



ELIOR, A MAJOR CATERING OPERATOR

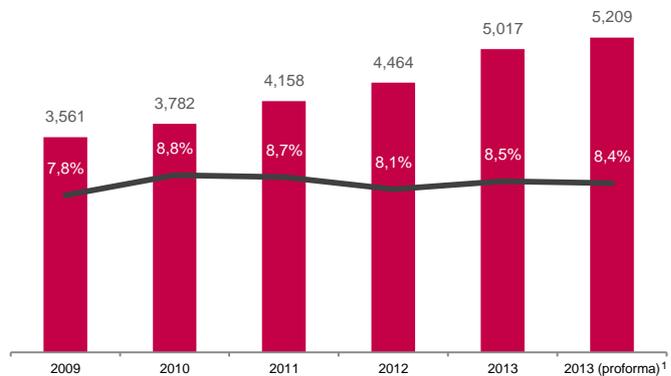
Founded in 1991, Elior has grown into one of the world's leading operators in contract catering & support services as well as in concession catering & travel retail. Elior generates revenue of €5,016.9 million in FY 2012-2013 through 17,500 restaurants and points of sale in 13 countries.

Driven by an unwavering commitment to excellence, our 105,000 passionately professional employees provide personalized catering and service solutions to 3.7 million customers in the business & industry, education, healthcare, leisure and travel markets, taking genuine care of each and every person they serve.

We place particular importance on corporate social responsibility and have been a member of the United Nations Global Compact since 2004.

Our corporate philosophy – which is centered on quality and innovation as well as relations with others and the community at large – is clearly reflected in our motto: “Because the whole experience matters”.

Revenue (€m) and EBITDA margin (%) trends



AN AMBITION

To be recognised as the best operator in the market in terms of quality of service and client relationships.

	Contract Catering & Support Services	Concession Catering & Travel Retail
Activities	<ul style="list-style-type: none"> Revenues of €3.5 billion¹ 70% of 2013 revenues¹ 	<ul style="list-style-type: none"> Revenues of €1.5 billion¹ 30% of 2013 revenues¹ 
Markets	<ul style="list-style-type: none"> Business and administrations Education Healthcare (care and medical welfare centres) 	<ul style="list-style-type: none"> Airports Motorways City sites and leisure
Brands	Franchises and partnerships 	Owned³  Under franchise³ 
Customers		
2013 Revenue breakdown	<p>Businesses 46%²</p> 	<p>Motorways 36%</p> 

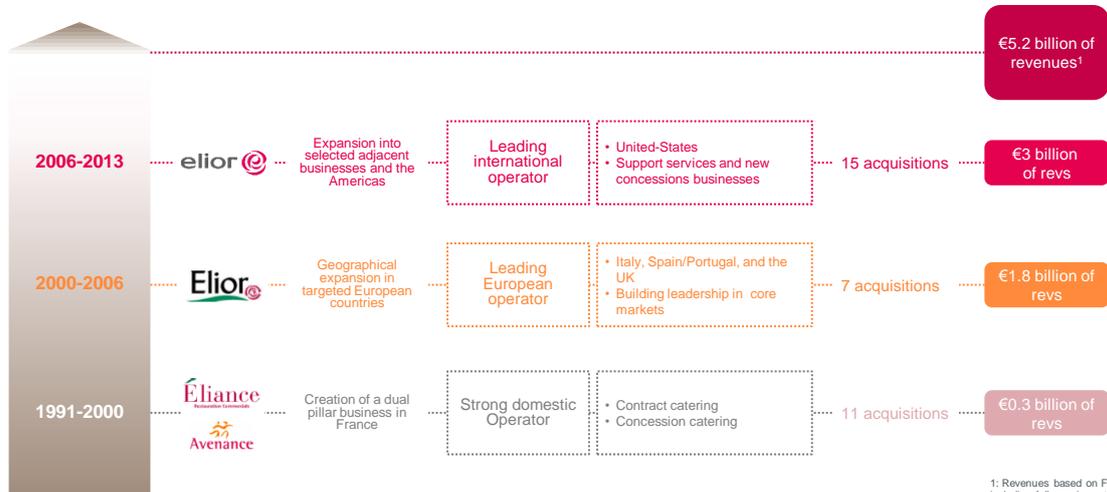
STRENGTHS THAT MAKE A DIFFERENCE

- **Leadership** positions in **growing** markets
- Established catering expertise to seize multiple **organic growth** opportunities
- Proven consolidation opportunities and **external growth track record**
- **Resilient, cash generative** financial profile
- **Seasoned** and **entrepreneurial** management team

¹: Revenues and EBITDA based on FY2013 pro forma revenues including full year impact of the acquisition of THS
²: % of 2013 PF sales
³: Brand selection



ELIOR, A STORY OF SUSTAINABLE AND PROFITABLE GROWTH



1: Revenues based on FY2013 pro forma revenues including full year impact of the acquisition of THS

LEADERSHIP POSITIONS IN KEY MARKETS

A strategy of local championsresulting in global leadership positions



2: Management estimates, refers to airports only
3: Management estimates, refers to turpikes only
4: Based on FY2013 pro forma revenues including full year impact of the acquisition of THS

ELIOR, A COMMITTED OPERATOR



A committed employer

Elior is committed to guarantee equal opportunity in its recruitment, the development of its staff and employee health and safety.



A responsible company

Reducing the environmental impact of its activities and raising awareness of sustainable development are part of the Group's strong commitments.



An involved partner

Aware that its business has a direct impact on society, Elior gets involved in communities on a daily basis via a host of partnerships with local economic operators.

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With respect to the member States of the European Economic Area which have implemented the Prospectus Directive (each, a "relevant member State"), other than France, no action has been undertaken or will be undertaken to make an offer to the public of the shares requiring a publication of a prospectus in any relevant member State.

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