

Shaping better everyday experiences

sodexo | **Integrated Report**
Fiscal 2025

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Integrated Reporting

Sodexo is committed to the practice of Integrated Reporting, based on the recommendations of the International Integrated Reporting Council (IIRC) and the Group's roadmap for corporate responsibility, Better Tomorrow. Managers from various departments within the Group took part in a series of workshops to cocreate the report, ensuring there is a common perspective on Sodexo's overall economic, social and environmental performance. This Fiscal 2025 Integrated Report draws on information from the Universal Registration Document in which it is published.

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Be the leader in Food & Services, shaping better everyday experiences at every moment in life

Key figures
as of August 31, 2025

24.1 billion euros
consolidated revenues

426,464
employees

27,000
client sites

#2
France-based private employer worldwide*

43
countries

80 million
consumers served daily

7.6 billion euros
in market capitalization

80%
employee engagement rate

Listed on the **CAC Next 20, CAC SBT 1.5, FTSE 4 Good** and **DJSI**.

Founded in Marseille in 1966 by Pierre Bellon, Sodexo has developed a unique responsible business model and an integrated service offering that creates value for all its stakeholders.

Since its creation, Sodexo's founding mission has positioned the company as a pioneer to meet the challenges of everyday life.

The Group stands out for its independence, its founding family shareholding and its business model. Through its activities, it strives to be the leader in Food and Services and shaping better everyday experiences at every moment in life.

Source Sodexo
* 2025 Forbes Global 2000 ranking.



”We reached the end of a cycle during which we have achieved major transformative milestones, laying solid foundations for the future. We have actively managed our portfolio to refocus it on our core activities of Food and Services through decisive strategic choices.”

Sophie Bellon
Chairwoman of the
Board of Directors and
Chief Executive Officer

In the immediate aftermath of Covid, we had to lead Sodexo through a deep transformation to reposition the Group as a pure-play Food and Services company. This has involved a number of structural changes, all aimed at building a stronger, more focused Sodexo.
In 2025, we reached the end of a cycle during which we have achieved major transformative milestones, laying solid foundations for the future.

We have actively managed our portfolio to refocus it on our core activities of Food and Services through decisive strategic choices. The sales of our Childcare and Homecare businesses, followed by the successful spin-off of Pluxee in 2024, marked major steps in this journey. Today, Sodexo operates in 43 countries, in which we are expanding our reach through targeted acquisitions in key markets such as China in 2024 as well as the project in Spain with Grupo Mediterránea in 2025.

Our Food Services now represent 66% of our portfolio, up from 62% in Fiscal 2022.

We have invested in our core Food Services activity to drive the modernization of our offer, leveraging data-driven consumer insights and strengthening culinary, digital, and sustainability features of the consumer experience we propose. Our digital reach has grown significantly, with almost 6 million active consumers on our digital ecosystems, compared to 1.2 million in Fiscal 2022.

To improve effectiveness and agility, we reorganized our organization to place P&L accountability directly within region and country. We have also undertaken the transformation of our operating model. This has translated into significant progress within our supply chain, which is at the heart of our operations. Compliance with food catalogues has improved from less than 70% in Fiscal 2022 to 78% in Fiscal 2025 and we optimized SKUs in Food services. On the technology front, we have maintained investments of 500 million euros per year. Artificial intelligence is now embedded across our operations, from kitchen workflows to staffing, pricing, and procurement.

This helps us drive efficiency, improve quality, and empower our teams to focus on what truly matters: service excellence. Our Global Business Services centers in Porto, Mumbai, and Bogota deliver greater productivity to our support functions, while more than 40 standardized processes have brought enhanced service quality and continued innovation.

This progress enables Sodexo to strengthen its positive impact, in line with our company’s mission, and to lead the industry in sustainability. This year was also marked by the successful completion of our Better Tomorrow 2025 sustainability roadmap. We have focused on our people, ensuring employee safety with our Zero Harm Mindset and Have a Safe Day awards programs, achieving a record low Lost Time Injury Rate of 0.45, down from 0.65 in Fiscal 2022.

Our commitment to providing an inclusive environment across all our operations remains unwavering: 42% of the company's Senior Executives are women. Talents are encouraged to develop career plans. In 2025, the average number of training hours per employee increased by 5.1%, reaching 12.4 hours per person per year. Our global employee benefits program Vita is now effective in more than 70% of the countries where we operate.

Furthermore, we have solid fundamentals. Sodexo is financially sound and independent. Our diversified footprint makes us very resilient. We have strong values and ethical principles, and we are recognized for that. Our long-standing mission gives purpose to our people and sets us apart in the industry. Finally, we have built a culture of service fueled by high-level employee engagement, at 80%.

"Building on these foundations, Sodexo is ready to open a new phase of development, one that will focus on commercial acceleration and operational execution to unlock the full potential of our business."

Progress has also been made on reducing carbon emissions, promoting sustainable eating, local partnerships and responsible sourcing, and fighting food waste. As an illustration, we have achieved a -37.7% reduction in carbon emissions (scopes 1 and 2, compared to 2017 levels). Our objective—approved by the Science-Based Targets initiative (SBTi)—was to achieve -34% by 2025.

Moreover, we have invested to strengthen our commercial capabilities, notably by reinforcing our teams, rolling out training programs, and introducing new motivation and recognition schemes for our sales force. We have achieved encouraging wins and retention successes this year, among which GSK, MSD, Atlanticare, UC Health, Schools of Marseille, Santos, Tour de France. Since the pre-Covid years, we have regained positive net new growth.

While 2025 presented challenges, transformation is well underway – and we have many reasons to be confident about the future. We operate in a large and growing market with strong tailwinds. The global Food services market represents more than 300 billion euros—more than ten times our size—with annual growth of 4 to 5%. It is still 50% self-operated and it has proven to be structurally resilient through all major economic cycles. There are many opportunities for us to develop our services, with the outsourcing trend across all segments showing no sign of slowing down.

Building on these foundations, Sodexo is ready to open a new phase of development, one that will focus on commercial acceleration and operational execution to unlock the full potential of our company.

We will keep on driving strategic focus on our core food business to gain leadership on chosen markets. Our vision for this next chapter is to be the leader in Food and Services, shaping better everyday experiences at every moment in life.

Our goal is to bring value to our clients within each environment—workplaces, hospitals and senior homes, schools and universities, remote sites, venues, and stadiums—by creating better experiences for their people. We make investment choices in favor of this experience. For example, for Corporate Services clients, we have reinforced our Employee Workplace Experience offer and invested in new food concepts, hospitality training to align the service experience, and technology to enhance the efficiency of our operations.

We will also continue to positively impact people and progress with purpose, in line with our mission to improve the quality of life of our employees and those we serve, and contribute to the economic, social, and environmental progress in the communities where we operate.

As pioneers in sustainability, we launched our first sustainability roadmap, Better Tomorrow, in 2009, making bold commitments and deploying our initiatives at scale, ahead of our competitors.

With Better Tomorrow 2028, we are now working to embed sustainability even more in our day-to-day operations. It is our 426,000 employees who, in the field, act to improve the lives of millions of consumers every day and support clients in their own sustainable transition by enhancing the social and environmental performance of their sites and thus having an impact on their communities.

As of November 10, a new chapter begins with the arrival of Thierry Delaporte as CEO. Thierry brings extensive and relevant experience to take Sodexo to the next level. He embodies the human values we hold dear. I have confidence in his leadership to open this new chapter of our company's journey and drive the next stages of Sodexo's growth. We share the same belief that Sodexo's future lies in combining human focus and operational excellence, and we are equally convinced that the Group's unique strengths—its strong values, engaged teams, and culture of service—will continue to drive our success and set us apart in the industry.

As Chairwoman of the Board, I will now focus my efforts on leading the Board of Directors and its committees, ensuring strong governance for Sodexo. Together with my family, we remain deeply committed to preserving our Group's long-term vision and financial independence. Our common ambition will be to drive enhanced growth, improve profit margin, and strengthen market share to support our continued success.

I want to express my heartfelt gratitude to all Sodexo teams for their dedication, passion, and what we have accomplished together. Their engagement fuels our collective success. I am also deeply grateful to our clients, shareholders, and partners for their continued trust and support, which make us progress and always aim for better. As we approach our 60th anniversary, Sodexo stands stronger than ever, ready to keep growing, innovating, and shaping the future of Food and Services.





Profile

Operating in 43 countries, Sodexo draws on the know-how and expertise of its employees at over 27,000 client sites, improving the lives of 80 million consumers every day.

Our fundamentals

Since 1966, guided by a founding mission, strong values and an entrepreneurial spirit, the women and men at Sodexo have served their clients and consumers. Sodexo is one of the largest employers in the world. The Group's continued growth is a result of the professionalism, commitment, and performance of diverse teams. Ethical and responsible business conduct is a fundamental pillar of Sodexo's commitments, essential to its success and the basis of the trust placed in it by its stakeholders.

Our mission

To improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate.



Our values

Service spirit

Clients and consumers are at the center of everything we do.

Team spirit

Each person's skills combine with other team members' knowledge to help ensure Sodexo's success.

Spirit of progress

Understanding one's successes as well as one's failures is fundamental to continuous improvement.

Ethics and compliance: central to the Group's governance and commitments

Sodexo is built on strong ethical principles that guide its development and contribute to its reputation. These principles are the cornerstone of the Group's culture, business model and policies on compliance, innovation, sustainability, sponsorship, human rights and diversity and equal opportunity. The Group's leaders and employees must respect and apply all applicable rules and standards according to the principles of our Code of conduct, whether it is fighting corruption, providing accurate financial reports or protecting confidentiality.



LOYALTY

Being a service company means making trust central to relationships with all stakeholders. Sodexo is built on a solid foundation of loyalty to its clients, employees and shareholders, and on honest and open relationships with them.



RESPECT FOR PEOPLE

People are central to our business. Sodexo is committed to acting in favor of equal opportunity, regardless of ethnicity, age, gender, beliefs, religion or sexual orientation. Ensuring an inclusive workplace means treating each individual with respect, dignity and consideration.



TRANSPARENCY

This is one of Sodexo's key principles that applies consistently to all stakeholders: clients, consumers, employees, shareholders and the general public. We ensure that everyone is informed in a clear and precise manner about our services, commitments and performance.



INTEGRITY

We condemn any practices that are not based on honesty, integrity and fairness, regardless of where our company operates in the world. We make our position clear to our clients, suppliers and employees, and expect them to reject corrupt and unfair practices.

Our activities to shape better everyday experiences at every moment in life

Through its various activities, Sodexo contributes to improving the moments that punctuate everyone's daily life, ensuring that they have a positive impact on the health and well-being of individuals, the performance of its clients, but also on its ecosystem.




HEAL
OFF-SITE KITCHEN
sodexo
AIRPORT
PLAY

A sustainable value-creation model

Our strengths

A FAMILY-OWNED GROUP SINCE 1966, DRIVEN BY A FOUNDING MISSION

We improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate.

A founding family shareholding, which guarantees a long-term vision with 43.8% of Sodexo's share capital and 58.8% of the exercisable voting rights held by Bellon SA.

A GLOBAL PLAYER WITH A LOCAL PRESENCE

- **27,000** sites in 43 countries
- **80 million** consumers served daily
- Strong food brands
- An estimated market potential of over **700 billion euros**

