

**60 years
shaping better
everyday
experiences**



Pierre Bellon, The legacy of a visionary entrepreneur

Pierre Bellon (1930–2022) was a visionary entrepreneur and committed builder. From the very beginning, he was driven by a strong conviction that business must be a force for economic and human progress. Early on, he recognized that quality of life, attention to essential everyday needs, and close proximity to teams on-site are key drivers of sustainable performance.

Born into a family of entrepreneurs in Marseille, Pierre Bellon began his career in his father's maritime supply company. Anticipating profound changes in the sector, he transformed the family business by developing corporate meal delivery services for companies in the Marseille region, before founding Sodexo in 1966 to provide food services to institutions, corporations, schools, and hospitals.

Driven by the ambition to build “a fairer and more humane society”, he defined the company's founding 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*. From the outset, he established the principles that continue to shape the Group today: independence, entrepreneurial spirit, service mindset, and innovation.

Throughout his career, he applied a simple method: observe, listen, understand, and translate the expectations of clients and consumers into useful and reliable solutions. By meeting each challenge with determination, Pierre Bellon ensured the Group's development, guiding its steady expansion in France and then internationally, and establishing Sodexo as the global leader in services it is today. This legacy continues to guide Sodexo's trajectory and the way it supports its clients in increasingly complex and demanding environments.





“For 60 years, Pierre Bellon’s legacy has guided our actions: to be useful to our clients and consumers by addressing their real needs and critical challenges. In a world undergoing profound transformation, this commitment drives us to design ever more effective, responsible, and value-creating solutions. This is how Sodexo continues to support its clients with pragmatism, commitment, and a strong sense of service.”

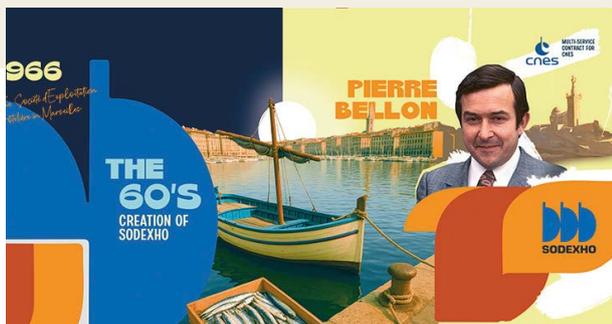
Thierry Delaporte,
Chief Executive Officer of Sodexo



“Thanks to a rate of success that slightly outpaced our setbacks, Sodexo grew by leaps and bounds.”

Pierre Bellon,
from his book “I had a lot of fun”

Sodexo: a story of growth



The 1960s, creation of Sodexo

Société d'Exploitation Hôtelière (Sodexo S.A.) was founded on March 9, 1966, at 5 Place de la Joliette in Marseille. The company was created to meet complementary needs: enabling workers to access quality meals at their workplace throughout the working day, while allowing employers to delegate this strategic, non-core activity and improve working conditions. Driven by Pierre Bellon's pioneering spirit, the Marseille-based start-up quickly secured its first major contract, providing food services to 2,000 employees of the CEA¹ in Pierrelatte. In 1967, the company expanded its offering and won its first multiservice contract to manage the CNES² remote site facilities in French Guiana, quickly followed by another for Petrobras oil platforms in Brazil. Within just three years, Sodexo already employed more than 1,000 people and was operating in a sector fueled by a period of strong economic growth. The journey had begun.

The 1970s, international expansion

In step with the international growth of its clients, Sodexo quickly expanded into several European countries, including Belgium, Italy, and Spain, before extending its footprint across Africa and the Middle East by providing integrated services management in remote and challenging environments. At the same time, the Group significantly diversified its activities, expanding its food services to schools and hospitals. With innovation at the heart of its model, 1976 marked the launch of a new lunch offering: meal vouchers.

¹ Commissariat à l'Énergie Atomique (Atomic Energy Commission)

² Centre National d'Études Spatiales (National Center for Space Studies)

Born from Pierre Bellon's vision, Sodexo was built step by step, guided by a constant ambition to serve and innovate. For 60 years, the Group has continuously expanded its scope and expertise to improve quality of life for individuals and the performance of organizations. True to its mission and founding values, and rooted in a trajectory of sustained growth, the Group remains a driver of economic and human progress.



