



SUSTAINABLE DEVELOPMENT

PUTTING OUR COMMITMENTS INTO PRACTICE

“STRENGTHENING OUR CORPORATE RESPONSIBILITY THROUGH COMMITTED ACTION”

Since Elior's formation in 1991, the Group's development has been driven by a strategy that combines a sense of partnership with an approach geared towards innovation and profitability. In less than twenty years, our Group has become a major player in the contracted foodservice and related services market, with an operating presence in 15 countries and over 80,000 employees who contribute to our expansion on a daily basis.

Our steady growth, business development and commercial successes are the outcome of long-standing and ambitious principles rooted in four core values that guide us in our everyday activities – professionalism, efficiency, an entrepreneurial mindset and respecting commitments. In addition, by signing up to the United Nations' Global Compact in 2004, we demonstrated our commitment to achieving sustainable growth based on economic, social and environmental responsibility.

Over the past several years we have designed a wide range of initiatives aimed at promoting healthy eating, improving employee working conditions and protecting the environment. At the same time, we have gradually pooled our best practices and set up dedicated sustainable development resources. More recently, we have drawn up a structural framework for implementing

our sustainable development policy in the form of a set of Sustainable Development Guidelines that describe our performance standards and improvement objectives for each main area of our business. These standards and objectives are key priorities for Elior and cover all of the Group's major functions – Purchases, Human Resources, the Environment and Marketing & Development.

The overarching principles of our sustainable development policy are therefore clear and we have identified three main structural areas of responsibility:

DESIGNING A RESPONSIBLE OFFER

We serve nearly 3 million people each day and therefore need to guarantee the quality of our services and ensure the health and safety of our guests. Beyond these basic requirements we are committed to offering healthy food and balanced menus as well as to teaching young people about good eating habits. We intend to strengthen our efforts in this area going forward. In tandem, we will continue our drive to reduce our environmental footprint.

ACTING AS A COMMITTED EMPLOYER

Our employees are vital to our business as they are the guarantee of a quality service. Consequently, we place great importance on training and promoting

our people and developing their careers, as well as attracting and integrating new talent. Increasing diversity within the Group is another major focal point.

FORGING CLOSE RELATIONS WITH OUR STAKEHOLDERS

Any sustainable development approach requires open dialogue with stakeholders. We have a long-standing policy of working in close partnership with our clients and we intend to further develop our dialogue with suppliers and the community at large.

So far, we have drawn up the framework for implementing our sustainable development initiatives and are now working on rolling out the related measures and ensuring that they are actually applied.

This document describes and illustrates our sustainable development policy and testifies to our strong ongoing commitment to moving further ahead every day in order to offer the best possible solutions to our stakeholders. It also demonstrates the commitment and motivation of our employees, who constantly rise to a challenge that requires an open mind, clear thinking, creativity and dedicated effort.

Robert Zolade
Chairman



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This document testifies to **our strong ongoing commitment to moving further ahead** every day in order to offer the best possible solutions to our stakeholders.”

ONE POLICY THREE COMMITMENTS



Designing a responsible offer

means ensuring that the services we provide are safe and secure, encouraging our guests to eat healthily, and at the same time reducing our ecological footprint and greenhouse gas emissions.



Acting as a committed employer

means effectively integrating our employees, developing their careers and ensuring that listening to and dialoguing with employees and helping them achieve successful careers are core elements of our managerial practices.



Forging close relations with our stakeholders

means taking careful account of our clients' needs, keeping a vigilant eye on our suppliers while helping them to move forward, and making our skills available to the community at large.

MANAGING SUSTAINABLE DEVELOPMENT AT ELIOR

Elior's sustainable development policy covers all of the actions and initiatives taken by the Group in relation to Corporate Social Responsibility (CSR). A specially-dedicated team oversees the policy's implementation, backed by a network of local representatives.

