

# First half Fiscal 2026 Results

April 10, 2026





01

**From Diagnosis  
to Action**

## Where we stand: strengths and realities

### Key strengths

Attractive resilient market

Global & diversified client portfolio

People-led service culture

### Key realities

Underperformance vs market & peers

Under-investment in key capabilities

Lack of consistency in execution and guidance

## Root causes go back a long time



**Commercial  
intensity**



**Empowerment  
and decisiveness**



**Prioritization  
and focus**

# Our priorities going forward

## First steps taken

- Direct leadership of North America
- Streamlined, execution-focused Global Executive Team
- Growth-aligned H2 incentives
- Reinforcing sales capabilities
- Accelerating investment in tech
- Deep review of contracts and assets

## Next priorities

- Align leadership around one execution agenda
- Further simplify structures and operating models
- Restore overall competitiveness across the model
- Reignite a strong client culture
- Reinforce a performance-driven culture

# Recalibrating our FY26 baseline

## H1 Fiscal 2026 snapshot

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Organic Growth  
**+1.7%**

LTM Retention<sup>(1)</sup>  
**93.4%**  
*vs FY'25: 94.0%*

UOP margin  
**3.7%**  
*-140bps YoY  
at constant currencies*

LTM Development<sup>(1)</sup>  
**5.3%**  
*vs FY'25: 5.7%*

*(1) Excluding cross-selling*

## Fiscal 2026 guidance updated

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**Organic growth: +0.5% to +1%**

**UOP Margin: 3.2% to 3.4%**

Reflecting:

- Weaker net new business in H1 impacting H2 organic growth
- Reduced operating leverage from softer top-line
- Operational execution challenges
- Outcomes of the deep review of contracts and assets
- Accelerated investments to strengthen execution
- Uncertain external environment

LTM Retention and development are based on annualized revenue of contracts gained or lost during the last 12 months, irrespective of contract dates



# 02

## **First half Fiscal 2026 Financial Performance**

# H1 Organic growth +1.7%; reported revenue impacted by FX

**FX headwinds** mainly driven by USD

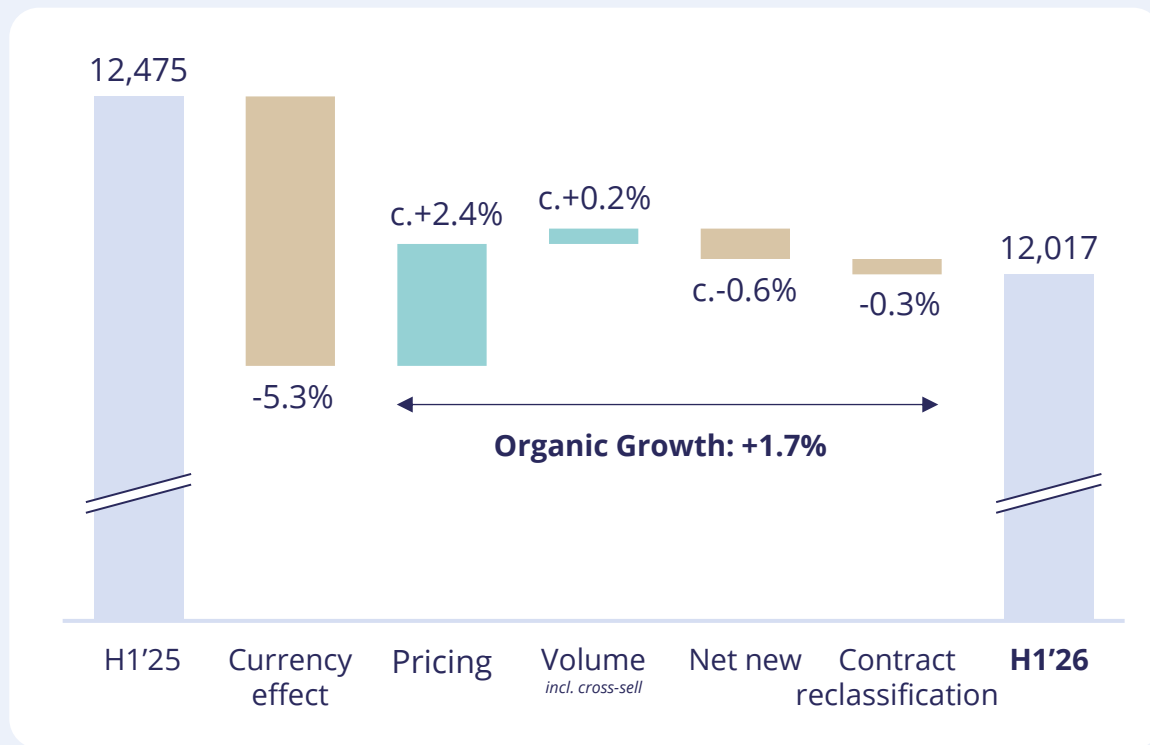
**M&A** limited H1 impact;  
Grupo Mediterránea to contribute from H2

