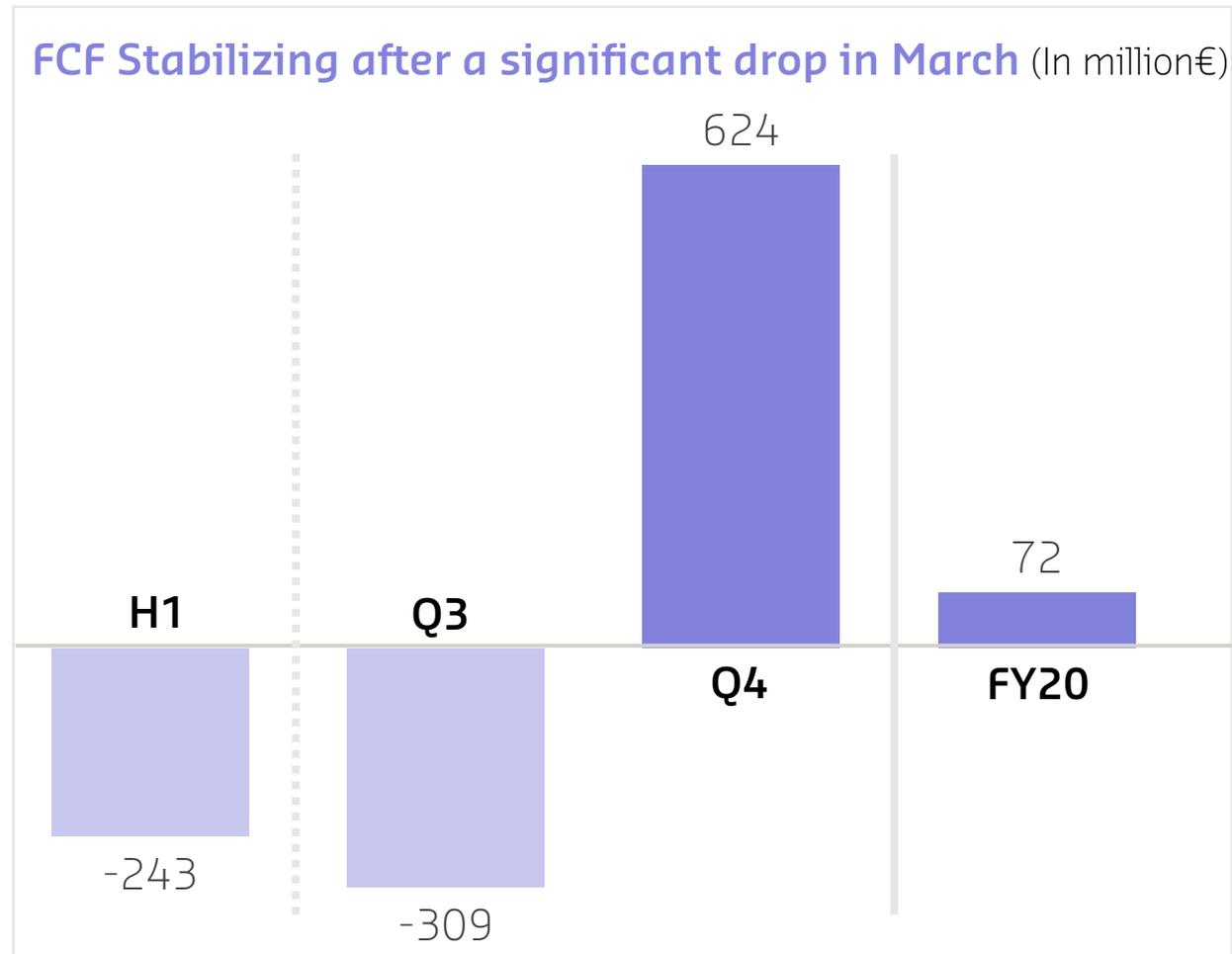
A SUSTAINABLE BUSINESS MODEL

With two strong pillars



A STRONG CASH GENERATIVE BUSINESS MODEL

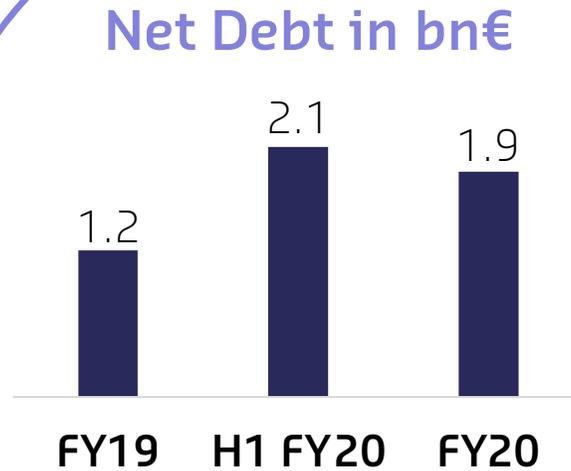
A resilient cash position in both OSS and BRS



A STRONG BALANCE SHEET

5.1 bn€
liquidity

No more
covenants

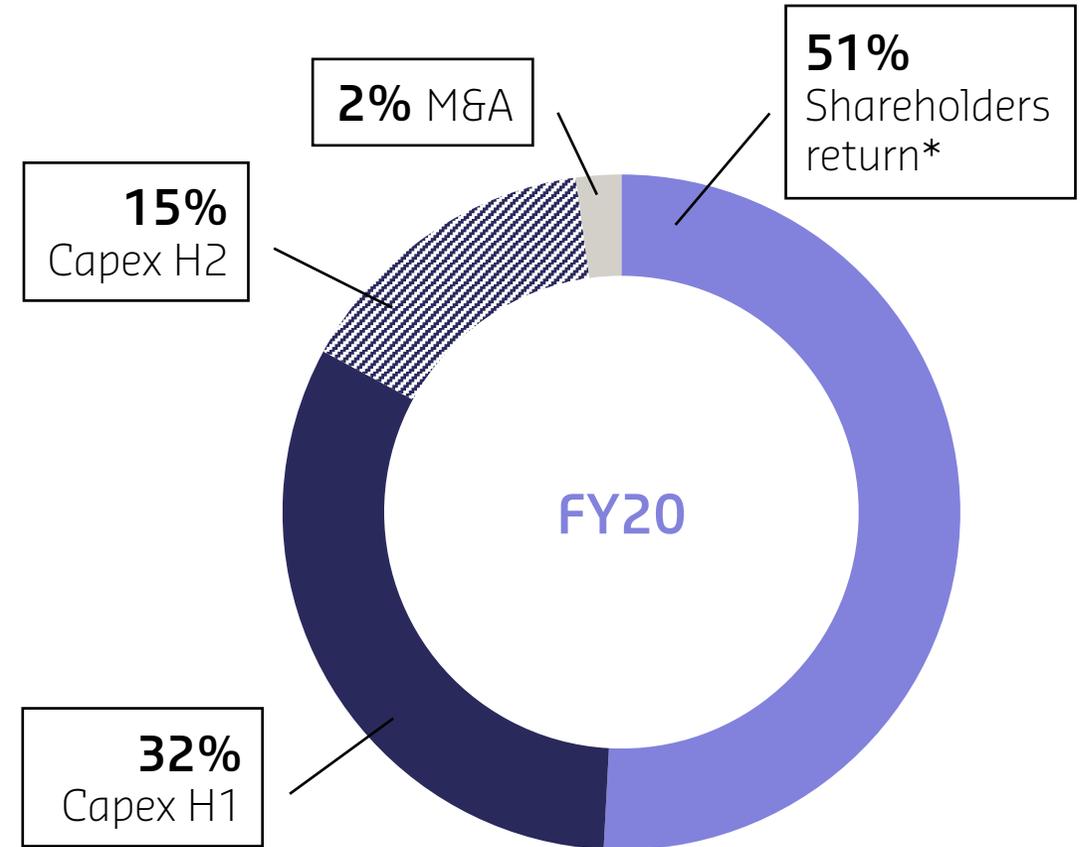
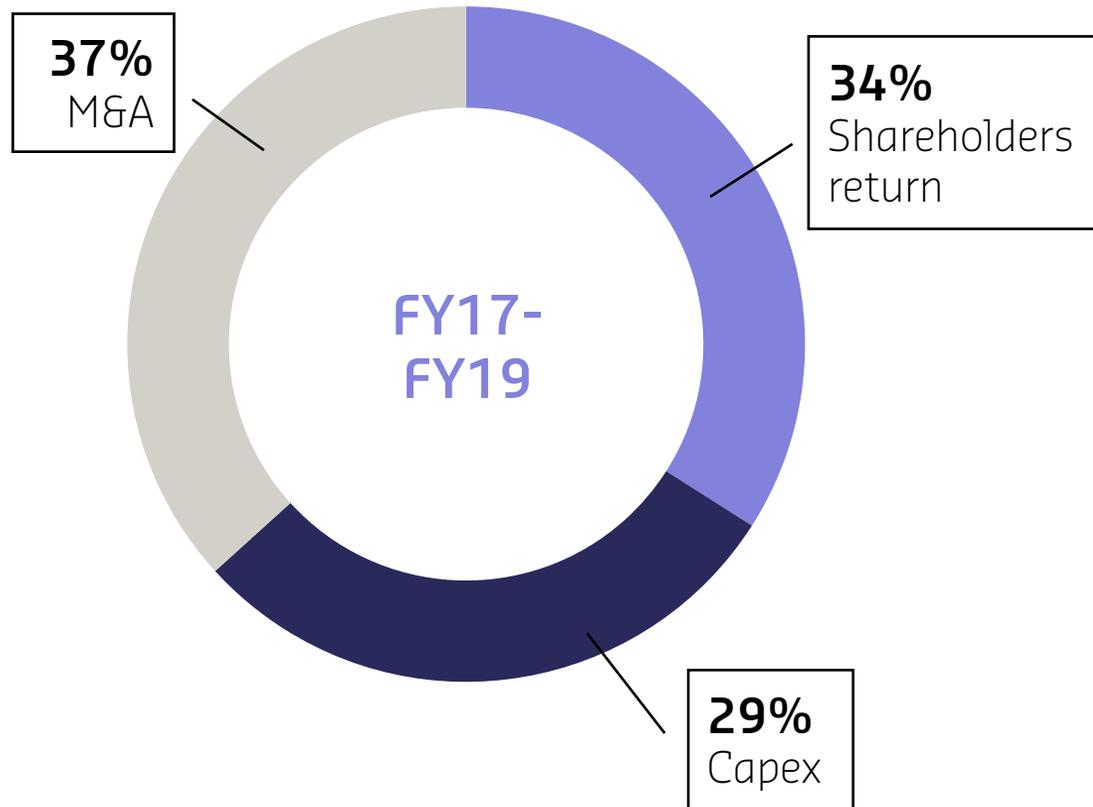


Average
maturity
5.7 years

Net Debt
Ratio
2.1X

A STABLE AND BALANCED CASH ALLOCATION

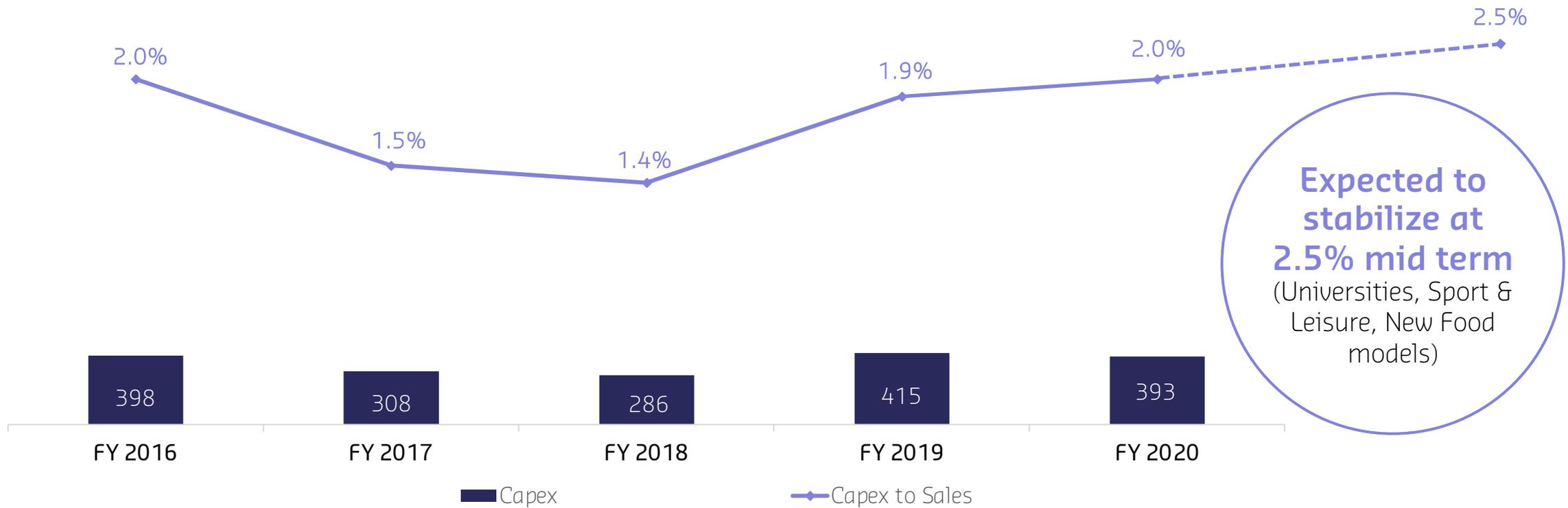
Paused investments in FY2020



(*). Dividend for FY19 was paid pre-Covid in February 2020
Cash allocation= Free Cash Flow before Capex

FOCUS ON CAPEX

A level of Capex expected to gradually increase to 2.5% mid term



FOCUS ON M&A

Accelerate in
new food models
and **GPO**

Continue selective
PHS acquisitions
especially in
Home Care

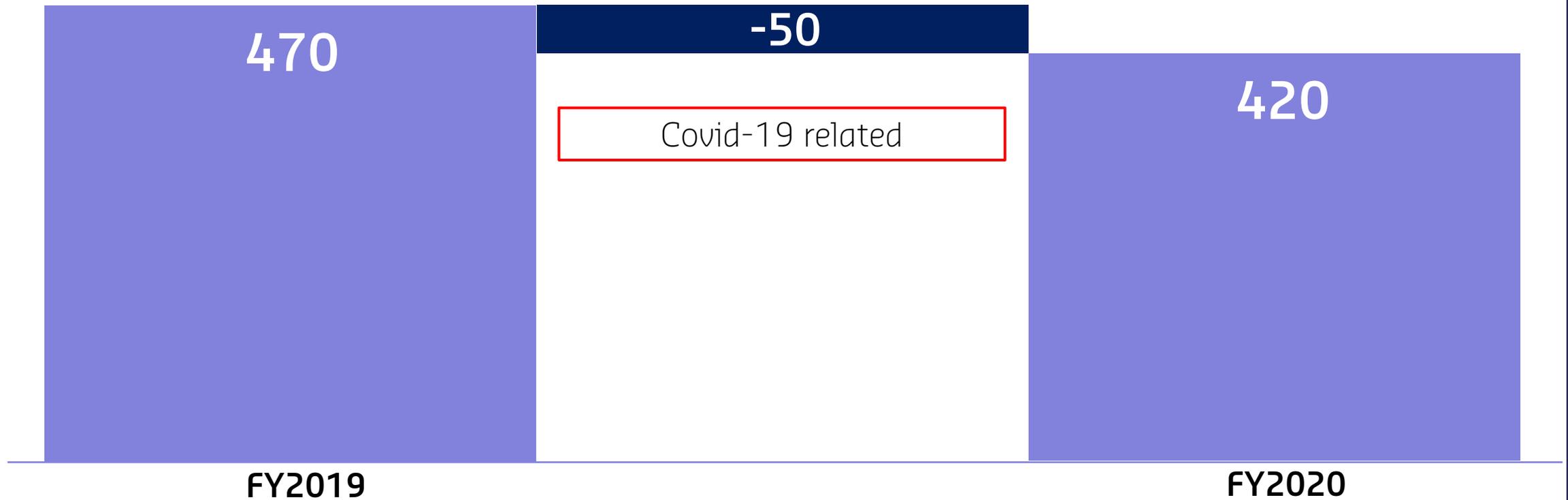
Dispose non-core
activities and
geographies