A SPECIALLY-DEDICATED TEAM WITHIN THE GROUP HUMAN RESOURCES DEPARTMENT

The Sustainable Development team forms part of the Group Human Resources Department and is tasked with:

- Defining the major objectives of Elior's sustainable development policy and the related action plans.
- Creating shared systems to ensure that action plans are effectively implemented.
- Ensuring the policy is applied consistently across the Group and that synergies are achieved between the subsidiaries.
- Organising and co-ordinating cross-business working groups to compile and share information on Elior's best practices both in France and internationally.
- Co-ordinating the self-assessments carried out within the Group's entities on the roll-out of the sustainable development policy, and evaluating the progress achieved.

To this end, the team co-ordinates the work of eleven sustainable development correspondents based in the Group's entities in France and abroad. These correspondents are appointed by the Managing Directors of the businesses concerned and are responsible for overseeing the implementation of Elior's sustainable development policy within their entities, translating the major priorities into practical actions and sharing best practices.

A NETWORK OF LOCAL REPRESENTATIVES

Elior's sustainable development team also co-ordinates the Company's Environment Committee, which was set up in 2002 and comprises specialist correspondents, technical directors from the Group's French divisions and representatives from the corporate departments (legal affairs, purchasing, communications and business processes). The Environment Committee meets six times a year and is tasked with drawing up environmental measures and verifying that

they are properly implemented, as well as with monitoring regulatory changes and defining common processes. Assisted by an external specialist firm, it has carried out some sixty environmental audits since its creation and draws up a report on its work on an annual basis.

In total, a broad network of around sixty representatives work on issues relating to corporate social responsibility and citizenship and environmental performance, providing input to the projects put in place.

The sustainable development management system used by Elior enables the Group to develop consistent processes. This system is based on:

- The Sustainable Development Guidelines.
- Performance evaluations for all of the Group's entities thanks to the assessment system incorporated into the Guidelines.
- An Intranet knowledge base which lists the Group's best practices.

The Elior Sustainable Development Guidelines play a pivotal role in the Group's overall sustainable development approach. Structured around four main topics – Purchases, Human Resources, the Environment and Marketing & Development – they set out the Group's sustainable development performance standards. They also identify priority action points and enable each entity to carry out a self-assessment of its performance and set improvement objectives. The Guidelines were prepared in 2008 by working groups comprising specialists and operations staff from all of Elior's subsidiaries in France and abroad. They draw on the main principles of the SD 21000 guide issued by France's standard-setting agency AFNOR on incorporating sustainable development principles into enterprise management and strategy, as well as on the future ISO 26000 standard.

ELIOR'S SUSTAINABLE DEVELOPMENT MILESTONES

1991

The Elior Group is formed

1995

The Elior "Agir pour l'Éducation" Foundation is created

2003

Elior obtains ISO 14001 certification for the first time for one of its corporate restaurants in France

2004

Elior signs up to the United Nations' Global Compact

2006

Endangered species of fish are removed from the Group's menus for the first time

2007

A dedicated section of the Group's intranet is created for sharing best practices between different countries

2008

Sustainable development correspondents are appointed in all of the Group's subsidiaries

2009

- Specific management training courses on sustainable development are designed and rolled out
- The Group issues its first carbon footprint reports for restaurants and central kitchens
- The Elior Sustainable Development Guidelines are rolled out

CONTRACTED FOODSERVICES: ONE TYPE OF SERVICE, TWO TYPES OF CUSTOMER

CLIENT-PARTNERS:

companies and government agencies, state-run and private schools and colleges, local authorities, hospitals, clinics, retirement homes, motorway concession operators, chambers of commerce, museums, railway stations, exhibition centres, etc.

GUESTS:

employees of companies and government agencies, school pupils, students, teaching staff, hospital patients and staff, families, motorists, rail and air passengers, tourists, etc.

WHAT IS A RESPONSIBLE OFFER?



WASTE

- Reduction at source
- Sorting
- Recovery and recycling
- Managing effluents



GUESTS

- Providing information on products
- Raising awareness of sustainable development
- Themed events and product tastings



PRODUCTS

- High quality
- Responsible farming
- Focus on nutrition
- Prohibition of endangered fish species
- Use of seasonal products



OUR EMPLOYEES

are particularly vigilant about a large number of sustainable development issues throughout the service cycle.



