

# Accessible Document

November 2022

## Transcript of the video: Sodexo 2025 Strategic Plan

- **One purpose:** we create a better everyday for everyone to build a better life for all. It underlies everything we do and supports
  - One clear ambition: Be the world leader in sustainable food and valued experiences at every moment in life: Learn, Work, Heal, Play

Our 2025 Strategic Plan is based on:

- **3 pillars supported:**
  - 1) Refocus on Food Services and be more selective in FM (Facilities Management)
  - 2) Accelerate Benefits & Rewards Services profitable growth
  - 3) Strengthen our impact as market maker in sustainability
- **And is supported by 3 key enablers:**
  - 1) Supply Chain Power
  - 2) Tech & Data
  - 3) Commercial excellence

### Refocus on Food services and be more selective in FM

- **10%** of our food revenues generated by advanced food models by 2025
- In North America, grow to be a strong **number 2**
- In Europe, maintain a **leading position**
- In the Rest of the World, remain **the number 1 international food player**

### Accelerate Benefits & Rewards Services profitable growth

- For fiscal 2023, organic revenue growth between **+12% and 15%**.
- For fiscal 2024 & 2025, low **double-digit organic revenue growth**.
- Underlying operating profit margin above **30%** in fiscal 2025.

### Strengthen our impact as market maker in sustainability

- 2024 Net Zero Commitment
- 100% gender-balanced management teams at country level

## A plan supported by 3 key enablers

- Tech & data: **10M active** consumers in On-site digital ecosystems by 2025
- Commercial excellence : Above **95%** client retention rate
- Supply chain power: **€2bn of purchasing** per year with SMEs by 2025 for On-site Services

## Our financial objectives

### At Group Level:

- Organic Revenue Growth
  - **+8%** to **+10%** for fiscal 2023
  - **+6%** to **+8%** for fiscal 2024 & 2025
- Underlying Operating Margin
  - Close to **5.5%** at constant rates in fiscal 2023
  - Above **6%** in Fiscal 2025

Implementing a simplified and more effective organization will make this possible

We have the financial means, we have the people!