Support **BRS**
digital
transformation
and
consolidation of
position

OSS: Be
opportunistic to
consolidate our
position and our
activities

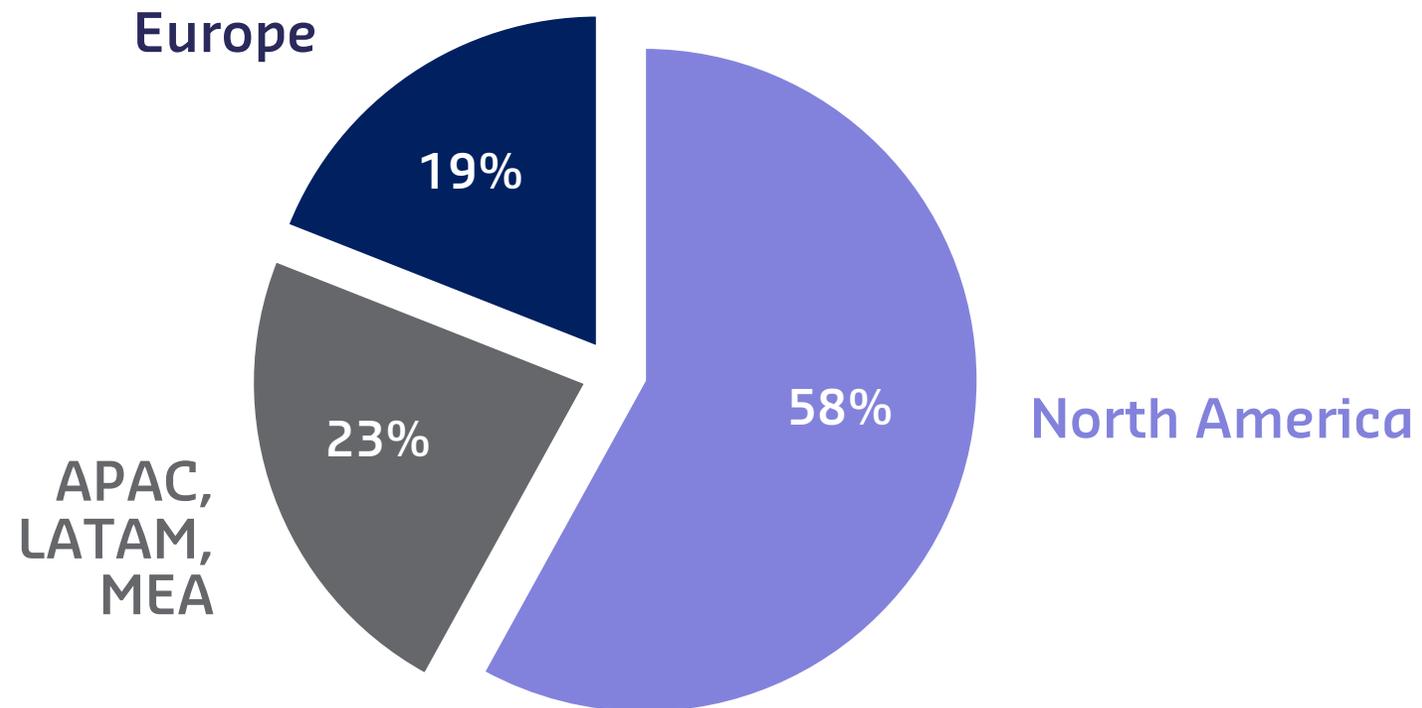
EMPLOYMENT EVOLUTION THROUGHOUT THE YEAR

In thousands



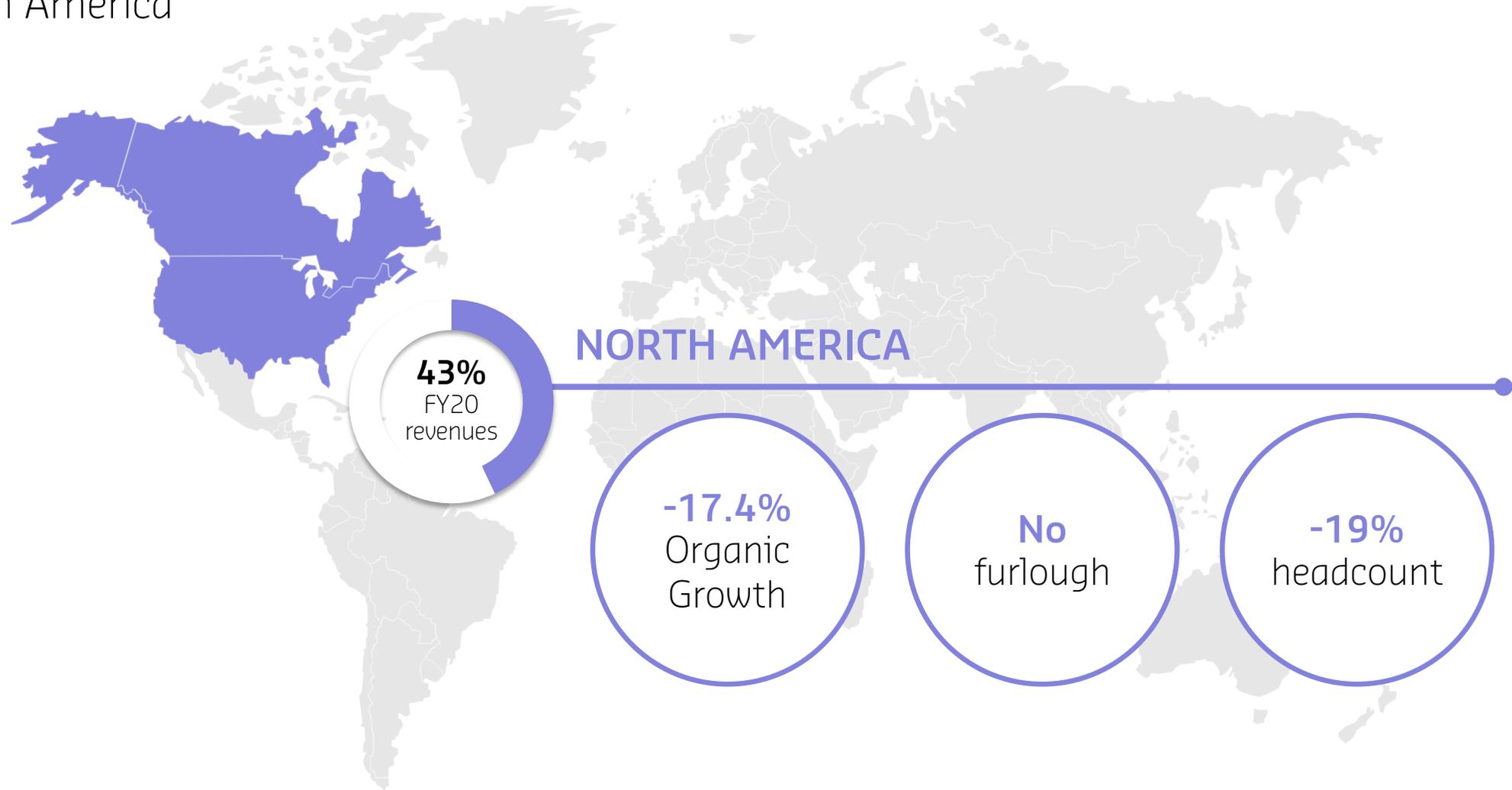
EMPLOYMENT EVOLUTION THROUGHOUT THE YEAR

Reduction in staff split amongst regions



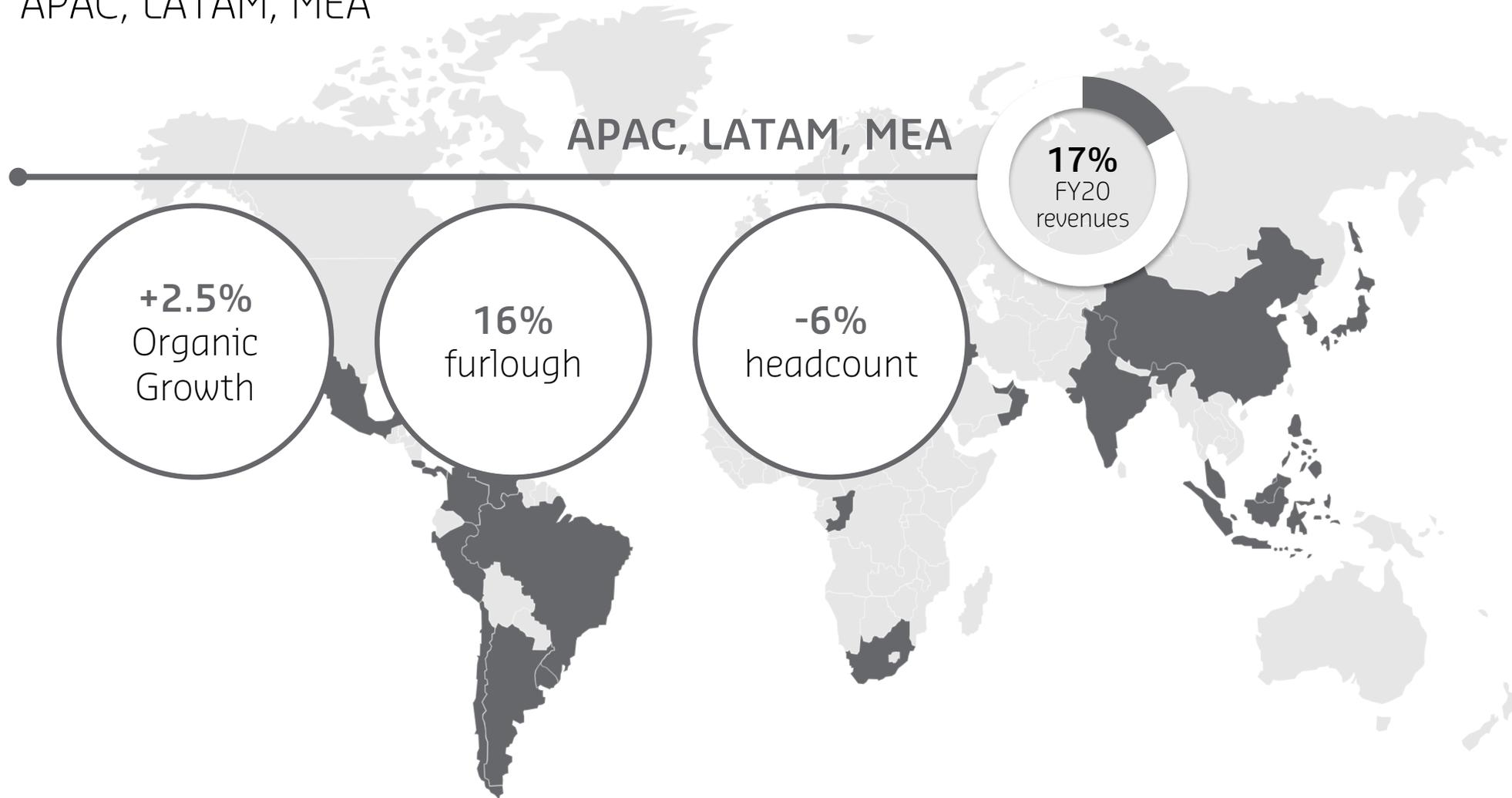
REDUCTION IN STAFF IN FY2020

North America



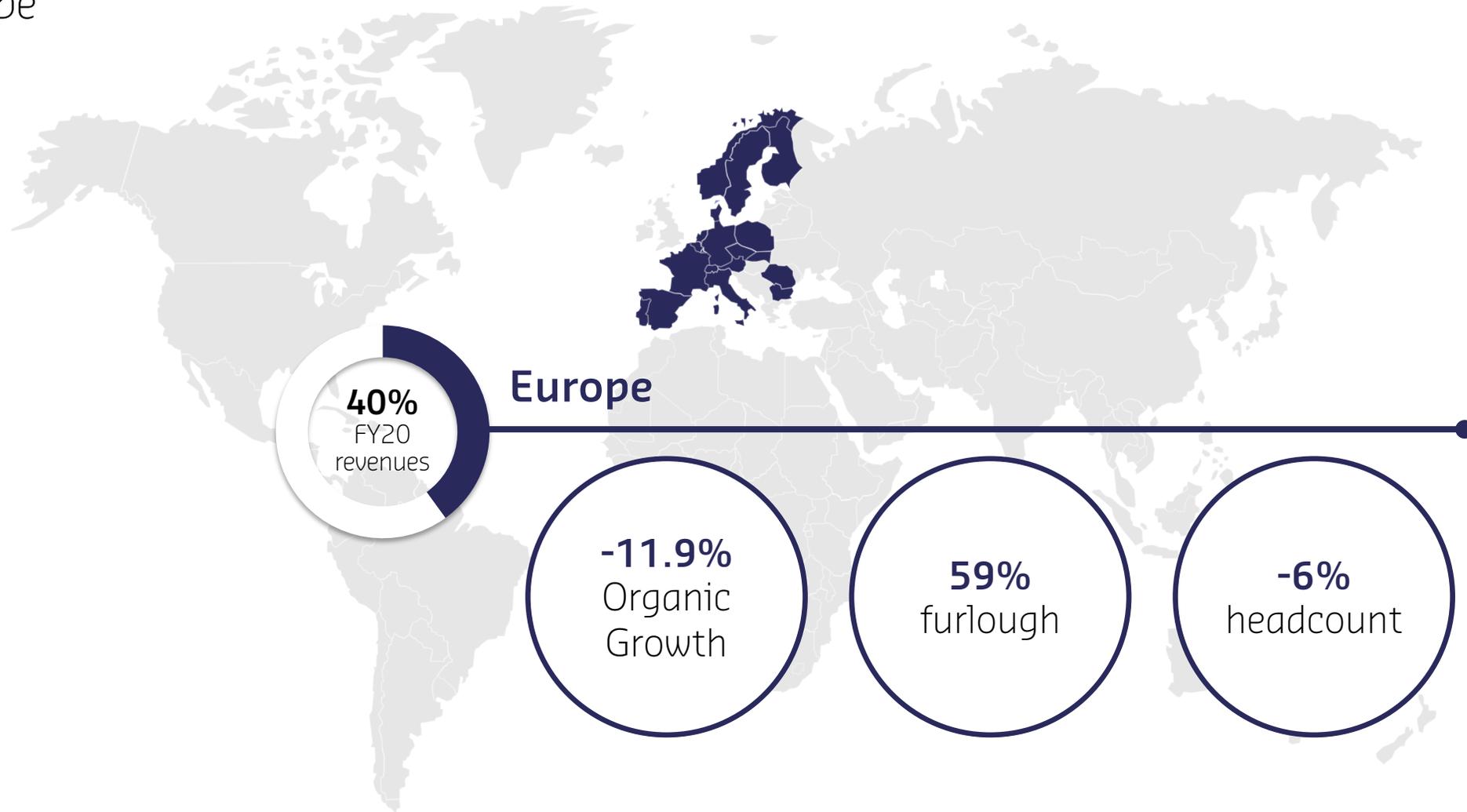
REDUCTION IN STAFF IN FY2020

APAC, LATAM, MEA



REDUCTION IN STAFF IN FY2020

Europe



EMPLOYEE RELIEF PROGRAM

To support front line employees

Enabled by
senior
executives
and the
company

Administrated
locally



US: extended medical coverage



Brazil: food vouchers distributed



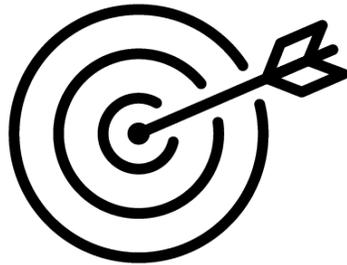
India and China: paid 50% of minimum wage



Sodexo Employee
Relief Program

WE HAVE DESIGNED A 350M€ GET PROGRAM

Global Effectiveness and Transformation



OBJECTIVES

- **Adjust our OSS direct labour costs** to revenue drop to protect our GP
- **Sustainable reduction** in SG&A



TIMELINE

Over 2 fiscal years
from H2FY20

to

end of FY21



COST & SAVINGS

- **350 m€** implementation costs
- **90%** cash impact
- **350 m€** cumulated savings:
50% in GP and 50% in SG&A

WE HAVE DESIGNED A 350M€ GET PROGRAM

Global Effectiveness and Transformation



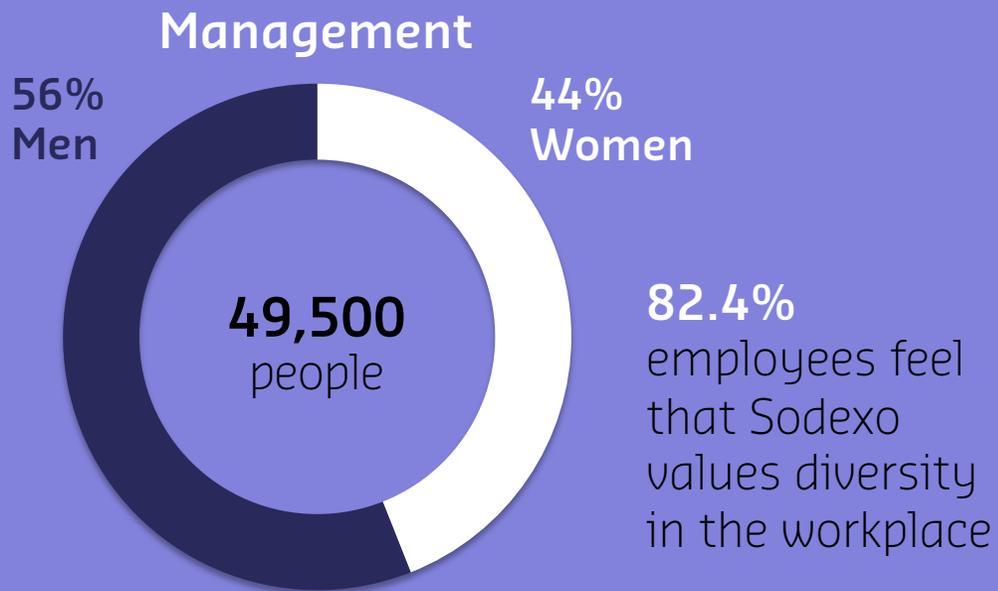
COST & SAVINGS

- **350 m€** implementation costs
- **90%** cash impact
- **350 m€** cumulated savings:
50% in GP and 50% in SG&A

(in million €)	FY20	FY21	FY22
Total exceptional costs	158	192	-
Cash impact	-75	-175	-65
SG&A incremental savings	-	100	75
GP incremental costs avoidance	-	120	55

DIFFERENTIATE ON HOW WE TREAT PEOPLE

We have treated and will continue to treat people **with respect and fairness**, while continuing to **preserve diversity and inclusion**.



Photos taken before Covid-19 Pandemic

PEOPLE ARE ENGAGED



80%
engagement rate
in our latest survey

59%
participation rate

78%*
of respondents
say they feel
positive about
the future

80%*
feel that their
direct line
manager handled
the impact of the
pandemic well

78%*
agree that
Sodexo handled
the impact of the
pandemic well

(agree and strongly agree)*

TALENT REMAINS KEY FOR OUR FUTURE

Our culture gives us a competitive advantage to retain and attract people in the war for talent.



Photo taken before Covid-19 Pandemic

DENIS MACHUEL

Chief Executive Officer



“

Our model is **unique** and **more relevant** than ever to capture growth opportunities.”