PROCESSING

- Food hygiene and safety
- Nutritional quality and value
- Cutting waste
- Encouraging eco-friendly behaviour



SUPPLIERS

- Quality audits
- CSR assessments
- Use of local products
- Clear contractual relations



PACKAGING

- Less packaging used
- Biodegradable
- Recyclable



SUPPLY CHAIN

- Efficient storage and conservation methods
- Optimal deliveries (e.g. average delivery weight)
- Shorter distances



INFRASTRUCTURES

- Energy efficiency
- Choice and upkeep of equipment
- Lower water consumption
- Use of greener detergents

RESULTS

- Guaranteed safety, security and high quality nutrition for our guests
- An offer with smaller ecological footprint
- Low-level impact on climate change



DESIGNING A RESPONSIBLE OFFER

Our strategy of proposing a responsible offer is structured around two priorities: ensuring that we act responsibly with respect to the health and safety of our guests, and reducing the ecological footprint of our operations throughout the entire life cycle of each product or service. The first carbon footprint reports drawn up within the Group in 2009 marked an important step in our responsible offer process, as they helped us define a number of benchmark standards and areas for improvement.

GUARANTEEING THE SAFETY AND SECURITY OF OUR SERVICES AND ENCOURAGING OUR GUESTS TO EAT HEALTHILY

Our primary duty to our guests is to guarantee a high level of food safety and quality and to ensure that the food we provide is high in nutritional value. In order to achieve these objectives, the Group's food safety policy includes an HACCP (Hazard Analysis Critical Control Point) training programme. A new microbiological charter has also been in place since 2008, and the Group carefully monitors its suppliers' products and practices.

Elior has adopted a strict stance on specific issues relating to health and food quality. For example, the Group has prohibited the use of GM and irradiated foods and we have imposed a limit on the amount of trans fats contained in the processed food that we use.

Lastly, the Group has a nutritional policy centred on three main objectives – proposing a healthy and balanced food offer, making healthy eating an enjoyable experience and promoting sensible eating habits.



From promise to practice

The Faciles à Manger concept – “easy-to-eat” menus for elderly people at risk of undernourishment

Avenance Santé-Résidences has developed a specific “easy-to-eat” concept called *Les Faciles à Manger* aimed at helping dependent elderly people to continue to receive the level of nutrition that they need. The meals proposed are easy to chew and swallow with minced, puréed and liquid food available. They are suitable both for guests who have lost their appetite (as the offer includes small but highly-nutritious snacks) and those who are no longer fully autonomous (e.g. bite-sized portions for guests who cannot use cutlery).

Raising awareness in adults and children through information campaigns

All of the Group's entities are highly committed to helping prevent obesity and cardio-vascular disease. For example, the MiniGiant programme developed in the UK is a fun but informative way of teaching children about issues such as the importance of starch for energy, the health benefits of proteins and the risks related to fatty foods. Similarly, Serunió in Spain raises children's awareness of healthy eating through nutritional data sheets that are included in school menus. The Netherlands also has an awareness-raising programme called InBalans.

THE EQUIVALENT OF

3 million

ORGANIC MEALS SERVED EVERY YEAR
IN THE EDUCATION SECTOR IN FRANCE

6

ENDANGERED FISH SPECIES WITHDRAWN
FROM THE GROUP'S MENUS SINCE 2006



REDUCING OUR ENVIRONMENTAL FOOTPRINT

We have identified three focal points for reducing our environmental footprint. Firstly, the products we use and their transportation are key issues upstream in the business cycle. An increasing number of organic products are being added to the Group's approved product list and we prioritise the use of seasonal products and short supply chains. Our second focal point is reducing our consumption of resources such as water and electricity in our offerings, from the design stage right through to distribution. Meanwhile, our main downstream focus is optimising waste management by encouraging recycling and reducing packaging.

From promise to practice

The first carbon footprint reports in the French Contract Catering industry

Elior is the first Contract Catering Group in France to have drawn up a carbon footprint report for its equipment and processes. These reports – which were prepared using the method issued by the French national Agency for the Environment and Energy Management (ADEME) by three different consulting firms – were issued for two central kitchens and a corporate restaurant. The audited sites are now implementing their respective action plans in order to reduce their greenhouse gases. Elior will draw on a detailed analysis of the work carried out in relation to these reports in order to roll out the system Group-wide.