**Pricing** stable at c.+2.4%

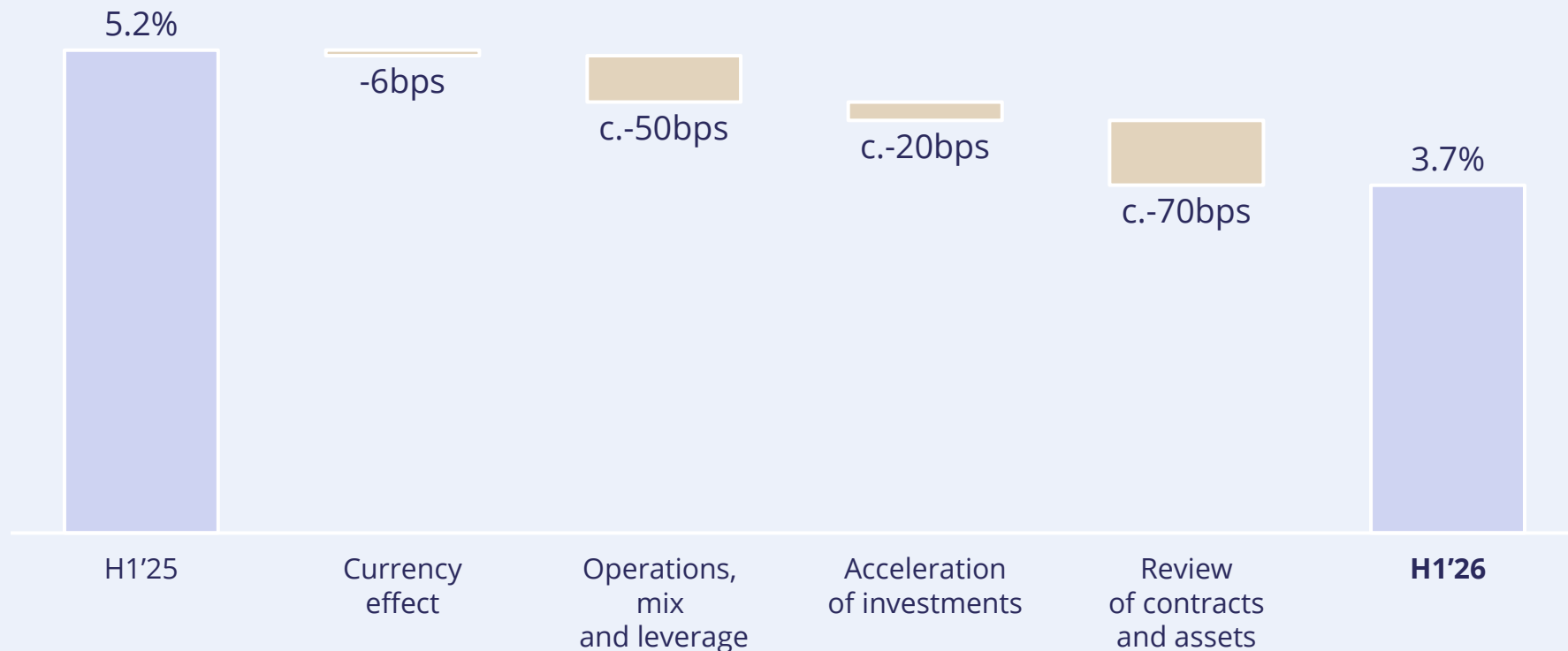
**Volume** with active cross-selling,  
and strong comps in Sodexo Live!