A UNIQUE MODEL MORE RELEVANT THAN EVER TO CAPTURE GROWTH OPPORTUNITIES

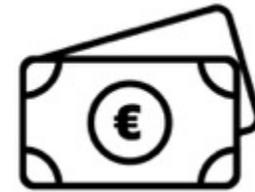
3 CLEAR PRIORITIES



Our **People**



Our **Clients**



Our **Cash**

3 CLEAR PRIORITIES



Provide
business
continuity

Ensure
consumer
safety

Secure
client
retention



DRIVING OUR TRANSFORMATION

Rationalize
our **cost
base**

Enable
investments

Transform
our **food
operating
model**

Rationalize
our **cost
base**

1

Optimize
our **portfolio
of services**



Photo taken before Covid-19 Pandemic

Rationalize
our **cost
base**

2

Optimize
our **country
portfolio**



Rationalize
our **cost
base**

3

**Secure
Gross Profit**



Photo taken before Covid-19 Pandemic

Rationalize
our **cost
base**

4

Focus on
execution

Generate **175 m€**
in SG&A savings



Photo taken before Covid-19 Pandemic

Enable
investments
in

IT, Digital & Data
Marketing, Sales & Retention
Supply Chain
FM Technology



Transform
our **food
operating
model**

“Big 3”

US, UK & France

Future “Big 3”

Brazil, China & India



Photo taken before Covid-19 Pandemic

SODEXO, READY TO COMPETE



>1 Tr€

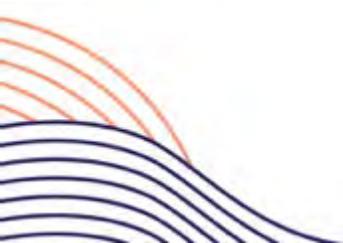
Total addressable
market for our
3 activities



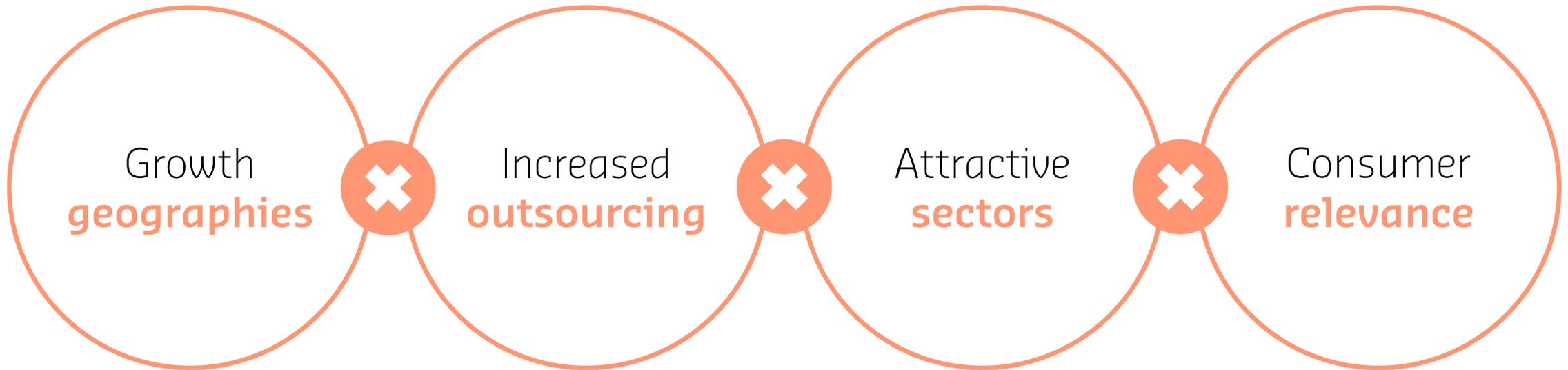
We've demonstrated the **resiliency of our portfolio**.
We are well equipped to respond to the sanitary crisis in
the short to medium term, and **uniquely positioned for
the acceleration of working from home.**"

SYLVIA METAYER

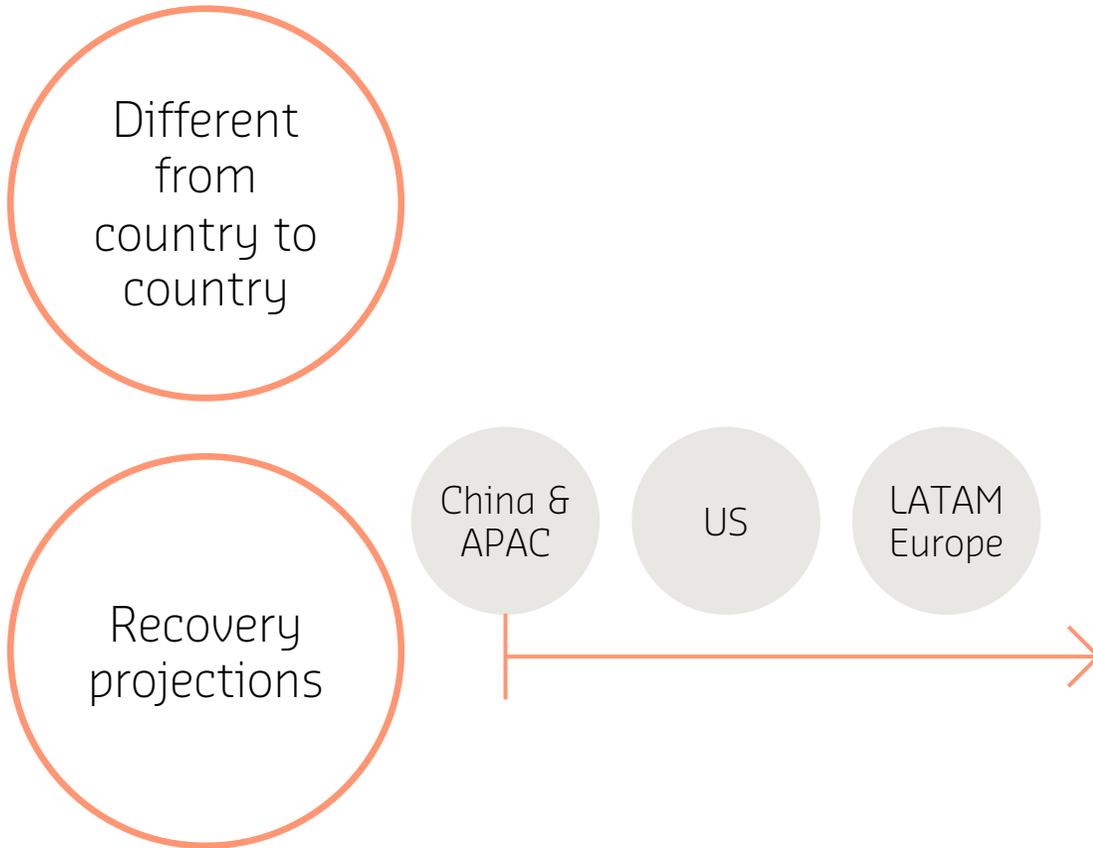
Chief Growth Officer



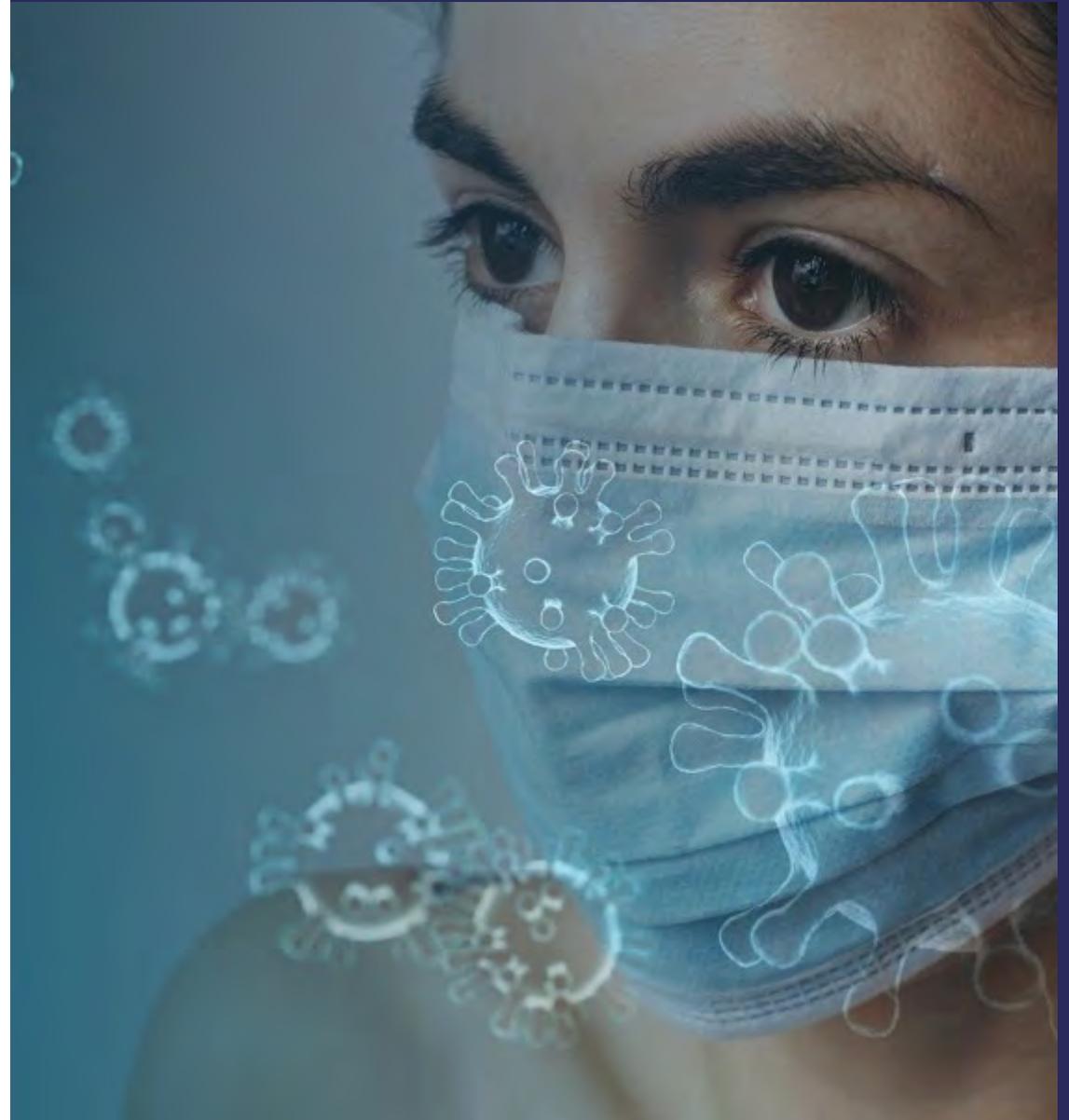
GROWTH EQUATION



ECONOMIC RECOVERY PROJECTIONS



Source – Sodexo internal projections / Oxford economics / IMF projections



CLIENTS & CONSUMERS EVOLVING PRIORITIES



of employees want information
on hygiene and cleanliness
in the workplace

Source 87%- Harris Interactive / Sodexo tracker / COVID19

**rise
SAFE**
sodexo

Independently Verified

**BUREAU
VERITAS**

CHECKED BY BUREAU VERITAS
Check the status here

The complex block features the Sodexo Rise Safe logo on the left, which includes a shield with a checkmark and the text 'rise SAFE sodexo' and 'Independently Verified'. To the right is the Bureau Veritas logo, a circular emblem with a figure and the text 'BUREAU VERITAS 1828' and 'BUREAU VERITAS' in a red and black box. Below these logos is the text 'CHECKED BY BUREAU VERITAS' and 'Check the status here' with a QR code.

CLIENTS & CONSUMERS EVOLVING PRIORITIES



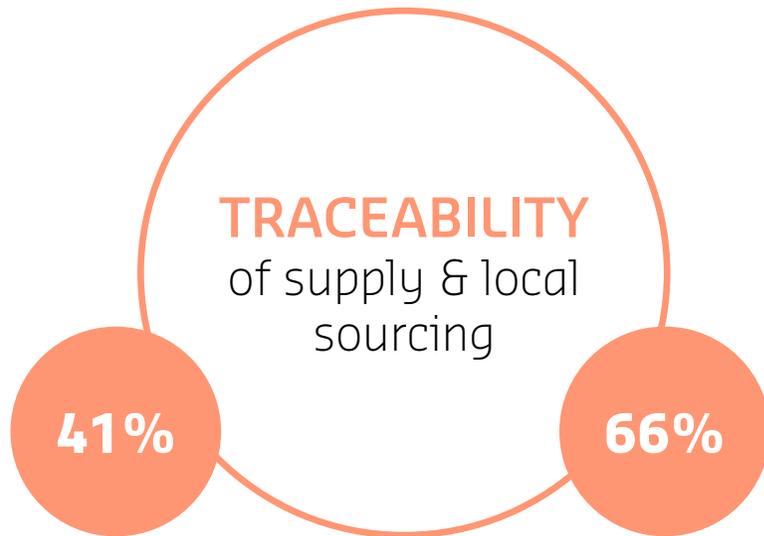
Of employees are looking for **contactless, pick up** and **food delivery**

Of students plan to **avoid on-campus dining** if digital ordering and payment options are not offered

Source - 44% : - Harris Interactive / Sodexo tracker / COVID19
30% -Nutrilslice Survey USA/ Sodexo Insights data base from secondary research



CLIENTS & CONSUMERS EVOLVING PRIORITIES



Of employees – **post lockdown** – say locally sourced matters when it comes to food

Of consumers try to buy from local companies where possible, **up from 62%** in December 2019

Source – 41% - Harris Interactive/ Sodexo/ COVID19 tracker
66%: / Coca Cola the future of food service October 2020



CLIENTS & CONSUMERS EVOLVING PRIORITIES



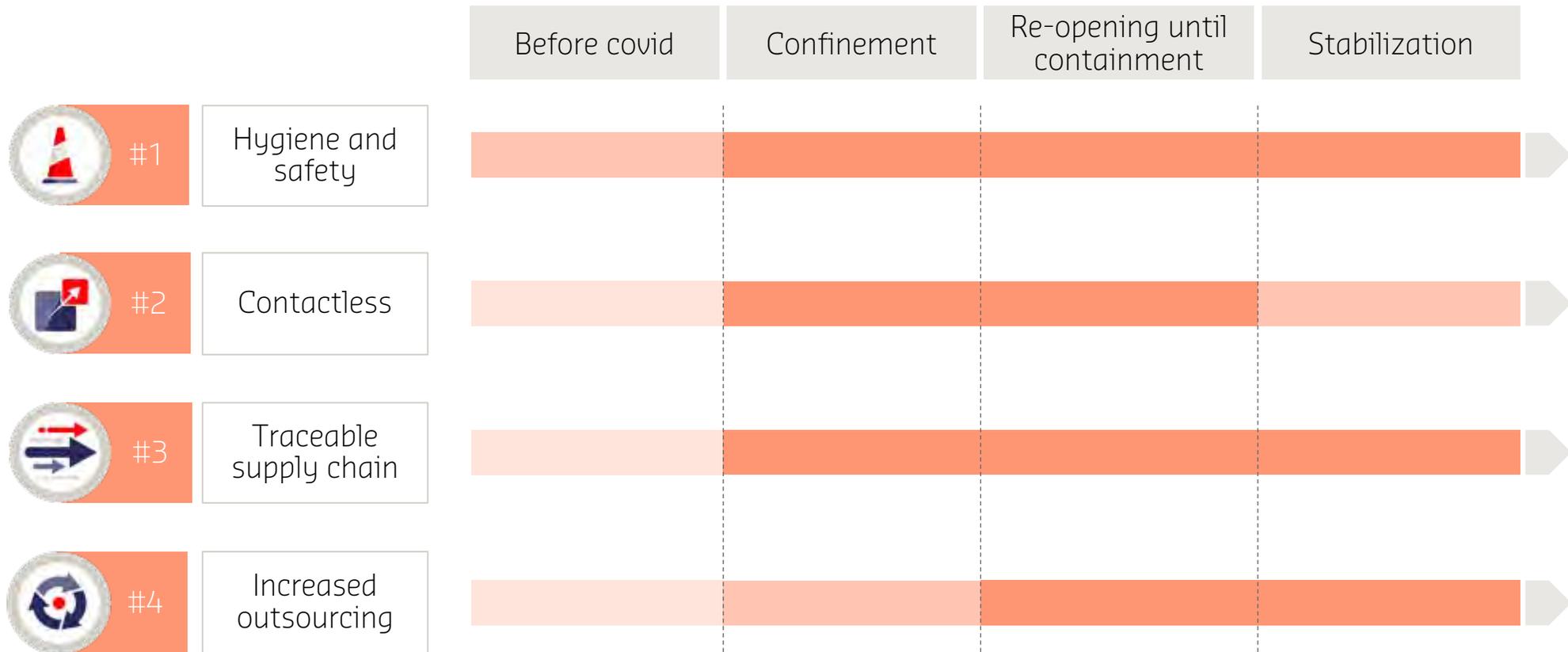
Requests at **NORAM Marketing & Sales Distribution Center** is for first time outsourcing

Source – 1/3 : MSDC data as of October 20



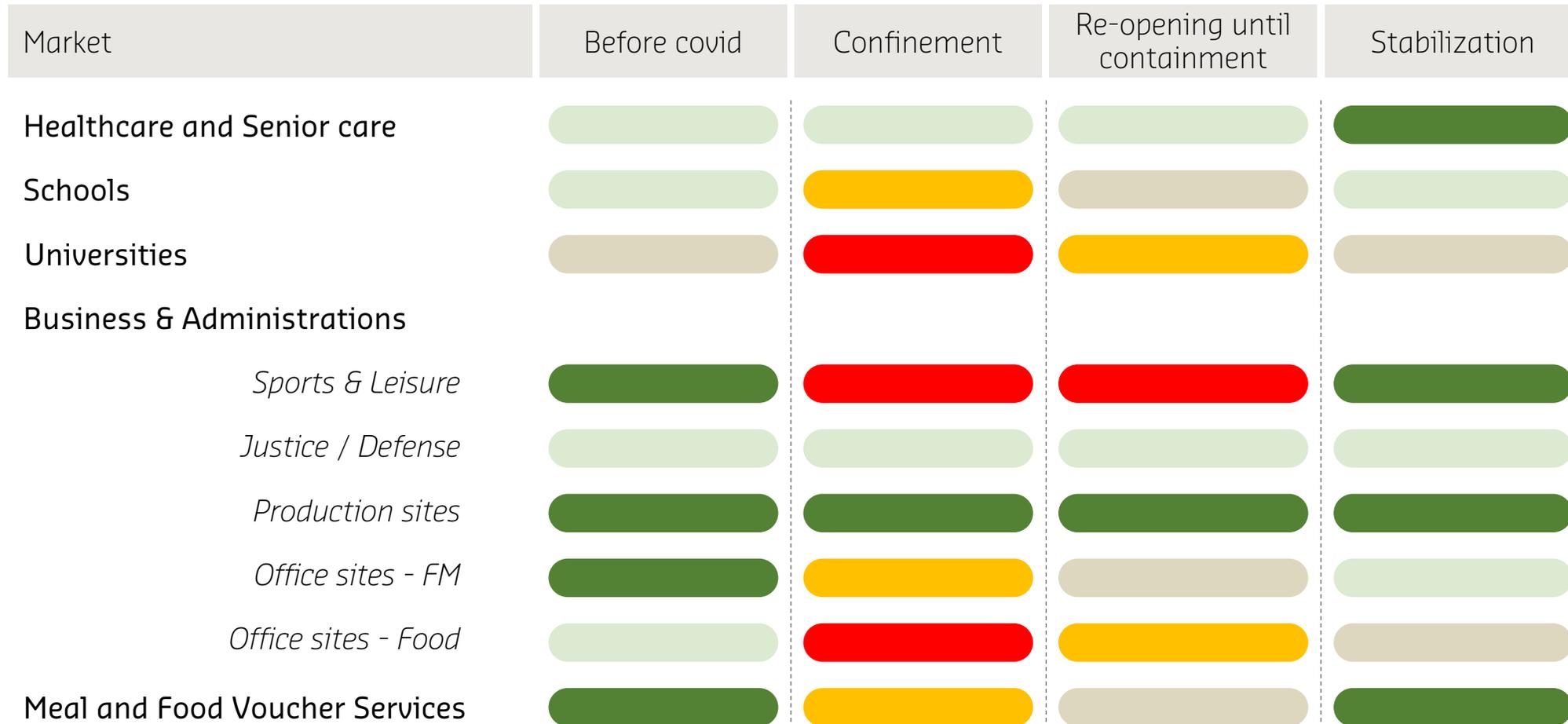
Photo taken before Covid-19 Pandemic

MAIN SHIFTS IN MARKET DEMAND



Source – Sodexo Group Strategic Planning / Client interviews and Webinars / Microsoft future of retail survey

