Press release

Issy-les-Moulineaux, July 16, 2026

Sodexo launches its 2030 growth acceleration plan

Sodexo is hosting today its Investor Update in Paris, where Thierry Delaporte, Chief Executive Officer of Sodexo, and members of the management team will present Shift & Grow 2030, the Company's roadmap focused on accelerating growth and restoring competitiveness, alongside the Group's mid-term financial ambition.

Key highlights

- **Shift & Grow 2030**, a clear execution framework to **accelerate growth** and **restore competitiveness**
- Ambition to reach **above +5% organic growth** and **above 5% operating margin by Fiscal 2030.**
- **Client-first approach, supported by clearer focus** across geographies, client segments and services, with North America as the primary growth priority.
- **Significant investment program** to strengthen commercial capabilities, simplify the operating model and leverage technology to support growth and margin ambitions.
- **A two-phased roadmap**, with Fiscal 2026 and Fiscal 2027 focused on rebuilding competitiveness, and Fiscal 2028 onwards focused on accelerating growth, expanding margin and improving ROCE.
- **Early progress already visible**, including the recent award of a large global food services contract.
  Further details in the separate press release issued today and available on sodexo.com

Thierry Delaporte, Sodexo Chief Executive Officer said:

"*Sodexo is a business with tremendous strengths: leading positions in food and facilities management, a global footprint, an outstanding service culture and a deeply embedded purpose to positively impact its clients, people and society.*
Shift & Grow 2030 is about reconnecting with the values and operating principles that have always defined Sodexo: client proximity, operational discipline, accountability and an entrepreneurial mindset. By executing them consistently, we will restore our competitiveness and unlock the full potential of the company.
Our ambition is clear. By 2030, we want Sodexo to be fully back in the game: competing with the best in our industry, delivering consistent growth, improving profitability in a disciplined way and becoming the partner of choice for our clients. The work is already underway and we are confident in our ability to deliver."

A growth acceleration plan driven by three pillars

The plan is designed to address the execution gaps that have held back the Group's performance through three pillars:

— **Rebuilding the growth engine** by reinforcing client proximity, proactive account management and business development, disciplined price-to-win competitiveness and a dedicated large-client approach, leveraging Sodexo's distinctive position across both food and facilities management.

— **Simplifying and standardizing the operating model** by making execution faster, more consistent and more scalable through operational excellence, organizational simplification and procurement at scale.

— **Reigniting a high-performance culture** by strengthening leadership, performance management, incentives, talent and succession to drive greater accountability and better execution.

To enable its plan, Sodexo is **investing decisively in tech**, data and scaling digital and AI to support growth, productivity and decision-making.

Embedded in Shift & Grow 2030, **sustainability and positive impact** are core drivers of Sodexo's client differentiation, supporting employee attractiveness and engagement and long-term value creation.

A financial trajectory aligned with the execution plan

— **Fiscal 2026 and Fiscal 2027** focused on strengthening commercial capabilities, simplifying operations and accelerating investment.
  For Fiscal 2027, Sodexo expects:
  - Organic revenue growth of +2% to +3%;
  - Underlying operating margin broadly in line with Fiscal 2026 guidance: between 3.2% and 3.4%, reflecting continued investment to strengthen capabilities and restore competitiveness.

— **From Fiscal 2028 onwards:** acceleration phase with progressive benefits from these actions, supporting improved growth, profitability and returns.
  For Fiscal 2030, Sodexo expects to deliver:
  - Above +5% organic revenue growth, including net new business above +3%;
  - Underlying operating margin above 5%.

A disciplined capital allocation framework

— **Increased investment**, including around 100 million euros of incremental annualized operating costs to sustainably strengthen commercial capabilities, together with approximately 1 billion euros of non-recurring investments across tech, procurement and organizational transformation over Fiscal 2026 to Fiscal 2030.

— **Capital expenditure** of around 2.5% to 3.0% of revenue, to support the Group's commercial ambitions and productivity improvements while maintaining the Group's capital-light model.

— **A balanced shareholder return policy** with a dividend payout ratio maintained at 50%, providing attractive shareholder returns while preserving the capacity to invest in the business.

— **Targeted bolt-on acquisitions**, focused on strengthening capabilities, building scale in priority markets and enhancing long-term returns, while maintaining strict financial discipline.

— **A solid investment-grade financial policy**, preserving financial flexibility throughout the transformation, supporting future investment opportunities and maintaining access to attractive financing conditions.

Investor Update - Conference call and materials

A live webcast of the Investor Update, starting at 2:30 p.m. (Paris time), will be available on www.sodexo.com. Participants will also be able to ask questions during the Q&A session via the conference call.

To connect to the call, please dial in using the following telephone numbers:
— From the UK: +44 1 212 818 004,
— From the US: +1 718 705 8796,
— From France: +33 1 70 91 87 04,

Followed by the access code 77 72 30.

The **press release, presentation and replay** will be available on the Group website www.sodexo.com in both the "Newsroom" section and the "Investors – Financial Results" section.

Financial calendar

Fiscal 2026 Annual Results	October 23, 2026
Fiscal 2026 Annual Shareholders Meeting	December 16, 2026
Fiscal 2027 First quarter Revenues	January 7, 2027

These dates are indicative and may be subject to change without notice.
Regular updates are available in the calendar on www.sodexo.com

About Sodexo

Founded in Marseille in 1966 by Pierre Bellon, Sodexo is the leader in Food and Services, shaping better everyday experiences at every moment in life: work, heal, learn and play. The Group stands out for its independence, its founding family shareholding and its responsible business model. With its services, Sodexo meets all the challenges of everyday life with a dual goal: 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. Our purpose is to create a better everyday for everyone to build a better life for all. Sodexo is included in the CAC Next 20, CAC SBT 1.5, FTSE 4 Good et DJSI indices.

Key figures

- 24.1 billion euros Fiscal 2025 consolidated revenues
- 426,000 employees as at August 31, 2025
- #2 France-based private employer worldwide
- 43 countries
- 80 million consumers served daily
- 7.8 billion euros in market capitalization (as July 15, 2026)

Contacts

Media

Mathieu Scaravetti
+33 6 28 62 21 91
mathieu.scaravetti@sodexo.com

Analysts and Investors

Juliette Klein
+33 1 57 75 80 27
juliette.klein@sodexo.com

Forward-Looking Statements

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