An ambitious organic food programme

Elior has been committed to incorporating organic produce into its menus since 2000. In 2009, the Group was selected by Saint-Étienne city council as the caterer for state-run schools in the area. The contract covers 350,000 meals per year and has highly ambitious sustainable development objectives. It provides for 50% organic produce to be used in the meals served during the first year of the contract with the rate set to increase by 10% every year until the sixth year, when the meals will be 100% organic.

1,200

APPROVED ORGANIC PRODUCTS

130,000

LITRES OF COOKING OIL RECYCLED INTO BIODIESEL EVERY YEAR IN THE NETHERLANDS

From promise to practice

Fishery resources – preserving biodiversity

In 2008, Elior published a guide for its operations managers setting out a list of fish species that the Group has undertaken to no longer purchase as they are considered to be endangered (e.g. the siki, red tuna and grenadier). Certain endangered fish species were prohibited by the Group as early as 2006. The guide also provides a list of species that should be consumed less frequently, such as cod, halibut and grey sea bream, and encourages the use of species that are still widely available such as sardines, mackerel and certain farmed fish.

Collecting and recycling used cooking oils

Since 2002, Elior has collected and recycled its used cooking oils, which are then used for heating or the production of bio-fuels. Consequently, no used oil is discharged into wastewater systems and the recycled oils are not used for purposes such as animal food or cosmetics. The Group collected over 600,000 litres of used oil in France in 2008/2009.

“ Testimonial

Strasbourg City Council selected Alsacienne de Restauration as the winning candidate for the public bid we launched for a foodservice offering because the company shares our commitment to achieving major sustainable development goals. Our local councillors were impressed by the practical and measurable commitments made by Alsacienne de Restauration in terms of using organic produce, reducing greenhouse gases and helping disadvantaged people find employment.”

Nicole Dreyer, Deputy Mayor of Strasbourg in charge of education initiatives, schools and early childhood services. The brief for this tender process won the “Sustainable Purchasing” prize at the 2009 French national awards for public orders.



ACTING AS A COMMITTED EMPLOYER

Our 80,000 employees of 140 different nationalities are the Group's key strength. Therefore, adopting a responsible strategy towards our people is an essential component of our sustainable development policy. It is a strategy based on three objectives: developing careers, respecting our people, and effectively integrating new employees.

DEVELOPING CAREERS

Elior aims to offer each of its employees the opportunity to follow a real career path within the Group. Eighty-four percent of our staff hold non-managerial positions and the Group has set itself the objective of promoting 10% of these employees to managerial roles within five years. Elior also seeks to reward and grow talent through training programmes and in-house promotion, with over 11,000 members of staff receiving training in France in 2008/2009, representing a total of 157,000 training hours.

From promise to practice

Specific programme dedicated to perfecting reading, writing and maths skills

Avenance Enseignement has set up an in-house programme dedicated to perfecting reading, writing and maths skills for staff with difficulties in these areas. Around one hundred employees signed up to the programme when it was launched in 2008, one third of whom had considerable difficulties. The programme has now been rolled out throughout France, through literacy improvement measures and French language lessons.

Increasing the employability of our people

As early as 2003, Elior set up training courses that lead to nationally-recognised diplomas. These courses can be long-term, organised as work-study schemes, or take the form of accreditation of prior experiential learning (APEL). Elior is the first group in the French contracted foodservice industry to use the APEL system, which enables catering staff, managing chefs and operations assistants to receive a Professional Qualification Certificate based on their on-the-job experience.



Testimonial

Elior's commitment to its APEL programme is remarkable. The diplomas offered are recognised by the industry, adapted to the Group's business and open up the possibility of managerial positions for employees who only have a basic level of formal qualifications but whose professional excellence is often underestimated.”

Vincent Merle, Trainer at the CNAM and Chairman of the APEL working group.

