



A better
tomorrow
starts today.

The Better Tomorrow Plan

A new sustainability roadmap
for the Sodexo Group

- November 2009 -

The Better Tomorrow Plan

is Sodexo's plan for a better future

It's a place where nutrition, health and wellness, local communities and the environment matter. It's what our clients want. It's how we've always worked. Building a better tomorrow is a big challenge which is only surpassed by our determination to succeed.

The Better Tomorrow Plan:
three priorities, 14 commitments, one journey forward.

Contents

Sodexo profile

Founded in Marseille in 1966 by Pierre Bellin, the current Chairman of the Board of Directors, today Sodexo represents:

- 13.6 billion euros in consolidated revenues⁽¹⁾
- 379,749 employees⁽²⁾
- 30,900 sites⁽³⁾
- 80 countries⁽⁴⁾
- 2 activities:
 - On-site Services Solutions
 - Motivation Solutions
- Number 1 worldwide in most markets

⁽¹⁾ as of 31 August 08
⁽²⁾ as of 31 August 08

22nd largest employer worldwide
7th largest European employer worldwide
2nd largest French employer worldwide

Read more on: www.sodexo.com

SRI Rankings

DJSI Global
Supersector Leader
2009-2010

Div. Area
Sustainability Indices

Logos: sam, E.C.P.I., FTSE4Good, vigeo

Page 4
Sodexo profile

The Better Tomorrow Plan

A commitment to Corporate Citizenship is central to Sodexo's "Ambition 2015" strategy. Today Sodexo is the recognized global sustainability leader in its market sector and, to take our credentials to the next level of performance, we have devised a new worldwide sustainability roadmap for the Sodexo Group - The Better Tomorrow Plan - covering 80 countries, 33,900 sites and engaging over 380,000 employees.

Darwin Vander
Group Executive Vice President and Chief Marketing Officer
Other Marketing, Supply Chain & Sustainability Development

Page 5
The Better Tomorrow Plan

EXECUTIVE SUMMARY: A Better Tomorrow starts Today

The Better Tomorrow Plan is a progressive journey based on continuous improvement that relies on engagement with all our stakeholders. It applies to 80 countries and 33,900 sites.

How we get there

- Quantification of the strong base which already exists in many countries
- An ongoing stakeholder engagement process
- Program milestones for 2012, 2015 and 2020
- Better Tomorrow challenges to our members
- Support member leaders and a global member experts network
- A strong commitment of the Sustainability teams in our major markets
- A central project management office to support implementation and monitor performance

Performance

We aim to demonstrate our commitment to action and the difference that we make. Given the geographic, cultural and complexity of our sites, we will report on performance in two parts:

PROGRESSIVE CHALLENGES We will measure and report progress 40% of Sodexo Group sites on the schedule that form The Better Tomorrow Plan.

IMPACT KPIs Eventually, we will measure the impact of these actions on stakeholders who... (text partially obscured)

Phasing

Initiation → Appropriation → Monitoring

2008/2009 → 2009/2010 → 2010 to 2020

Phase 1: Initiation (2008/2009) - Develop the BETTER TOMORROW PLAN, Define the implementation process

Phase 2: Appropriation (2009/2010) - Develop the implementation process, Rollout the implementation process

Phase 3: Monitoring (2010 to 2020) - Develop the implementation process, Rollout the implementation process

Page 7
Executive Summary

We Are

The cornerstone of a responsible company

Sodexo's evolution has been rooted in a strong philosophy and respect for ethical values, which form the basis of our commitment to Corporate Citizenship.

Page 9
We Are

We Do

3 key priorities and 14 commitments for action

Through a process of stakeholder consultation we have defined 3 key sustainability priorities and 14 commitments.

Page 12
We Do

We Engage

Dialogue and joint actions with our stakeholders

We commit to listen to our stakeholders, to dialogue with them and to influence their practices at the sites where we operate and beyond.

Page 15
We Engage

Implementation Process

5 steps

Deployment of the Better Tomorrow Plan to our 80 countries and 30,900 sites

Page 18
Implementation process

What will you start today to make a better tomorrow?

Contact

Sodexo Headquarters
250, quai de la Batterie de Stasbourg
92086 Issy-les-Moulineaux Cedex 9 - France
www.sodexo.com
betbettertomorrow@sodexo.com

Forward-looking information
This presentation contains statements that may be considered as forward-looking statements and as such may not necessarily be historical or current facts. These statements represent management's views as of the date they are made and we assume no obligation to update them. You are cautioned not to place undue reliance on our forward-looking statements.

