

# The ingredients of value

## OUR MISSION AS A RESPONSIBLE CATERER AND FACILITY MANAGEMENT PROVIDER AIMING FOR SUSTAINABLE GROWTH

To earn our guests' trust, every day, by serving great tasting, healthy, and environmentally friendly meals.  
To provide excellent services at our customer locations and those occupying them.

## NEW ELIOR 2024

Developed jointly by the Executive Committee and operations teams, this ambitious plan is built around five value creation drivers:

- 1** strategic prioritisation of our markets
- 2** offers that target our clients and guests' expectations
- 3** an unwavering focus on clients loyalty
- 4** an appropriate and closely controlled cost structure
- 5** secure cash generation

## To ensure that our stakeholder impact is positive

### Clients and guests

**1<sup>st</sup>** contract catering operator to launch Nutriscore, measure the carbon footprint of its meals and offer personalised nutritional diets for senior citizens (Idequatio).

Our organisational agility allows us to respond quickly to changes in consumer trends - one out of every six recipes is now vegetarian - and health imperatives, such as social distancing, click & collect, etc.

### Employees

**52%** of the value we create is redistributed to our employees in the form of wages and benefits.

**55%** of management vacancies are filled internally (with a target of 70% for 2025).

**+ 7 years** of average seniority of our permanent staff.

### Suppliers

**€1.3 billion** in annual purchases, more than 48% of which are ingredients.

**35.7%** of our seafood products are labelled under accreditation schemes. This allows us to stimulate the adoption of sustainable practices in the fishing industry.

**22.6%** of our supplies are responsibly sourced. This allows us to contribute to the economies and resilience of our operating regions.

### Environment & Climate Change

A CO<sub>2</sub> footprint per meal consistent with the industry average, according to the 2020 Group carbon balance assessment (Scope 3 emissions).

**1 of every 6** 1 of 6 packs uses a responsible packaging solution.

**89%** of our sites sort biowaste for recovery and recycling through specialist channels.

### Social commitment

We have set up an endowment fund to help socially supportive initiatives. For example, more than 30 nutrition, education and employment project initiatives are supported by Elior Group Solidarités. Set up of Employee Relief Funds.

A public service mission to work with socially supportive initiatives: Community Meals in the USA, partnerships with food banks in Europe, etc.

### Shareholders

- A resilient model backing our communities
- Closely controlled liquidity

Figures relate to the 2019/2020 financial year - scope of procurement data excl. India and part of NA operations

## we leverage our specialist skills and expertise

### Contract catering

 **Education**

Every day, we feed 2.1 million children and students of all ages in public and private educational settings.

 **Healthcare**

Every day, we feed 566,000 patients and dependent people with nutritionally balanced and delicious meals as part of healthcare pathways and social care.

 **Corporate**

Every day, we feed 1.2 million guests who work for companies and government services of all sizes, and continue to develop new market segments, such as rail, museum and stadium catering.

### Services



Elior Services leads the French hospitality and healthcare cleaning market through 500 medical establishments and their 50,000 beds. This resilient activity, which employs 20,300 people, also works with other sectors by providing cleaning and Facility Management services for offices, hotels, shopping and leisure centers.

### Global presence



**89%**  
of Group revenue

### France



**11%**  
of Group revenue

## TRENDING IN OUR MARKETS

#sociability #pleasure #local #ethics #wellness #health #transition #taste #wastereduction #transparency #origin #territories #digital #foodsafety

## by making the most of our resources

### Team diversity

**105,000**  
employees

**49%** of our managers are women

**3,511** disabled employees

**18,000** people over 50 years old recruited

**25,000** people under 25 years old recruited

### A robust governance structure

Shareholder **Stability**

**CASH** generating capacity

### Our regional roots

**22,700**  
restaurants and points of sale worldwide

**+11,000** health, safety and/or environmental certifications on sites.

### Our partner network

**29,000**  
A network of more than 29,000 approved suppliers and partners.

### 12 years

Average length of the business relationship we have with our suppliers in some countries.

### Crossover

A commitment to working as part of multi-sector collectives, including the Global Coalition for Animal Welfare and a number of non-profit organisations.

**91.8%** overall client retention rate

## and putting our assets to work.

### Focused on client loyalty



with national loyalty programmes and a client relationship management system for sharing best practices.

**“Consistent engagement in an ongoing project with every client is a priority. It’s all about working hand-in-hand.”**  
— Elior Group Chief Executive Officer

### A culture of quality, safety and hygiene



at every level of the company, from operations teams to the executive committee, in particular through e-learning.

We conduct more than 9,700 hygiene audits and 52,000 product analyses every year.

### An alliance of nutrition and taste



made possible by adopting a flavourful, balanced, healthy and varied cuisine that also guides and facilitates changes in eating habits.

**“We support our guests in their food choices by ensuring that all the information we provide is fully transparent.”**  
— Elior Group Nutrition Officer

### An organisation designed around our Chefs



who express their creativity to meet the expectations of our clients and guests. We organise creativity workshops, provide training in our own academies, hold internal competitions and build partnerships with Michelin-starred chefs.

### A strong culture of innovation



**Culinary innovation** with two food labs dedicated to creativity, a Chefs' competition to encourage sharing, and R&D to create the innovative offerings of tomorrow.



**Digital innovation** for the benefit of our guests (smart fridges, visual recognition for trays, etc.) and customers (transparency in product sourcing, health analyses, etc.).



**Marketing innovation** through the partnerships that drive our growth (Vitalista, PopChef, Cabaletta, Foodvisor, etc.).