

ELIOR GROUP & PARIS 2024

A COLLECTIVE GOAL





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Editorial

Take #2024secondes¹ a day for your well-being

The need for inspiring projects that motivate us to be more optimistic prompted me to get Elior Group involved in the Paris 2024 adventure, as I did for the Paris 2012 candidature, an experience which was very instructive.

Today, more than ever before, France needs a vision and forward-thinking projects that are both positive and unifying. Paris 2024 is the ideal opportunity that our country could seize.

As an official partner of Paris 2024, our responsibility is to actively contribute towards ensuring that the French bid to host the 2024 Summer Olympic and Paralympic Games is a success.

By championing the «sport/nutrition/well-being» theme, Elior Group, the global caterer of choice, is lending its expertise to support Paris 2024, a dream shared by all generations.

¹ This hashtag will only be used on the French-speaking web



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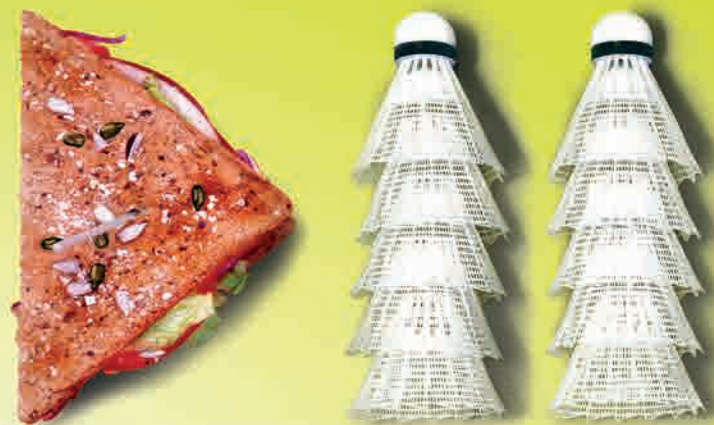
Elior Group proposes that the French take #2024secondes a day for their well-being

The #2024secondes campaign is designed to challenge, invite and motivate people to take a break for their well-being. Elior Group is supporting the Paris 2024 bid by encouraging people in France to revive their appetite for sports and good food in order to get back to the basic pleasures that are essential for their well-being.

2,024 seconds is the average length of the French lunch break; the time our 2017 campaign suggests people should set aside every day for their well-being, by making the most of their lunchtime break so that they can enjoy a good meal and practice some form of physical exercise. From weekend warriors to professional athletes, sports lovers across the board should take #2024secondes for their well-being and help carry Paris 2024 to victory!

Philippe Salle
Chairman and CEO of Elior Group





PARIS 2024 **A SYMBOL OF** **ELIOR GROUP'S** **NEW STRATEGY**

A group committed to its guests

To be the caterer of choice, driven by quality and innovative customer experience: this is the new strategic goal of Elior Group, one of the major contract and concession catering players in the world.

Refocused on its core catering business and driven by its determination to offer the best level of service to the four million guests it caters for every day, the Group has undertaken a major transformation program to switch from being a B2B2C to a B2C2B (business to consumer to business) company.

* No.3 in concession catering at the global level
No.4 in collective catering at the global level
(No.1 in France)

Elior Group is leveraging its commercial brands to implement this strategic U-turn in its relationships with its clients and guests and move from a B2B2C to a B2C2B approach that places its guests, practices and expertise at the heart of Group strategy.

The objective is to make customers and end users (the guests) advisors to the Group's partners and clients (companies, schools, hospitals, institutions and local authorities, etc.).

Catering for some 4 million guests a day throughout the world and 1.7 million in France, Elior Group is faced with three challenges: knowing what its guests expect, anticipating their needs and accompanying them as closely as possible at every moment of their break.

OUR FIVE CORPORATE VALUES TO BE THE CATERER OF CHOICE



EMPLOYEE RECOGNITION

Indispensable to the success of a services company.
We are seeking profitable growth in order to be able to reward our employees and open up career opportunities for them.