COMMITTED, DIVERSE EMPLOYEES

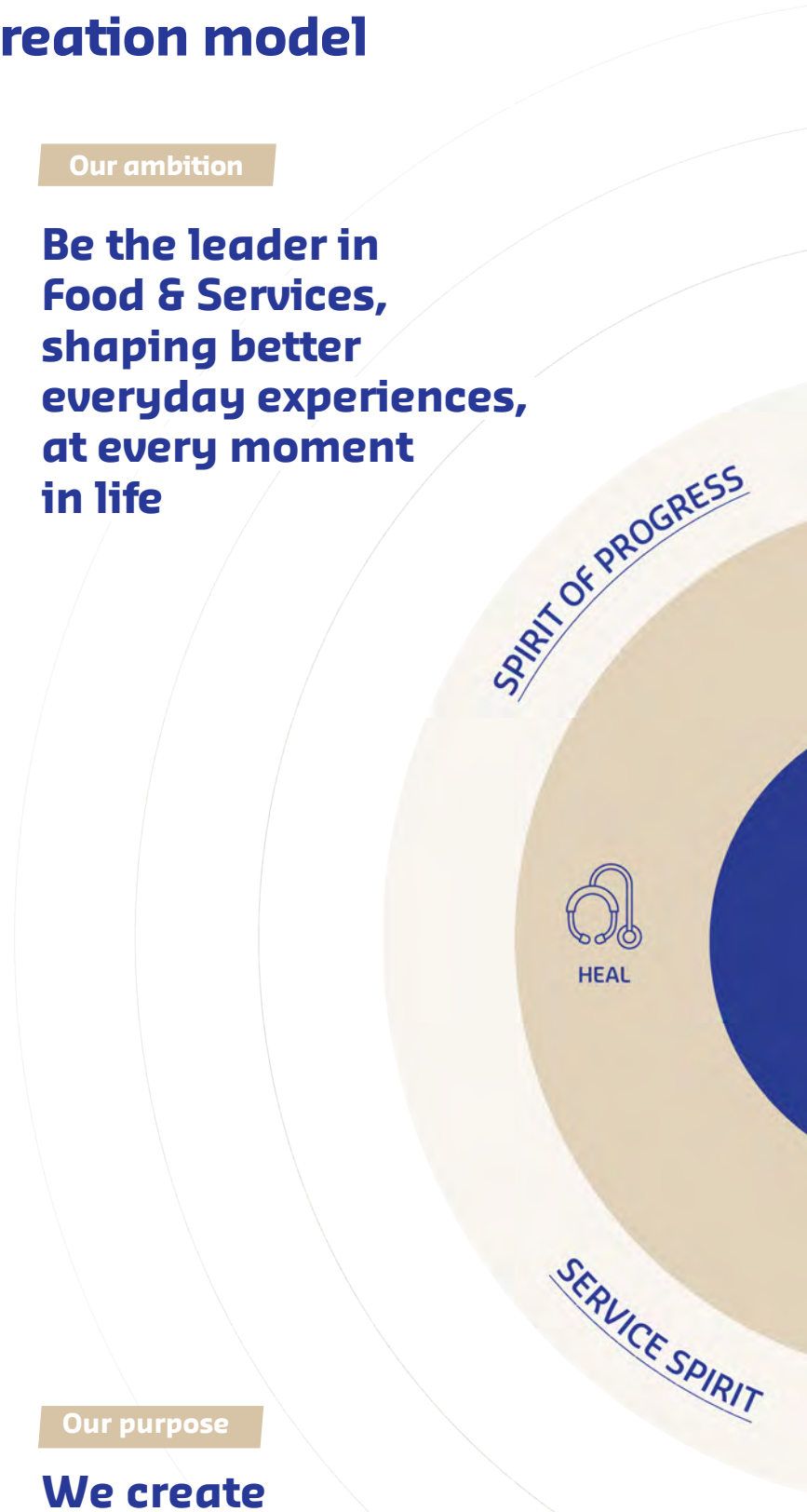
- **426,464** employees
- **80%** engagement rate
- **53%** of employees are women
- **42%** of the Group's Senior Executives are women

A SUSTAINABLE, RESPONSIBLE APPROACH

- Ethics and integrity at the core of our model
- Innovation insight gained from daily feedback from consumers and clients
- **Over 38 billion euros** in annual purchasing power
- An ecosystem of committed stakeholders

Our ambition

Be the leader in Food & Services, shaping better everyday experiences, at every moment in life



Our purpose

We create a better everyday for everyone to build a better life for all



Key figures as of August 31, 2025.

For more information, see Chapters 2 and 3 of the Universal Registration Document.

Our value creation

PEOPLE

Talent

- **#2** France-based private employer worldwide
- **82.7%** Employee Retention Rate
- **0.45** Lost Time Injury Rate (LTIR)

Clients and consumers

- **94%** Client Retention
- **99.3%** of our consumers are offered healthy lifestyle options

Communities

- **2.8 billion euros** spend with SMEs
- **107.4 million** Stop Hunger beneficiaries (since 2015)
- **9 million dollars** collected from fundraising activities to fight hunger

PLANET

Climate

- **-37.7%** reduction in carbon emissions (*vs.* Fiscal 2017, absolute scopes 1 and 2)
- **85.4%** of Sodexo sites around the world have deployed the WasteWatch program with an average **-47.6%** reduction in food waste
- **96.9%** renewable electricity in Sodexo direct operations

Biodiversity

- **100%** certified sustainable palm oil
- **92.1%** of seafood purchases from responsible sources

PROFIT

- **24.1 billion euros** in consolidated revenues (+3.3% organic growth)
- **1,139 million euros** in Underlying operating profit (+2.7% *vs.* Fiscal 2024)
- **7.6 billion euros** in market capitalization
- **2.70 euros** dividend per share proposed for Fiscal 2025

A long-term vision ensured through founding family shareholding

Sodexo's independence is ensured through the shareholding of the family of Pierre Bellon, founder of the Company. This family-held control ensures a long-term vision and is one of the keys to Sodexo's success.
As of August 31, 2025, Bellon SA held 43.8% of Sodexo's capital and 58.8% of the exercisable voting rights.

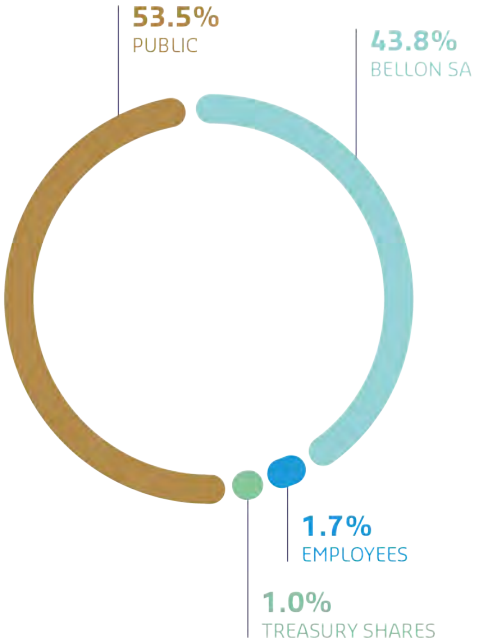
In June 2015, Mr. and Mrs. Pierre Bellon and their children entered into a 50-year agreement that prevents the direct descendants of Sodexo's founder from freely disposing of their shares in Bellon SA. Bellon SA does not intend to sell its shareholding in Sodexo to third parties.

Sodexo's sustained commitment to developing a successful offering, nurturing lasting client relationships and building a truly international organization reflects Bellon SA's long-term vision.

To ensure this independence, a service agreement was concluded in 1991 between Sodexo and Bellon SA, and its last renewal was approved at the Shareholders Meeting on December 14, 2021, for a five-year period, to consolidate the position of Bellon SA as the Group's managing holding company.

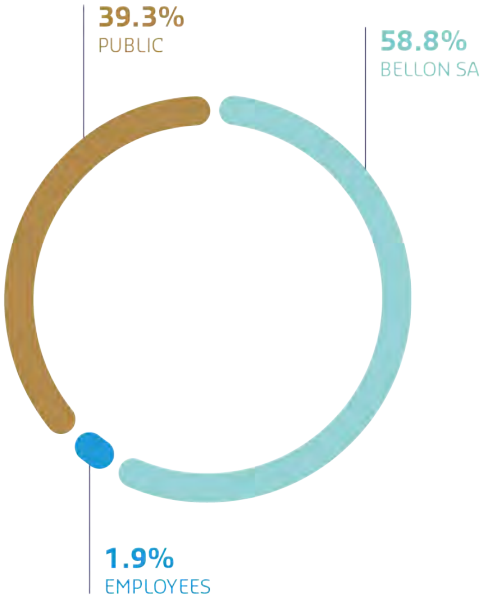
Capital Structure

As of August 31, 2025



Distribution of Exercisable Voting Rights

As of August 31, 2025



Source: Nasdaq.

Risk management at the core of our activities

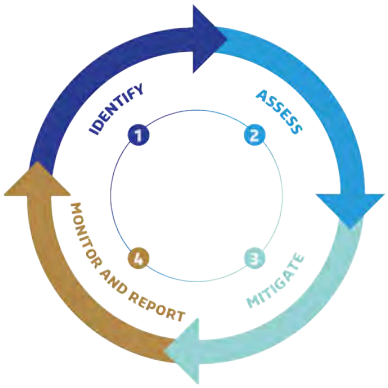
Sodexo operates in a constantly changing environment and is exposed to risks that, should they occur, could have an adverse effect on its activities, financial situation and reputation. In order to make the best business decisions, protect its assets and support its strategic priorities, the Group has a proactive approach to anticipate and manage these risks.

Our risk management approach

Sodexo has put a well-defined process in place for identifying, assessing and managing risks at different levels within the organization, from its employees working in the field to its leaders (see diagram).

Measures to manage the risks identified are implemented at site, country, regional or global level depending on their nature. The progress of these action plans is monitored and reported to senior management on a regular basis.

Operational managers are assisted by transversal support functions, which define the procedures and standards and provide tools and processes to help manage risks. Internal Audit carries out an independent assessment of risk management and makes recommendations for improvement. Overall responsibility for the robustness of risk management procedures lies with the Sodexo Leadership Team, while the Board of Directors and the Audit Committee provide risk oversight, ensuring that procedures are functioning effectively.



1. Identification of risks that could impact business objectives at all levels of the organization

2. Risk assessment taking into account their likelihood of occurrence and their impact

3. Development of controls and execution of risk mitigation actions

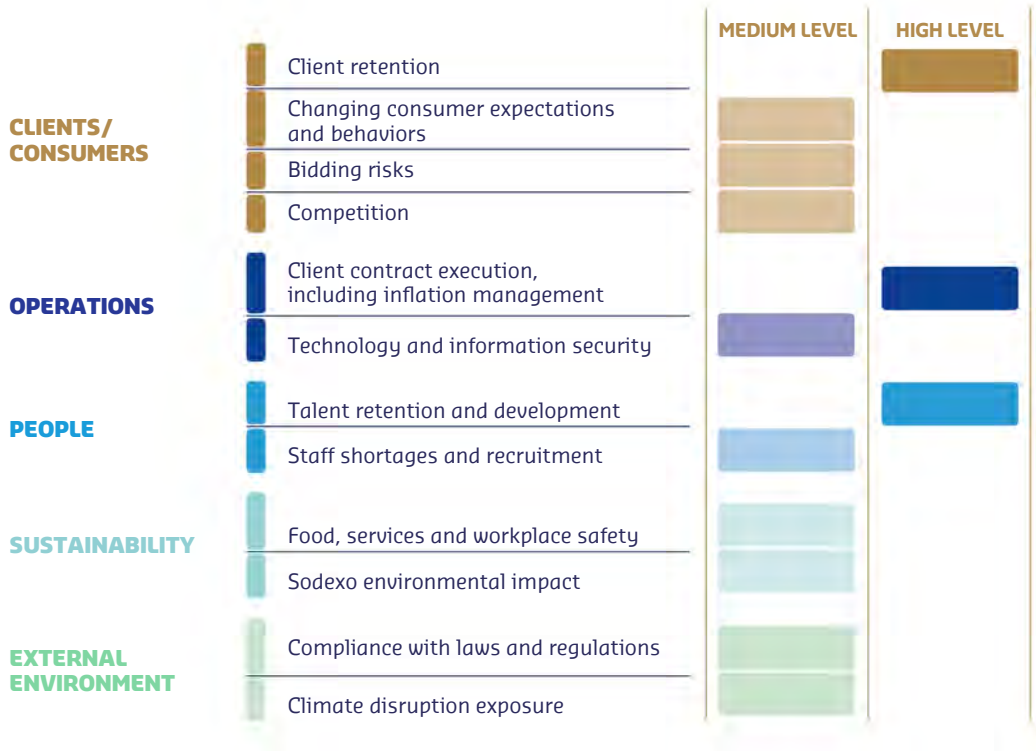
4. Review of plans put in place to ensure their relevance and regular reporting of their progress

Main risks

Each year, a risk profile is established based on the risk assessments performed by senior management with regard to the main entities, and also on interviews with senior executives.

The risks considered to be the most significant for Sodexo as of August 31, 2025, are presented in this table.

Compared to last year's risk profile, there has been a change in the risks related to staff shortages and recruitment, due to implemented action plans, and a change in current labor market dynamics



Profitable and responsible growth over the long term

Since 1966, Sodexo's mission has been to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate. These foundations have enabled the Group to achieve sustainable and profitable growth which provides continuous development opportunities to its employees.

1966
Sodexo founded by Pierre Bellon.

1967
First multi-service contract for the management of CNES (French Space Agency) in Guyana.

1975
Opening of Food services in schools and hospitals.

1976
First meal voucher.

1983
Initial public offering on the Paris Stock Exchange.

1987
The Group is structured in line with its internationalization with the emergence of client segments.

1992
Creation of the Sodexo Management Institute.

1995
Acquisitions of Gardner Merchant (UK) and Partena (Sweden).

1996
Creation of Stop Hunger.

1998
Creation of the European Works Council.

1998-2001
Acquisition of Mariott Management Services (U.S.).

2000-2005
Launch of new Facilities Management, vouchers and card services.

2004
Sodexo's commitment to business integrity and ethics with the publication of its Code of conduct.

2000-2010
Rapid international expansion: acquisitions of Sogeres and Score (France), Wood Dining Services, Circles, Zehnacker (Germany), RKHS Group (India), VR (Brazil).

2009
Implementation of the first corporate responsibility roadmap, Better Tomorrow.

2010-2020
Development of integrated services, particularly for key global accounts.