7% INCREASE IN NON-MANAGERIAL STAFF TRAINED BETWEEN 2008 AND 2009 IN FRANCE

8% INCREASE IN WOMEN EMPLOYEES TRAINED BETWEEN 2008 AND 2009 IN FRANCE



RESPECTING OUR PEOPLE

Respect forms the cornerstone of the Group's human relations. It is expressed on a daily basis through our employee health and safety policy, which we are constantly building on and reinforcing. It is also illustrated on a general level by our managers' focus on carefully listening to and dialoguing with both employees and employee representatives, as well as by the Group's diversity policy.

From promise to practice

Innovative safety measures

As part of its aim of continually improving safety in its kitchens, Elior worked with Spontex – a manufacturer of personal protective equipment – to design a highly innovative heat-protection glove called TEMP-COOK. This new glove protects the wearer's hand and forearm against the risk of burns and cuts and is non-slip and washable. It was awarded the Apria innovation prize for 2008 at the Equip'Hotel trade fair in Paris.

Encouraging diversity

By signing up to France's Corporate Diversity Charter in 2005, Elior undertook to promote diversity in all off its recruitment and career development programmes. As part of this undertaking we have entered into agreements with the specialised association AGEFIPH in order to promote the employment of disabled people and have also implemented action plans to find job opportunities for seniors. In 2008 Elior created a post of Director of Diversity and Worklife Quality in order to effectively co-ordinate all of these initiatives.

ATTRACTING AND INTEGRATING NEW EMPLOYEES

Whenever we can, we take steps to open up job opportunities. Consequently, over the past few years the Group has launched a number of major recruitment initiatives, targeted both at young people (with the under 26s representing 40% of the Group's hires since 2008) as well as disadvantaged populations. We have also put in place an induction process for each new member of staff.

From promise to practice

Helping disadvantaged people return to employment

In June 2004, Elior signed a national framework agreement with the Pôle Emploi (French employment agency) aimed at helping disadvantaged people return to employment. This agreement – which has since been renewed – covers measures such as using role-playing techniques in the hiring process, with a view to objectively and fairly assessing candidates' skills.

Apprenticeships: developing future talent

Every year, Elior takes on over a thousand students under internships or work-study programmes, thereby facilitating their access to long-term employment. For the Group the apprentice system provides an opportunity to build up a future talent pool. In 2005 Elior formalised its commitment to the system by signing up to the French Apprenticeship Charter, and the number of apprentices it has taken on since then has steadily increased. Around 700 new apprentices joined Elior's French operations in 2008.

Promoting employment opportunities for young people from underprivileged urban areas

In February 2010, Elior signed an agreement aimed at helping young people from underprivileged urban areas find work, which forms part of the French government's "Espoir Banlieues" programme. Through this agreement, Elior has undertaken to hire 685 young people who live in underprivileged urban areas, and to take on 450 interns and 300 young people on work-study schemes. The Group had already recruited 461 young people from these areas in 2008.

88%

OF EMPLOYEES AWARDED A PROFESSIONAL QUALIFICATION CERTIFICATE RECEIVED A SIGNIFICANT PROMOTION WITHIN 12 MONTHS



FORGING CLOSE RELATIONS WITH OUR STAKEHOLDERS

There is a strong culture of partnership within Elixir, which is reflected in our stated aim of providing high-quality offerings and demonstrated by the long-standing, close relations we build up with our clients and suppliers. Being attuned to stakeholders' viewpoints and maintaining a constant dialogue in order to move ahead together are essential components of our sustainable development policy.

LISTENING CAREFULLY TO OUR CLIENTS' NEEDS

Throughout the Group we place great importance on the relations we forge with our clients, and our daily activities are guided by the values of transparency, fairness and respecting our commitments. We regularly carry out satisfaction surveys in order to obtain feedback from our clients on how we are putting these values into practice.