Page 21
Contact

Sodexo profile

Founded in Marseilles in 1966 by Pierre Bellon,
the current Chairman of the Board of Directors, today Sodexo represents:

14.7 billion euro in consolidated revenues (*)

379,749 employees (*)

33,900 sites (*)

80 countries (*)

(*) as of 31 August 09

2 activities

On-site Service Solutions

Motivation Solutions

Number 1 worldwide in most markets

22nd largest employer worldwide

7th largest European employer worldwide

2nd largest French employer worldwide

Read more on:
www.sodexo.com

SRI Rankings

DJSI Global
Supersector Leader
2009-2010



The Better Tomorrow Plan

A commitment to Corporate Citizenship is central to Sodexo's "Ambition 2015" strategy. Today, Sodexo is the recognized **global sustainability leader** in its market sector and, to take our credentials to the next level of performance, we have devised a new worldwide sustainability roadmap for the Sodexo Group - The Better Tomorrow Plan - covering 80 countries, 33,900 sites and engaging our 380,000 employees.



Damien Verdier

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





Why the Better Tomorrow Plan?

Sodexo's mission is to improve the Quality of Daily Life of the people we serve and the communities in which we operate. Our solutions to respond to Corporate Citizenship challenges are fully aligned with this mission. We believe that it is a significant business opportunity for Sodexo, because:

- Our clients and the markets we serve are placing additional emphasis and resources on sustainability initiatives. As our services have sustainability aspects, whether in schools, hospitals or companies, our clients and markets look to Sodexo for **commitment and visible performance improvements** to help them achieve their own sustainability objectives.
- Our clients, consumers and employees are increasingly aware of the **connections between our services and sustainability**. For example, they are concerned about where their food comes from, how and by whom it was made, and the links between sustainability and health.
- It is increasingly clear that our clients expect our commitment to sustainability. We anticipate that our commitments will support **client retention** and help us to win new business.
- Efforts in many countries are focusing on energy management, building efficiencies, logistics and agriculture. These create opportunities for us to deliver **additional value** to our clients and throughout our supply chain.
- Emerging regulatory schemes, such as 'cap and trade' to reduce greenhouse gas emissions, may increase the value of Sodexo services to clients and **create opportunities** to drive additional value.

EXECUTIVE SUMMARY: A Better Tomorrow starts Today

The Better Tomorrow Plan is a progressive journey based on continuous improvement that relies on engagement with all our stakeholders. It applies to **80 countries** and **33,900 sites**.

How we get there

- ✓ Quantification of the strong base existing in many countries
- ✓ An ongoing stakeholder engagement process
- ✓ Progress milestones for 2012, 2015 and 2020
- ✓ Better Tomorrow champions in our countries
- ✓ Subject matter leaders and a subject matter experts' network
- ✓ A steering committee of the sustainability teams in our major countries
- ✓ A central project management office to support implementation and monitor performance

Performance

We aim to demonstrate our commitment to action and the difference that we make. Given the geographic spread and complexity of business, we will report on performance in two parts:

- **PROGRESS KPIs:** firstly, we will measure and report progress KPIs at Sodexo Group level on the activities that form The Better Tomorrow Plan.
- **IMPACT KPIs:** Secondly, we will measure the impact of these activities on representative sites. These impact KPIs will be defined by the end of 2009. Over time, we aim to consolidate impact KPIs at country or regional level and then at worldwide Sodexo Group level.