GROWTH EXPECTATIONS BY MARKET

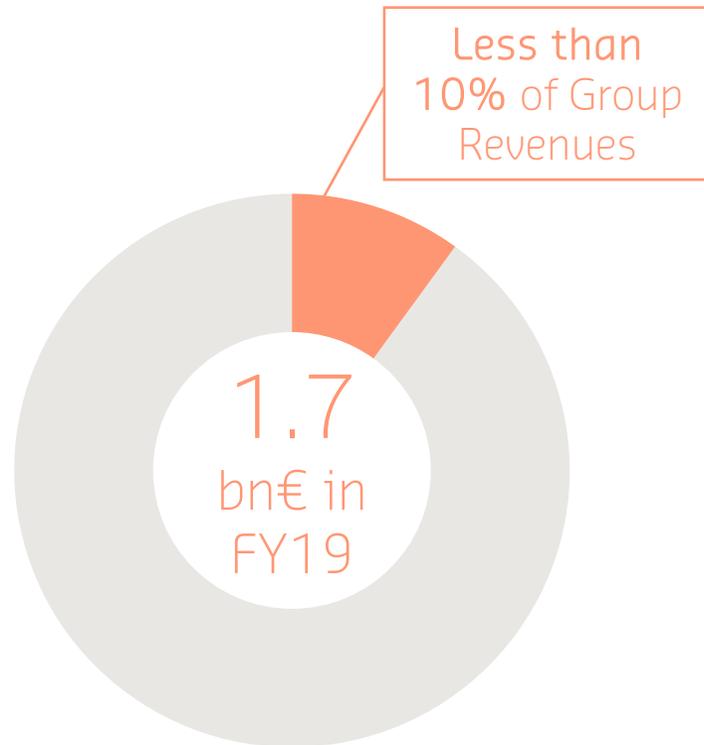


Shut down  Sustained growth

Source – Sodexo Group Strategic Planning / Isodexo Insights from secondary Research/ Oxford Economics/IMF/Client interviews and Webinars

FOOD SERVICES

at office type sites



Source: Sodexo Group Finance FY 19 Sonar data base/
Segment survey / Group Strategic Planning external benchmarks



Photo taken before Covid-19 Pandemic

DATA BASED UNDERSTANDING OF WORKING FROM HOME

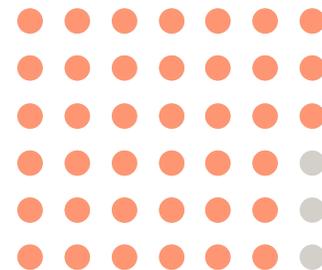
More than
1,000
CLIENTS
interviewed

>4,000
working
adults
interviewed
x5 survey
waves



Source – 1000 clients – Clients for Life STEM interviews/GSA webinars/ client individual interviews/ Secondary research and surveys
4000 : - Harris Interactive / Sodexo tracker / COVID19

EMPLOYEES WANT TO GO BACK TO THE OFFICE



Reported a **positive experience** when returning to work

Sources:
77% - IBM institute for Business value 8 country survey / N=13500- September wave - <https://www.ibm.com/thought-leadership/institute-business-value/report/covid-19-consumer-survey...>
90% Harris Interactive / Sodexo/ COVID-19 tracker

HOME OFFICE DRAWBACKS

- 34% *Lack of Collaboration*
- 32% *Worse Worklife balance*
- 20% *Less Comfortable workspace*

Source Harris Interactive / Sodexo/ COVID-19 tracker

EMPLOYERS WANT THEM BACK IN THE OFFICE...

72%*

agree remote
working makes it
**hard to
maintain
culture**

75%*

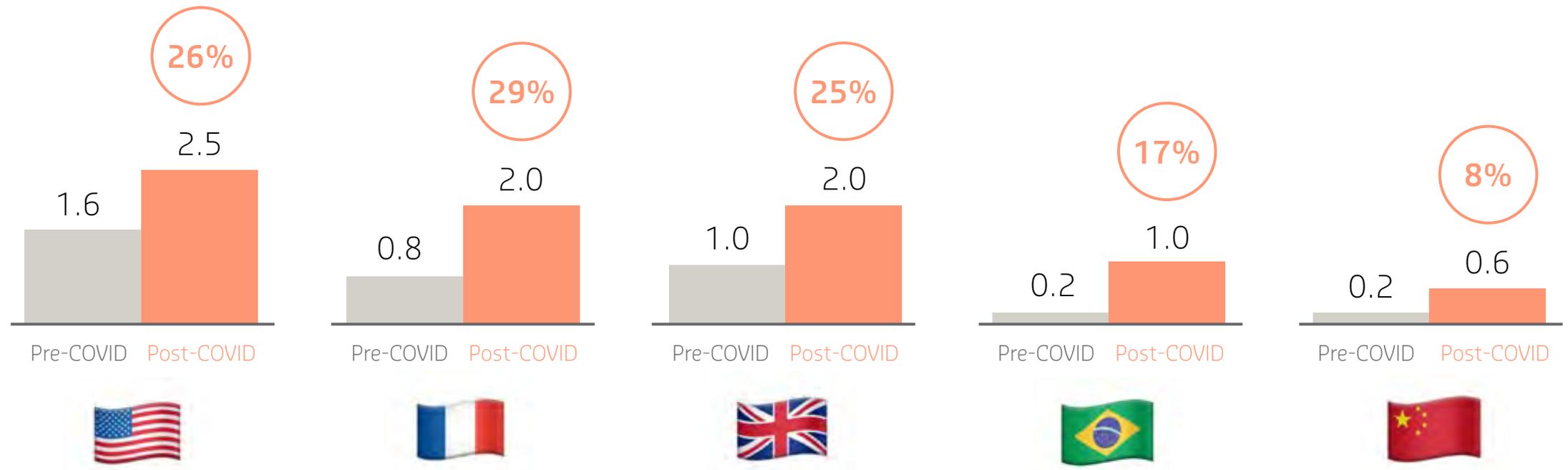
would
**mandate a
return to the
office for some
of their people**

* Of UK employers surveyed in – <https://www.managementtoday.co.uk/need-two-days-office-sustain-company-culture/food-for-thought/article/1696029>

“While it was an incredible insight that you can innovate remotely, it is not a long-term answer. Personal engagement remains essential for long-term success.”

Julie Sweet, CEO Accenture

...BUT NOT FIVE DAYS A WEEK



27%

Projection of the reduction of time spent on average at the office by employees on Sodexo sites as a result of Work from Home policies

Source - Sodexo strategic planning database, applying primary research by sector - client - geography / backtested SONAR FY 19 food services revenues

EMPLOYEES AT HOME MISS OFFICE FOOD SERVICES

**Free Food &
Beverage on
site** in the **Top 5
requested
benefits**

44%

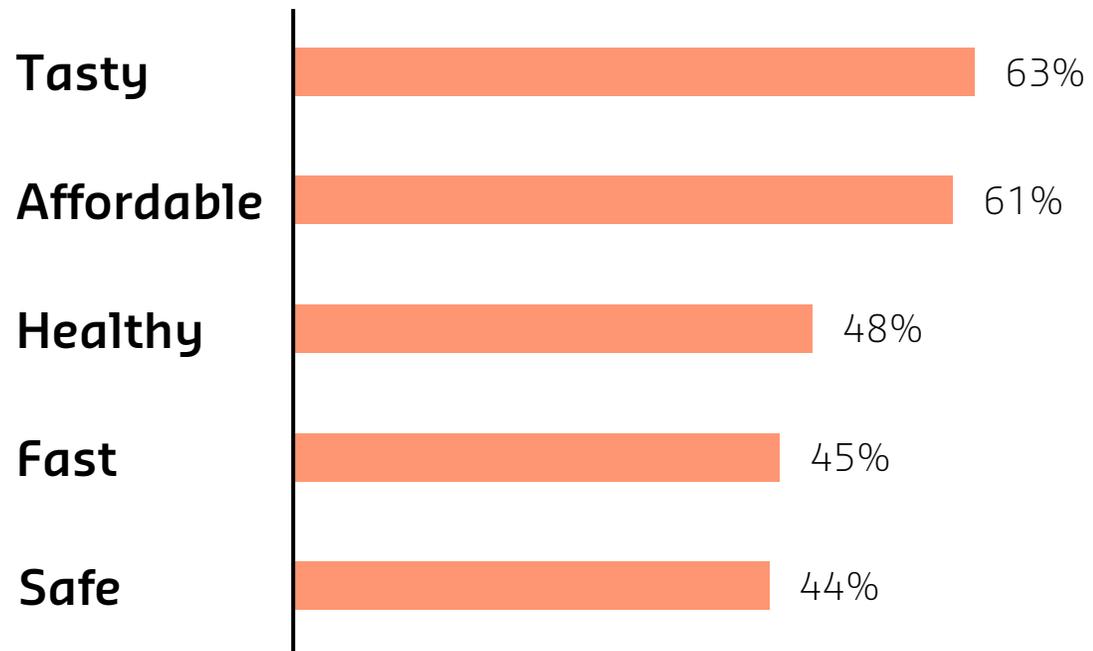
Social interaction such as
**lunch, coffee breaks
or drinks**

Source – 44 % + Top 5 : Harris interactive / Sodexo / COVID19 tracker

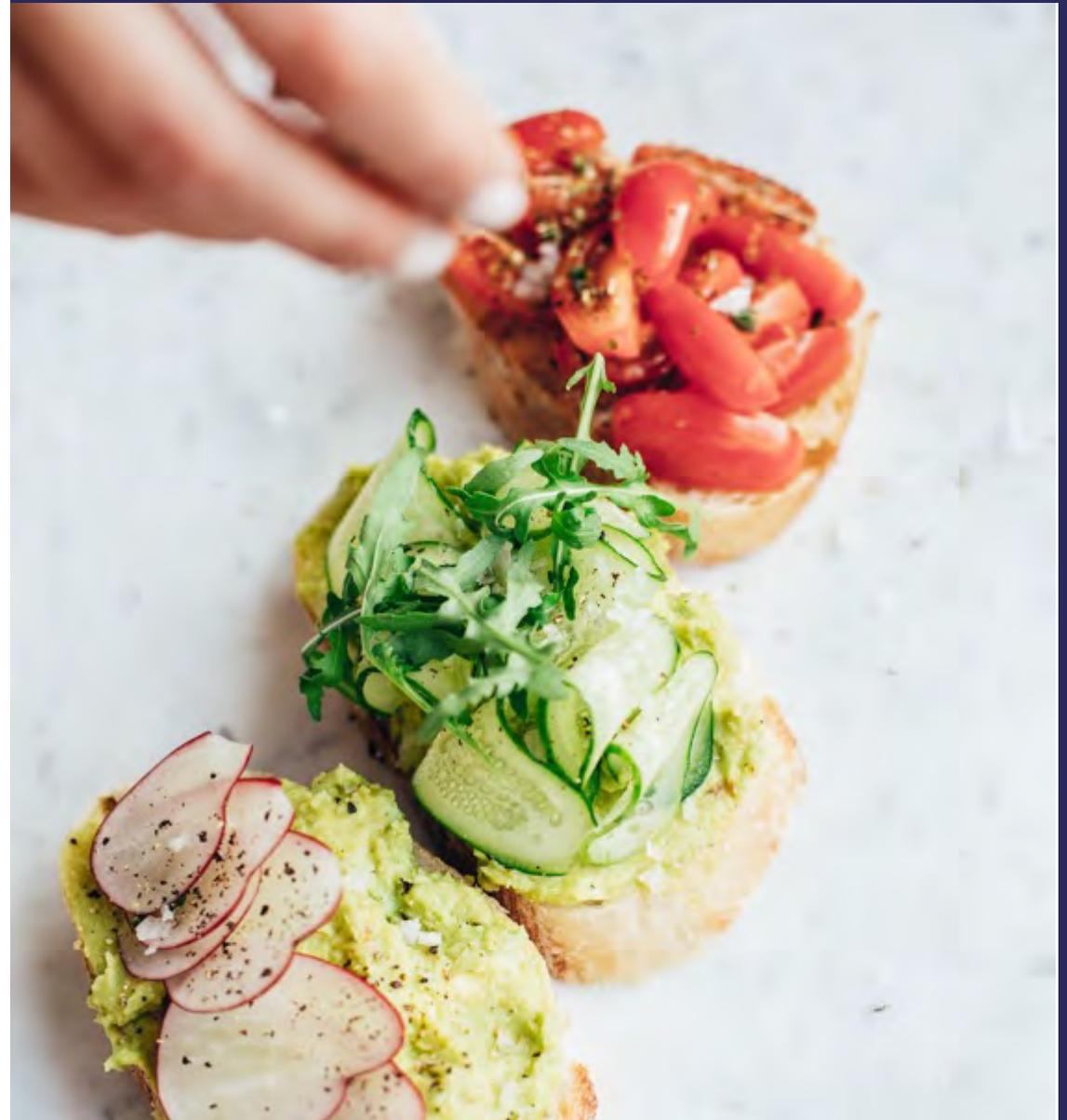


FOOD AT THE OFFICE SHOULD BE

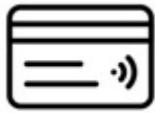
Top 5 preferences



Source: - Harris Interactive / Sodexo tracker / COVID19



EMPLOYEES ALSO WANT MORE SERVICES



26%

Want **vouchers and cards***



76%

Food delivery (lunch and snacks)



64%

Good **quality coffee** delivery



11%

Childcare services

Source: Harris Interactive / Sodexo / COVID19 tracker
Voucher and Cards – only in countries where this is possible (5/8)

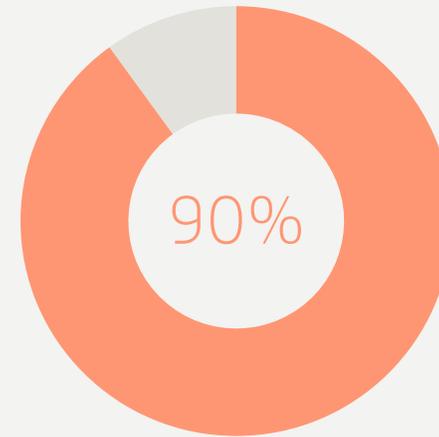
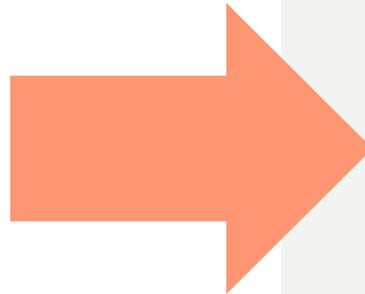


FoodChéri.

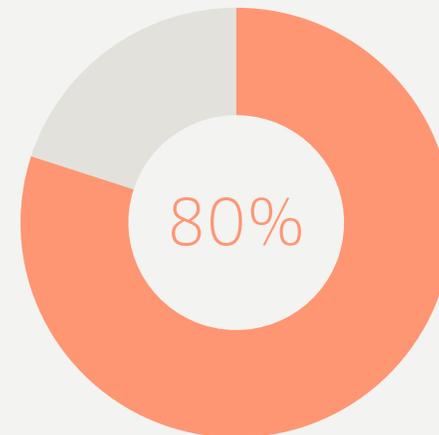


WHAT CLIENTS NEED NOW

- 1 Offices fit for a **new purpose**
- 2 «**Experience centers**»
- 3 Seamless **continuity** of services



Believe offices are key to **shaping culture and attracting talent**



Believe offices will become **innovation hubs**

Source - August 20 survey, Sodexo clients and others, N=32 Fortune 500 / other client surveys / Secondary research

KEY TAKE AWAYS

Resilient
portfolio

Solid **market**
fundamentals

Unique
capabilities for
Work from Home

FRANÇOIS BLANCKAERT

C h i e f P r o c u r e m e n t O f f i c e r





Supply management is a strategic asset for Sodexo, both to anticipate consumer expectations and to improve our cost base.”