2016
Appointment of Sophie Bellon as Chairwoman of the Board of Directors.

2017
Renewal of corporate responsibility commitments (Better Tomorrow 2025).

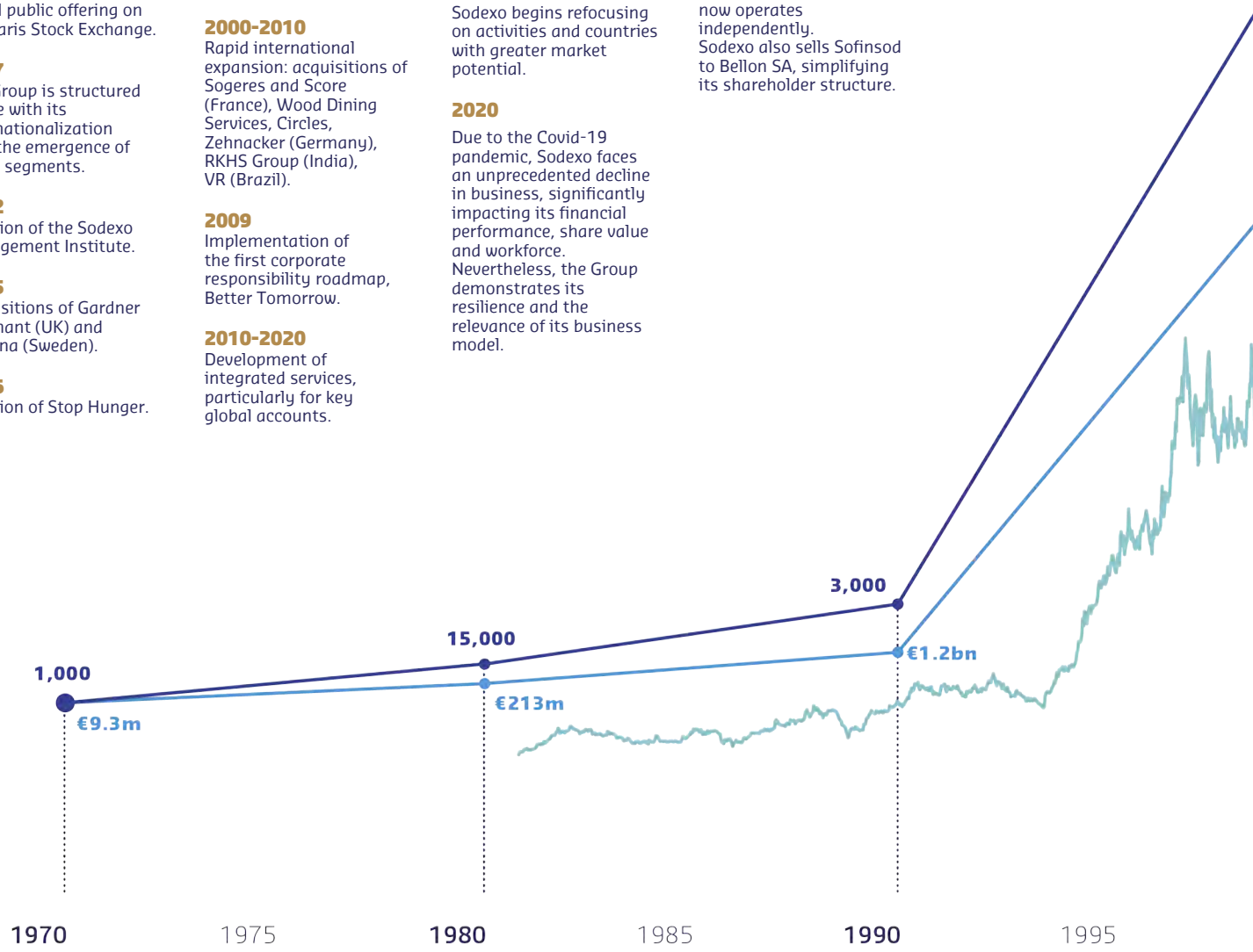
2018
Sodexo becomes a leader in the Sports & Leisure segment globally with the acquisition of Centerplate.

2019
Sodexo begins refocusing on activities and countries with greater market potential.

2020
Due to the Covid-19 pandemic, Sodexo faces an unprecedented decline in business, significantly impacting its financial performance, share value and workforce. Nevertheless, the Group demonstrates its resilience and the relevance of its business model.

2022
Sodexo's activity returns to pre-Covid levels by the year-end. Following her appointment as Chairwoman and CEO, Sophie Bellon launches a strategic plan designed to accelerate growth by 2025.

2024
Marking a milestone in the Group's history, Sodexo completes in early 2024 the spin-off and listing of its Benefits & Rewards Services activity, renamed Pluxee, which now operates independently. Sodexo also sells Sofinsod to Bellon SA, simplifying its shareholder structure.



As of August 31, 2025



In Fiscal 2025, Sodexo continued to reposition its activities around food and services by streamlining and refocusing its business portfolio and continuing the transformation of its operating model.

* Data prior to Fiscal 2023 includes the Pluxee business.
Note: stock market price evolution data since 1983 has been restated post-spin-off.

An independent Board of Directors

Ensuring a long-term vision, the Sodexo Board of Directors determines the Group's strategic orientations and ensures their implementation, taking into account the social and environmental challenges of its activity. It oversees the management of both financial and non-financial aspects and ensures the quality of information provided to shareholders and the market.

Sodexo's Board of Directors reflects the specific features of its shareholding structure while safeguarding the interests of all its stakeholders. Directors are chosen for their skills, experience and knowledge of strategic issues faced by the markets in which the Group operates. The Board also ensures balance in terms of international diversity and exposure. Given the diversity of its profiles and expertise, the Board is able to fully carry out its role of planning and strategically guiding Sodexo's development.

To make decisions, the Board of Directors relies on the work of specialized committees, responsible for formulating recommendations. Each committee is chaired by an Independent Director.

Through constructive and open dialogue with the Leadership Team and regular meetings with management, Directors are in touch with Sodexo's economic reality and fully informed of all the company's activities, performance and challenges.

Board of Directors

As of August 31, 2025

Family Directors



Sophie Bellon
Chairwoman and Chief Executive Officer



François-Xavier Bellon
Chairman of the Management Board of Bellon SA



Nathalie Bellon-Szabo
Chief Executive Officer, Sodexo Live! worldwide

Non-independent Director



Patrice de Talhouët
Managing Director, Bellon SA

Independent Directors



Luc Messier
Lead Independent Director, President of Reus Technologies LLC



Jean-Baptiste Chasseloup de Chatillon
Chief Executive Officer, Apprentis d'Auteuil



Federico J. González Tejera
CEO, Radisson Hotel Group



Gilles Pélisson
President of Lyfe Institut and Unifrance Senior Advisor, Oliver Wyman



Véronique Laury
Independent Director



Cécile Tandeau de Marsac
Independent Director

Employee representatives



Olivier Marchand
Food Tools Expert, Transformation and Technologies Department, Sodexo France



Cathy Martin
PMO and strategic planning E&R, Sodexo Canada

- Chairman/Chairwoman of a specialized committee
- Audit Committee member
- Nominating Committee member
- Compensation Commitee member
- Sustainability Committee member

During the Shareholders Meeting of December 16, 2025, the renewal of Luc Messier's mandate will be proposed to the shareholders vote as well as the nomination of Bellon SA and of two new independent Directors:



Geneviève Bich
Independent Director



Françoise Colpron
Independent Director

As of November 10, 2025, Gilles Pélisson succeeds to Luc Messier as Lead independent Director.
The composition of the specialized committees also evolves in line with evolutions within the Board of Directors.
For more information on Sodexo's governance, see Chapter 7 of the Fiscal 2025 Universal Registration Document.

Board's activity during the year

During Fiscal 2025, the Board of Directors met 9 times, with an attendance rate of 99%. Its main activities focused on:

Group activities, strategy and financial management

- Systematic review of the Group's financial and non-financial performance.
- Regular updates on the implementation of CSRD reporting.
- Monitoring of the Group's strategy and performance.
- Review of risks and strategic opportunities and analysis of market developments and competitive environment.
- Authorization of M&A deals

Corporate governance

- Review of succession plans, including for the Chairwoman and CEO.
- Review of the composition of the Board.
- Engagement with shareholders, investors and proxy advisors.
- Evaluation of the functioning and organization of the Board of Directors.

Compensation and human resources policies

- Setting of the compensation of corporate officers for Fiscal 2024 and deliberation on the compensation policy for Fiscal 2025.
- Assessment of the performance target achievement rates for the 2022 performance-based free share award plan delivered during Fiscal 2025.

A RESPONSIBLE COMPENSATION POLICY

The Board of Directors ensures that a responsible compensation policy is proposed for corporate officers, in line with market practices and consistent with the Company's values, its interests, and those of its stakeholders. This policy is defined in accordance with the recommendations of the AFEP-MEDEF Code.

Its definition, both in terms of structure and level, is based on benchmarks conducted by independent consulting firms to ensure alignment with market practices in France and internationally. The peer groups used remain unchanged in 2025, after being revised in 2024 to reflect the Group's profile following the spin-off of Pluxee.

As part of the governance evolution as of November 10, 2025, the Board of Directors, upon recommendation of the Compensation Committee, approved the compensation policies applicable to executive corporate officers for Fiscal 2026, which will be submitted to a binding shareholder vote at the Shareholders Meeting on December 16, 2025.

The compensation policy applicable to Thierry Delaporte, Chief Executive Officer, is consistent with the one adopted for Fiscal 2025:

- the compensation structure comprises three components: an annual fixed compensation rewarding the responsibilities of the corporate office, an annual variable compensation equal to 120% of the fixed compensation at targets, and a long-term compensation exclusively in the form of performance share grants, which may represent up to a maximum of 150% of the combined fixed and target annual variable compensation. In view of Thierry Delaporte's profile, and subject to shareholder approval at the 2025 Shareholders Meeting, his annual fixed remuneration will be increased to 1,150,000 euros effective December 16, 2025;
- the variable compensation, which accounts for 77% and 83% of the target and maximum total compensation respectively, is structured to balance short- and long-term performance objectives, enhance executive motivation, and ensure sustainable alignment between the executive's interests, those of shareholders, and the Company's corporate interest;
- the Chief Executive Officer also benefits from a Company car, a supplementary pension plan open to the Group's main senior executives, and collective insurance and healthcare plans under the same conditions as those applicable to employees of the Company.

In addition, the compensation policy applicable to Sophie Bellon, Chairwoman of the Board of Directors, consists of a fixed compensation of 675,000 euros, and access to collective insurance and healthcare plans. She does not receive any annual or multi-year variable compensation, nor does she benefit from any long-term incentive plans.

Key figures

As of August 31, 2025

12
members

40%
women*

60%
Independent Directors*

2
Directors representing employees

99%
average attendance

4
nationalities

5 years
on average in office for Independent Directors

61 years
average age

* Excluding Directors representing employees.

For more information on Sodexo's governance, see Chapter 7 of the Universal Registration Document.

A committed Leadership Team

The Sodexo Leadership Team implements the strategy established by the Board of Directors and oversees Sodexo's operations worldwide. Fully mobilized to execute the strategic plan, this team combines cross-functional expertise and skills representative of all the Group's activities and geographic areas.

Chaired by Sophie Bellon, Chairwoman and Chief Executive Officer, the Sodexo Leadership Team is made up of 12 people who head Functional Departments and Operational Divisions (Geographic Zones and Sodexo Live!).

Its organization reflects a twofold challenge: implement the strategy while laying the foundations of the longer-term ambition, in line with Sodexo's mission and by adapting to an ever-changing world.

This agile and responsive team works to implement a unique global strategy, taking into account local operational realities and drawing on the teams' strong entrepreneurial spirit.

Geographic Zones

Each Geographic Zone is headed by a Zone President with full P&L responsibility for the subsidiaries in that market.

Sodexo's activities are grouped into three Geographic Zones:

- North America;
- Europe;
- Rest of the World, which includes Asia-Pacific, the Middle East, Africa, Brazil, and Latin America.

Sodexo Live!

Sodexo Live!, whose performance is consolidated within the three Geographic Zones, has a specific business model and global organization, and retains responsibility for implementing its ambitious growth strategy.

Functional Departments

Several specialized Functional Departments lend their expertise and support to the Operational Divisions.

- The Growth and Commercial Department is structured to maximize the value of client segmentation and supply chain, and reap the benefits of this throughout the organization, supporting local teams in business development and client retention.
- With technology, data and digital playing an increasingly role in Sodexo's business, the Tech Department drives transformation to better meet the needs of clients and consumers, while improving operational efficiency.
- The support functions of the General Secretary, Finance, Human Resources Strategy, Communications & Public Affairs Departments round out the expertise and skills of this leadership team.

Key figures

As of August 31, 2025

12
members

50%
women

25%
non-French

4
nationalities (FR/U.S./UK/AUS)

54 years
average age

19 years
average seniority



From November 10, Thierry Delaporte is appointed Group Chief Executive Officer.

Seasoned executive, with a career marked by international leadership, Thierry Delaporte began his career at Arthur Andersen before joining Capgemini in 1995, where he built strong capabilities in financial management and demonstrated his expertise in M&A and post-merger integration.
In 2016, Thierry Delaporte joined the Capgemini Leadership Team and served as Global COO and Deputy CEO from 2018 to 2020. In 2020, he was appointed CEO of Wipro Ltd., a global IT services leader, ensuring the repositioning of the company, transforming its operating model, organizational structure, and market approach, driving accelerated growth and profitability improvement. Thierry Delaporte is also committed to social impact. He co-founded Life Project 4 Youth (LP4Y), an organization focused on youth inclusion.