**Net new** driven by +5.3% openings and  
-5.9% closings, with closings concentrated  
in US Education and B&A

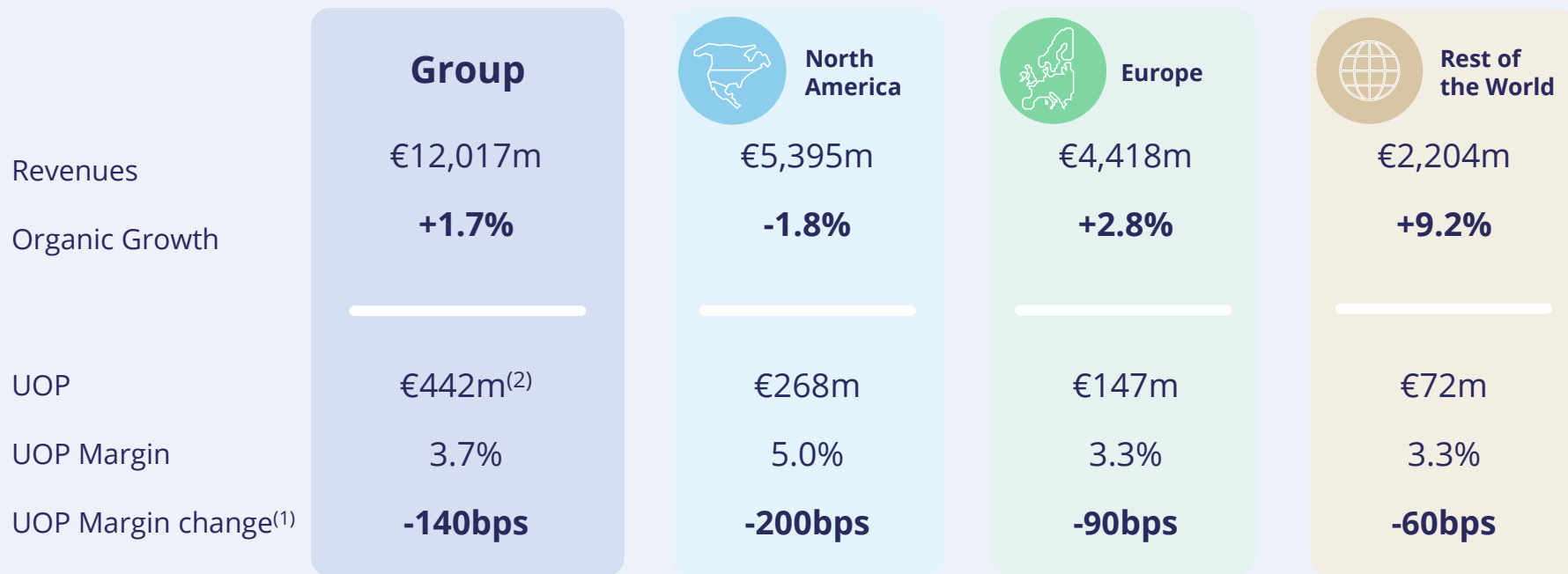
**Contract reclassification:**  
one-off contract reclassification from gross to  
net accounting (~100bps annualized impact,  
from January 2026)



## Drivers of underlying operating profit margin



# Operational performance by geography



(1) At constant currencies

(2) Of which €45m of HQ costs

Refer to Appendix 2 for the detailed breakdown by Region x Segment and to Appendix 8 for Alternative Performance Measures definitions