LOYALTY

A part of our DNA and a constant preoccupation.
Because client loyalty largely depends on guest satisfaction, we must switch from a BtoB to a BtoCtoB company.



INNOVATION

Crucial to delivering the highest levels of performance and results.
We believe digital innovation will be central to this company-wide change, even though innovation is not necessarily digital.

OPERATIONAL EXCELLENCE

A key enabler of performance and results, built on cooperation.
We must focus and capitalize on our strengths in order to accelerate and thereby deliver profitable growth.



RESPONSIBILITY

Both individual and collective, shared by all stakeholders.
We bear a responsibility towards our suppliers, guests, clients, shareholders, partners and employees.

Interactions with the French

To demonstrate the Group’s strategy and promote the personality of the brand with the general public, Elior Group made a commitment to team up with and work alongside the Paris 2024 Olympic Bid Committee. Both entities, which have made collective projects a source of inspiration, as well as a vector of commitment and a success factor, share the same two-fold goal: **to organize the Olympic and Paralympic Games in Paris and champion a large-scale social project.**

Between now and September 13, 2017, the date the International Olympic Committee (IOC) will announce the city that will host the 2024 Olympics, **Elior Group will be placing this partnership at the center of its strategy** so that it can further enhance the close relationships it already has with its guests and clients in France and leverage the key role it plays in the daily lives of the millions of guests it caters for to stimulate popular enthusiasm for Paris 2024.

In championing the Paris 2024 “sport/nutrition/well-being” theme, Elior Group is actively consolidating its position as a caterer

committed to serving its clients and guests, as well as to its responsibility to future generations. Having developed a positive message around these themes, Elior Group has further enhanced the promises summed up in the Group’s brand motto, «Time Savored», **by inviting its guests in France to take the time to savor a moment for their well-being.**

While sport is a new area of communication for the Group, numerous links with the catering and services world exist; striving to be the best and become a leader and precursor, working actively every day, promoting a collective approach and fighting for equal opportunities.

Elior Group’s support for Paris 2024 is the result of the dynamic approach initiated by new Chairman and CEO, Philippe Salle. It also demonstrates **the commitment of a French global market leader to a positive project;** one that underscores the appeal that France holds for the rest of the world, its economic dynamism and its ability to innovate.

A project close to the field

In 2017, the Elior Group brands Elior, Arpège and Elior Services will fulfill their role in this partnership every day by respecting the Group’s theme-based commitments to sport, nutrition and well-being. Another key aspect of this ambitious partnership will be to bring the Group’s entities together to relay a common message to Elior Group’s extensive customer-base.



As the original activity of Elior Group, contract catering is key in being the caterer of choice. Elior Group teams worldwide on all markets share the same know-how. Operating in the education, healthcare and business & industry market segments, Elior and Arpège teams work every day to raise the awareness of children, lend support to sick people and accompany employees during meal breaks.



Elior Services employs all of its expertise to ensure that all venues frequented by children, doctors, collaborators, engineers and tourists are healthy and clean and respect the environment.





2

THE DAILY COMMITMENT OF A COLLECTIVE CATERER

Catering to the French

The goal of Elior Group is to be the caterer of choice in the business & industry, education, healthcare and travel segments. The Group has been providing expert catering solutions for over 25 years to young children in nurseries, employees in the workplace, travelers on the go and elderly people, living at home and in retirement homes.

Given its status as a provider of daily catering services, Elior Group plays an unconventional role in how society functions; a role which requires a strong commitment from the Group to serve the common good.

By adopting a customer-centered approach, Elior Group is looking to establish a strategy based on dialogue.

The Group leverages its knowledge of consumer habits as a key factor underpinning its relationships with its guests, by drawing on exclusive forward-thinking research and being constantly aware of their needs.

Elior Group’s customer communication approach will now be centered on the Group’s commitments and convictions and its strategy to make break time a moment to be savored.

This close proximity approach the Group is seeking to establish and promote will be achieved by exchanging centers of interest as a means of generating topics of conversation, and creating links with, and becoming more involved in the day-to-day lives of the French people who, at one time in their lives, did or will savor a break with Elior Group.