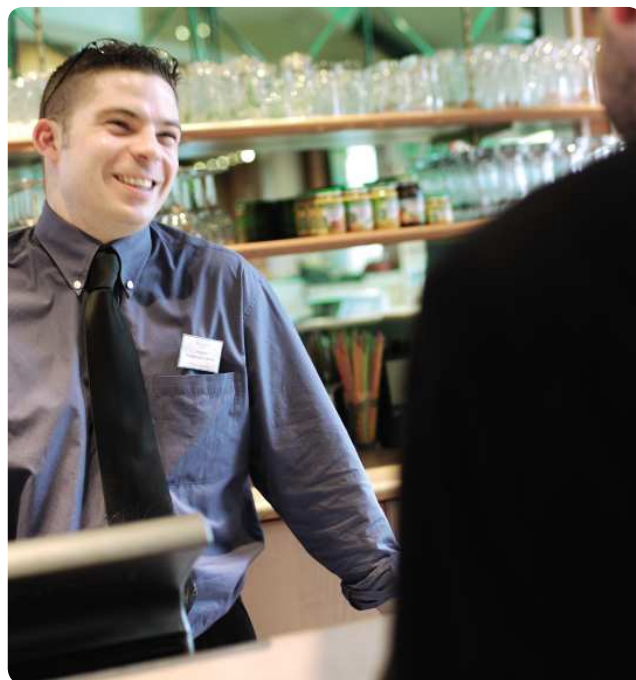
From promise to practice

Knowing our clients well to serve them well

In 2007 we launched a programme to enhance our client relations. Rolled out in France and abroad, it hinges on three main objectives: knowing our clients well to serve them well, remaining proactive at every stage of the contract, and more effectively organising the use of human and financial resources throughout each client relationship.

Forward-looking annual reports

In order to facilitate the task of drawing up forward-looking annual reports – an essential component of client relations – Avenance provides its sector managers with a specific system that enables them to more effectively assess their clients' future needs. These managers are also given dedicated training sessions.



MOVING FORWARD IN PARTNERSHIP WITH OUR SUPPLIERS

As part of our purchasing policy we have developed several responsible product ranges. We are extremely vigilant about the quality and safety of the products we use and are adding an ever-greater number of sustainable development criteria for those we purchase, such as local sourcing, recyclable packaging and fair trade products. The contractual undertakings we enter into encourage us to broaden our responsibility and set up constructive relations with our suppliers.

600

ELDERLY PEOPLE AND CHILDREN
HAVE TAKEN PART IN
ELIOR'S INTERGENERATIONAL
COOKERY EVENTS

150

SUPPLIER AUDITS
IN 2009

1,033

SCHOLARSHIPS AWARDED
BY THE ELIOR FOUNDATION

From promise to practice

Assessing our suppliers' social responsibility

In partnership with five suppliers, Elior has set up and tested a system to assess supplier practices concerning the environment, human resources, eco-design and ethical matters. The results of the assessments were subsequently presented to the suppliers concerned, along with proposed areas for improvement. Our objective is not to stop working with suppliers who do not have good enough results, but rather to work together to make improvements.

Promoting fair trade

Elior has worked closely with the fair trade association Max Havelaar since 2005 and uses several hundred fair-trade certified products such as coffee, tea, jam, pasta and rice. During the tenth-anniversary French fair trade fortnight held in 2010, more than one hundred corporate restaurants and school canteens managed by Avenance proposed events and talks on the issue of fair trade, as well as creating special themed recipes. In addition, several prestigious sites managed by Elior have incorporated fair trade products into their daily menus.

““ **Testimonial**

The meeting held in 2005 between Elior's teams and Franz Van der Hoff, the founder of the Max Havelaar fair trade label, was a real turning point. Since then, Elior has developed a more global approach to fair trade in partnership with its suppliers of fair trade products – an approach that has been incorporated into the Group's overall development strategy.”

Joaquin Muñoz, Managing Director of Max Havelaar France.

PUTTING OUR SKILLS TO THE SERVICE OF THE COMMUNITY

Last but not least, our sustainable development policy also covers our commitment to acting responsibly towards the community at large. This commitment is naturally underpinned by the measures we take in our day-to-day operations to promote healthy eating principles to children, give young people educational opportunities and bring together different generations.

From promise to practice

“Acting for Education” with the Elior Foundation

Set up in 1996 under the aegis of the Fondation de France, the Elior *Agir pour l'Éducation* (“Acting for Education”) Foundation grants scholarships to help finance the higher education of young people who have at least one parent working in the contracted foodservice industry. To date, it has partnered 680 students by providing around a thousand scholarships, representing an overall amount of more than €1.5 million.