# Net profit impacted by operating performance and currencies

In million €	H1 2026	H1 2025	Change	Change constant rates
Revenues	12,017	12,475	(3.7%)	+1.6%
Organic sales growth	+1.7%	+3.5%		
<b>Underlying Operating profit</b>	<b>442</b>	<b>651</b>	<b>(32.1%)</b>	<b>(26.5%)</b>
Underlying Operating margin	3.7%	5.2%	-150bps	-140bps
Other Operating income and expenses	(130)	(71)		
<b>Operating Profit</b>	<b>312</b>	<b>580</b>	<b>(46.2%)</b>	<b>(42.9%)</b>
Net financial expense	(64)	(40)		
Tax charge <sup>(1)</sup>	(64)	(105)		
<i>Effective tax rate</i>	25.9%	19.5%		
<b>Group net profit<sup>(2)</sup></b>	<b>188</b>	<b>434</b>	<b>(56.7%)</b>	<b>(54.1%)</b>
<i>Basic EPS (€)</i>	1.29	2.98		
<b>Group underlying net profit</b>	<b>285</b>	<b>450</b>	<b>(36.7%)</b>	<b>(31.3%)</b>
<i>Basic Underlying EPS (€)</i>	1.96	3.08		

## Net financial expense: -€64m

- Higher year-on-year gross debt cost from USD bonds issued in May 2025

## Effective tax rate: 25.9%

- Prior year impacted by one-off tax items

(1) ETR based on Pre-tax profit excluding share of profit from Equity method of 246 million euros in First half Fiscal 2026 and 537 million euros in First half Fiscal 2025.

(2) Profit attributable to non-controlling interests were a negative 1 million euros in First half Fiscal 2026 and a positive 5 million euros in First half Fiscal 2025.

## Other Operating Income and Expenses - details

In million €	H1 2026	H1 2025
Net scope change impact	6	(5)
Restructuring and rationalization costs	(56)	(41)
Amortization of purchased intangible assets	(17)	(17)
Other	(63)	(8)
<b>Other operating income and expenses</b>	<b>(130)</b>	<b>(71)</b>

### Restructuring and rationalization costs: -€56m

- Reflecting organizational changes, leadership adjustments, transformation projects

### Other: -€63m

- Footprint rationalization actions, write-offs of production and operational assets
- Legislative change in labor law in India
- One-off costs related to a multi-employer pension plan in the U.S.

# Free cash flow broadly stable year-on-year

In million €	H1 2026	H1 2025
<b>Operating cash flow<sup>(1)</sup></b>	<b>616</b>	<b>600</b>
Change in working capital	(461)	(491)
IFRS 16 Leases outflow	(90)	(87)
Net Capex	(308)	(256)
<b>Free cash flow</b>	<b>(243)</b>	<b>(234)</b>
Net acquisitions	(256)	(72)
Share buy-backs/Treasury stock	(33)	(61)
Dividends paid to parent company shareholders	(394)	(388)
Other changes	31	(60)
<b>(Increase)/decrease in net debt</b>	<b>(895)</b>	<b>(815)</b>
Net debt	3,582	3,416
<b>Net debt ratio (Net debt/ EBITDA)</b>	<b>2.7x</b>	<b>2.3x</b>

## Free Cash Flow: -€243m

- Working capital reflecting seasonal low point; normalization expected by year-end
- Capex at 2.6% of revenue, driven by one-off client investments for contract renewals

## Net acquisitions outflow: €256m

- Mainly Grupo Mediterránea acquisition in Spain (closed on February 28<sup>th</sup>, 2026)
- Impact of smaller bolt-on acquisitions

(1) The difference between the Operating Cash Flow as presented in the consolidated cash flow statement comes from the payment of client investments during the period which are presented in this table within Net Capex (within Operating Cash flow in the cash flow statement).



# 03 Outlook

# Updated FY26 guidance and key assumptions

## Guidance

**For Fiscal 2026**, we expect:

- **Organic revenue growth** between +0.5% and +1%, reflecting weaker-than-expected first-half commercial momentum, and lower volumes in an uncertain external environment.
- **Underlying operating profit margin** between 3.2% and 3.4%, reflecting softer top-line growth, execution challenges in certain areas, acceleration of investments to strengthen execution, and the impact of the review of contracts and assets.