→
As the provider of catering services at several major sports venues, such as Stade de France (Paris), Camp Nou in Barcelona (Spain) and the BT Murrayfield Stadium in Edinburgh (Scotland), Elior Group has a privileged view of how sports can stimulate collective enthusiasm.
.....

Paris 2024, a unifying project

With 15.7 million sports buffs in France*, sport plays an important role in the everyday lives of the French Universal and inter-generational, sport is a passionate subject of discussion that allows people to gather and dream and transcend the actual dimension of the sport itself.

By supporting the candidature of Paris and of France to organize the 2024 Olympics and Paralympics in order to forge a closer relationship with the French people, Elior Group has committed to an ambitious project that brings people together and inspires them.

Less than a year after Paris officially announced its candidature to host the Games, 77% of the French public have already expressed their support for the project** and desire to use the event as a catalyst for positive social change.

Elior Group will relay information on key issues related to the Paris bid, the Olympic values, the social project, and the mechanical effect of consumer concentration. The Paris 2024 partnership will serve as a vehicle for the Group to exchange ideas with its guests in France on the positive messages conveyed and to provide them with some food for thought that will no doubt stimulate conversations at break time and make for some passionate, convivial and creative debates.



* “Encourage everybody to carry out some form of physical exercise or practice a sport throughout their lifetime: A two-fold challenge both in and outside school” September 2016

** Research study carried out in support of the 2024 Summer Olympic and Paralympic Games September 2016 wave of research, TNS Sofres

Paris 2024: a central topic of conversation during the French lunch break



Every month, Elior Group will propose a quiz based on the Paris 2024 candidature. The aim is to present the different facets of the project and contribute towards boosting its popularity. The 12-question quiz will be accessible on a special website dedicated to the partnership and available at Elior and Arpège restaurants and on Elior services sites.

2024secondes.eliorgroup.com

10 months - 10 quizzes focused on the key features underpinning the Paris bid, including such theme as:

- The Seine: a central feature of the Paris candidature
- Discovering existing sites
- Temporary sites set up in spectacular venues
- New cultural heritage sites
- French athletes mobilized for France’s candidature

Contestants will be able to share their score and challenge their online community .



3

THE CONTRIBUTION OF A COMMITTED AND RESPONSABLE CATERER

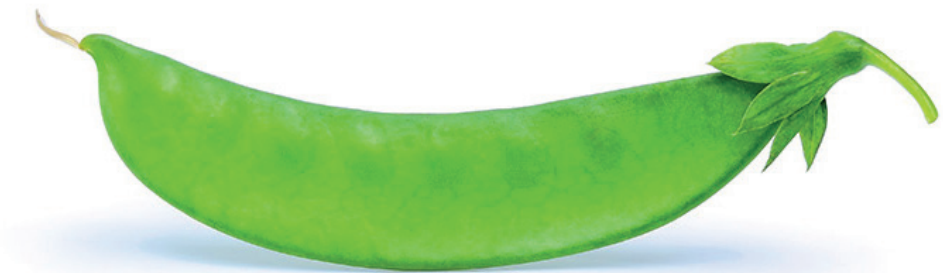
Actively contributing in a social project

Going beyond its commitment to the Paris 2024 bid, Elior Group chose to adopt a pro-active role in the project by lending its expertise, experience and energy to serve the social project of Paris 2024 whose ambition is to build a better world thanks to sport.

In championing the three-pronged sport/nutrition/well-being theme of the Paris 2024 candidature, the Group has committed to reviving the appetite of its French guests for sports and good food in order to encourage them to get back to the basic pleasures that are essential for their well-being.