Raising children's awareness of responsible eating through the Eco-Schools programme

In late 2009 Avenance Enseignement signed a corporate sponsorship agreement with the Foundation for Environmental Education in Europe (FEEE) as part of the Eco-Schools programme. The programme encourages schools to put in place practical measures to reduce their environmental impact and covers six themes – waste, water, energy, food, biodiversity and solidarity.

Bridging the generation gap

Since 2007 Avenance Santé-Résidences has proposed the Récréazen play area concept to the retirement homes it manages. Initially developed for the motorways market, these play areas are equipped with board games, books and other activities that help children and their grandparents to spend quality time together. The Récréazen concept forms part of a range of initiatives, such as “Petits secrets gourmands” – a cookery competition that brings together elderly people and children. Five Récréazen play areas have now been set up in retirement homes.

““ **Testimonial**

Some 1,000 French primary and secondary schools have now adopted an Eco-School policy. The agreement we have signed with Avenance Enseignement clearly demonstrates the company's commitment to actively promoting educational initiatives in the area of sustainable development. Through Avenance's established presence in school canteens, we are able to carry out a range of practical projects relating to food services and eating habits.”

Bernard Mantiene, Chairman of the French agency of the Foundation for Environmental Education in Europe (OF-FEEE) and Mayor of Verrières-le-Buisson.

ELIOR IN BRIEF

€4.02 billion*

IN REVENUE IN 2009/2010

81,500*

EMPLOYEES

**Estimated figures, including the proforma impact of acquisitions in 2009/2010.*

14,500

RESTAURANTS AND OUTLETS UNDER MANAGEMENT

2.9 million

GUESTS SERVED EACH DAY in 2008/2009

140

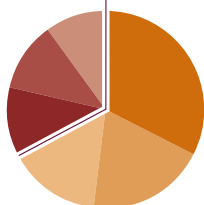
NATIONALITIES WORLDWIDE

68%

WOMEN AT END-SEPTEMBER 2009

32.7% CONCESSION CATERING & TRAVEL RETAIL
City Sites: 10.0%
Motorways: 11.2%
Airports: 11.5%

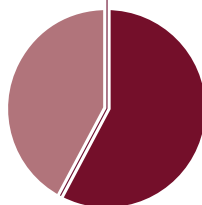
67.3% CONTRACT CATERING & FACILITIES MANAGEMENT
Business & Industry: 32.5%
Education: 19.6%
Healthcare & Seniors: 15.2%



REVENUE BY BUSINESS LINE AND SECTOR
(% of 2008/2009 consolidated revenue)

42.2% INTERNATIONAL

57.8% FRANCE



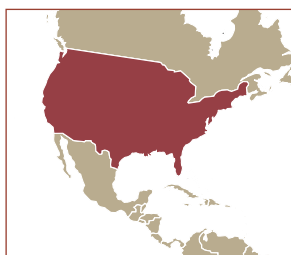
REVENUE BY GEOGRAPHIC REGION
(% of 2008/2009 consolidated revenue)

HEADCOUNT BY COUNTRY*

Country	%
France (100 nationalities)	54
Spain and Portugal	20
Italy	10
United Kingdom	9
Other	7
TOTAL	100

**Including 69% of the staff of Areas and its subsidiaries, which are proportionately consolidated. Including the proforma impact of acquisitions in 2009/2010.*

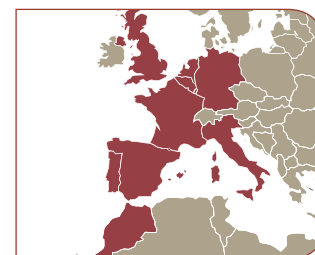
ELIOR'S LOCATIONS



NORTH AMERICA
United States



LATIN AMERICA
Argentina, Chile, Mexico, West Indies (Saint-Martin and Dominican Republic)



EUROPE
Belgium, France, Germany, Italy, Luxembourg, Netherlands, Portugal, Spain, United Kingdom

AFRICA
Morocco

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