Phasing

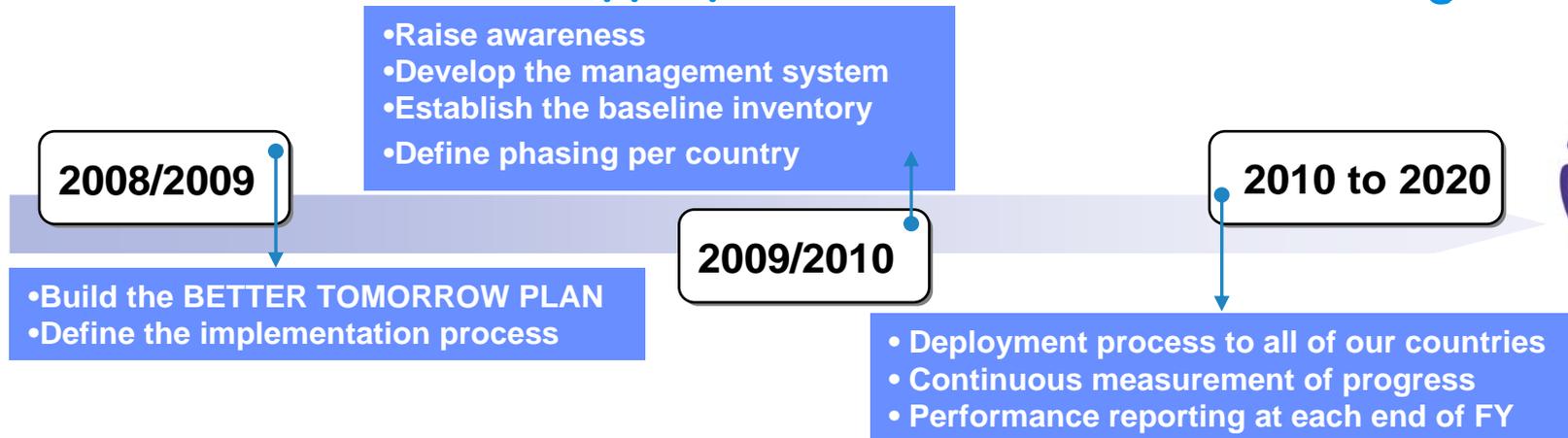
Initiation



Appropriation



Monitoring



Three pillars

The Better Tomorrow Plan seeks to address the sustainability issues that we have identified as being material to our business and stakeholders. Prior to the development of this roadmap and during the next phase of development, we are striving to consult extensively with internal and external stakeholders to refine our ambitions based on their feedback and expectations.



The Better Tomorrow Plan is made up of three core pillars:

We Are

The fundamentals that are the cornerstone of a responsible company

We Do

3 priorities, 14 commitments for action

We Engage

Dialogue and joint actions with our stakeholders

The cornerstone
of a responsible
company

We Are

Sodexo's evolution has been rooted in a strong philosophy and respect for ethical values, which form the basis of our commitment to Corporate Citizenship.



We Are

Our roots

- Family's ship suppliers business
- Creation in Marseilles in 1966
- Pierre Bellon: a Corporate philosophy

Our beliefs

- Our company is the community of our clients, employees and shareholders
- Organic growth in revenues and earnings: the only way to exceed their expectations

→ Making every day
a better day

Our purpose

Since the creation of Sodexo in 1966, our purpose is twofold:

- **Improve the quality of daily life** of people we serve in their workplace, patients at a hospital, students in schools and universities, prisoners in correctional facilities, soldiers in their barracks, etc. and for the communities in which we operate.
- **Contribute to economic, social and environmental development** of the cities, regions and countries in which we operate.

Our values

- Service spirit
- Team spirit
- Spirit of progress

Our ethical principles

- Loyalty
- Respect for people
- Transparency
- Business integrity



We Are

Recent progress actions

Business Integrity		2007 - Sodexo adopted the Sodexo Statement of Business Integrity
Respect For People	Human Rights	2008 - Group policy for the respect of human rights, which refers to Group codes of practice, charters and policies already in place.
	Professional & Personal Development	Group HR strategy and policies 2008 - Group initiative 'Employee Value Proposition' with a promise to its employees: 'Your future, so Sodexo'.
Diversity & Inclusion		2005 - Creation of the Sodexo Global Diversity Working Group 2007 - Clarification of Sodexo Global Diversity and Inclusion strategy vision 2008 - Creation of the Diversity and Inclusion Global team 2009 - Creation of the Sodexo Women's International Forum for Talent (SWIFT)
Safety		2009 - Group Global Food Safety Policy
Corporate Governance		Each year, publication of: <ul style="list-style-type: none"> • Financial and Legal Information: financial performance and corporate governance • Annual Report

3 key priorities
and
14 commitments
for action

We Do

Through a process of stakeholder consultation, we have defined 3 key sustainability priorities and 14 commitments.



We Do

3 priorities, 14 commitments

We will increase our level of performance in our sustainable development journey by engaging with our clients and our 380,000 employees to embed our commitments into our 80 countries and 33,900 sites.