Sodexo Leadership Team

As of August 31, 2025



Sophie Bellon
Chairwoman of the Board and Chief Executive Officer



Nathalie Bellon-Szabo
Chief Executive Officer, Sodexo Live! worldwide



Johnpaul Dimech
President APMEA, Brazil & Latin America



Alice Guéhennec
Group Chief Tech, Data & Digital Officer



Dominique Guilhem
Group Chief Strategy Officer



Jeanne Houssin
Group Chief Communications and Public Affairs Officer



Sarosh Mistry
President North America



Sunil Nayak
President Europe



Marc Plumart
Chief Growth & Commercial Officer



Marc Rolland
Group General Secretary



Sébastien de Tramasure
Group Chief Financial Officer



Annick de Vanssay
Group Chief Human Resources Officer

For more information on Sodexo's governance, see Chapter 7 of the Universal Registration Document and www.sodexo.com



Strategy & performance



Capitalizing on solid foundations and operating in attractive and growing markets, Sodexo continues to implement its strategy for sustainable and profitable growth over the long term.

A successful strategic repositioning since 2022

Driven by an ambitious strategic plan, Sodexo has repositioned itself as a pure player in Food and Services, with solid foundations for sustainable performance.

Active portfolio management and targeted expansion

Sale of Homecare activities

Following the sale of the Childcare activities announced in 2021, Sodexo sold its global Homecare service business in 2023 in line with the refocus of its activities.

Pluxee's spin-off

Marking a milestone in the Group's history, Sodexo completed in early 2024 the spin-off and listing of its Benefits & Rewards Services activity, renamed Pluxee, which now operates independently.

Business development in China

In 2024, Sodexo consolidated its presence and service offering in mainland China by strengthening its position in the food services market with the acquisition of a competitor's activities, enabling the integration of new contracts in the corporate, education and healthcare sectors.

Acquisition project of Grupo Mediterránea in Spain

In July 2025, Sodexo announced the signing of an agreement to acquire Grupo Mediterránea, a leading food service provider in Spain. With this acquisition, Sodexo will double its presence and become one of the leaders in the food services market in Spain, strengthening its positions in key segments, particularly in corporate services, healthcare and education.

A refocused geographic footprint

Sodexo continued to refocus its geographical locations on activities and countries with the greatest potential, going from 46 countries in Fiscal 2022 to 43 at the end of Fiscal 2025.

InReach's Development in North America

In addition to organic growth, InReach is increasing its acquisitions to strengthen its offering and presence in the American market. Since 2023, InReach has integrated A.H. Management (Midwest, Illinois, Wisconsin, Chicago, Milwaukee), K&R Vending Services (Philadelphia, New Jersey, Delaware, Maryland), Five Star Food Services (Southeast, Midwest), Legend Food Services (Maryland, Connecticut, New York, Virginia), as well as Capitol Vending and Coffee (Austin, San Antonio). In November 2024, Sodexo announced the acquisition of CRH Catering, a leading player in the convenience sector and one of the largest independent operators in the Mid-Atlantic states.

Entegra's expansion in Europe

Sodexo is also continuing to develop its Group purchasing organization, Entegra Procurement Services®, in North America and Europe, as both a profit center and a means of increasing its purchasing power. Entegra has experienced strong growth in recent years, driven by organic growth and recent acquisitions, including Procent in the Netherlands, Beacon in the United Kingdom, and CHR HA, Ami2, Agap'Pro in France.



Simplification of the company

A geographical reorganization

In October 2022, Sodexo made a structural change by transferring operational accountability to regions and countries, providing greater autonomy, faster decision-making and response times at a local level to best meet the needs of clients and consumers.

A simplified shareholding structure

During Fiscal 2024, Sodexo proceeded with the sale of Sofinsod to Bellon SA, enabling the simplification of its shareholding structure and the monetization of an illiquid asset, Sofinsod being the holding company which held a 19.6% stake in Bellon SA. The proceeds of the sale were distributed in full to Sodexo's shareholders through a special interim dividend during Fiscal 2024.

Refocusing on Food Services and developing offers



Responding to the latest market trends and client and consumer expectations, Sodexo has evolved its traditional food services and developed new, more modern and sustainable food offerings, driven by the deployment of commercial brands and a high-performance digital ecosystem.

Sodexo has notably deployed a range of commercial brands on a large scale, with mainstream or more premium positions.

The Group has also accelerated the deployment of complementary convenience or aggregation solutions and rethought its approach to off-site production to respond to rapidly changing consumer needs and behaviors: multi-channel, hybrid food, available anywhere and at any time of day.

To support the implementation of its strategy and the transformation of its activities, Sodexo has invested in improving the quality of IT infrastructures, in digital and in data to strengthen the direct relationship with consumers.

66%
of revenues from Food Services (*vs.* 62% at the end of Fiscal 2022).

>50%
of Food revenues from branded offers.

~6 million
active consumers on Sodexo's digital ecosystems (*vs.* 1.2 million in 2022).

Transforming the operating model

Significant progress in the supply chain

At the heart of Sodexo's operating model, significant efforts have been made in procurement, generating significant savings. Continuing this momentum is key. It will be done, in particular, through compliance with food catalogs, which has already increased from less than 70% in 2022 to 78% in 2025.

Sustained investments in Tech and Data

With approximately 500 million euros in annual investment, Sodexo has helped clients achieve their strategic priorities, streamlined its operations, and elevated the everyday experience of consumers. AI is now integrated into a growing number of operations, from kitchen workflows to staff management, pricing, and purchasing, increasing efficiency, improving quality, and allowing teams to focus on what matters most.

The implementation of Global Business Services

With the opening of shared service centers in Porto, Mumbai and Bogota, Sodexo ensures an improvement in the productivity of its support functions, enabling the standardization of processes, the improvement of the quality of service to operations and a significant optimization of costs.

Strengthening positive impact

Anchored in the Group's DNA since its creation in 1966, corporate responsibility is at the heart of Sodexo's mission and activities. In recent years, the Group has fully mobilized to strengthen the impact of its social, societal and environmental contribution, particularly on the following issues:

Health and safety of teams

Sodexo has always made health and safety a collective and individual priority and is committed to providing all its employees with a safe working environment. Thanks to the commitment of everyone at all levels of the company, Sodexo has achieved new performance year after year in this area, going from a lost time injury frequency rate (LTIR) of 0.65 for Fiscal 2022 to 0.45 for Fiscal 2025, the lowest rate ever recorded.

Fight against food waste

Faced with the challenges of food waste, Sodexo has stepped up its action by extending the deployment of its WasteWatch program across its Food sites and actively mobilizing its teams (see Fiscal 2025 performance on page 31).

Employee engagement

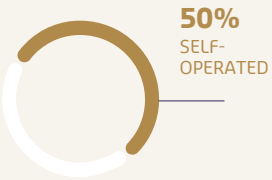
A company of women and men dedicated to serving people, Sodexo is one of the world's largest employers and the second-largest French private employer in the world. Since its creation, Sodexo has set itself the mission of improving the quality of life of its employees, with the conviction that having the right talent everywhere and ensuring their commitment is an essential lever for sustainable and profitable growth.

Operating in a growth market with strong tailwinds

Sodexo always pays close attention to the world's major transformations with a view to understanding them and adapting better. In a highly competitive environment, analyzing demographic, social, environmental, economic and technological changes allows Sodexo to fine-tune its strategy and to seize many opportunities for future growth.

Attractive and growing market

>700 billion euros



Favorable market trends

Exacerbated complexity for organizations to manage some services directly:

- high inflation;
- regulations;
- labor availability;
- hybrid working.

War for talent

The experience offered to employees, an essential driver for employer attractiveness and their social role.

Growing awareness of climate change challenges

and in particular the role of the food chain and resource management.

Site attractiveness

to better compete for employees, students and patients.

Market growth drivers

Increased **demand for outsourcing**.

Growing demand for **sustainable food and services**.

Continued demand for **holistic experiences** to improve the comfort of individuals.

Growing appetite for **premium offers**.

Growing consumer expectations

- Flexibility
- Personalization
- Sustainability
- Digital
- Experience & Choice

Sodexo's strategy to create value for clients and improve consumer experiences

Driven by solid fundamentals, the Group continues to deploy its strategy.

Ambition

LEADER IN FOOD & SERVICES, SHAPING BETTER EVERYDAY EXPERIENCES AT EVERY MOMENT IN LIFE: WORK, HEAL, LEARN, PLAY

Strategic Pillars

Growth

Accelerate growth thanks to relentless focus on clients & consumers

- Targeted Portfolio Management
- Retention & Commercial Capabilities
- Attractive Food & Experiences Offer

Value

Unlock value through brands, supply & tech, combined with operating efficiency

- Supply Chain Competitiveness
- Tech, Data & AI Acceleration
- Disciplined Operational Execution

People & Purpose

Progress with purpose by aligning social, environmental and business performance

- People Safety & Empowerment
- Sustainability performance
  Better Tomorrow 2028
- Performance Culture

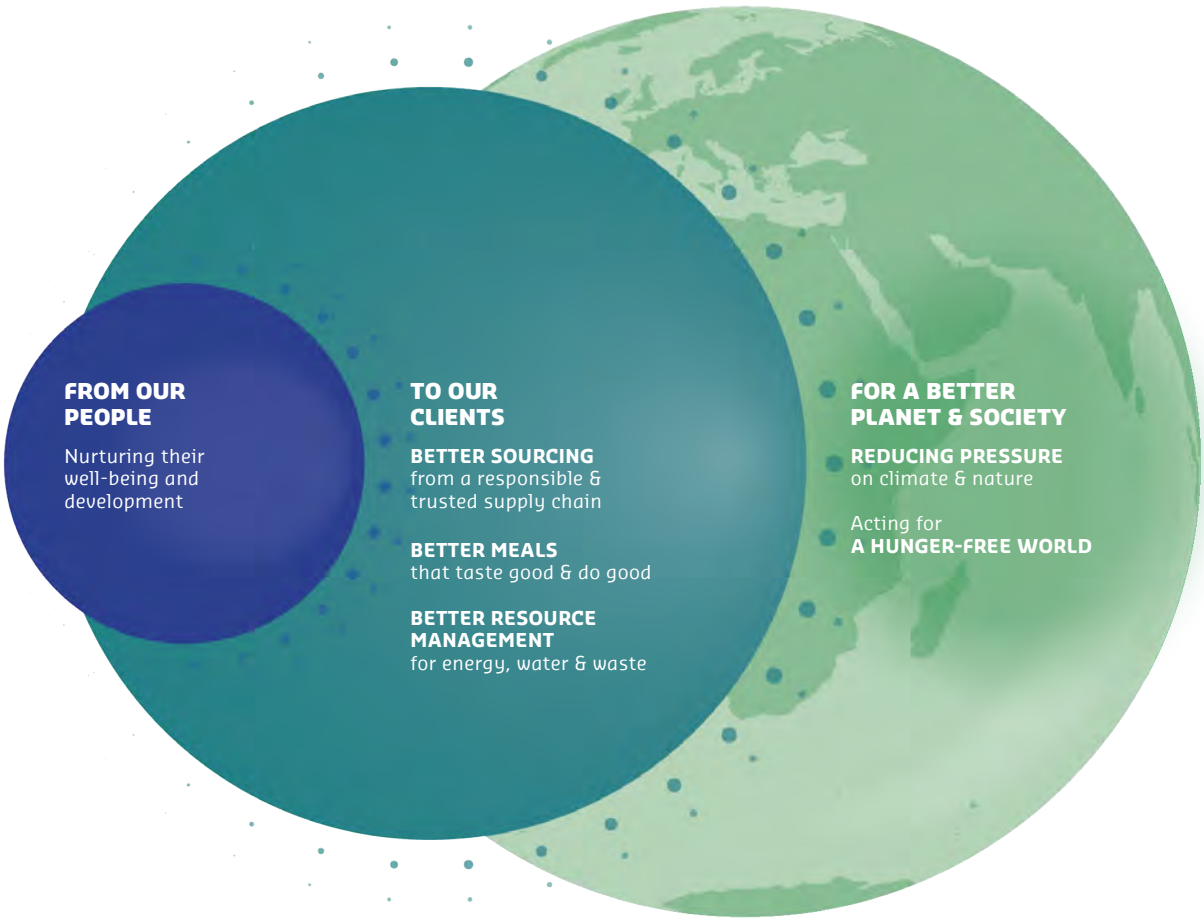
Amplifying our positive and lasting impact

With its Better Tomorrow 2028 roadmap, Sodexo is accelerating and refining its commitment to amplify the social, societal and environmental impact of its activities.

From our people to our clients for a better planet & society

Better Tomorrow 2028

Because Sodexo is first and foremost a people company, its primary positive impact is to ensure the health, safety, well-being, and development of its 426,000 employees. This focus creates the conditions for their involvement and commitment. They are the ones who, on the ground, improve the daily lives of tens of millions of consumers every day and support clients in their own sustainable transition by improving the environmental performance of their sites. Employees are the driving force behind the Group's sustainable impact. Beyond clients, Better Tomorrow 2028 aims to engage Sodexo's entire ecosystem: its 150,000 suppliers and the entire value chain, to amplify the Group's positive impact on the planet and society.