FRANÇOIS BLANCKAERT

Chief Procurement Officer



SUPPLY MANAGEMENT IS A STRATEGIC ASSET FOR SODEXO



20 bn€

worth of food & supplies every year



150,000+

suppliers around the world



850+

Supply management team



OUR OBJECTIVES

Improve cost, cash and
competitiveness

Bring **value for consumers**
to drive top-line growth

Ensure safety, quality & traceability to **reduce risk**

SUPPORTED BY



40 m€

investment in transformation over 3 years

OUR INVESTMENTS TO RAISE COMPETITIVENESS AND DRIVE GROWTH



Improve cash management
Inflation control
Cost savings



Compliance and traceability
Automation Source to Pay process
Data Analytics



Health & wellbeing
Social equity
Protect and restore ecosystems

INDUSTRY-LEADING AMBITIONS



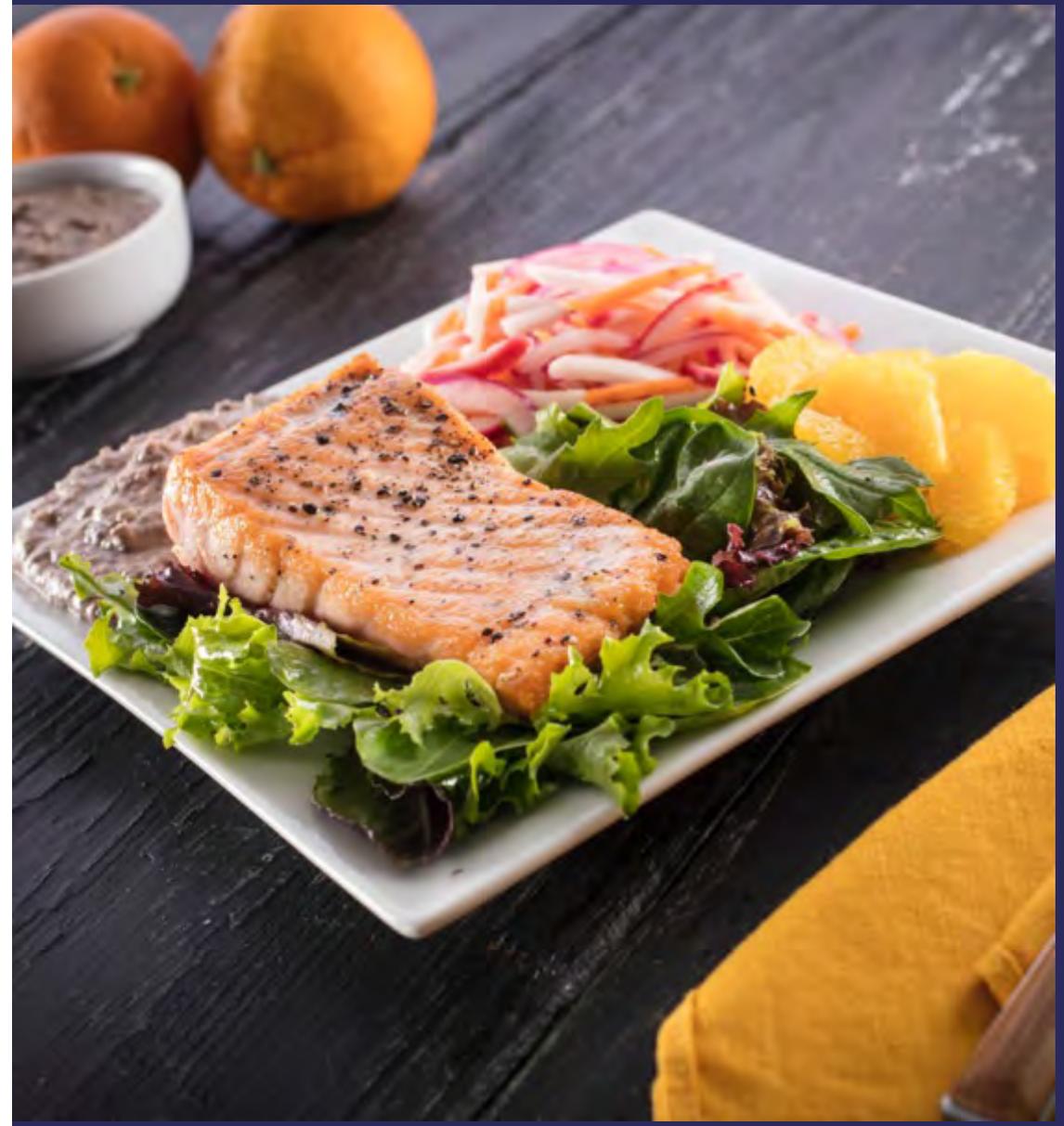
Responsible
sourcing

HEALTH & WELLBEING

100%

of our consumers are offered
healthy lifestyle options every day

BY 2025



INDUSTRY-LEADING AMBITIONS



Responsible
sourcing

SOCIAL EQUITY

2 bn€
spend with SMEs

BY 2025



Photo taken before Covid-19 Pandemic

INDUSTRY-LEADING AMBITIONS



Responsible
sourcing

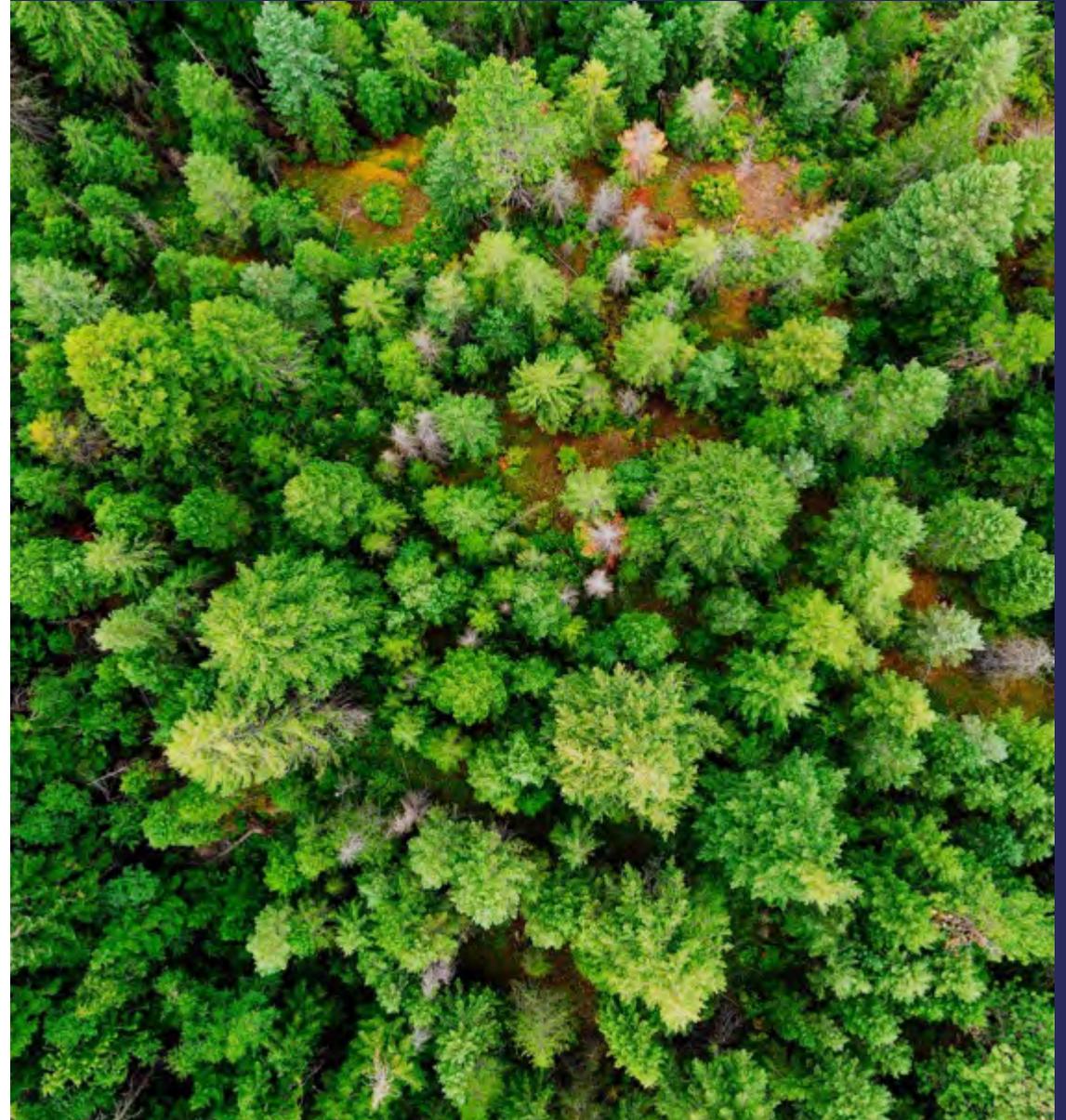
PROTECT AND RESTORE ECOSYSTEM

Cutting emissions to reach our
science-based target of

34%

(supply chain = 49% of Sodexo's carbon emissions)

BY 2025



WE ARE STRENGTHENING OUR FOUNDATIONS

95.7%

of our global spend is with contracted suppliers having signed the Sodexo Supplier Code of conduct.



SODEXO UNIFORMS

We have our own quality team on site at the suppliers to ensure all standards of quality and ethics are guaranteed.

WE GO UPSTREAM TO DELIVER MORE VALUE DOWNSTREAM

Sodexo Partner Inclusion Program



1.5 bn€ sourcing from SMEs, to reach 2 bn€ by 2025

SODEXO FRANCE

100% of dairy products and yogurts, or eggs are French

10 regional buyers, experts in developing local partnerships

Average relationship with suppliers: **10 years**



WE PARTNER TO TACKLE COMPLEX CHALLENGES



**10 YEARS
of partnership**



- **Fish & seafood:**
78.2% confirmed from sustainable sources



- **Palm oil:**
32.7% of total volume certified sustainable

- **Deforestation:**
New commitment this year

FOOD WASTE





OUR AMBITION

To transform our supply chain and deliver competitive offers that foster health & wellbeing, social equity and a lower environmental impact.

BRUNO VANHAELST

Chief Sales & Marketing Officer

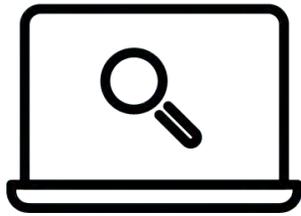


Our strength lies within our **human-digital approach** to our sales and marketing strategy grounded on **actionable consumer insights**.



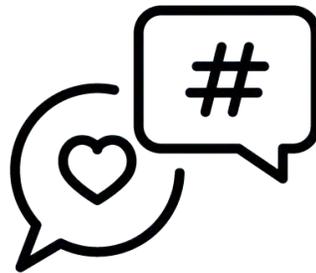
TRENDS IN THE B2B SALES & MARKETING ECOSYSTEM

More complex buyer journey



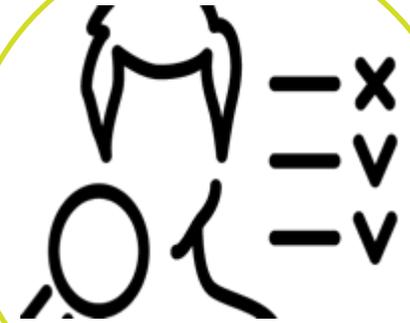
89%

of B2B buyers start their journey on a search engine



73%

source their solution on social media



76%

expect more personalized attention based on their needs

OUR OMNICHANNEL APPROACH

More complex buyer journey

Strengthen
our **go-to-
market
strategies**

Enhance
our **sales
effectiveness**

Build **unique
relationships**
with our
clients

TRANSITIONING TO A MORE STANDARDIZED APPROACH

- Actionable client and consumer **insights**
- Consistent **marketing strategy** for the Segments across the regions
- Stronger, more concentrated **service portfolio**
- Transitioning to an **account-based** marketing and sales approach
- Taking a more **proactive digital and physical engagement** with clients and prospects throughout the sales and contract lifecycle



Photo taken before Covid-19 Pandemic

TRANSITIONING TO A MORE STANDARDIZED APPROACH

Human-digital partnered transition

- ◉ **CRM as backbone** of our sales and marketing structure
 - Expanding our **digital marketing** and **inside sales capabilities**
 - Enhancing our **client retention process**



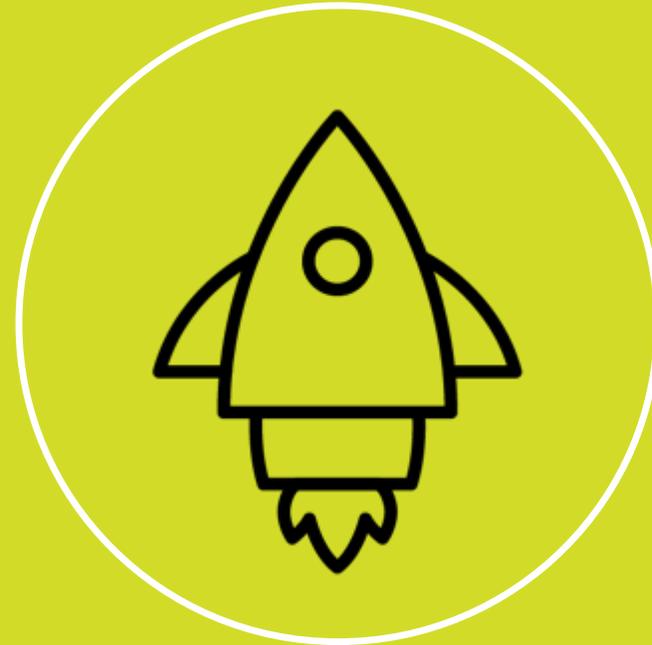
2500 DAILY USERS

ACROSS THE WORLD

TRANSITIONING TO A MORE STANDARDIZED APPROACH

Human-digital partnered transition

- CRM as backbone of our sales and marketing structure
- ⦿ Expanding our **digital marketing** and **inside sales capabilities**
- Enhancing our **client retention process**



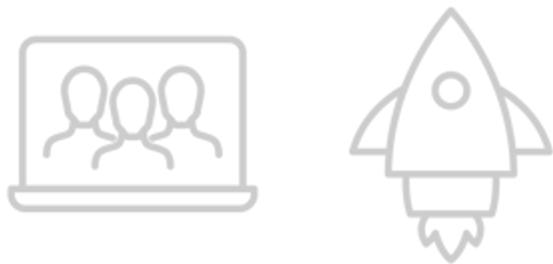
**MARKETING & SALES
DISTRIBUTION CENTERS**
now open in North America & Europe

TRANSITIONING TO A MORE STANDARDIZED APPROACH

Human-digital partnered transition

- **CRM as backbone** of our sales and marketing structure
- Expanding our **digital marketing** and **inside sales capabilities**

🕒 Enhancing our **client retention process**



REVAMPING

Clients for Life retention program

GLOBAL 'RISE WITH SODEXO' PROGRAM

- 2k clients & prospects webinar attendees
- +51% share of voice
- 54M impressions
- 13M video views
- 300k visits to rise website

rise with sodexo

preparing for the next normal

A Systematic Approach To Embracing A Positive New World

In the midst of never before imagined circumstances, organizations have an opportunity to set a positive course for their next normal. Embracing new ways to live, work, play and care, we can reimagine what is possible.

Some risks are, however, not for tomorrow, and neither are opportunities. Organizations have an opportunity to set a positive course for their next normal. Embracing new ways to live, work, play and care, we can reimagine what is possible.

Some risks are, however, not for tomorrow, and neither are opportunities. Organizations have an opportunity to set a positive course for their next normal. Embracing new ways to live, work, play and care, we can reimagine what is possible.

57 of people are concerned about the safety of working in a public space

54 of businesses believe that their jobs in our world have become more essential

rise with sodexo

Convenience and Grab & Go

Delivering food they want, when they want it

As a result of our commitment to innovation, we've developed a range of solutions that meet the needs of our clients in a post-pandemic world. Our solutions are designed to be flexible, scalable and easy to implement. They are also designed to be sustainable and cost-effective. Our solutions are designed to be flexible, scalable and easy to implement. They are also designed to be sustainable and cost-effective.

Offered in conjunction with our digital ordering, click and collect and payment apps, our solutions help you meet the needs of your clients in a post-pandemic world. Our solutions are designed to be flexible, scalable and easy to implement. They are also designed to be sustainable and cost-effective.

rise with sodexo

PROTECT RESTART YOUR WORLD SAFELY

When we reopen there will be enthusiastic greetings all around.

rise with sodexo

PROTECT RESTART + SAFEGUARD YOUR WORLD

To make thrive in this workworld transformation will take trust, optimism.

rise with sodexo

Delivering a Powerfully Effective Clean

Regular cleaning and disinfection is an essential element of infection control and is the single most effective measure to prevent the spread of germs. Our professional and specialized cleaning and disinfection services ensure the safety and health of your people and your business.

Our disinfection solutions are designed to be effective, safe and easy to use. They are also designed to be sustainable and cost-effective. Our solutions are designed to be flexible, scalable and easy to implement. They are also designed to be sustainable and cost-effective.

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rise with sodexo

a global force for helping the world rise with confidence

Rise with Sodexo is more than just solutions. It's the collective commitment of our global organization to make a difference in this moment. We're marshalling the collective experience, know-how and capabilities to bring to every client a systematic and comprehensive approach to starting and staying strong. Learn how at sodexorise.com.

SUNIL NAYAK

Chief Executive Officer
Corporate Services



“

We remained relatively **resilient during the crisis** thanks to our portfolio mix and we are well positioned to leverage the opportunities that have emerged in the market.”