As the caterer of choice in 13 countries, serving more than 4 million guests every day, Elior Group pays particular attention to the impact of its business on the environment and society. In a context of global mobilization around the 17 Sustainable Development Goals (SDGs) defined by the United Nations, Elior Group has launched its CSR strategy, entitled the Elior Group Positive Foodprint Plan™. In a bid to leave a positive footprint on the planet, the Group has made a commitment to achieve the 4 sustainable development objectives where it will have the most effect by 2025, namely: public health issues with poor diet as a contributing factor, environmental problems caused by agriculture, the increase in food waste, and employment-related issues (unemployment, inequality in the workplace and the need for decent jobs).



THE ELIOR GROUP
**POSITIVE
FOODPRINT
PLAN™**



THRIVING PEOPLE AND COMMUNITIES
WE'RE AIMING FOR 70% OF MANAGERS TO COME FROM INTERNAL PROMOTIONS, CONTRIBUTING TO PERSONAL ADVANCEMENT AND DIVERSITY, BY 2025



A CIRCULAR MODEL
WE'RE AIMING TO REDUCE OUR LANDFILL FOOD WASTE TO ZERO BY 2025



SUSTAINABLE INGREDIENTS
WE'RE AIMING FOR 10 OF OUR MAJOR INGREDIENTS TO MEET OUR SUSTAINABLE AND LOCAL SOURCING CRITERIA BY 2025



HEALTHY CHOICES
WE'RE AIMING FOR 100% OF OUR GUESTS TO BE ABLE TO CHOOSE HEALTHY AND DELICIOUS FOOD BY 2025

#2024secondes of well-being a day

The aim of Elior Group is to encourage the French to take a pause of at least 2,024 seconds a day for their well-being. This works out at roughly 34 minutes, the average length of the French lunch break*.

Promoting the «well-being break» means **encouraging people to take time to practice the sport of their choice and enjoy a good meal** so that they can achieve a balanced exercise / lunch break experience.

The Group chose to adopt this three-pronged sport/nutrition/well-being theme so that it could propose **a positive and attractive approach** in line with the underlying commitment of its #TimeSavored brand strategy.

This commitment underscores how important it is to take the time to enjoy a healthy, tasty break that is convivial and adapted to all modes of life; the time needed to recharge

* “Happiness on a Plate” survey carried out for the Elior Group by Socivision

one’s batteries and to take care of oneself. Elior Group’s strategy is firmly rooted in its commitment to meet the everyday needs of its guests. For the Paris 2024 project, the Group has focused on the specific expectations of its guests in France... and the reality of their lifestyle! To meet the particular needs of its French guests, Elior Group teamed up with Kantar TNS to study their relationship with sport and food.

Whether you practice sport for your own enjoyment or for health reasons; whether you eat for pleasure or to stay healthy, exercising and taking time to enjoy your meal break is good for your well-being. The more time we take to enjoy our food and to exercise, the better it is for our well-being!

Fork
+ Sneakers
=
Well-being!

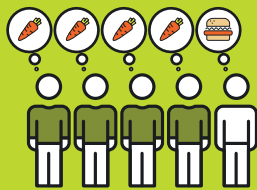
#2024secondes

THE TIME IT TAKES FOR
YOUR “WELL-BEING” BREAK

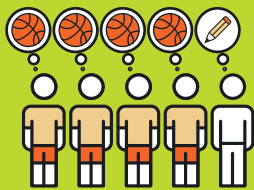


LESSON 1

THE FRENCH LIKE TO PLAY SPORT AND TO EAT



80% of French people say they eat a healthy diet.



80% of French people say they are a bit sporty



Above all, practicing a sport keeps one fit and trim.



Taking time for lunch is taking care of and enjoying oneself.

LESSON 2

COMBINING PHYSICAL ACTIVITY & THE LUNCH BREAK EVEN BETTER FOR YOUR WELL-BEING



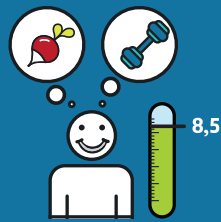
Average well-being of the French



Long lunch break = well-being



A lot of sport = well-being



A long break + a lot of sport = even more well-being

LESSON 3

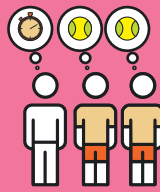
THE FRENCH WOULD LIKE MORE TIME FOR SPORT AND EATING



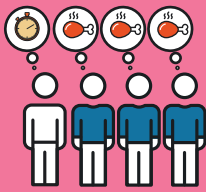
Average time devoted to sport/week: 3h49 = 32 minutes a day



Average time devoted to eating/day: 1h30 o/w 30 mins at lunch



1 out of 3 French people do not have time for sport.