The 1980s, acceleration

To finance its growth, the Group listed part of its share capital on the Paris Stock Exchange in March 1983. Sodexo continued to expand into new markets, particularly in Europe and the Americas. By 1986, 20 years after its founding, it was operating in 40 countries and had more than 30,000 employees. Continuing its development, Sodexo acquired *Bateaux Parisiens* in 1987 and collaborated with the Olympic Movement for the first time to provide food services for the 1988 Winter Olympics in Calgary. In 1989, Sodexo created a Global Innovation Forum to recognize and share the best practices and initiatives of its teams. This period of rapid growth also highlighted one of Sodexo's key strengths: the ability to scale up without losing its direction, while remaining true to its founding values.

The 1990s, a global leader

Sodexo entered a new phase of growth, doubling in size twice within four years through successive acquisitions of Gardner Merchant in the United Kingdom and Partena in Sweden in 1995, followed by the merger with Marriott Management Services in the United States in 1998. The Group also continued to grow internationally, expanding into about 30 new countries during the decade. Building on this new scale, Sodexo established itself as one of the global leaders in its sector and strengthened its multiservice model, designed to support its clients and contribute to the development of the people who make organizations thrive and the communities in which the Group operates. True to its founding mission, Sodexo strengthened its social and societal commitments through proactive policies promoting diversity and fighting discrimination, as well as initiatives to fight hunger and malnutrition, including the creation of Stop Hunger in 1996, which remains the Group's only philanthropic cause today.



The 2000s, new millennium, new services

In a rapidly changing economic environment, Sodexo consolidated its leadership. The Group accelerated its development in key global growth markets, including Brazil, China, and India, while strengthening its presence in mature markets. It became the only global company to offer an integrated range of more than 100 services, ranging from food services and sustainable cleaning services to remote site management and event ticketing. Sodexo acquired several major players, including Sogeres in France, Circles in the United States, Zehnacker in Germany, and RKHS Group in India, as well as VR in Brazil and *Tir Groupé* in France in the gift voucher business. In 2008, Sodexo became Sodexo and set a new ambition: “Make every day a better day.” This ambition was reflected not only in its daily services but also in the Group’s commitments, including the publication of its Code of Conduct on Integrity and Ethics and its first sustainability roadmap, *Better Tomorrow*.



The 2010s, quality of life for all

With a new global segment-based organization in place, Sodexo continued to grow, with increased focus on the development of integrated services to support its major global clients as a single partner worldwide. At the same time, the Group invested in research and digital technologies to anticipate evolving trends in quality of life. During its first “Quality of Life Conference” held in New York in 2015, Sodexo highlighted its decades-long commitment to exploring new performance frontiers. During the same period, Sodexo pursued targeted acquisitions and strengthened its positions, including Lenôtre in France and Puras do Brasil in 2011, as well as Centerplate in 2018, positioning Sodexo among the global leaders in the Sports & Leisure segment.



Sixty years after its founding, Sodexo continues to develop its unique growth model and its multiservice offering, delivered every day by nearly 430,000 employees worldwide.³

The 2020s, focus and acceleration

As the Covid-19 pandemic disrupted societies and the global economy, Sodexo's services were recognized as essential, with its teams on the front lines in hospitals, senior living communities, and companies. This period served as an accelerator for the Group, which implemented an ambitious strategy to refocus its activities, notably through the spin-off and listing of Pluxee in 2024, and to transform its businesses in response to new challenges, including evolving work patterns, digitalization, and sustainability. Food services, Sodexo's historic core business, were highlighted during the Cook for Change culinary competition, which celebrated chefs' creativity and the Group's commitment to more sustainable food, as well as during the Paris 2024 Olympic and Paralympic Games, where Sodexo Live! teams operated the world's largest restaurant for several weeks. The company's development has also been accompanied by renewed attention to its employees, with the introduction of Vita, a common standard benefits for all its employees across all countries where the Group operates.

Sixty years after its founding, Sodexo continues to grow, driven by the long-standing commitment of the Bellon family, the reference shareholder through Bellon SA, and Sophie Bellon, Chairwoman of the Board of Directors since 2016, ensuring its independence and a long-term vision.

LARTMADA

Founded in Marseille in 2002, Lartmada is a collective of artists from the street art community that develops custom artistic projects, including murals, installations, art trails, artistic signage, and cultural events, aimed at bringing places to life and creating meaning through a contextualized and sustainable approach. This collective designed a mural depicting the history of Sodexo, which was painted on the walls of the Group's headquarters in Issy-les-Moulineaux.