Sodexo will strive to report the progress of its commitments regularly and accurately in order to ensure that the objectives set are achieved.



3 priorities, 14 commitments



Nutrition, Health & Wellness

- We will develop and promote **health and wellness solutions** for our clients, consumers and employees in all the countries where we operate by 2015.
- We will provide and promote **varied and balanced food options** at all our clients' sites by 2012.
- We will provide and promote choices with a **reduced intake of sugar, salt and fats** at all our clients' sites by 2015.

Local Communities

- We will **fight hunger and malnutrition through our STOP Hunger program** in all the countries where we operate by 2020.
- We will support **local community development** in all the countries where we operate by 2015.
- We will increase the purchase of **products sourced from fairly traded certified sources** by 2015.

Environment

SUSTAINABLE SUPPLIES

- We will ensure compliance with a **Global Sustainable Supply Chain Code of Conduct** in all the countries where we operate by 2015.
- We will source **local, seasonal or sustainably grown or raised products** in all the countries where we operate by 2015.
- We will source **sustainable fish and seafood** in all the countries where we operate by 2015.
- We will source and promote **sustainable equipment and supplies** in all the countries where we operate by 2020.

ENERGY & EMISSIONS

- We will reduce our **carbon footprint** in all the countries where we operate and at clients' sites by 2020.

WATER & EFFLUENTS

- We will reduce our **water footprint** in all the countries where we operate and at clients' sites by 2020.

MATERIALS & WASTE

- We will reduce **organic waste** in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover organic waste.
- We will reduce **non organic waste** in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover non organic waste.

We Engage

Dialogue and
joint actions
with our
stakeholders

We commit to dialogue with our stakeholders to influence their practices at the sites where we operate and beyond.

 **We Engage**

Connected to many stakeholders

- Engaging with our stakeholders is key to making sure that we fulfill our commitments to improve the Quality of Life.
- A global company such as Sodexo is in a strong position to provide a pragmatic response to Corporate Citizenship challenges and to make a significant contribution as a Corporate Citizen.





We Engage

We commit to dialogue with our stakeholders to influence their practices at the sites where we operate and beyond.

Employees

We will train and coach our employees and engage them in programmes and citizenship actions that contribute to a healthier and more sustainable lifestyle.

Clients

We will support our clients' sustainability strategy and contribute to strengthen clients' reputation.

Consumers

We will help consumers to adopt more healthy and sustainable practices.

Suppliers

We will engage our suppliers to improve sustainability in our supply chain and involve them in delivering our commitments.

Institutions

We will regularly consult external stakeholders on strategy and innovation.

Sodexo will strive to report the progress of its commitments regularly and accurately in order to ensure that the objectives set are achieved.

5
steps

Implementation Process



Deployment of the Better Tomorrow Plan to all the countries where we operate and at all our clients' sites.

Implementation process

The recommendations in The Better Tomorrow Plan implementation process aim to:

- Support our senior managers in implementing and promoting the plan
- Help our countries define a **monitoring system** to manage the plan
- Provide our teams with the **tools and support** necessary to deploy the plan
- Engage our **employees** so that they become the plan's best ambassadors
- Monitor and report the **progress** permanently.

Organization

- Quantification of the **strong base** which already exists in many countries
- An ongoing **stakeholder engagement** process.
- **Progress milestones** for 2012, 2015 and 2020.
- **Better Tomorrow champions** in our countries.
- **Subject Matter Leaders** and a network of **Subject Matter Experts**.
- A **steering committee** of representatives from the sustainability teams in our major countries.
- A **central project management office** to support implementation and monitor performance.

Implementation process

Methodology

Deployment of the Better Tomorrow Plan will be achieved through 5 steps:

1. Awareness
2. Management
3. Inventory
4. Baseline and phasing
5. Continuous improvement

What will you start today to make a better tomorrow?

Contact

Sodexo Headquarters

255, quai de la Bataille de Stalingrad
92866 Issy-les-Moulineaux Cedex 9 – France

www.sodexo.com

 bettertomorrow.group@sodexo.com

Forward-looking information

This presentation contains statements that may be considered as forward-looking statements and as such may not relate strictly to historical or current facts.

These statements represent management's views as of the date they are made and we assume no obligation to update them.

You are cautioned not to place undue reliance on our forward-looking statements.