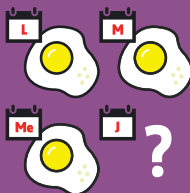
1 out of 4 French people do not have time for lunch.

LESSON 4

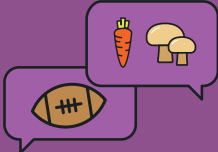
MOTIVATION, INSPIRATION AND SHARING



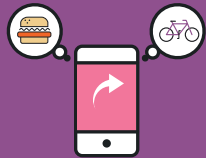
Restricting physical activities = lack of motivation



Restricting time for lunch = lack of recipe ideas



French motivated by discussing with, and inviting friends



Roughly 1 internet user out of 2 already shares news on their sports activities and meals on the social networks.

THE FORMULA TO ENSURE THE WELL-BEING OF THE FRENCH

44% OF ATHLETES ARE MEMBERS OF THE CLUB

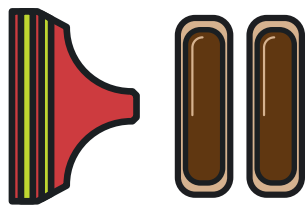
PIZZA ET RUNNING



SPORT IS ABOVE ALL ABOUT HAVING FUN

32% OF ATHLETES ARE MEMBERS OF THE CLUB

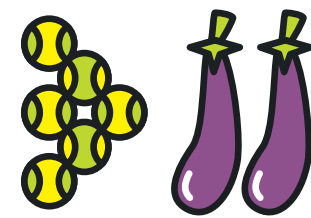
SWIMMING AND ECLAIRS



PHYSICAL ACTIVITIES AND THE LUNCH BREAK ARE ABOUT PLEASURE

17% OF ATHLETES ARE MEMBERS OF THE CLUB

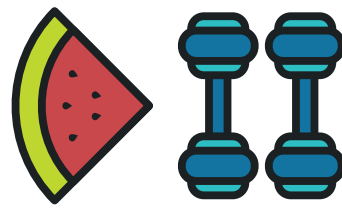
TENNIS AND AUBERGINES



PRACTISE SPORT AND EAT WELL TO BE IN SHAPE AND HEALTHY

7% OF ATHLETES ARE MEMBERS OF THE CLUB

WATERMELONS AND FITNESS



THE LUNCH BREAK SERVES THE SPORTS PERFORMANCE

Sampling frame : french people have declared that they are practicing sport

Survey carried for Elior Group from September 12 to September 19, 2016, from a sample of 1005 people, representative of the French population aged 15 and over.

The #2024secondes activation program: a digital-centered approach

Inspire, motivate and savor: the three objectives underpinning the actions that Elior Group is carrying out to promote the sport/nutrition/well-being theme designed to encourage guests in its French catering sites to take a «well-being break» of at least 2,024 seconds a day.

In line with the Group’s strategy to develop the digital experience of its guests, and, as such, bring added value to, and differentiate, its offering, Elior Group is putting a particular focus on digitalization and innovation to launch its #2024secondes campaign.

The Group will notably use its internet site dedicated to the #2024secondes campaign and the social networks to encourage the largest amount of people to take up sports activities and savor the delight of culinary experiences.

Every week, Elior Group will be inviting an athlete, a personality involved in the Paris 2024 candidature, a chef, a person of influence, a Group employee, or an internet user to share their #2024secondes sports/culinary well-being experience.

Around 45 sports/culinary experiences will be published as a source of inspiration and motivation.