To learn more: <https://lartmada.fr>

³To learn more: <https://www.sodexo.com/fr/about-us/our-history>

60 years of enhancing everyday experiences

Since 1966, Sodexo has structured itself around a simple belief: improving people's quality of life is a direct driver of sustainable performance for organizations and overall progress for society. From the start, this vision has been built around clients' priorities and has continuously been refined to meet evolving economic, social and environmental challenges, shaping Sodexo's unique position in the market.



Sodexo designs services for its clients that aim to improve the consumer experience. In 2026, amid multiple global transitions, the Group reaffirms its purpose, being a trusted long-term partner for its clients, addressing their strategic priorities: attracting and retaining talents, supporting development and operational performance, while integrating ever-more sustainable solutions.

Enhancing the everyday experience

The pleasure of tasty and healthy dining

Every day, Sodexo prepares and serves millions of meals. Behind each of them exists a simple yet essential commitment: making the pleasure of eating well accessible to all, everywhere. Sodexo teams ensure that, at every moment in life, dishes are varied, balanced, and tailored to each individual's tastes, needs and constraints, whether they are in a workplace, school, hospital or remote site.

Dining is much more than a daily routine: it is an experience that brings together flavor, nutritional quality, well-being, and togetherness. Today, food is at the heart of major challenges - health, sustainability and social connection - and food services play a key role in helping achieve the right balance.

That is why Sodexo places culinary expertise at the heart of its strategy, building on its know-how and the creativity of its chefs. Restaurants, cafés, food outlets, snacking, autonomous stores and delivery solutions: each offering is designed to combine flavor, variety and responsibility.

Services focused on people and well-being

Beyond food services, the Group's ambition is to make a tangible contribution to the well-being, health and quality of life of those who live, work or spend time in the environments where Sodexo operates. Sodexo teams develop experiences that foster engagement and everyday comfort. They create the right conditions to support performance, learning, and recovery, whether for employees, students, patients, or visitors. By improving the quality of the experience of the people it serves, Sodexo helps create environments where everyone can thrive.

Supporting clients with their core challenges

A trusted partner

Sodexo supports its clients by managing essential services, enabling them to fully focus on their core business.

The value of services is now measured by their tangible impact. In healthcare, the extension of Sodexo's partnership with Adventist Health and the collaboration with New York's NYU Health + Hospitals illustrate the Group's ability to combine food services, the digitalization of patient journeys throughout their stay, and satisfaction management - supporting both quality of care and hospital performance. In the tech sector, the renewal of its global partnership with Nokia illustrates how Sodexo helps enhance the appeal of sites while supporting sustainability ambitions. For Australia's leading natural gas supplier Santos, the Group ensures operational continuity and quality of life in remote environments. With Sodexo Live! at the Mucem, a major French museum in Marseille, the culinary experience naturally extends the cultural experience.

An integrated, performance-driven approach

Today, Sodexo's approach to managing service performance goes far beyond cost control alone, incorporating continuous monitoring of service quality.

Leveraging digital tools and artificial intelligence, Sodexo integrates a reporting system that enables clients to track performance across traffic, consumer satisfaction, food waste, energy consumption, and more. This enables them to adapt their own operating models, optimize resources, strengthen operational resilience, and meet their own objectives and commitments—operational efficiency, responsible sourcing and carbon trajectory, among others.



Sodexo headquarters, a showcase of the Group's expertise

Fully renovated in 2025, Sodexo's global headquarters in Issy-les-Moulineaux illustrates how the Group is responding to the challenges organizations face today in designing and bringing their workplaces to life.

Designed to promote team performance and well-being, the spaces and services foster connection, collaboration, and day-to-day efficiency, while strengthening the site's appeal as well as employee engagement and talent retention. The dining offer is intentionally diversified to meet every need, including the Modern Recipe restaurant, FoodChéri takeaway options and the Prestige offering for special occasions, as well as user services such as the Circles concierge service. Sodexo HQ is also home to Sodexo Labs, an experimentation and co-design space that showcases Sodexo's innovations in services, design, and AI. It is a place of inspiration and co-creation with clients and partners, where high-impact experiences are designed and tested through concrete solutions tailored to their expectations.

Thus, the headquarters serves as a permanent living lab, allowing Sodexo to observe day-to-day practices and continuously feed those insights into the solutions the Group offers clients.