Pillar 1 / People

Commitment 1: nurture employees' well-being and development

Sodexo employees contribute to improving the daily lives of millions of consumers around the world: their health, safety, well-being and development are the first condition for the Group's positive impact. This is why Sodexo wants to enable its employees to flourish both professionally and personally and intends to offer each of them a work environment that is in line with the Group's heritage and original mission.

Pillar 2 / Clients

Commitment 2: better sourcing from a responsible and trusted supply chain

Behind every purchasing decision, Sodexo embraces an ethical, environmental, and social responsibility that impacts individuals, communities, and ecosystems. With Better Tomorrow 2028, Sodexo is strengthening its efforts to build a more responsible, inclusive, and transparent supply chain, making it more resilient. This approach fosters the sustainable performance of Sodexo and its clients, benefiting all stakeholders.

Commitment 3: better meals that taste good and do good

Sodexo is stepping up its efforts to support the food transition, with a threefold objective: enhancing taste pleasure, promoting the health of its guests, and reducing the carbon impact of its menus. Sodexo aims to support its consumers in this transition by giving them the tools to make informed choices.

Commitment 4: better resource management for energy, water and waste

One third of global production is wasted, while 830 million people face food insecurity. Beyond ethical considerations, food waste has an economic impact and accounts for 10% of global greenhouse gas emissions. As a responsible company, Sodexo plays a major role in limiting it and preserving natural resources. Better Tomorrow 2028 continues and strengthens efforts to combat food waste and efficiently manage resources such as water and electricity, thereby strengthening the environmental performance of sites to meet client expectations.

For more information, see Chapter 2 of the Universal Registration Document and sodexo.com



Pillar 3 / Planet and Society

Commitment 5: reduce pressure on climate and nature

Sodexo recognizes the essential link between its value chain and its impact on the climate and nature. All of its commitments regarding responsible purchasing, low-carbon meals, and efficient resource management contribute to limiting its environmental footprint, affirming its pioneering role in its sector. In addition to the SBTi validation of its carbon trajectory, Sodexo is strengthening the scientific dimension of its approach with the Science-Based Targets for Nature (SBTN) methodology, in order to reduce its impact on nature, in partnership with WWF.

Commitment 6: act for a hunger-free world

Since 1996, Sodexo has had a single philanthropic cause, Stop Hunger, to fight hunger and food insecurity. Stop Hunger operates worldwide through emergency relief, food assistance, and initiatives to empower women and younger generations. This historic commitment continues in Better Tomorrow 2028, with the aim of further amplifying its impact.

Fiscal 2025 performance

A year of mixed performance

Fiscal 2025 consolidated revenues reached 24.1 billion euros, up +1.2% year-on-year,driven by organic growth of +3.3%, partly offset by a negative currency impact of -1.8% and a net contribution from acquisitions and disposals of -0.3%. Fiscal 2025 organic revenue growth was +3.3%, or +3.7% excluding the base effect of the Olympics, the Rugby World Cup and leap year in Fiscal 2024.

North America delivered +2.8% organic growth, reflecting strong results in Sodexo Live! and Business & Administration, solid underlying momentum in Healthcare despite timing effects, and contract losses in Education. In Europe, organic growth was +1.7%, or +2.7% excluding the base effect of the Olympics and the Rugby World Cup, with steady progress across segments, notably in Healthcare and Seniors. In Rest of the World, organic growth was +7.5% primarily driven by India, Australia and Brazil, as Sodexo continues to strengthen its positions and gain market share. Meanwhile, growth across most countries remained robust.

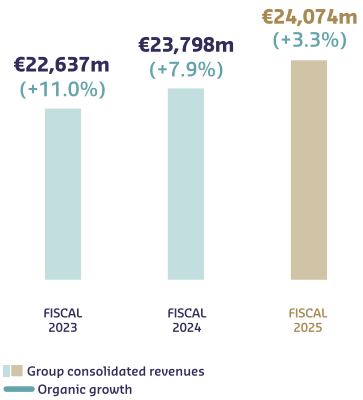
Fiscal 2025 Underlying operating profit was 1.1 billion euros, corresponding to an underlying operating margin of 4.7%, up +5% and + 10 basis points at constant currencies.

Group Net profit was 695 million euros, compared to 738 million euros in Fiscal 2024. Underlying net profit amounted to 785 million euros, up +3.7% at constant currencies. The resulting underlying EPS was 5.37 euros.

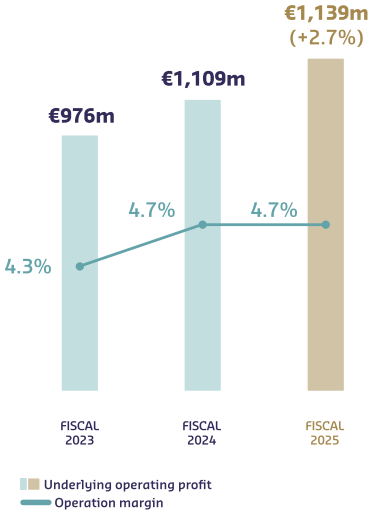
Free cash flow amounted to 459 million euros. Working capital was well contained and capex stood at 2% of revenue. As of August 31, 2025, Net debt increased to 2.7 billion euros, from 2.6 billion euros at the end of Fiscal 2024. As a result, the Net debt to EBITDA ratio was 1.8x, compared to 1.7x at the end of Fiscal 2024.

For more information, see Chapter 3 of the Universal Registration Document.

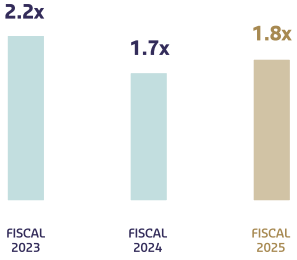
EVOLUTION OF CONSOLIDATED REVENUES AND ORGANIC GROWTH



EVOLUTION OF UNDERLYING OPERATING PROFIT AND OPERATING MARGIN



NET DEBT TO EBITDA RATIO



Historical figures are restated to exclude Pluxee.

KEY FIGURES BY ZONE
(As of August 31, 2025)

North America
€11.2bn in revenues
46% of Group revenues
124,886 employees

Europe
€8.6bn in revenues
36% of Group revenues
117,440 employees

Rest of the World
€4.3bn in revenues
18% of Group revenues
179,952 employees

(which includes Asia-Pacific, the Middle East, Africa, Brazil and Latin America)

KEY STOCK INDICATORS

- Total number of shares: **147,454,887 shares**
- Closing price: **51.3 euros**
- Market capitalization: **7.6 billion euros**
- Sodexo share price trend during Fiscal 2025: **-36.4%**
- CAC 40 trend during Fiscal 2025: **+1.0%**
- Underlying earnings per share: **5.37 euros**
- Dividend per share, submitted for approval at the Shareholders Meeting of December 16, 2025: **2.70 euros**

SODEXO SHARE DATA SHEET

- Main listing place: Euronext Paris - A Compartment
- ISIN code: FR0000121220
- Mnemonic code: SW
- Main indexes: CAC Next 20, SBF 120, CAC 40 1.5, Euronext 100, CAC All Share, FTSE4Good, ESG 80, and the Dow Jones Sustainability Index.
- Euronext listing date: March 2, 1983
- S&P rating stable at BBB+/A-2

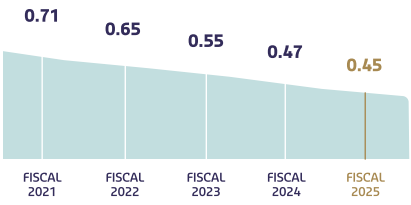
Continued progress in sustainability

In Fiscal 2025, Sodexo's solid financial performance was accompanied by continued progress on sustainability commitments.

People

Ensuring the safety of employees
With the commitment of everyone at all levels of the company, Sodexo records a new performance in safety. By the end of Fiscal 2025, Sodexo achieved a Lost Time Injury Rate (LTIR) of 0.45, the lowest rate ever recorded, down -4% compared to Fiscal 2024.

LTIR EVOLUTION OVER 5 YEARS



Improving the quality of life and advancing employees
Sodexo encourages each of its talents to progress, to develop a career plan and to take advantage of the multiple professional opportunities, due to the diversity of its activities and professions.

87.9%
retention rate for site managers

12.4 hours
of training per employee on average

10.8%
of on-site managers promoted internally

Ensuring a diverse workforce and inclusive culture
Sodexo is committed to providing an inclusive environment throughout the world and continues its long-standing commitment to increasing the number of women in its teams.

53%
of women among total workforce

42%
of women among Group Senior Executives

+7.5%
of disabled employees (*vs.* Fiscal 2024)

Planet

In line with its ambition, Sodexo has been committed to reducing carbon emissions linked to its activities since 2017. Today, Sodexo is mobilizing its entire ecosystem to reduce the Group's carbon footprint.

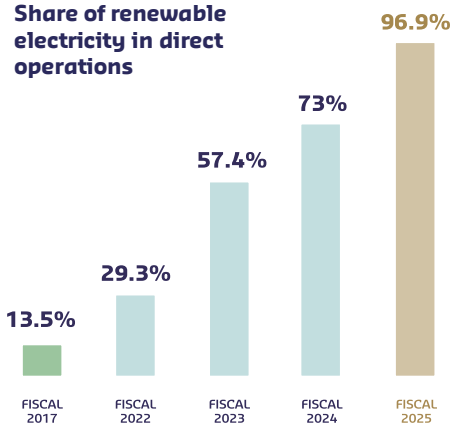
-37.7%
reduction in carbon emissions scopes 1 and 2 (*vs.* 2017*)

-19.1%
reduction in carbon emissions scope 3 (*vs.* 2017*)

-34.1%
reduction in carbon emissions intensity *vs.* revenues (*vs.* 2017*)

During Fiscal 2025, Sodexo continued its efforts to optimize energy use, promote local and sustainable agricultural practices and support its suppliers in reducing their carbon emissions. The Group also significantly accelerated the deployment of its WasteWatch program, a deployment dynamic accompanied by an increase in performance in reducing food waste.

Share of renewable electricity in direct operations



Fight against food waste

85.4%
of WasteWatch sites deployment coverage** (+8.5 points *vs.* Fiscal 2024)

-47.6%
of food waste reduction on average in these sites

Responsible sourcing

2.8 billion euros
spent with SME suppliers

100%
of certified sustainable palm oil

92.1%
of sustainable fish and seafood (in kg)

* in absolute value.
** as a percentage of Group raw material cost.

For more information, see Chapter 2 of the Universal Registration Document.





Impact

In a rapidly changing world, Sodexo is rethinking its offerings to meet the evolving needs of organizations and individuals.
Across its various market environments, the Group deploys innovative and responsible solutions that enhance the client experience, promote well-being, and ensure sustainable performance.

Sustainable & Nutritious



Eating is an essential part of our daily lives that contributes to everyone's health, well-being and development. Food also has a social dimension, forging connections and reflecting cultural identity. Furthermore, it is a societal challenge that relies on a broad ecosystem of stakeholders (producers, manufacturers, transporters, consumers, etc.) who are collectively committed to and aware of their role and impact in terms of public health, social justice, environment, economy, etc.

As a key player in an essential transition, Sodexo is committed to ensuring that food is sustainable, healthy, accessible, and appealing, meeting the expectations of its clients and consumers while addressing the challenges that future generations will face.

This ambition shapes the daily work of the Group across every level of the value chain, by mobilizing teams—led by chefs and dietitians—together with suppliers, clients, and consumers, to develop solutions for nutritious food for all.

Inform and inspire to accelerate the transition

Based on over 7,000 interviews conducted across five countries, the second edition of the International Sustainable Food Barometer, in partnership with Toluna Harris Interactive, strengthens Sodexo's convictions and reinforces its commitments.

Confirming strong enthusiasm for and widespread interest in more sustainable food, the study also shows that price, taste, and health are the most effective ways to get people on board. It also demonstrates that the food industry has an essential role to play in the transition, particularly when it comes to production methods and reducing food waste. This is a priority for 50% of respondents – an increase of two basis points since the previous study conducted in 2023. Other important factors identified by consumers include the creativity of the chefs, how original the recipes are, and how much information is provided.



74%

of participants have a positive or very positive perception of sustainable food, associating its benefits with a better quality of life and positive impacts on health, the environment, and biodiversity protection.

Discover more insights from the 2024 Barometer



Being key players in sustainable food

Sodexo chefs embody the vision of tomorrow's food, combining health, taste, and respect for the planet. Their talent plays a vital role in accelerating the shift toward healthier, more environmentally friendly eating.

The Group celebrates their creativity with Cook for Change, its international competition dedicated to sustainable food. The challenge: to create an original menu that combines delicious flavors with environmental responsibility. Made using plant-based ingredients, these recipes aim to reduce food waste while celebrating tasty cuisine.

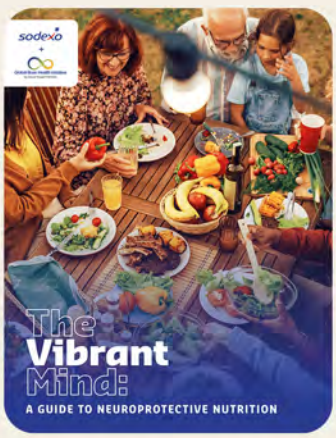
The 330 candidates for this third edition were narrowed down to eight finalists from around the world. They competed in November 2024 in front of a prestigious jury, chaired by Michelin-starred chef Frédéric Anton, that rewarded the creativity and technical excellence of three chefs: Adam Collison (United Kingdom & Ireland), Sandrine Leriche (France) and Michał Fabiszewski (Poland).