## Modelling details

Currency effect on Fiscal 2026 revenues<sup>(1)</sup>: ~ **-3%**

Scope change effect on Fiscal 2026 revenues: ~ **+0.5%**

Other income and expenses ~ **€-300m**

Net financial expenses ~ **€140m**

Tax rate ~**26%**

*(1) FX estimated impact to date (March 31<sup>st</sup>, 2026) on Fiscal 2026 revenues*



04

**Q&A**



# H1/ Q2 Fiscal 2026 Revenue breakdown

## H1 FISCAL 2026 REVENUES BY REGION (in million euros)

	H1 2026	H1 2025	Organic Growth	External Growth	Currency Effect	Total Growth
North America	5,395	5,977	-1.8%	+0.5%	-8.4%	-9.7%
Europe	4,418	4,336	+2.8%	+0.2%	-1.1%	+1.9%
Rest of the World	2,204	2,162	+9.2%	-2.1%	-5.2%	+1.9%
<b>TOTAL</b>	<b>12,017</b>	<b>12,475</b>	<b>+1.7%</b>	<b>-0.1%</b>	<b>-5.3%</b>	<b>-3.7%</b>

## Q2 FISCAL 2026 REVENUES BY REGION (in million euros)

	Q2 2026	Q2 2025	Organic Growth	External Growth	Currency Effect	Total Growth
North America	2,498	2,878	-2.2%	+0.3%	-11.3%	-13.2%
Europe	2,165	2,115	+3.2%	+0.3%	-1.1%	+2.4%
Rest of the World	1,093	1,079	+8.2%	-1.8%	-5.1%	+1.3%
<b>TOTAL</b>	<b>5,756</b>	<b>6,072</b>	<b>+1.6%</b>	<b>-0.1%</b>	<b>-6.7%</b>	<b>-5.2%</b>

# H1/ Q2 Fiscal 2026 Segment breakdown

H1 FISCAL 2026 REVENUES BY SEGMENT  
(in million euros)

	North America		Europe		Rest of the World	
Business & Administrations	1,263	-9.3%	2,433	+2.8%	1,900	+9.1%
Sodexo Live!	723	+0.3%	311	+1.1%	29	+20.3%
Healthcare & Seniors	1,731	+6.1%	1,035	+6.4%	178	+11.5%
Education	1,678	-4.3%	639	-1.6%	97	+4.6%
<b>Total</b>	<b>5,395</b>	<b>-1.8%</b>	<b>4,418</b>	<b>+2.8%</b>	<b>2,204</b>	<b>+9.2%</b>

Q2 FISCAL 2026 REVENUES BY SEGMENT  
(in million euros)

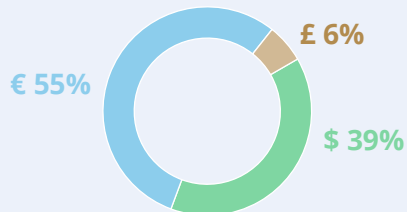
	North America		Europe		Rest of the World	
Business & Administrations	603	-11.1%	1,201	+2.7%	946	+8.5%
Sodexo Live!	317	-2.4%	141	+5.9%	15	+22.4%
Healthcare & Seniors	872	+7.9%	522	+7.3%	89	+5.8%
Education	706	-5.1%	301	-2.4%	43	+1.5%
<b>Total</b>	<b>2,498</b>	<b>-2.2%</b>	<b>2,165</b>	<b>+3.2%</b>	<b>1,093</b>	<b>+8.2%</b>

# H1 Fiscal 2026 exchange rates

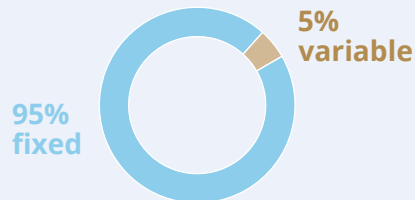
1€ =	Average rate H1 26	Average rate H1 25	Average rate H1 26 vs. H1 25	Closing rate at 02/28/2026	Closing rate at 08/31/2025	Closing rate 02/28/26 vs. 08/31/25
U.S. Dollar	1.171	1.070	<b>-8.6%</b>	1.181	1.166	<b>-1.2%</b>
Pound Sterling	0.873	0.834	<b>-4.5%</b>	0.876	0.867	<b>-1.1%</b>
Brazilian Real	6.260	6.240	<b>-0.3%</b>	6.086	6.325	<b>+3.9%</b>