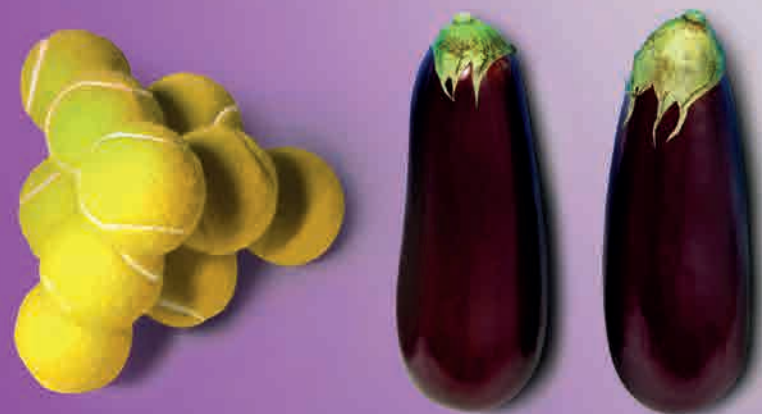
Well-being monitoring sensor

To enable participants to gauge and share their #2024secondes well-being sports/culinary experience, they will have access to the Elior Group emotion monitoring sensor, a tool based on a technology developed by Google to analyze facial emotions on photographs.

Available as of December 2016 on the dedicated website and at events organized by the Group, this technology will be the subject of a mobilization campaign, promoted on the social networks in June 2017 between Saturday, June 10 (Global Wellness Day) and Friday, June 23 (the date Paris 2024 will be celebrating its candidature).



In addition to this digital tool, Elior Group is offering its guests the possibility of living a #2024secondes experience and making the lunch break a pleasurable, sharing and convivial moment. These events will be the opportunity for Elior Group’s guests to exchange their sports and eating experiences, and to assess their own well-being thanks to the photo booth with an integrated well-being sensor.



4

THE RESPONSIBILITY OF AN INTERNATIONAL GROUP WITH FRENCH ROOTS

A new vision of leadership

“ The status of leader is not something that is ordained: it is one that has to be illustrated ”

This statement made by Philippe Salle (Chairman and CEO of Elior Group since 2015) has become a source of inspiration and driving force for the entire company. His conviction also explains Elior Group’s participation in the Paris 2024 project, as well as its support and active contribution to the Paris bid for the 2024 Olympics.

In supporting the Paris bid, the Group is clearly expressing a desire to welcome people from all over the world to the French capital on the occasion of the Olympic and Paralympic Games; it means supporting a unique collective project in which all parties concerned commit

to promoting social change, accelerating territorial development, spurring economic activity and improving the environment. It also offers France and the French an unparalleled vehicle to step up project development, while fostering positive and lasting social change.

By partnering with Paris 2024, Elior Group is sharing an ambitious and forward-looking commitment that will enable the French global caterer to participate in projects that will have a structural impact on the French economy, are economically attractive and promote the well-being of the population.



The Paris bid to host the Olympic Games was motivated by the potential of such a project to spur progress at the economic and social levels. To allow people to benefit to the full from this opportunity, the City of Paris has drawn up an ambitious and innovative, 43-point action plan, featuring several key measures.



Excellence “à la française”

Elior Group is convinced that France stands a good chance to win the bid and that Paris will be chosen to host the Olympic Games in 2024, the largest sporting event in the world. In addition to the appeal of the French capital and culture, the Group believes in its operational savoir-faire, and its open-minded approach, as well as its innovative potential and capacity to welcome the world. These particularly French characteristics constitute some of the Group’s fundamentals that have notably contributed to its development over the past 25 years.

Operational excellence; a core commitment: Elior Group draws on the experience its teams have acquired in the field, both in France and increasingly abroad, to leverage its operational expertise so that it can deliver excellence, and provide a proof of quality to its clients around the world.

An open-minded approach: key to the Group’s success abroad: With its origins firmly rooted in France, Elior Group has also maintained an open-minded approach and open dialogue with people around the world, by adapting its catering solutions to the cultural and lunch-time preferences of its guests.