Nutrition as a driver of health

With the publication of its white paper "The Vibrant Mind: A guide to neuroprotective nutrition," Sodexo explores the links between diet and cognitive resilience in the light of the latest scientific advances.

In collaboration with experts and with the support of Social Impact Partners, Sodexo shares concrete levers to prevent neurodegenerative diseases, which could affect twice as many people by 2050. The recommendations particularly emphasize the importance of nutrient-rich foods and sustainable eating habits.

Discover the report



Encouraging change through concrete initiatives

To accelerate the shift toward more sustainable food and reduce emissions across its entire value chain, from farm to fork, Sodexo continues to implement virtuous solutions, including:

Raising awareness and training teams

To encourage change at every level, employees in support functions and on-site teams are trained in designing balanced and sustainable meals, encouraging behaviors that benefit both health and the planet.

Transforming recipes

Around the world, Sodexo's chefs and experts are rethinking the recipes offered to consumers, with the aim of rebalancing the portion of plant-based proteins in their diets while preserving nutritional and taste qualities.
With guidance from its partner WWF, Sodexo has developed its definition of a low-carbon meal, which has an impact of less than or equal to 0.9 kg CO_2e.
This approach is reflected in offers such as Modern Recipe and The Good Eating Company, which are now being rolled out worldwide.

Encouraging better choices

Sodexo leverages advanced technological solutions to promote more sustainable practices, with tools such as Product Swap, which integrates environmental criteria into product selection policies, and the Everyday app, which displays the environmental impact of the dishes offered to consumers.

Limiting food waste

With the rollout of the WasteWatch program, now implemented at over 7,000 sites, Sodexo is continuing its efforts to significantly reduce food waste in its operations. In 2025, food waste reduction reached -47.6% on sites that have implemented the program.

Target of

70%

of main dishes labeled low-carbon by 2030.

Recognition

In 2024, Sodexo ranked in the top 2% of the most advanced companies in terms of sustainability according to EcoVadis, with an overall score of 79/100 and an outstanding performance in the Environment and Sustainable Procurement categories.





Building a culture of sustainability

Sodexo is launching a variety of initiatives to support the transition toward more sustainable food. In the United States, the Group is expanding its program to offer vegetarian meals as the default option to patients in the 400 hospitals it manages, in partnership with the "Greener by Default" organization. With dishes such as Cajun Pastalaya, Southwest Potato Breakfast Bowl and Balsamic Stuffed Portabella on the menu, Sodexo is offering patients a sustainable and appealing range of options while giving them the freedom to choose.

Did you know?

Research has shown that plant-based eating is associated with a significantly lower risk of serious health issues such as type 2 diabetes, cardiovascular disease and certain cancers. Plant-based meals have also been shown to reduce greenhouse gas emissions and land use compared to meat-based meals.

Building a sustainable and responsible ecosystem

Across the world, as part of the sustainable transformation of its activities and to build relationships that benefit all, Sodexo selects suppliers—from large companies to SMEs—that share its commitment, supporting them and engaging them on its requirements throughout the process, from production and processing to transport and delivery.

Thus for example in the UK and in Ireland, Sodexo partners with more than 4,000 suppliers and promotes the development of micro and small businesses as well as social enterprises, and is extending its mentoring program to the 2,500 members of the Partners with Purpose network in 2025. Suppliers' initiatives were showcased at the third annual conference in May 2025, where discussions focused on innovation, sustainability, and social impact, with a clear objective: to make the supply chain more diverse, responsible, agile, and collaborative.

"Our supply partners play a vital role in enabling us to deliver on our purpose every day. What makes our proposition truly unique is the strength of our long-term relationships with our most critical and strategic suppliers. Their reliability, innovation, creativity, and partnership are deeply valued."



Jean Renton
Chief Executive Officer, Sodexo UK & Ireland



Supporting the health and well-being of generations

For over 15 years, Sodexo has been providing food services for staff and patients across all 37 Nuffield Health hospitals in the United Kingdom. With a new contract worth an annual £19 million, Nuffield Health has chosen to extend its collaboration with Sodexo for an additional five years from 2028.

This renewal reflects Nuffield Health's trust and strengthens Sodexo's commitment to delivering tasty, nutritious meals, while supporting its client's mission: to improve the health and well-being of the population.

Sustainability is central to the partnership, with the aim of helping patients and staff develop healthy eating habits and lifestyles with minimal environmental impact by promoting vegan and vegetarian dishes.



Recognition

Sodexo has obtained the Soil Association's "Food for Life Served Here" bronze certification for the quality and local sourcing of the food services provided within the 37 Nuffield Health hospitals.

Attractive & Desirable



Designing and operating workplaces that inspire, bring people together, and foster growth, while contributing to operational efficiency and client performance: this is Sodexo's approach, as a trusted partner for managing work, healthcare, education, and entertainment environments.

Driven by a responsible and sustainable vision, Sodexo develops modern, usage-driven food services and complementary offerings that benefit everyone, creating environments where people enjoy coming, staying, returning, and thriving.

Creating stimulating work environments

To address the challenges its clients face in terms of employee retention and engagement, Sodexo puts hospitality at the heart of the employee experience, creating workplaces that stimulate productivity, engagement, and growth. This contributes to the development of human, sustainable, and attractive corporate cultures in which talented individuals want to work and stay.

Sodexo advocates a model in which co-creation with employees is at the heart of the experience. This model is built around four pillars:

- adaptable spaces that promote social connection and productivity;
- overall well-being through varied food options and well-designed services;
- advanced technologies for continuous improvement of spaces and services;
- engaging and tangible sustainability for employees.

"Workplaces that prioritize food and hospitality aim to embed a people-first culture where employees feel welcomed, supported, and valued. Well-designed food options are central to this approach, strengthening the sense of belonging."



Catharine Barras
Chief Operating Officer, Global Strategic Accounts



Discover Sodexo's white paper: "Co-creating exceptional workplaces: insights for future-focused employers"



70%
of employers are improving workplace flexibility

63%
of employers consider sustainability to be essential

IN LONDON, BNP PARIBAS SELECTS SODEXO FOR ITS INTEGRATED APPROACH

Since November 2024, Sodexo has been the sole provider of services at four sites of BNP Paribas SA's London branch.

This new seven-year contract enables the institution's teams to focus on their core business, knowing that Sodexo will ensure workspaces are run smoothly and enhance employee experience and their quality of life.

"We were impressed by Sodexo's demonstration of the benefits adopting this approach would have on our workplace. Sodexo was able to demonstrate its forward-thinking approach to service delivery and utilizing digital technology, all with sustainability at the center of its operations."

Paula Mellows
Head of Business Support Services, BNP Paribas CIB



Improving daily life, even in the most demanding environments

From mines to offshore platforms, Sodexo's comprehensive solutions are designed to meet the specific needs of clients and employees in the energy and natural resources sector. These solutions ensure operational efficiency, employee satisfaction, and safety, even in the most remote locations.

In 2025, Sodexo was awarded a major five-year contract with Santos, Australia's leading natural gas supplier, to manage 25 camps hosting an average of 2,000 residents per day. The contract includes the provision of accommodation management, housekeeping, innovative food offers, aerodrome management, facilities maintenance, health and wellness services.

Nearly 500 Sodexo employees—providing valuable jobs for the local community—deliver a positive daily experience for Santos staff. Sodexo also offers an app that connects users to camp activities, dining services, and work requests, providing real-time insight into service delivery.

"For over 25 years, we have serviced the Australian energy and natural resources sector with a spirit of innovation and exceptional service. This new contract follows from a strong period of contract growth for Sodexo, further expands our presence in Australia's eastern states, and highlights our unwavering commitment to the industry."

Keith Weston
Sodexo Australia
Managing Director

Long-term support for hospitality professionals

Entegra

As a global player in performance improvement, Entegra provides purchasing, operational, and digital solutions for hospitality professionals (hotels, restaurants, healthcare, seniors, education, etc.).

Operating out of 12 countries, Entegra supports more than 300,000 members, partnering with more than 2,500 suppliers to offer an ever-expanding range of food and non-food products and services.

Entegra follows its roadmap, fueled by both organic growth and a sustained M&A agenda. Entegra has completed targeted transactions over the last three years, in the UK, Benelux and France.

Following the acquisitions of CHR-HA in 2022 (hotels and restaurants) and AMi2 in 2023 (healthcare and seniors), Entegra has continued its development in France with the recent acquisition projects of Agap'pro (healthcare and education), reinforcing its position as a key solution provider for the entire hospitality industry.

"These new acquisitions are fully in line with Entegra's growth strategy overall and in France in particular. We continue to expand our activities in Europe and in North America through acquisitions of leading industry players that share our values. It helps strengthen our industry expertise, enhance our service offering, and expand our geographical footprint. This supports our overall growth plan which our members and our supplier partners ultimately benefit from."



Damien Calderini
CEO Entegra
Procurement Services

38 billion euros
in purchasing power

Ever more attractive and appealing dining experiences

Depending on environment, culture, habits, preferences, and practices, Sodexo offers a wide range of food choices to better meet client and consumer expectations and enhance overall satisfaction.

Accelerating retail growth

From micro-markets to smart vending machines, along with coffee and fresh products, these autonomous or partially autonomous food solutions complement the Group's service offering and meet the needs of certain clients and consumers.

inReach
CONVENIENCE INNOVATED



In the United States, InReach offers personalized and flexible food services that are available at any time and adapted to all workspaces. In this fast-growing market, especially in the United States, Sodexo continued its development with the acquisition of CRH Catering in November 2024. By partnering with one of the leading players in the convenience sector and one of the largest independent operators in the Mid-Atlantic region, Sodexo is expanding its presence on the East Coast. This will allow the company to broaden its multi-channel offering and accelerate strategic synergies between offsite production and convenience offerings. Over the past three years, Sodexo has developed an attractive offering and established itself as a major player in this market segment in the United States.



In Brazil, Sodexo is pursuing the rollout of 100% autonomous micro-markets – an innovative solution introduced to corporate and school clients within the Group. In just a few months, Sodexo has deployed almost 140 stores at its clients' sites, reaching a high level of consumer satisfaction.

foodhive
a community market



Simultaneously, Sodexo is expanding its innovative on-campus dining experience, Food Hive, across U.S. universities. It provides students with a wide variety of hot and cold dishes, while also meeting their dietary and daily needs. Designed to foster a sense of community and deliver a seamless experience, Food Hive relies on modern organization and technology, including self-service checkouts.



And because Sodexo is committed to promoting healthy eating, the Group is offering consumers in the UK and in Ireland a new approach to their snack breaks at work. Developed by Sodexo's nutrition experts, Smart Choice labels encourage consumers to make healthy choices (low in fat, sugar, salt, or saturated fat) with additional information available *via* the Everyday app.

KITCHEN WORKS.



A modern and vibrant dining experience

Since 2008, Sodexo has supported MSD, one of the world's leading pharmaceutical companies, at over 150 sites across 65 countries. In 2025, the Group is implementing a new contract to provide Haarlem site, in the north-west of the Netherlands, with integrated facilities management.

Around 1,200 people are employed at this large production and packaging plant, which also houses the Dutch headquarters. Sodexo provides technical services, cleaning, and reception. The site also features the brand-new Kitchen Works offer, providing teams with a varied, affordable, and well-being-focused range of meals every day.

THE good eating CO.



A premium offering for a unique experience

Building on successful collaborations in Asia and Latin America, Sodexo has been strengthening its partnership with one of the leading players in the global tech sector year after year, with new services now available in North America.

The Group has been entrusted with providing food services at new sites in the United States where The Good Eating Company has been rolled out. A wide range of services is now available to employees, including café areas and catering services.

ONE&ALL



A new campus dining experience

In 2025, Sodexo is rolling out One & All, a new dining experience designed to transform every meal into an engaging, inclusive, and welcoming moment.

Already launched in more than 50 university restaurants in the United States since the beginning of 2025, with a target of 150 locations by autumn 2026, One & All offers innovative menus made fresh on site, combining classic dishes and international flavors, with the option to customize your plate according to your tastes and dietary needs. Dining spaces are designed as genuine living spaces, with modern design, curated music playlists, and culinary demonstrations led by partner chefs from the James Beard Foundation, as well as themed events and student initiatives.

K-MÄRKT



Reinventing sustainable dining: K-märkt's winning recipe

K-märkt, a Sodexo subsidiary since 2023, offers a new model of corporate dining in Sweden: one that is both ingenious and sustainable, and committed to fighting food waste. The company runs seven café-restaurants open to the public in Stockholm, as well as three company restaurants, and provides catering services for events.

Since joining Sodexo, K-märkt has already doubled its business portfolio and is looking at strong growth opportunities ahead.

"One & All has transformed our dining hall into a "home away from home" for our students. The new displays, menu boards, fresh food, and pop-up events are a hit! We're very excited for more additions that Sodexo offers to continue elevating and engaging our community"

Dr Christy Johanson

VP of Student Affairs and Enrollment Management, Eastern New Mexico University

CLINICIA



Nutrition science in the service of clinical excellence

Clinicia is Sodexo Healthcare's foundational framework for systematically delivering medical nutrition therapy and services that can improve patient outcomes, positively impact the bottom line, and increase the healthcare system's efficiency.