CORPORATE SERVICES A BALANCED PORTFOLIO



26%

Global Strategic Accounts



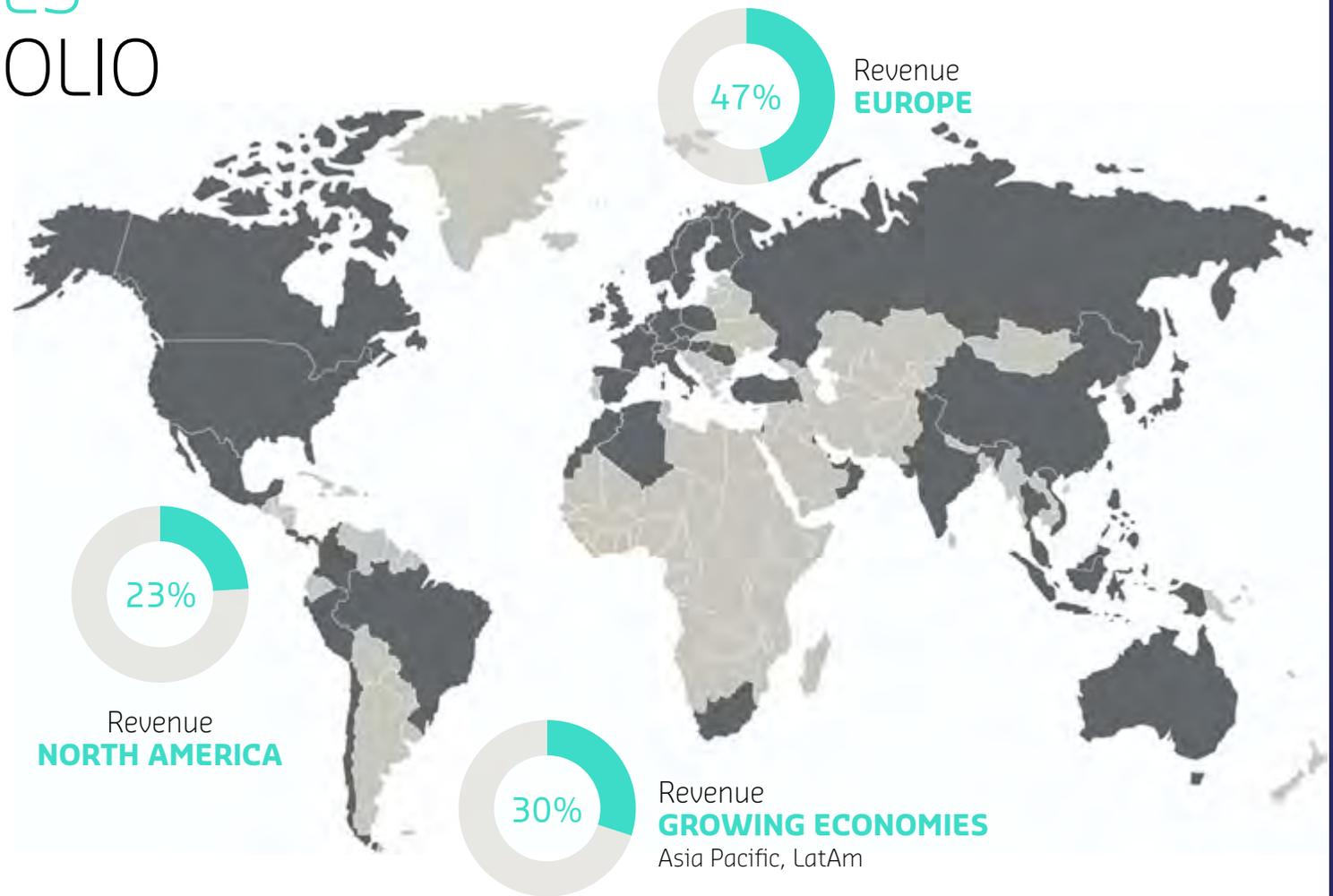
40%

FM services

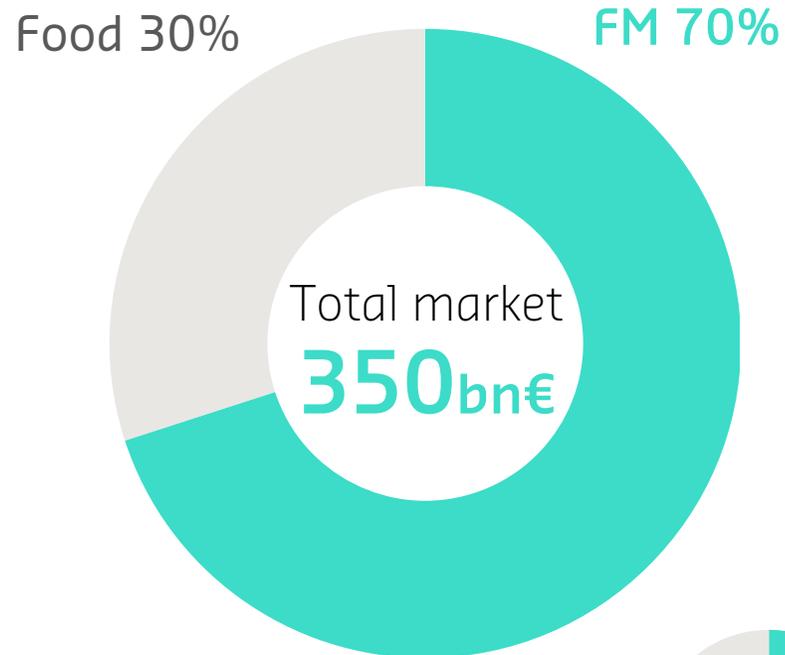


36%

Key sectors:
Pharma and FMCG



A HUGE MARKET & KEY TRENDS ACCELERATED BY THE CRISIS



The **top 5 players** only contribute to **7% of revenue**



KEY TRENDS

Flexibility driving reduction in office spaces, restaurants and cost optimization

Employee engagement to foster company culture, driving the growth of the market towards outsourcing, integration of services

Focusing on **improving quality of life**

STRATEGY TO TRANSFORM OUR BUSINESS



FOOD TRANSFORMATION

Commissary
and
cloud kitchen

Digitalization of
food experience

**Invest &
Partnership**
with local
boutique
companies

Integration of
BRS & OnSite
solutions

FOOD TRANSFORMATION

Digitalization
of food
experience

Invest &
Partnership
with local
boutique
companies

Integration of
BRS & OnSite
solutions

Cost base
reduction

Commissary
and
cloud kitchen

More food
delivered
onsite

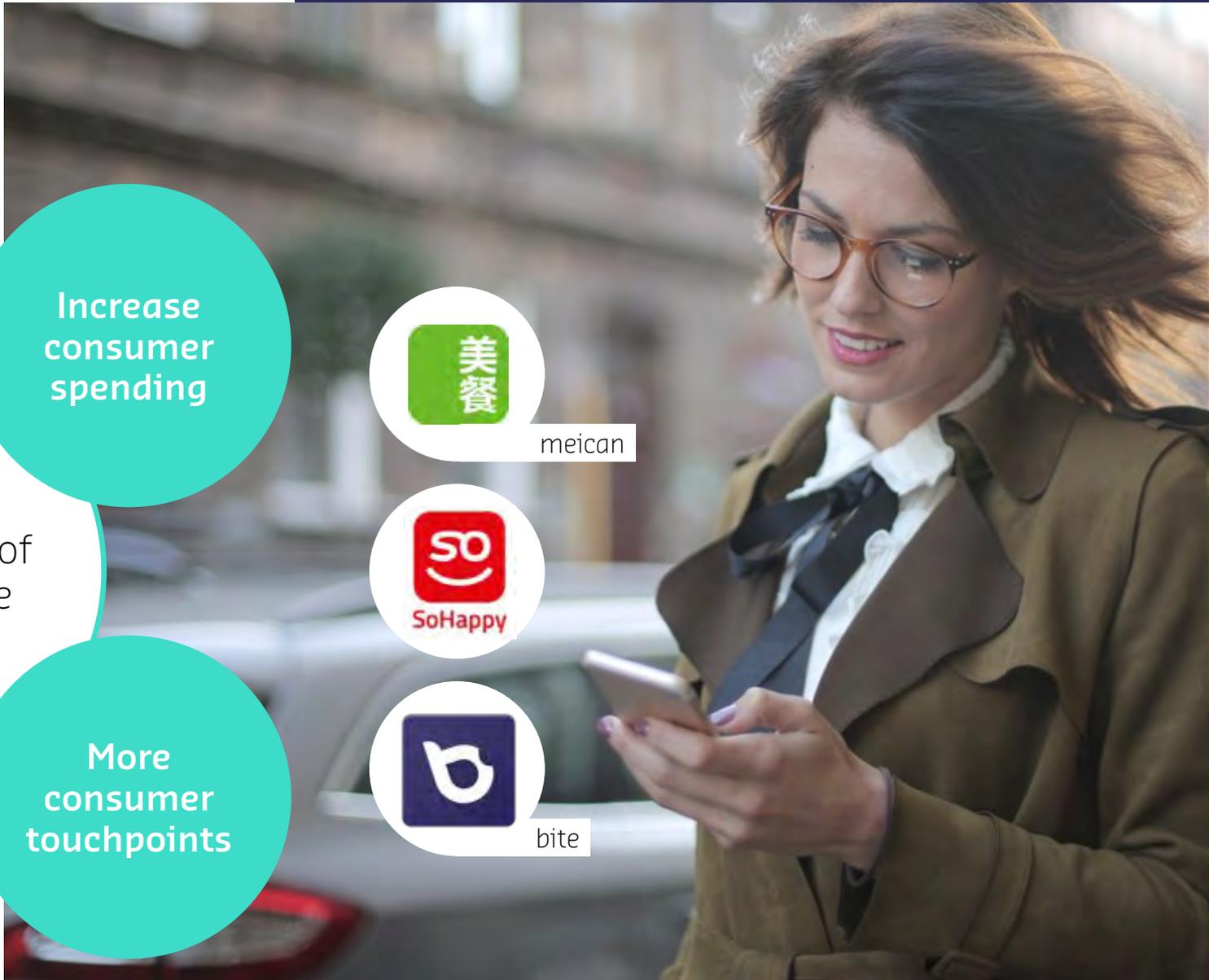
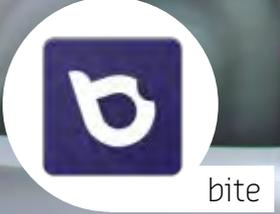
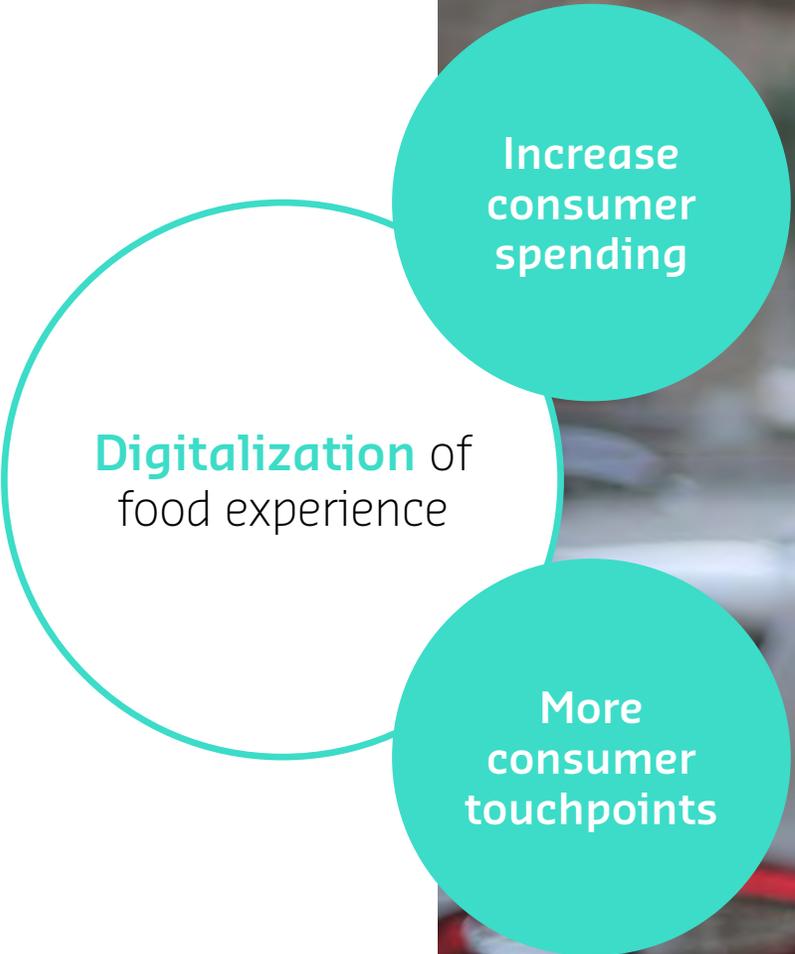


FOOD TRANSFORMATION

Commissary
and
cloud kitchen

Invest &
Partnership
with local
boutique
companies

Integration of
BRS & OnSite
solutions



FOOD TRANSFORMATION

Commissary
and
cloud kitchen

Digitalization
of food
experience

Integration of
BRS & OnSite
solutions

**Invest &
Partnership** with
local boutique
companies

**Growth in new
markets**

**Complementing
existing
portfolio**



FOOD TRANSFORMATION

Commissary
and
cloud kitchen

Digitalization
of food
experience

Invest &
Partnership
with local
boutique
companies

Integration of
BRS & OnSite
solutions

Increase
engagement
of employees
working
from home

Recover loss
of revenue





FM & WORKPLACE: OUR GROWTH PLAYS

VITAL SPACES

Integrated
ecosystem of
services

WX

Optimized and
people centric
workplace

Digitalization

of workplace
experience

FM & WORKPLACE TRANSFORMATION



WX
Optimized
and people
centric
workplace

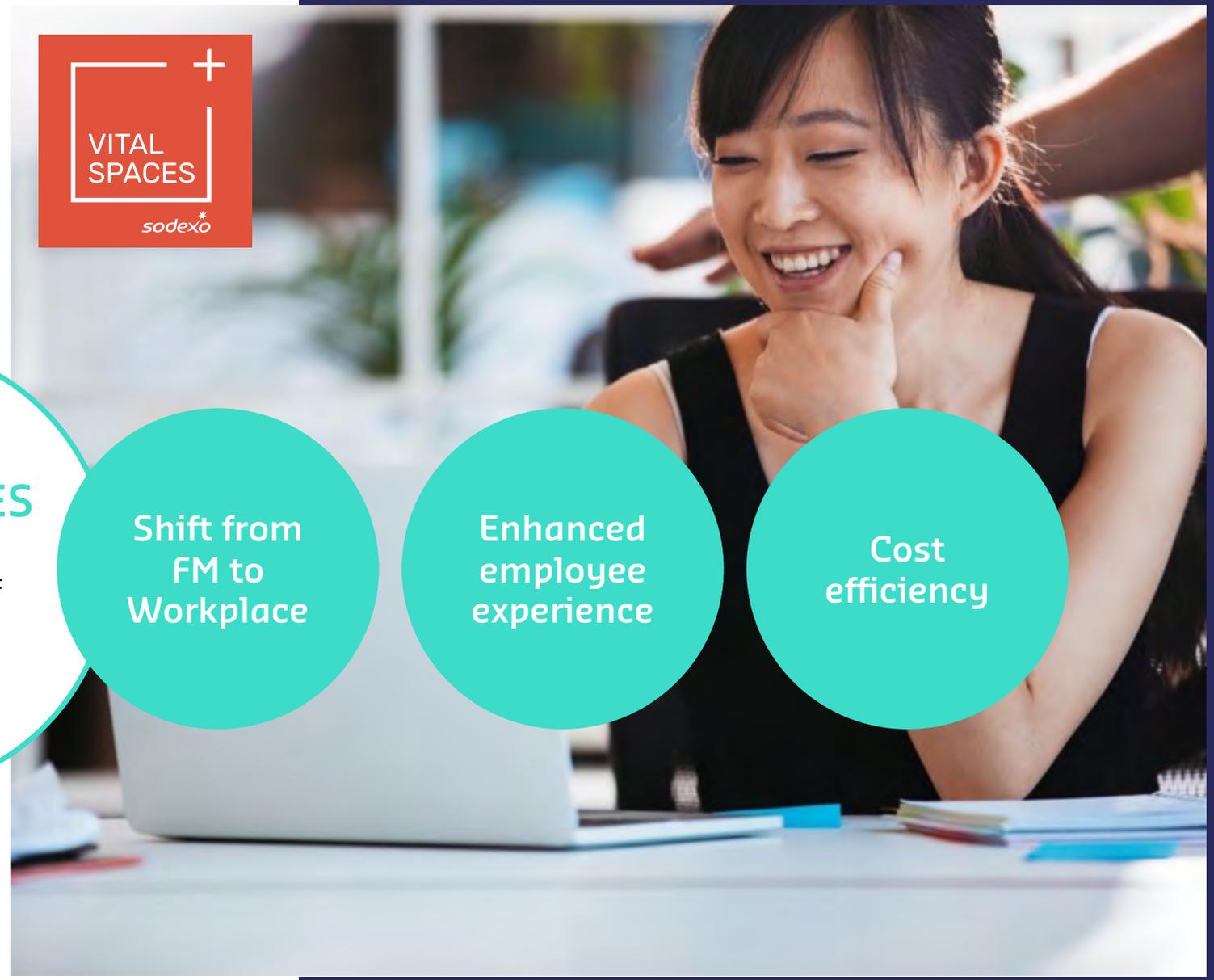
Digitalization
of workplace
experience

VITAL SPACES
Integrated
ecosystem of
services

**Shift from
FM to
Workplace**

**Enhanced
employee
experience**

**Cost
efficiency**



FM & WORKPLACE TRANSFORMATION

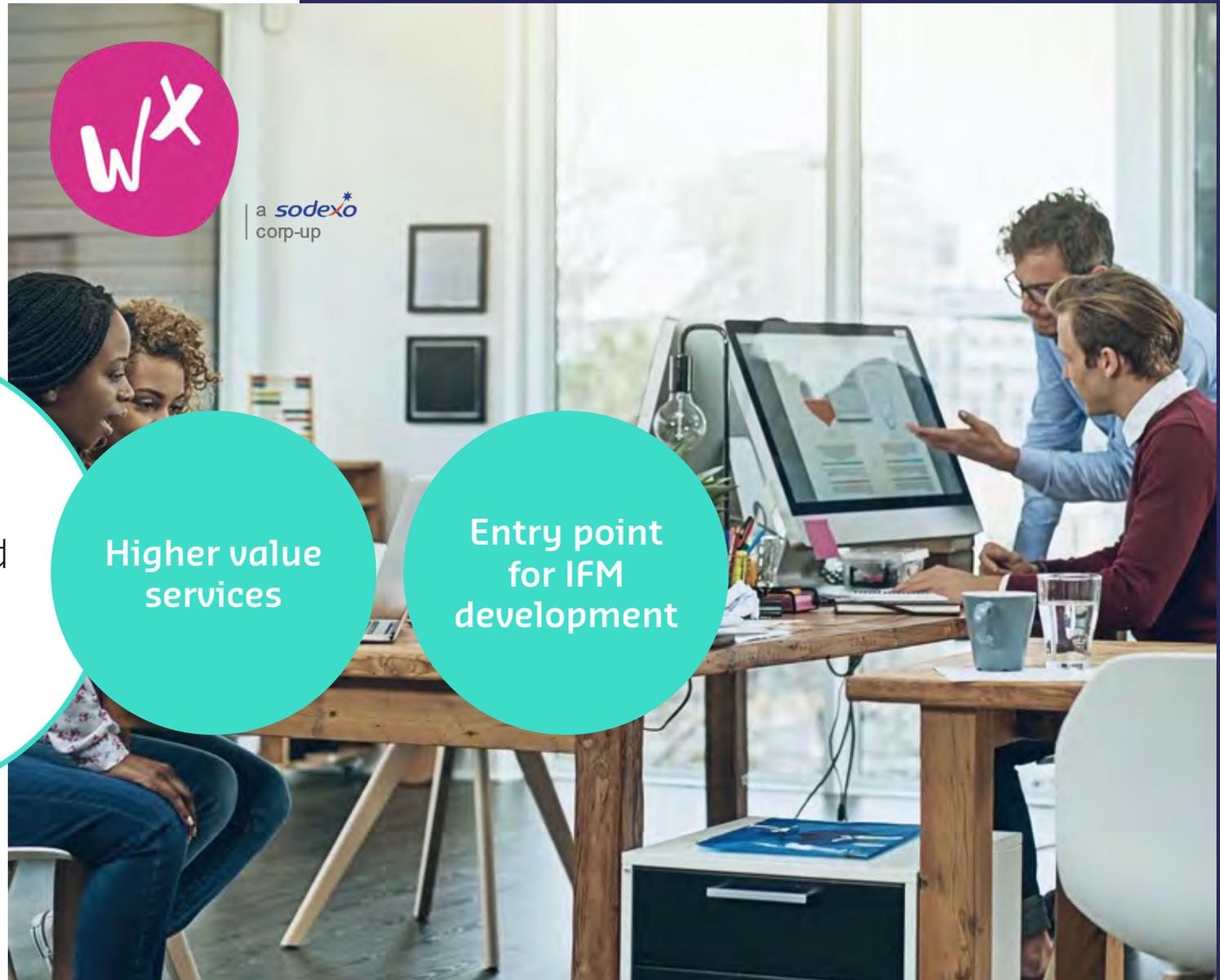
VITAL
SPACES
Integrated
ecosystem of
services