The transformation, carried out as part of a responsible approach that prioritizes reuse and energy efficiency, reduced the site's CO₂ emissions by 40%.

Sodexo, 60 years of a thriving ecosystem

For 60 years, Sodexo has been built around a simple conviction: everyday services can have a real impact on people's lives and on the performance of organizations.

The attention paid to people, to their needs and to real-life situations is reflected on the ground by committed men and women, long-term relationships, and services designed to make a difference. It is this extra human touch that makes working for or with Sodexo an experience unlike any other.

The testimonials that follow give a voice to those who bring this ecosystem to life every day and, through their journeys and experiences, tell the story of a shared success.

To learn more, visit www.sodexo.com and Sodexo's [LinkedIn](#).



Susan Hurd
Registered Dietitian,
Education/University Sodexo USA

"My role is much more than simply managing menus. University dietitians have a big impact on inclusion of students who have severe medical needs. When parents thank me for taking care of their child's safety, I understand how much our work matters. With Sodexo, I have the freedom to build, structure, and develop tools and standards that are now company standards, potentially touching upon thousands of people's lives."



Kevin Mensah
Director of Operations,
Sodexo Live! North America

"Our mission: ensuring a great experience for the guest we serve. And honestly, no two days are ever alike, it's so enjoyable! Personally, it has been a thrill, knowing that I work for a company that truly values and rewards hard work and shows me the path for growth. That's fulfilling for me."



Virginia Villar-Arribas
Deputy Director of the Private Sector
Partnerships Division
at the World Food Programme

"Since 2014, our partnership with Stop Hunger has grown significantly, built on a foundation of trust, transparency, and a shared commitment to making a tangible contribution to fight hunger. The contribution of Sodexo teams is invaluable, particularly in areas such as refining food safety and quality, e-learning programmes and enhanced culinary training of school cooks."



Patrick Branco Ruivo
CEO of the *Société d'Exploitation de la Tour Eiffel*, France

"Sodexo and chefs Thierry Marx and Frédéric Anton are essential partners who are part of the Eiffel Tower family and who, along with all employees, contribute to making the Tower a vibrant place for sharing French gastronomic excellence. Over time, our partnership has strengthened. A bond of trust has been established, and we work hand in hand to offer our visitors the best possible experience."



Mickaël Martinet
Hospitality Manager,
Corporate Services, Sodexo France

“Working at Sodexo means bringing to life the company’s values, conceived 60 years ago. And I believe that this has never been more important in this world where collective action makes the difference. Ultimately, together with our clients, we write a shared adventure; this is how we move forward every day, with professionalism and boldness!”



Pierre Richard,
President and founder
& Anne Bellanger,
CEO Cafés Richard, France

“Being a Sodexo partner for over 30 years is a real source of pride. Their trust has driven us to excel in meeting the needs of various sites across the country. This partnership has allowed us to expand our expertise and grow in sectors where we previously had no presence.”



Charles Holmes-Hope
Executive Director of University Housing
and Dining Services,
University of Vermont, USA

“Our partnership with Sodexo brings innovation and creativity to campus dining, creating an experience where our community can truly thrive. Students and their families are continuously amazed by the quality of dining offered throughout the year. Food has a unique way of bringing people together, and Sodexo plays an essential role in helping us do just that.”



Anna Kristen
Founder of Saint Nicholas School,
Brazil

“For over 20 years, Sodexo has accompanied our growth, investing alongside us and facilitating expansion, always adjusting services to our needs, so we could focus on our core business: education. The solid relationship over the years, with a healthy and mutually trusting relationship, open communication and ease in discussing and solving problems, is what made the partnership long-lasting ensuring quality and trust for families.”



Pia Oksanen
Site Manager, Healthcare,
Sodexo Sweden

“In hospitals, food is an integral part of the care pathway. Today, my team and I serve approximately 17,000 meals per month and actively contribute to ensuring that every patient receives nutritious, high-quality meals. It’s a daily commitment, and I’m very proud to have worked at Sodexo for over 40 years. It’s a company that cares not only for its employees but also for its clients and consumers.”



Shula Russell
Village Manager, Energy & Resources,
Sodexo Australia

“Knowing I can make a difference, both locally and as part of a global organization, is what makes the work meaningful and empowering. Mentoring and career development are a core part of my role, and one of the aspects I enjoy most. Sodexo understands the privilege of having a diverse workforce and harnessing what this truly means in terms of the ability to share and collaborate.”

60!
sodexo