Thanks to close internal collaboration, Sodexo's North American teams have been awarded a major contract with UC Health, Cincinnati's leading university hospital center, which provides training for healthcare professionals, conducts research, and delivers patient care. This seven-year agreement covers patient food services and key cleaning operations, building on the existing partnership with the University of Cincinnati (UC), where Sodexo already manages campus dining and supports fans at sporting events through Sodexo Live!.

In addition to its patient nutrition solution Clinicia, Sodexo is also deploying on the site its Experiencia real-time feedback solution, along with its Everyday mobile app that enables patients to order meals directly from their rooms, as well as advanced technologies such as UV cleaning robots, smart sensors, QR access codes and AI-driven monitoring software, all of which enhance efficiency, safety, and infection prevention.

modern recipe



Discover Brooke Williamson's recipes

Brooke Williamson, a renowned American chef and culinary ambassador for Modern Recipe, shares the same passion as Sodexo chefs for the joy of good food that foster connections. Brooke brings her signature Californian culinary style to Modern Recipe's offering, created from scratch daily with the freshest, seasonal ingredients.



GOLDEN GREEN HUMMUS BOWL

Prep Time: **25-30 minutes**
Cook Time: **35-40 minutes**

Spinach avocado hummus with turmeric cauliflower, cucumber tomato salad, crispy chickpeas, and oregano walnut vinaigrette.

Download the recipe

TURMERIC CAULIFLOWER, ESCAROLE AND FETA SALAD

Prep Time: **20-30 minutes**
Cook Time: **40-50 minutes**

Turmeric roasted cauliflower with wilted escarole and feta, olive-brined pickled mustard seed vinaigrette, and pita croutons

Download the recipe





Effective & Innovative



Sodexo brings together innovation and smart technology to develop concrete solutions tailored to operational realities and the evolving expectations of clients and consumers.

Thanks to constant and targeted investments, Sodexo has transitioned from experimentation to large-scale deployment in just a few years, while maintaining an agile approach centered on efficiency and adaptability.

From rethinking food production models to implementing continuous food service solutions and harnessing the power of data and artificial intelligence, Sodexo makes this a key driver for improving its own performance and that of its clients.

Making technology an asset for operational performance

Sodexo supports its employees in improving decision-making and strengthening the economic and environmental impact of its services through the strategic use of data and artificial intelligence. Solutions are being implemented in the field and have been widely adopted by the teams, enabling them to enhance their site performance through practical action. Examples include:

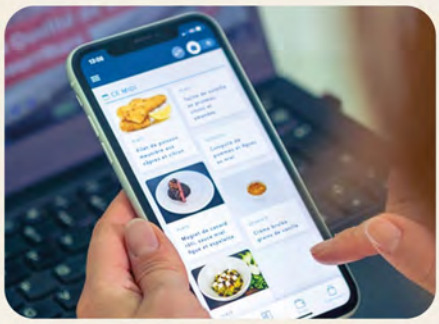
- Product Swap, which boosts procurement agility by identifying opportunities to swap products based on commercial constraints, while assessing the impact on revenue, carbon footprint, and total cost;
- Power Chef, which optimizes work organization by adapting team schedules according to estimated guest numbers. This solution is already operational at over 1,000 sites and transforms day-to-day HR management;
- Power Pricing, which enables accurate, dynamic pricing at a local level. Deployed across almost 3,000 sites, this smart pricing solution offers a consistent pricing strategy for all activities, making it particularly relevant in an inflationary environment.

DID YOU KNOW?

Sodexo's proprietary analytical solution, 4Site, harnesses artificial intelligence to support food service operations by providing insights into operational excellence, consumer trends, consumer knowledge and satisfaction, and the carbon footprint of menus.

By analyzing consumer satisfaction, 4Site can provide precise recommendations for optimizing menus, improving recipes, reducing waste, and adjusting offerings.

This innovative solution transforms almost two million monthly transactions into actionable insights for Sodexo teams and its clients.

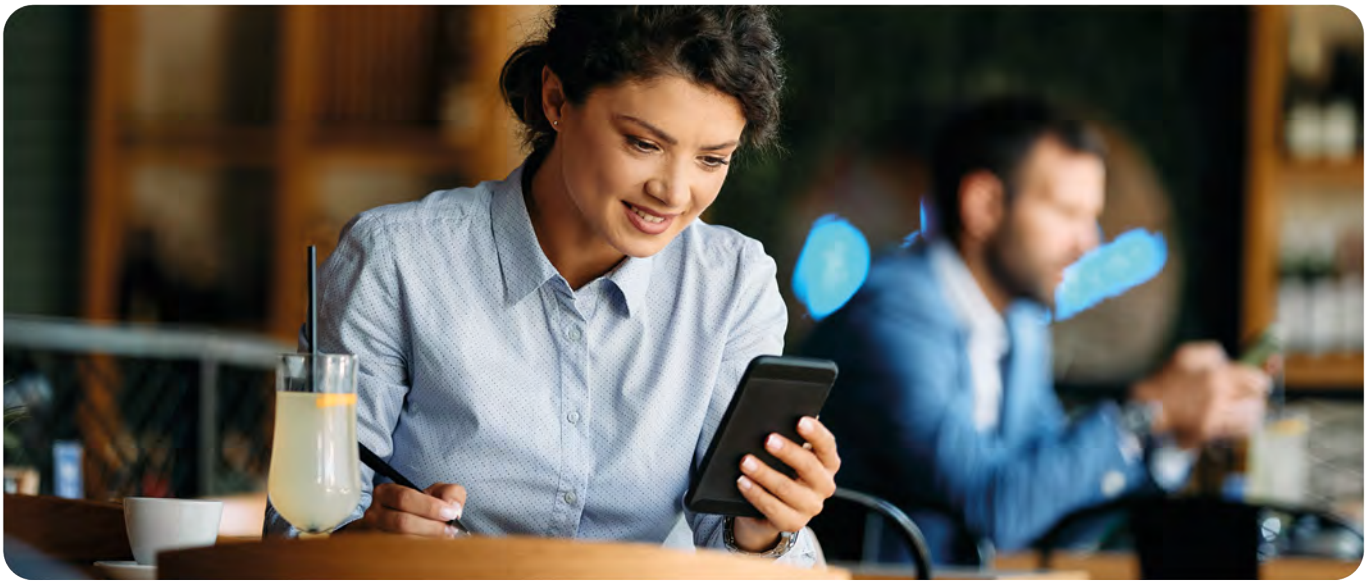


Supporting culinary creativity effectively

With AI Menu, Sodexo provides its culinary teams with an innovative solution that can generate complete, seasonal menus in just a few minutes.

This technological solution supports culinary innovation on a large scale by taking into account a wide range of parameters, such as ingredient costs, preparation complexity, food preferences, and product availability – ensuring optimal compliance and consistent quality in the menus offered.

By simplifying this complex process, Sodexo enhances culinary excellence and optimizes daily operating costs.





Technology at the service of consumer comfort

Sodexo continues to innovate by opening Australia's first autonomous retail store. Designed for "fly-in fly-out" (FIFO) employees at the Rio Tinto Iron Ore Gudai-Darri mining village, the store represents a major step forward in terms of convenience and comfort for those working in extreme environments.

This high-tech store (AiFi) is available 24/7 and is equipped with numerous artificial intelligence-powered sensors. It can identify products selected by consumers and automatically process payment at the exit, with no checkout and no queuing.

Housed in a portable, air-conditioned shipping container, this pilot store offers more than one hundred items (cold drinks, snacks, etc.) and can serve up to 800 residents and guests in a demanding environment with regular staff rotations.

"Rio Tinto's most technically advanced mine, Gudai-Darri, is now also home to the mining industry's first autonomous retail store at its fly-in fly-out village. Providing a range of services and offerings to our workforce is important to ensure they continue to have a great experience while they are in our villages. We are pleased to partner with Sodexo in their industry-first trial of this new retail technology."

Richard Cohen

Rio Tinto Iron Ore Managing Director, Port, Rail & Core Services

Simplifying and enriching consumer experience

Sodexo is continuing to roll out its digital platform that transforms lunch breaks into a smooth, fast, and personalized experience.

This innovative solution not only meets the need for speed; it offers a personalized experience with recommendations tailored to individual tastes and dietary needs.

Students at Chapman University in the United States can now use a unique App to enhance their on-campus dining experience.

They can browse menus, check ingredients, write reviews, order *via* mobile or kiosk, use a digital wallet, customize their order, and even use scan-and-go technology.

Sodexo's apps also benefit clients in many ways, including optimized time management, improved point-of-sale flow management, reduced food waste through better order forecasting, and improved overall consumer satisfaction.

Meeting needs in the healthcare sector

As part of its contract with AtlantiCare, the leading healthcare network in southern New Jersey, Sodexo is rolling out an integrated service offering designed to enhance the experience of patients, visitors, and staff at the hospital. From clinical nutrition and cleaning to technical facilities management and on-site food services, each service is designed to meet specific needs efficiently and responsively, with a personal touch.

Among the innovative measures implemented is a centralized call center that handles meal orders requested by patients, as well as receiving and distributing service requests on site. In addition, the range is complemented by a new Eat> food service corner—a modern, flexible and tasty offering—together with two self-service micro-markets. AtlantiCare teams also benefit from the Protecta infection-prevention program, which combines rigorous protocols and advanced disinfection technologies, together with comprehensive coordination *via* the Site Management System digital platform, enabling smooth and secure operational management.

"At AtlantiCare, we are focused on delivering care that puts patients first and supports the people who care for them. Our partnership with Sodexo helps us create an environment where comfort, dignity, and healing are built into every part of the experience."

Michael Charlton
President and CEO of AtlantiCare





Developing new production models

To address new challenges in performance, quality, and sustainability, Sodexo is developing new production models, such as "Prêt à cuisiner" (Ready to Cook) in France. This innovative model is based on a production workshop that prepares and packages semi-processed ingredients, ready to be assembled on site. It ensures consistent quality, increases productivity, and reduces food waste.

Sodexo develops production models tailored to local needs all around the world. In India, for instance, the MasterKitchen off-site model, which has the capacity to produce almost 25,000 meals per day, is attracting new clients such as urban mobility specialist Uber's 3,000 employees based at the company's Hyderabad development center.

To learn more about MasterKitchen, visit the Sodexo India website.

Dedicated & Committed



Sodexo is committed to supporting and nurturing its employees, as they are in direct contact with millions of consumers, clients, suppliers, and partners.

Driven by core values and ethical principles that guide its actions, the Group creates the conditions for a meaningful employee experience, allowing its employees to fully contribute to its positive impact on their communities.

Driving positive impact

Sodexo places ethics and compliance at the heart of its operations and corporate culture. They are a source of trust for all the Group's stakeholders and are widely recognized by the public and professionals. As a result, for the second consecutive year, the Group has been named one of the "World's Most Ethical Companies®" by Ethisphere. As the only winner in its sector, Sodexo stands out for its commitment to integrity, supported by exemplary policies and practices.

Sodexo has also been awarded the "Responsible Supplier Relations and Purchasing" (RFAR) label, a French government award that recognizes the quality and balance of the Group's relationships with its suppliers. At the same time, in the United Kingdom and in Ireland, Sodexo became the first ever organization to be awarded the prestigious Ambassador status by the Social Recruitment Advocacy Group, recognizing its positive social impact in communities and the ethics of its recruitment practices.

Sodexo's daily commitments to social responsibility are also recognized. In 2025, the Group made significant progress in Equileap's global ranking —which assesses the best-performing companies in terms of workplace equality—climbing to 28th place globally and 4th place in France among 3,547 evaluated companies. Among the initiatives carried out during Fiscal 2025 was the 26th edition of the "*Un pour tous, tous pour un*" (One for All, All for One) pastry competition. More than 350 people took part in this major culinary challenge, which is a flagship Sodexo initiative in France designed to promote independence for people with disabilities through cooking.



ZERO HARM MINDSET

Making health and safety core priorities

Health and safety are deeply rooted in Sodexo's corporate culture. Sodexo makes no compromises on this major issue and adopts a comprehensive approach that involves all stakeholders. With the goal of achieving "Zero Harm", Sodexo strives to provide a safe workplace every day and in all environments.

Thanks to everyone's commitment, Sodexo has seen a significant year-on-year decline in its lost time injury rate (LTIR) (See Fiscal 2025 performance on page 31).

For example, the risk management approach implemented by the Sodexo team at Wythenshawe Hospital in the United Kingdom—combining data analysis, ergonomic equipment, and awareness campaigns—received two prestigious 2025 Safety & Health Excellence Awards. In France, health and social care teams partnered with the *Soins aux Professionnels de la Santé* (SPS) association to support the mental and physical health of healthcare workers.

At Group level, the "Have a Safe Day" awards highlight the most remarkable initiatives by celebrating employees who innovate and act every day. In 2025, Sodexo honored an Australian solution for identifying psychosocial risks, a Chilean safety campaign, and a redesigned infrastructure project aimed at improving food safety in kitchens in Brazil.