Digitalization
of workplace
experience

WX
Optimized and
people centric
workplace

Higher value
services

Entry point
for IFM
development



FM & WORKPLACE TRANSFORMATION



VITAL SPACES
Integrated ecosystem of services

WX
Optimized and people centric workplace

Digitalization
of workplace experience

Capture data to drive efficiencies

Seamless workplace experiences

STRATEGY TO TRANSFORM OUR BUSINESS

Reinvent and
grow our **food
business**

Expand our
FM services
into the
Workplace

People and care at the center of everything we do

AURÉLIEN SONET

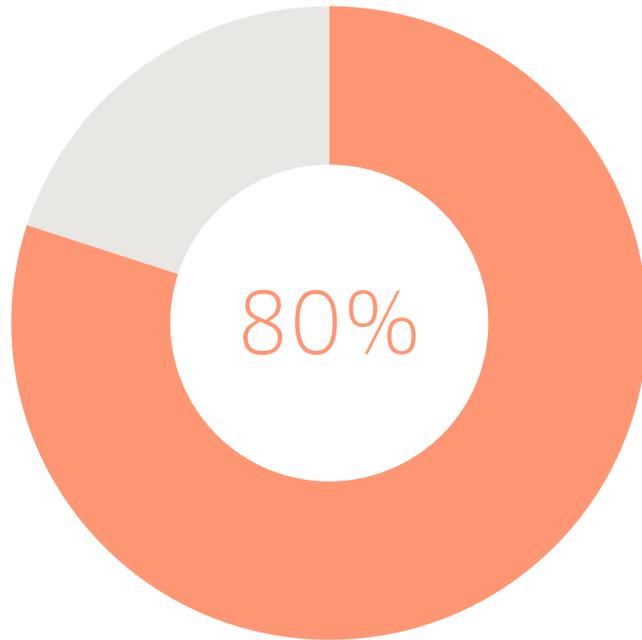
Chief Executive Officer
Benefits & Rewards Services



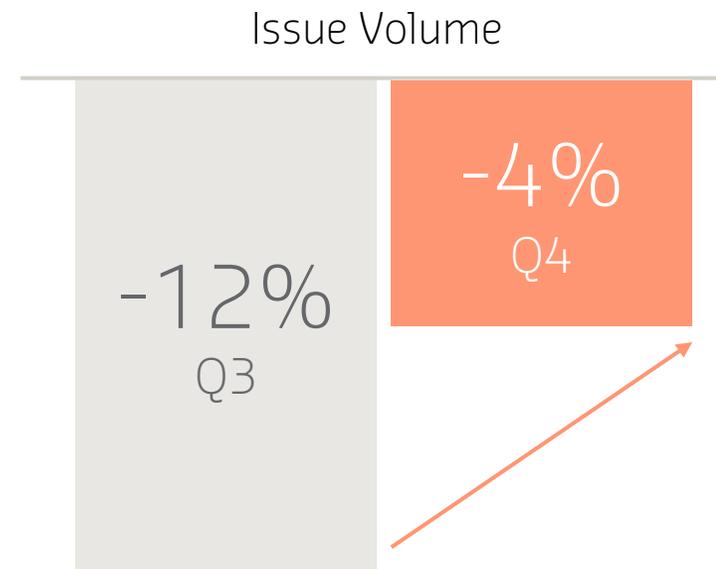
Our goal for the next three years is to **reinforce our leadership positions as number 1 or 2 in each of our employee benefits market**”



GOOD RESILIENCE OF BRS ISSUE VOLUME



Employee Benefits core business is 80% of our total revenues



BV back to -4% and encouraging September

OUR RESILIENCE KEY DRIVERS



Our clients,
public or private,
**want and need
our products**



Our wide
**geographical
spread**

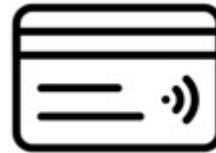


Our
transformation
into a full
digital business

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH



Acceleration in **digital**



User experience focus
and **scalability**
of products



People switching
to **digital company**

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH



Acceleration in **digital**

User experience focus
and scalability of products

People: switching
to digital company



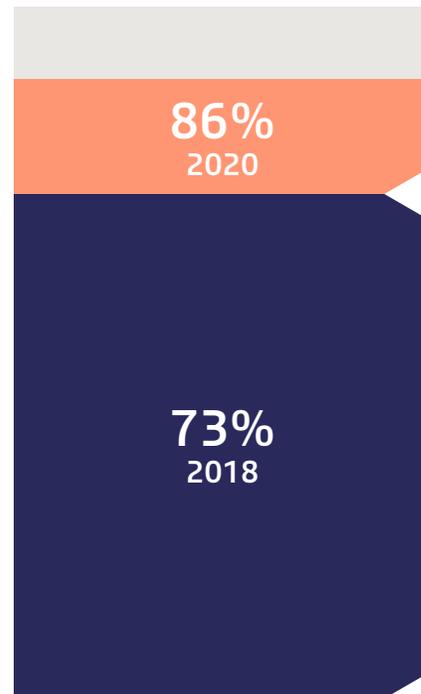
Photo taken before Covid-19 Pandemic

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH



Acceleration in **digital**

Digital
business volume



9% of our revenues
invested in **technology**

Mobile,
contactless
and app-to-
app payment
solutions in 24
countries



>1 billion
digital
transactions
per year

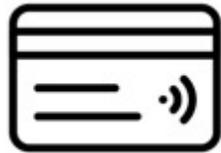


Strategic partnership
with Zeta

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH

Acceleration in digital

People: switching
to digital company

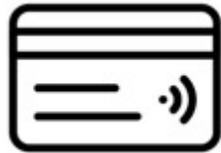


User experience focus
and **scalability**
of products



Photo taken before Covid-19 Pandemic

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH

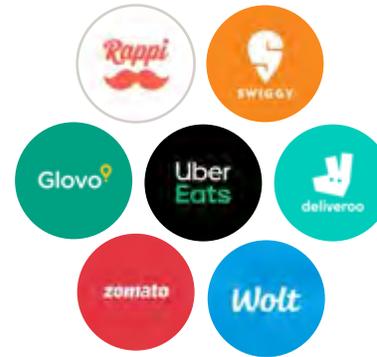


User experience focus
and scalability
of products



70+

e-commerce and
delivery partners



120,000

deliveries/day since July

Multi-benefits platform



Work From Home
joint offers
with On-Site Services

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH

Acceleration in digital

User experience focus
and scalability of products



People switching
to **digital company**



Photo taken before Covid-19 Pandemic

TRANSFORMING THE BUSINESS AND CREATING THE PLATFORM FOR FUTURE GROWTH



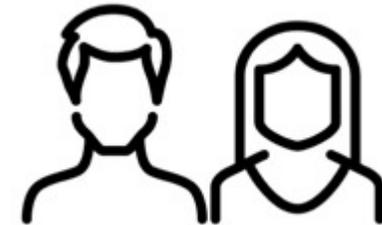
People switching
to **digital company**



> 60%
BRS employees
trained in FY20



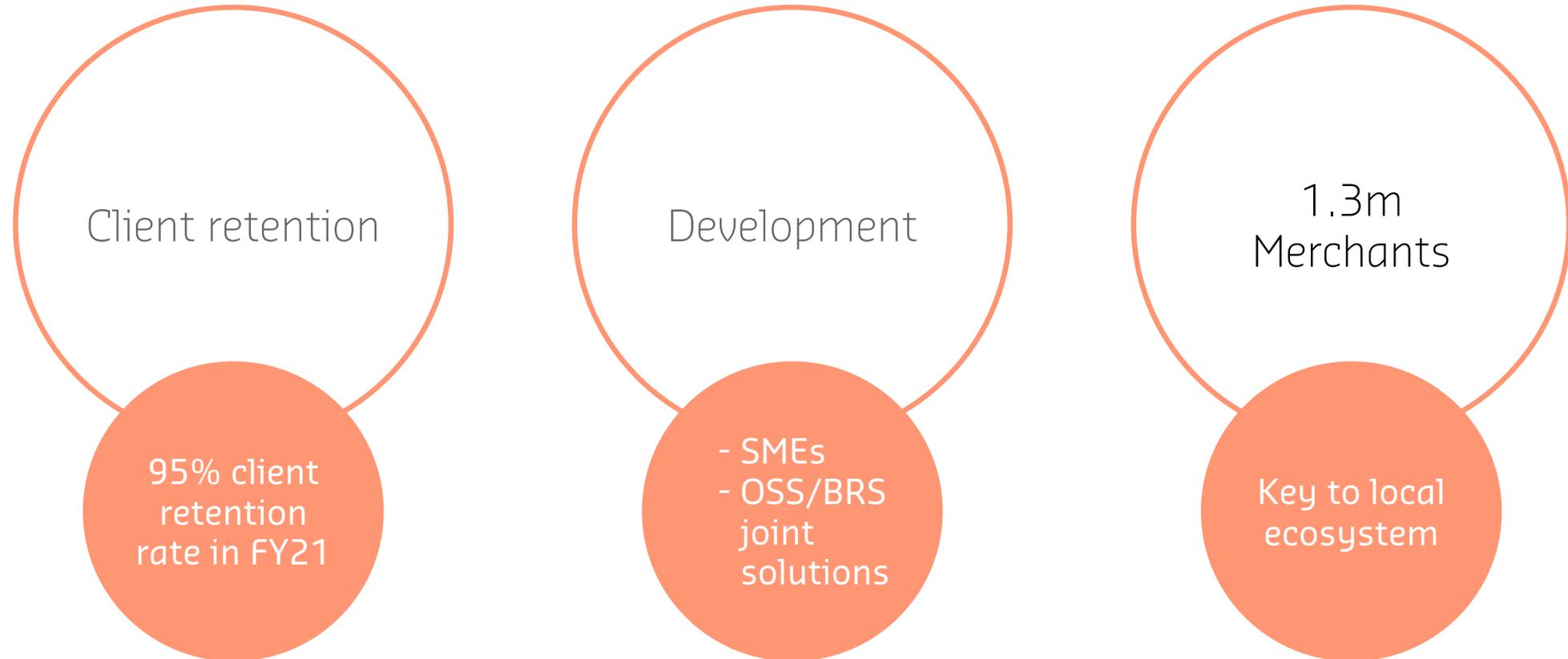
69,280
hours of training
in FY20



182
BRS leaders
participated in
**Shake My Mind
program***

* Shake My Mind is a training programme developed by Sodexo

ACHIEVING OUR GOALS



ACHIEVING OUR GOALS

Some **examples** of initiatives



Let's eat

Cashback on
Meal Pass card

19,000 people registered
3,500 restaurants



11,000+

QR codes since April
Average ticket size
on QR **+36%**
(Apr-20 to Sep-20)



Vivent Les Restos



1.3m
Merchants

Key to local
ecosystem

OUTLOOK

Total Employee benefits market: approx. 430 bn€ pre-covid

#1 in 17 of our 34 markets

>20% of revenues invested in tech



Photo taken before Covid-19 Pandemic

OUTLOOK

Total Employee benefits market: approx. 430 bn€ pre-covid

#1 in 17 of our 34 markets

>20% of revenues invested in tech



Photo taken before Covid-19 Pandemic

SAROSH MISTRY

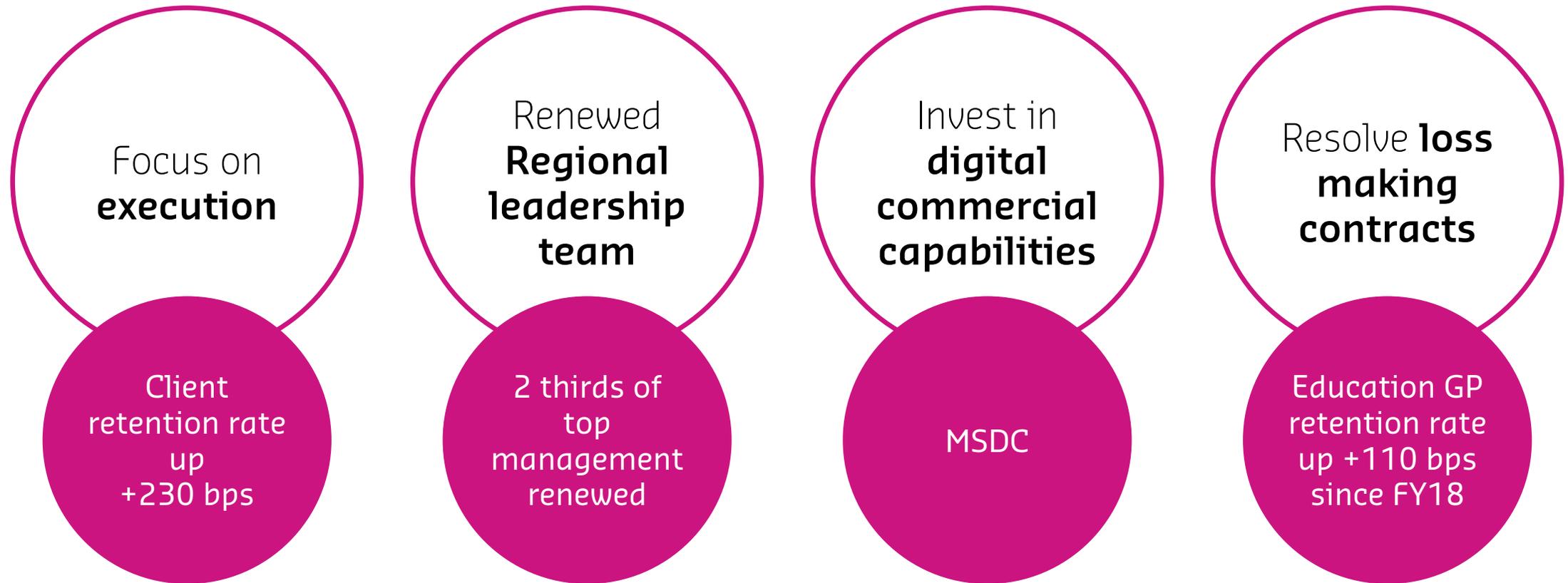
Chair of Sodexo North America



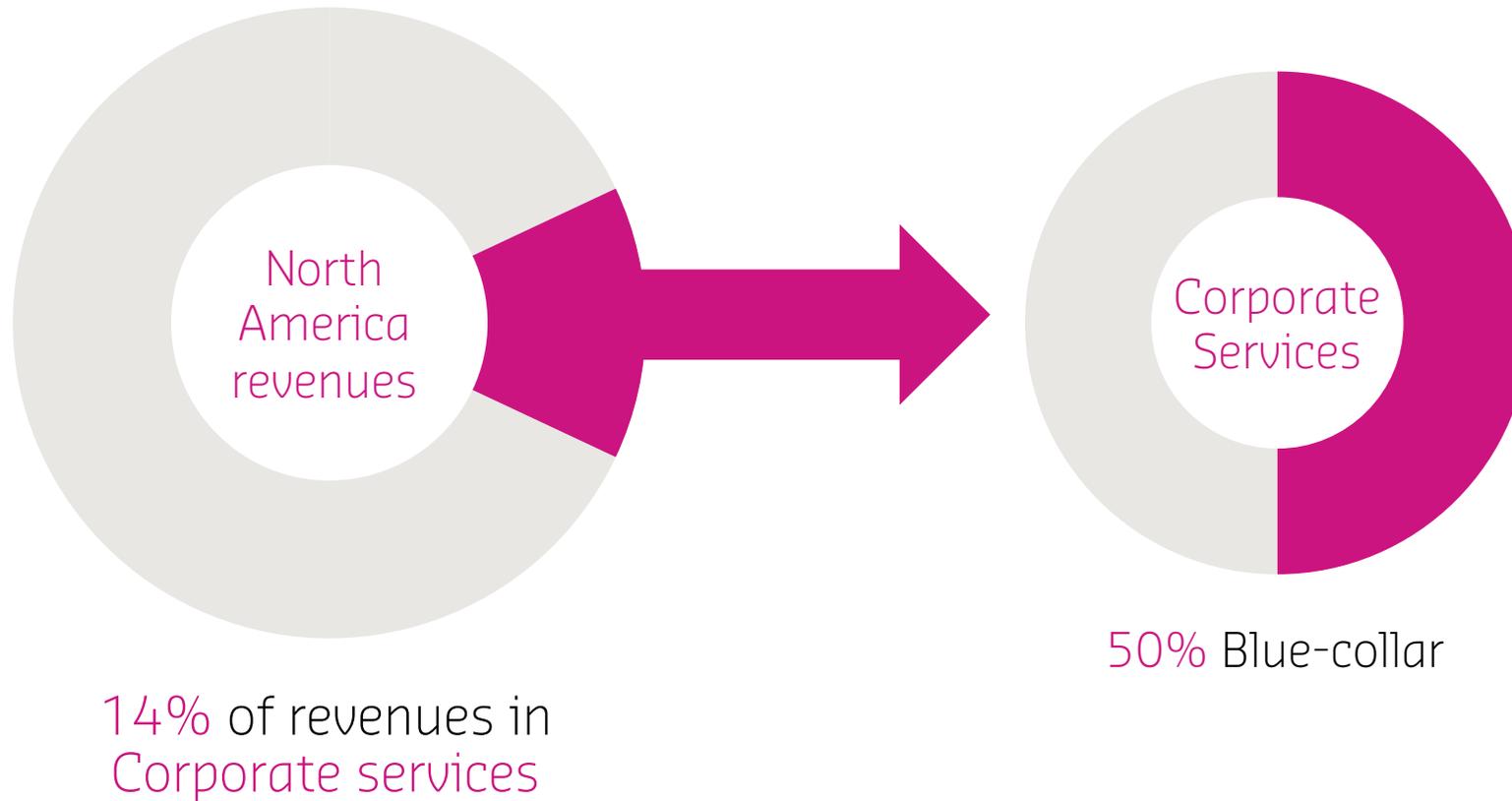
The pandemic has forced us to focus. That focus has led to an increase in retention and a tightening of our belts as the crisis unfolded.”