French culture: a source of differentiation: Elior Group has forged several partnerships with starred chefs; an approach that is in line with the Group’s strategy to leverage the reputation and quality of French cuisine and, as such, enhance its brand image in its catering sites located in prestigious venues, as well as in its foreign outlets, contract catering restaurants and sometimes Michelin-rated canteens.

Innovation; a vector for growth: Innovation is central to the new strategy of Elior Group, which has notably teamed up with some extremely creative French foodtech startups and become a partner in the Smart Food Paris incubator.

Elior Group: caterer of symbolic Paris 2024 venues

Cultural and leisure venues and major events: Elior Group has the capacity to mobilize all of its resources and expertise regardless of the challenge it has to meet. Whether this requires showcasing a prestigious venue or catering for the general public, the Group leverages its unique savoir-faire in the fields of catering and hospitality services, the two pillars of its corporate culture.

Elior Group manages the catering outlets of some of the symbolic sites involved in the Paris 2024 candidature.

The Group is set to enhance these venues for the CIO assessment delegation visit and to deliver catering solutions required to back the capital’s candidature to show that Paris has the capacity to host the world’s largest sporting event in the world in style.



Stade de France

The stadium will host the athletics competitions as well as the opening and closing ceremonies. 55 Elior services employees are on call every day at the Stade de France to welcome visitors, ensure cleaning services in green areas (excluding the pitch), the lodges and VIP lounges, and rearrange the stadium after every event.



Château de Versailles

The Château will host all equestrian events. Elior Group is a key player in the prestigious château where it manages numerous catering outlets.



The Grand Palais

The Grand Palais will host all taekwondo and fencing events. Elior Group has been present in this prestigious venue since 1999, where it manages several catering sites.



Paris: source of inspiration and commitment of the Elior Group

Particularly attached to Paris, Elior Group has made the «City of Light» a showcase for excellence and a laboratory of innovation in France by teaming up with Paris City Hall to launch the “made-in France” doggy-bag in a bid to reduce food waste. In addition, the Group lists City of Paris brands in its museums and prestigious sites to promote the capital to its French and foreign guests.



Paris-Le Bourget

In addition to hosting all badminton, volleyball and shooting events, Paris-Le Bourget is the designated media center for the Games. Present at the Bourget since 1985, Elior Group is regularly called on to address major challenges, such as ensuring the catering needs of the Bourget Trade Fair (SIAE) which is held every two years



COP21 : nourishing and welcoming the world

Between November 30 and December 11, 2015, Elior Group mobilized its teams to ensure the catering needs of some 40,000 people a day visiting the COP21 site at Paris-Le Bourget. For this major international event, Elior put together a varied catering offering, combining pleasure, savor and proximity, underscoring its commitment to the environment: responsible sourcing, employees alerted to, and trained in climate challenges, and the fight against food waste.



Founded in 1991, Elior Group has grown into one of the world's leading operators in the catering and support services industry, and is now a benchmark player in the business & industry, education, healthcare, and travel markets.

In FY 2014-2015, it generated €5,674 million in revenue through 18,600 restaurants and points of sale in 13 countries. Our 108,000 employees serve 4 million customers on a daily basis, taking genuine care of each and every one by providing personalized catering and service solutions to ensure an innovative customer experience.

We place particular importance on corporate social responsibility and have been a member of the United Nations Global Compact since 2004. The professional excellence of our teams, as well as their unwavering commitment to quality and innovation and to providing best-in-class service is embodied in our corporate motto: «Time savored».

For further information : eliorgroup.com
Elior Group on Twitter : [@Elior_Group](https://twitter.com/Elior_Group)



Leading operator in the French contract catering segment, Elior France offers personalized and innovative catering and service concepts and solutions in the business & industry, education, healthcare and travel sectors. Every day, the 24,000 employees of Elior France provide catering and services to 1.3 million guests. Elior France pays particular attention to ensuring the health and well-being of its guests, as well as to the professional development of its staff and the impact of its activities on the environment.

For more information: elior.fr
Elior France on Twitter : [@Elior_France](https://twitter.com/Elior_France)



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