Find out more about the contest



Delivering quality services with engaged teams

Sodexo makes employee well-being and engagement key drivers of its performance, built on a strong employer promise and concrete actions in recruitment, training, recognition, and team cohesion. The three pillars of this employer promise—Belong to a team, Act with purpose, Thrive in your own way—structure initiatives that have a positive impact on employees and set the company apart from its competitors.

These values and commitments also enable Sodexo to build trusting relationships with its clients. This distinctive human-centered approach proved particularly valuable in forging a lasting partnership with teams at the East Suffolk and North Essex NHS Foundation Trust (ESNEFT) in the United Kingdom. The integration, engagement, and development programs offered by Sodexo to 1,000 new employees clearly contributed to winning this contract to provide food service and soft facilities management services at 22 sites, including two hospitals.

VITA, A GLOBAL EMPLOYEE BENEFITS PROGRAM

Taking care of employees when it matters most. This is the vision behind Vita, a fair and inclusive benefits program created by Sodexo in 2023, the first of its kind in the sector, providing a core set of financial and social protections and personal support. Each employee* is entitled to parental leave, life insurance, paid care leave, and personal assistance, including psychological support (free, anonymous, and available 24/7).

** Subject to seniority within the company.*



NOURISHING THE TALENTS OF TOMORROW

The international program "The Seed Project 2040" unites 170 talented young professionals from various countries and fields to collaborate on the Group's vision for 2040, building on Sodexo's core values. Through workshops and collaborative sessions, the project stimulates the Group's strategic thinking and showcases its capacity for reinvention in anticipation of tomorrow's challenges.

the seed project 2040



VOICE 2025, THE GLOBAL EMPLOYEE ENGAGEMENT SURVEY

Addressed to almost 365,000 Sodexo employees, the Voice 2025 survey reveals their strong commitment by showing an overall engagement rate of 80% and a participation rate of 68%, representing nearly 250,000 respondents.

Teams identified health and safety, culture and belonging, and social and environmental responsibility as the main priorities, showing that the Group's commitments and values resonate strongly within the organization.

80%

employee engagement rate

Taking sustainable action for a hunger-free world

Stop Hunger began as a local initiative in Boston in 1996, providing meals for children who were left without food during school holidays. It has since grown into a global movement, driven by committed volunteers and trusted partners who fight food insecurity sustainably and around the world. With one in ten people still suffering from hunger worldwide, Sodexo and Stop Hunger are continuing their fight against hunger.

"Thanks to our partners and the thousands of changemakers acting around the world, we are building momentum that surpasses anything we could achieve alone. Together, we are working toward a world without hunger by nurturing hope, empowering women, and supporting future generations. Stop Hunger generates positive momentum, enabling us to expand our reach and amplify our impact."



Mouna Fassi Daoudi
Stop Hunger CEO and
Sodexo Chief Sustainability Officer

330
NGO partners

107.4 m
Stop Hunger beneficiaries since 2015



Engaging collective action with Servathon

Servathon is organized in more than 36 countries and embodies the volunteer spirit in all its forms. This annual event brings together volunteers, Sodexo employees, clients, and suppliers to participate in solidarity projects, fundraising, and food drives, fostering a sense of community and shared purpose.

Among the thousands of local initiatives organized with the support of more than 3,000 volunteers, 60 university campuses in the United States hosted the Move Out For Hunger Food Drive campaign, collecting 6.2 tons of food, equivalent to 11,378 meals distributed to people in need. In France, the mobilization of Sodexo teams at dozens of sites across the country resulted in a significant act of solidarity, with 12 tons of food donated to *Restos du Cœur* to support the most vulnerable.



Responding directly to local needs

As partners of the *Tour de France* since 1991, Sodexo joined forces with Stop Hunger in a large-scale initiative to fight food insecurity and food waste during the 112th edition of this major sporting event.

Throughout the *Tour*, Stop Hunger volunteers followed the route of the *Grande Boucle* to collect food surplus generated at each stage. The 34 tons of food collected were distributed to 19 local food banks located near the towns and villages along the *Tour de France* route, providing the equivalent of 70,000 meals.

"As a long-standing partner, Sodexo has been promoting French gastronomy on the Tour de France for over 30 years. Through this initiative, which supports food banks and combats waste, Sodexo enables us to further advance the social commitments we pursue within local communities, demonstrating both solidarity and common sense."

Christian Prudhomme
Director of the *Tour de France*

Exceptional & Memorable



sodexo live!

As a partner to iconic venues and events, Sodexo Live!, Sodexo's brand dedicated to sports, leisure, hospitality, and events, helps create unforgettable experiences for all audiences.

With 40,000 talented employees and 500 locations worldwide, Sodexo Live! offers its clients—cultural venues, sports facilities and major events—personalized food services, venue marketing, and hospitality ticketing solutions that showcase these venues and unlock their full potential.



Redefining the airport lounge experience for travelers

Sodexo Live! continues to expand in this thriving market, strengthening its leadership position with the opening of 12 new lounges this year, including three new lounge openings for Chase Sapphire, a new Clubhouse for Virgin Atlantic in LAX, and a brand new Delta Sky Club in Atlanta. The Group also opened a brand new Flagship Lounge and Admirals Club in Philadelphia for American Airlines, offering a 25,000 square foot oasis of space designed to provide an exceptional experience combining local cuisine, a signature bar, and an *à la carte* menu created by renowned local chef Randy Rucker.

To support its ambition for excellence in lounge hospitality, Sodexo Live! opened in Atlanta the first training center dedicated exclusively to this sector. Located near Hartsfield-Jackson Airport, the campus aims to train more than 5,000 lounge employees each year, ensuring consistently world-class, bespoke service. Designed for full immersion, the center features a bar-restaurant, and relaxation areas that replicate an airport lounge. Teams are trained in the fundamentals of hospitality, culinary skills, mixology, and front-of-house excellence, as well as developing managerial skills as future leaders.

"This training center is part of the Sodexo Live! Academy program and enables us to meet the growing demand for premium experiences and to strengthen the connection between our clients and their travelers, ultimately driving loyalty and satisfaction."



Suzy Kitcher
CEO Sodexo Live! Global Airport Lounges

#1
worldwide in the sector

180+
airport lounges operated by Sodexo Live! worldwide

36 million
guests welcomed each year

PARIS 2024 — SUPPORTEUR OFFICIEL — PARIS 2024

Paris 2024: rising to an extraordinary challenge

Sodexo Live! successfully met the challenge of providing food services for the world's largest sporting event, thanks to its unique expertise and a mobilization worthy of the event.
The Olympic Games, as well as the Paralympic Games which concluded at the beginning of Fiscal 2025, offered athletes and fans from across the globe a memorable experience combining performance, enjoyment, culinary discovery, and sustainability.

The Paris 2024 Olympic Games also proved a powerful driver for the Group's river tourism business in Paris. Sodexo Live! reaffirmed its leadership on the Seine, both in passenger numbers and fleet size, operating 29 boats under three iconic brands: Bateaux Parisiens, Batobus and Yachts de Paris.

40,000
services per day for nearly two months in the Olympic Village

1 million
services delivered to the general public across 14 competition venues

22
boats at the heart of the parade on the Seine during the Opening Ceremony



Delivering premium hospitality at the world's major sporting events

Following an exceptional year marked by the Paris 2024 Olympic and Paralympic Games, Sodexo Live! is establishing its presence at some of the world's biggest events again this year, including the Super Bowl, major global tennis tournaments, the Formula 1 race in Miami, Royal Ascot in the United Kingdom, and the *Tour de France*.

Sodexo Live! renewed an exclusive agreement with World Rugby through its subsidiary Sports Travel & Hospitality (STH) to redefine the premium fan experience for the next three Men's and Women's Rugby World Cups. The teams will be mobilized to design, market, and operate premium experiences during the women's World Cups in England (2025) and Australia (2029), and the men's World Cup in Australia (2027). Under the agreement, Sodexo Live! will launch a program called RWC Experiences, offering a unique range of packages combining tickets, high-end hospitality, immersive experiences, cultural experience, accommodation, and travel solutions, designed for a wide audience, from long-time supporters to newcomers alike.

In the United Kingdom, Sodexo Live! won several awards for the quality of its services in British stadiums at the Stadium Events & Hospitality Awards. This success reflects the momentum generated by the partnership with Brighton & Hove Albion Football Club, where Sodexo Live! now provides catering and hospitality for The Terrace, the club's newest fan zone inaugurated at the end of March at the American Express Stadium. Designed as an immersive and versatile social hub, it can accommodate up to 3,000 people, making it the largest fan zone in the Premier League. This achievement has been recognized with several awards, including the Overall Matchday Hospitality award, which was presented to Brighton for the second consecutive year. Other distinctions were earned by the teams at Leeds Rhinos, Newcastle United, and Hampden Park, reflecting the ongoing commitment of the Sodexo Live! teams to enhancing the fan experience.





During Super Bowl LIX, Sodexo Live! provided 62,000 spectators with a culinary experience worthy of the event, featuring iconic flavors inspired by New Orleans and Louisiana. With the support of more than 4,000 Experience Makers, the offering featured reimagined local dishes such as Surf & Turf Po' Boy and Elevated Seafood Nachos, along with gourmet creations like Warm Bananas Foster Bread Pudding. Present across all areas of the Super Bowl—from VIP boxes to concessions to festive city events—Sodexo Live! served more than 250,000 meals, showcasing its unique expertise in making this global sporting event truly memorable for fans.

Reaffirming its leadership position on the international tennis circuit, Sodexo Live! continues to bring its expertise to the most prestigious tournaments: the Australian Open (through Travel & Hospitality packages), the BNP Paribas Open in Indian Wells, the Rolex Monte Carlo Masters (with Lenôtre), the Miami Open, and the Canadian Open, where Sodexo Live! was selected to provide catering for the public over the 12 days of the tournament. For 38 years, Sodexo Live! has supported Roland-Garros in France, mobilizing 1,700 team members to deliver a culinary experience for players, professionals, the general public, and VIPs, and to market hospitality packages.

For the 2025 edition of Royal Ascot, Sodexo Live!—the event's catering partner for 27 years—deployed an exceptional team of more than 3,500 people over five days, introducing seven new dining concepts, including Sushi Kamon, 1768 Brasserie and The Queen Anne Kitchen, with a total of 29 Michelin stars represented. At this major sporting and cultural event, Sodexo Live! is pursuing its strategy of developing culinary talent, offering young chefs in training or at the start of their careers the opportunity to learn alongside Michelin-starred chefs and gain hands-on experience at a world-class international event.

Trusted expertise in prestigious venues and cultural destinations

For each of its clients, Sodexo Live! creates a tailored offering that reflects the identity of each site, enhancing its visibility and ensuring its performance. In 2025, many cultural institutions entrusted Sodexo Live! with creating unique culinary experiences, building on existing collaborations with the *Petit Palais*, the *Musée Rodin* and the *Musée national de la Marine* in Paris, as well as the National Gallery in Washington, D.C., and the Royal Academy of Arts in London.

From fall 2025 until 2033, Sodexo Live! will provide catering services to visitors of the *Musée de l'Armée*, located in the heart of *Les Invalides* in Paris, an iconic site that welcomes nearly 1.3 million visitors each year. The teams will further enhance the visitor experience through a culinary offering that resonates with the history and identity of the site. Inspired by traditional Parisian *bouillons* and set beneath the iconic dome of *Les Invalides*, *Quartier 1670* is a 220-seat restaurant serving authentic, accessible cuisine. In high season, *Le Bivouac*, a 100-seat nomadic-style restaurant, will host guest chefs who will reimagine French cuisine. In addition, an electric food cart, *La Roulante*, will offer a selection of savory snacks and sweet treats, ideal for a quick bite.

In Marseille, Sodexo Live! supports the Mucem (Museum of European and Mediterranean Civilizations) in its mission to promote Mediterranean cultures by offering food and hospitality services that reflect the image of this iconic venue, in partnership with three-Michelin-starred chef Alexandre Mazzia. Following the successful opening of its *Terrasse* street food concept in summer 2025, the Mucem will, from September 2025, also host *Bouillant*, a true Marseille-style *bouillon*, serving vibrant, popular, and Mediterranean cuisine on the top floor of this landmark museum.



Gastronomic excellence at the heart of Sodexo Live! offering

Sodexo Live! is renowned for its core gastronomic excellence, driven by the talent and expertise of its chefs – most notably Chef Frédéric Anton. Named "Chef of the Year 2025" by the *Gault&Millau* guide, he now showcases his talent across three of Sodexo Live!'s most prestigious establishments: *Le Pré Catelan*, *Le Jules Verne*, and *Le Don Juan II*, together holding six Michelin stars.

This unprecedented recognition confirms Sodexo Live!'s ability to combine operational rigor with flawless execution. The opening of *La Ferme du Pré*, a new restaurant celebrating authentic local cuisine, conceived by the chef in the heart of the *Pré Catelan* park, expands Sodexo Live!'s culinary offering by showcasing authentic, generous dishes that pay tribute to French classics.



"Cooking is much more than a profession; it is a lifelong passion that I am committed to sharing. I would like to thank the teams I work with every day, who play a key role in this journey."

Chef Frédéric Anton

Meilleur Ouvrier de France and Michelin-starred chef

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