NORTH AMERICA MOMENTUM INTERRUPTED BY COVID-19



OUR STRENGTHS DURING THE CRISIS



PRO-ACTIVE COVID-19 MANAGEMENT

Mobilized
experts

Flexible
**supply
chain**

Active **labor
cost
reduction**

Paused
Capex and
protected
Cash

FOCUS ON GROWTH

NEW
FOOD
MODEL

MODERNIZED
APPROACH
TO FM



FOCUS ON GROWTH

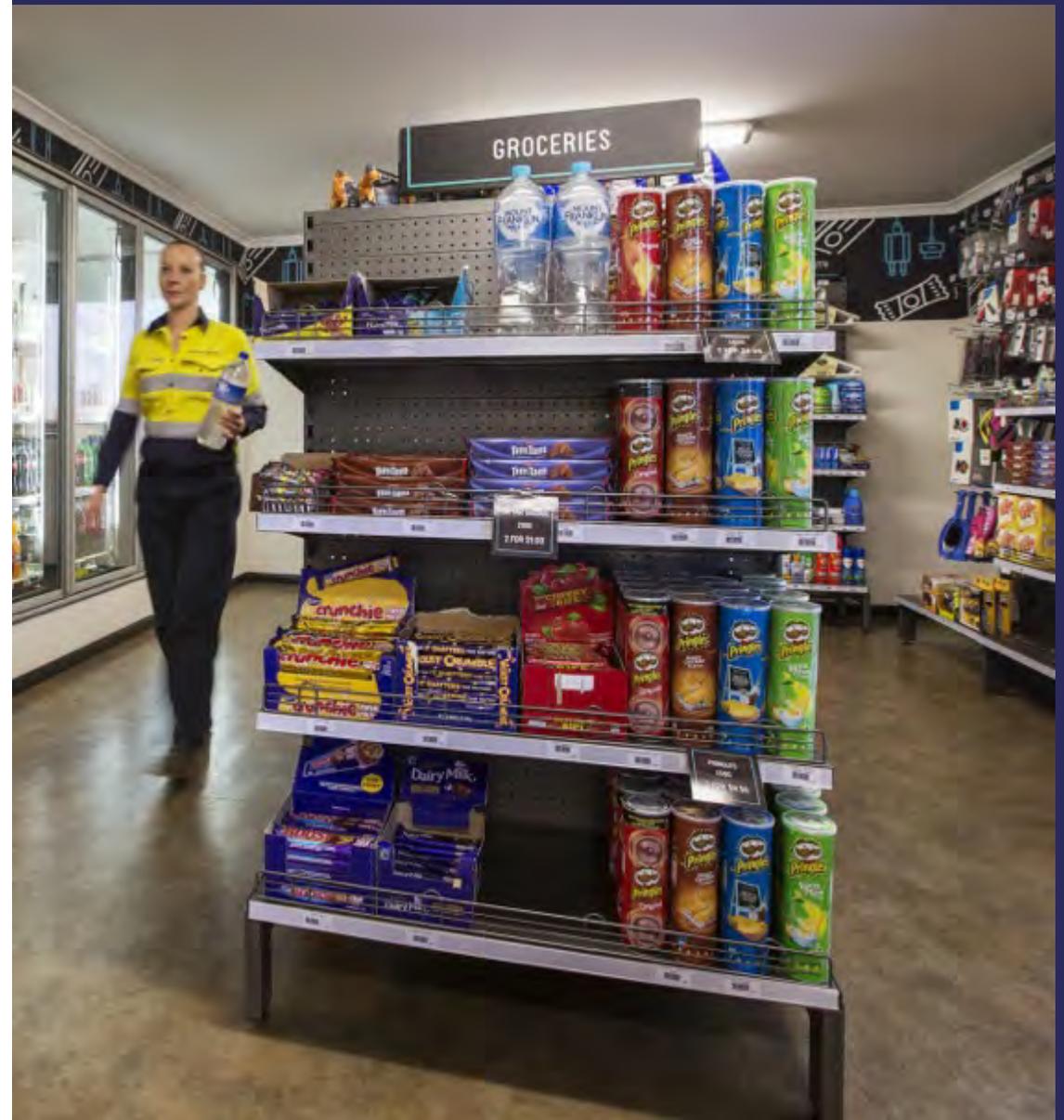
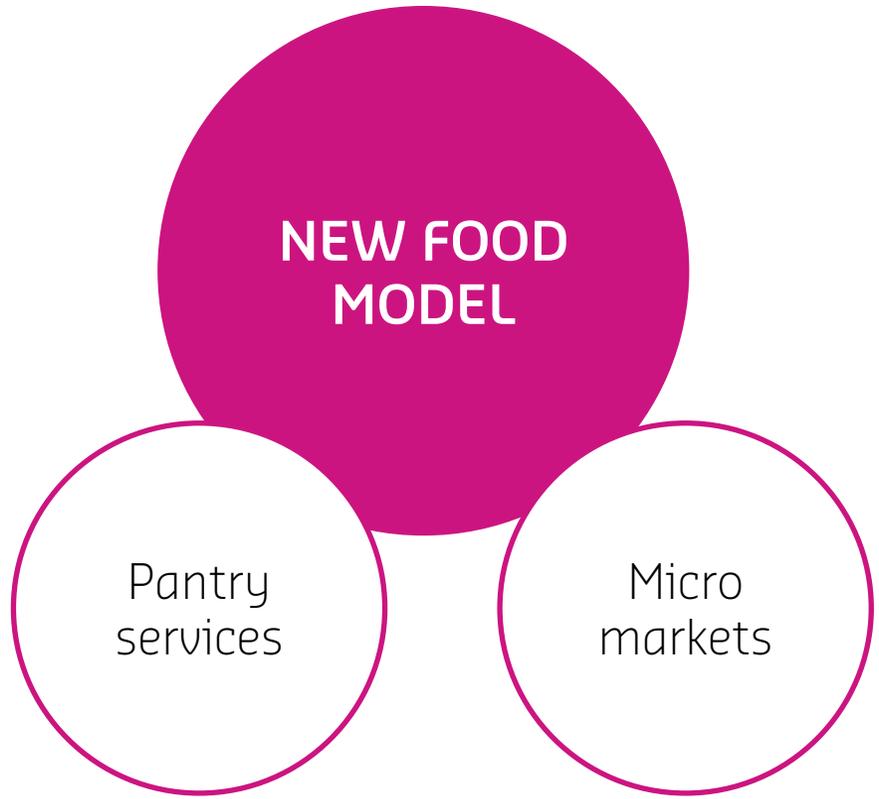


Photo taken before Covid-19 Pandemic

FOCUS ON GROWTH

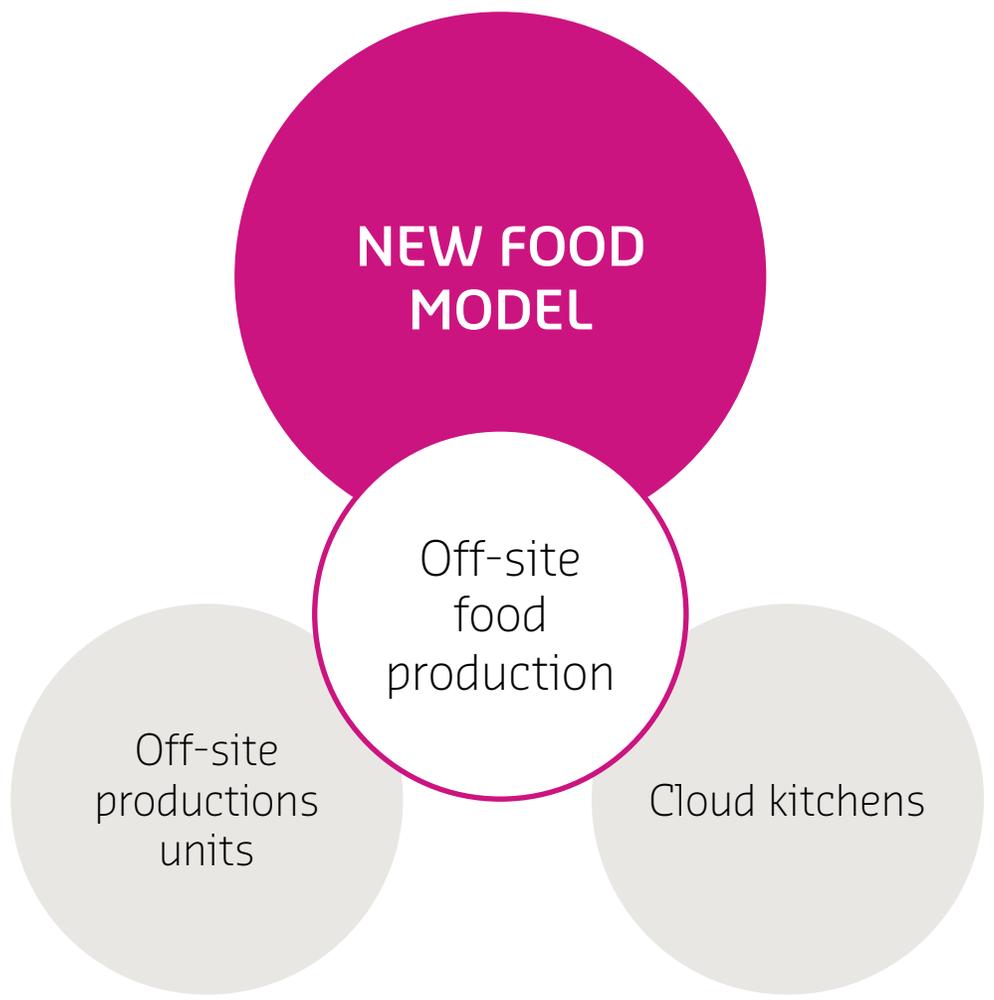
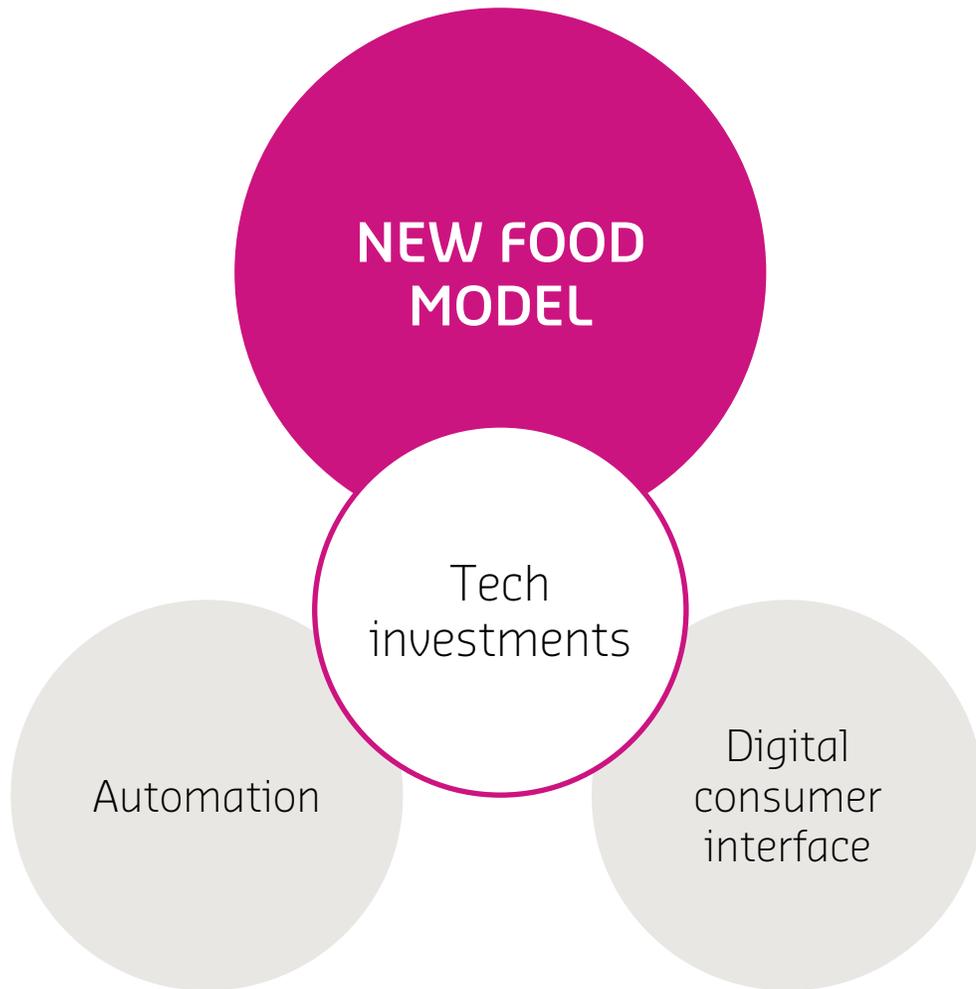


Photo taken before Covid-19 Pandemic

FOCUS ON GROWTH



FOCUS ON GROWTH

MODERNIZED
APPROACH
TO FM

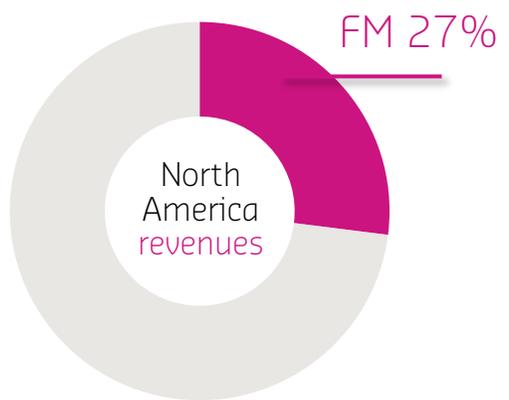


Photo taken before Covid-19 Pandemic

FOCUS ON GROWTH

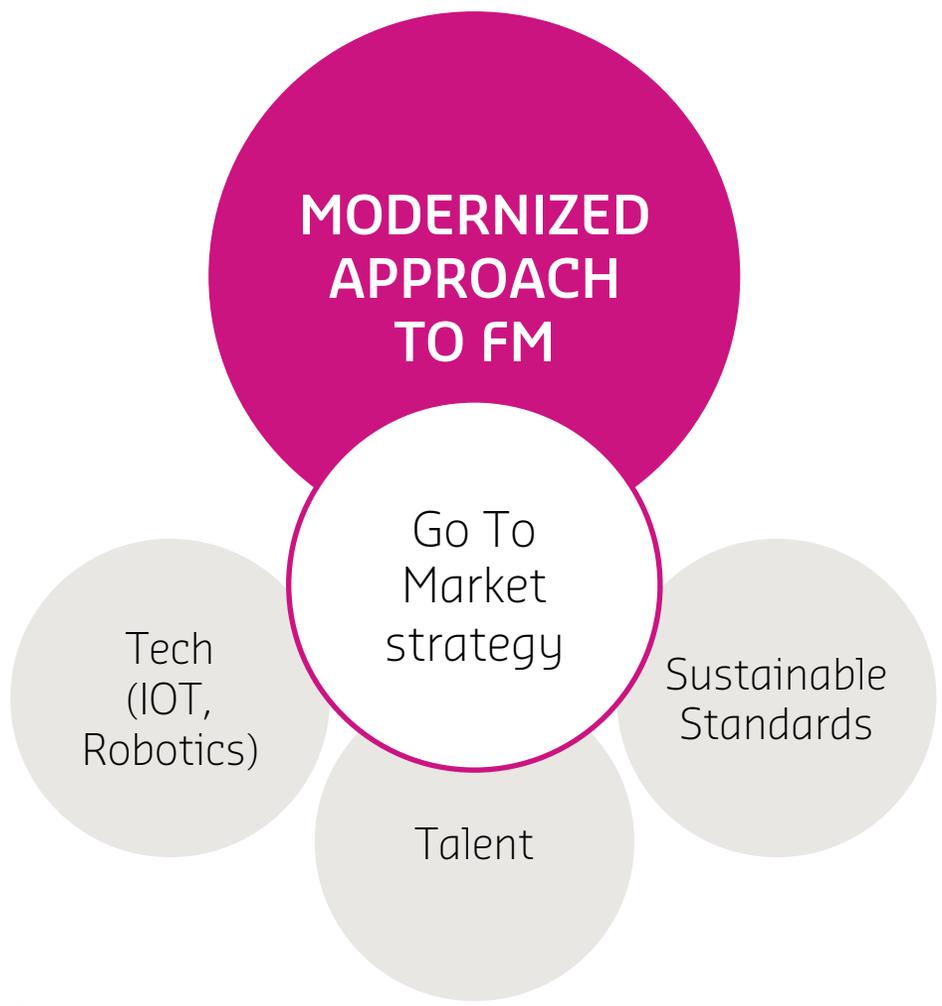


Photo taken before Covid-19 Pandemic

DENIS MACHUEL

Chief Executive Officer



“

Sodexo is **building on its promise**. The team and I are **creating a collective momentum** and a clear path to **greater shareholder and stakeholder value.**”