# Breakdown of Gross Financial debt: €4,739m<sup>(1)</sup>

## By currency

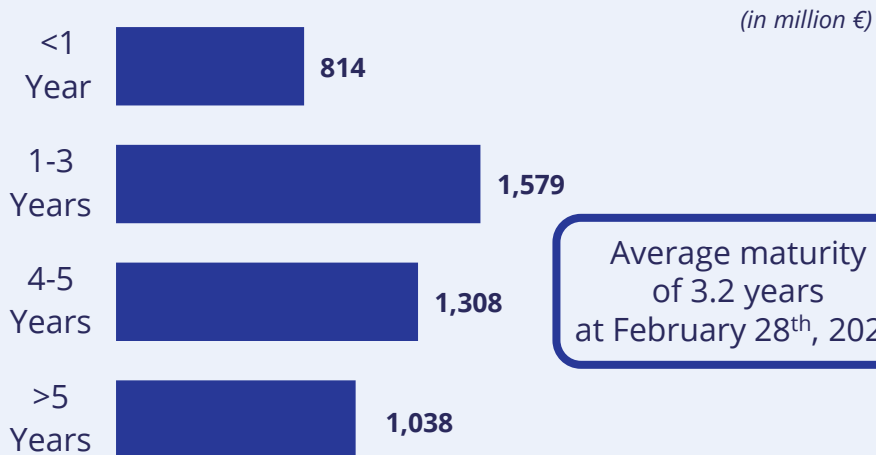


## By interest rate



Blended cost of debt 2.7% on February 28, 2026

## By maturity



Average maturity of 3.2 years at February 28<sup>th</sup>, 2026

Strong Investment Grade S&P “BBB+/A-2” / Moody’s “Baa1”/Fitch “BBB+”

(1) Excluding derivatives

# Condensed consolidated statement of financial position at February 28, 2026

<i>(in million euros)</i>	<b>FEBRUARY 28, 2026</b>	AUGUST 31, 2025	<i>(in million euros)</i>	<b>FEBRUARY 28, 2026</b>	AUGUST 31, 2025
Non-current assets	8,830	8,524	Shareholders' equity	3,599	3,786
Current assets excluding cash	4,794	4,234	Non-controlling interests	10	13
Cash and cash equivalent	1,176	2,091	Non-current liabilities	5,330	5,212
Asset held for sale	—	—	Current liabilities	5,861	5,838
<b>TOTAL ASSETS</b>	<b>14,800</b>	<b>14,849</b>	Liabilities held for sale	—	—
			<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>14,800</b>	<b>14,849</b>

# Number of shares

Company's share capital	<b>FEBRUARY 28, 2026</b>	AUGUST 31, 2025	FEBRUARY 28, 2025
Company's share capital, number of shares	<b>147,454,887</b>	147,454,887	147,454,887
Treasury shares	<b>1,613,572</b>	1,522,327	1,104,023
Net number of shares	<b>145,841,315</b>	145,932,560	146,350,864
Number of shares for basic EPS calculation (Basic weighted average number of shares)	<b>145,558,459</b>	146,014,551	145,998,269

# Growth indicator - Definitions

## Client Retention

Client retention rate is the percentage of prior fiscal year revenue retained in this current fiscal year. It is derived by considering prior fiscal year value for all contracts for which termination has either been given by Sodexo or received by the client, or those that have expired without renewal.

This is then expressed as a percentage of total prior fiscal year revenue.

The retention rate reported for the First half of the Fiscal year reflects the annualized revenues from contracts lost over the last twelve months.

## Business development

Business development rate is the annualized estimated revenue for new contracts signed during the fiscal year, divided by prior year revenue.

The development rate reported for the First half of the Fiscal year reflects the annualized revenue from contracts won over the last twelve months.

# Alternative Performance Measure - Definitions

## Organic growth

Organic growth corresponds to the increase in revenue for a given period (the "current period") compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year; and excluding the impact of business acquisitions and divestments, as follows:

- for businesses acquired (or gain of control) during the current period, revenue generated since the acquisition date is excluded from the organic growth calculation;
- for businesses acquired (or gain of control) during the prior fiscal year, revenue generated during the current period up until the first anniversary date of the acquisition is excluded;
- for businesses divested (or loss of control) during the prior fiscal year, revenue generated in the comparative period of the prior fiscal year until the divestment date is excluded;
- for businesses divested (or loss of control) during the current fiscal year, revenue generated in the period commencing 12 months before the divestment date up to the end of the comparative period of the prior fiscal year is excluded.

## Underlying operating margin

Underlying operating profit margin corresponds to Underlying Operating profit divided by revenues.

## Underlying operating margin at constant rate

Underlying operating profit margin at constant rate corresponds to Underlying Operating profit divided by revenues, calculated by converting FY2026 figures at FY2025 rates, except for countries with hyperinflationary economies.

# Alternative Performance Measure - Definitions

## Blended cost of debt

Blended cost of debt is calculated at period end and is the weighted blended of financing rates on borrowings (including derivative financial instruments) and cash pooling balances at period end.

## Free cash flow

Please refer to Cashflow position.

## Growth excluding currency effect

Change excluding currency effect calculated converting FY2026 figures at FY2025 rates, except when significant for countries with hyperinflationary economies.

## Net debt

Net debt is defined as Group borrowing at the balance sheet date, less operating cash.

## Underlying net profit

Underlying net profit is defined as Net profit excluding significant unusual and/or infrequent elements and corresponds to the Net Income Group share excluding Other Income and Expense after tax, as well as significant non-recurring elements in both Net Financial Expense and Income Tax Expense where relevant.

## Underlying net profit per share

Underlying net profit per share presents the Underlying net profit divided by the average number of shares.

# APM - Financial ratios definitions & reconciliation

		H1 Fiscal 2026	H1 Fiscal 2025
Gearing ratio	$\frac{\text{Gross borrowings}^{(a)} - \text{operating cash}^{(b)}}{\text{Shareholders' equity and non-controlling interests}}$	99%	85%
Net debt ratio	$\frac{\text{Gross borrowings}^{(a)} - \text{operating cash}^{(b)}}{\text{Rolling 12-month (Underlying) EBITDA}^{(c)}}$	2.7x	2.3x
(a) Borrowings	Non-current borrowings	3,943	4,091
	+ Current borrowings excluding overdrafts	818	748
	- Derivative financial instruments recognized as assets	(4)	(3)
	<b>Borrowings</b>	<b>4,757</b>	<b>4,836</b>
(b) Operating cash	Cash and cash equivalents	1,176	1,423
	- Bank overdrafts	(1)	(3)
	<b>Operating Cash</b>	<b>1,175</b>	<b>1,420</b>
(c) Rolling 12-month (Underlying) EBITDA <sup>1</sup>	Underlying operating profit (RTM)	930	1,149
	+ Impairment, depreciation and amortization (RTM)	468	432
	+ Client investments amortization (RTM)	129	126
	- Lease payments (RTM)	(217)	(193)
	<b>Rolling 12-month (Underlying) EBITDA</b>	<b>1,310</b>	<b>1,514</b>

<sup>1</sup> For the sake of simplification, the term EBITDA is used in reference to Underlying EBITDA

# Investor calendar

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June 2, 2026      BNP Paribas CEO conference | Paris

June 4, 2026      Deutsche Bank conference | Paris

**July 2, 2026      Sodexo Q3 2026 revenues**

**July 16, 2026      Sodexo Investor update**

**October 23, 2026      Sodexo FY 2026 results**

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## IR contacts

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# Sodexo key figures

As of August 31, 2025

 **€24.1bn** revenues

 **426,000** employees

 **80** million consumers served daily

 **43** countries

 **€6.5bn** market capitalization  
*(as of April 9, 2026)*

- Founded in 1966 by Pierre Bellon
- As at Aug. 31, 2025, Bellon SA holds 43.8% of capital (58.8% of voting rights)
- **Our purpose is to create a better everyday for everyone to build a better life for all**



WE SUPPORT



CAC SBT 1.5°

The Sustainability Yearbook  
S&P Global



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