



Discover
Elior

Press kit
2010/2011

Elior®



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Elior
Communication Department
61/69 rue de Bercy
75012 Paris, France

WWW.ELIOR.COM

Press contact:
Anne Isabelle Gros
Tél. +33 (0)1 40 19 47 37
anne-isabelle.gros@elior.com

ELIOR TODAY



Number 3 in the European contracted foodservice market

Elior ranks third in the European contracted foodservice and related services market. Elior holds leading positions in the businesses of Contract Catering & Facilities Management and Concession Catering & Travel Retail. The Group provides its expertise to clients and guests in business & industry, education, healthcare, nursing homes and retirement homes, as well as in the travel industry (airports, railway stations, motorways) and the leisure and culture sector (museums and exhibition centres).

Attuned to individual needs, the Group constantly communicates with its clients in a bid to offer effective solutions and create customer intimacy in each of its markets, whilst focusing on innovation, creativity, social responsibility and safety.

Elior offers catering and service solutions that are ideally suited to its clients' needs, through brands that convey an image of professional skills and practices. Elior's key priorities include ensuring that the Group is particularly attuned to the needs of its clients and guests, that its employees are given opportunities to develop their careers and that its operations do not harm the environment. Elior proposes solutions that respect the diversity of different cultures and people, in line with the Group's slogan, "Where there's a taste for life".



€3,783 MILLION
IN CONSOLIDATED REVENUE

82,000
EMPLOYEES

15,000
RESTAURANTS AND RETAIL OUTLETS

3 MILLION
GUESTS SERVED EVERY DAY

15
COUNTRIES

KEY FIGURES 2009/2010



SALES BY BUSINESS LINE AND SECTOR Year ended 30 September (€million)

Contract Catering & Facilities Management	2,498
Business & Industry	1,214
Education	711
Healthcare & Seniors	573
Concession Catering & Travel Retail	1,285
Motorways	509
Airports	430
City Sites	346



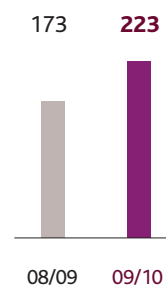
CONSOLIDATED SALES

Years ended 30 September (€million)



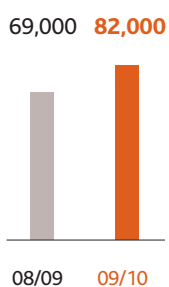
RECURRING OPERATING PROFIT

Years ended 30 September (€million)



EMPLOYEES

Years ended 30 September

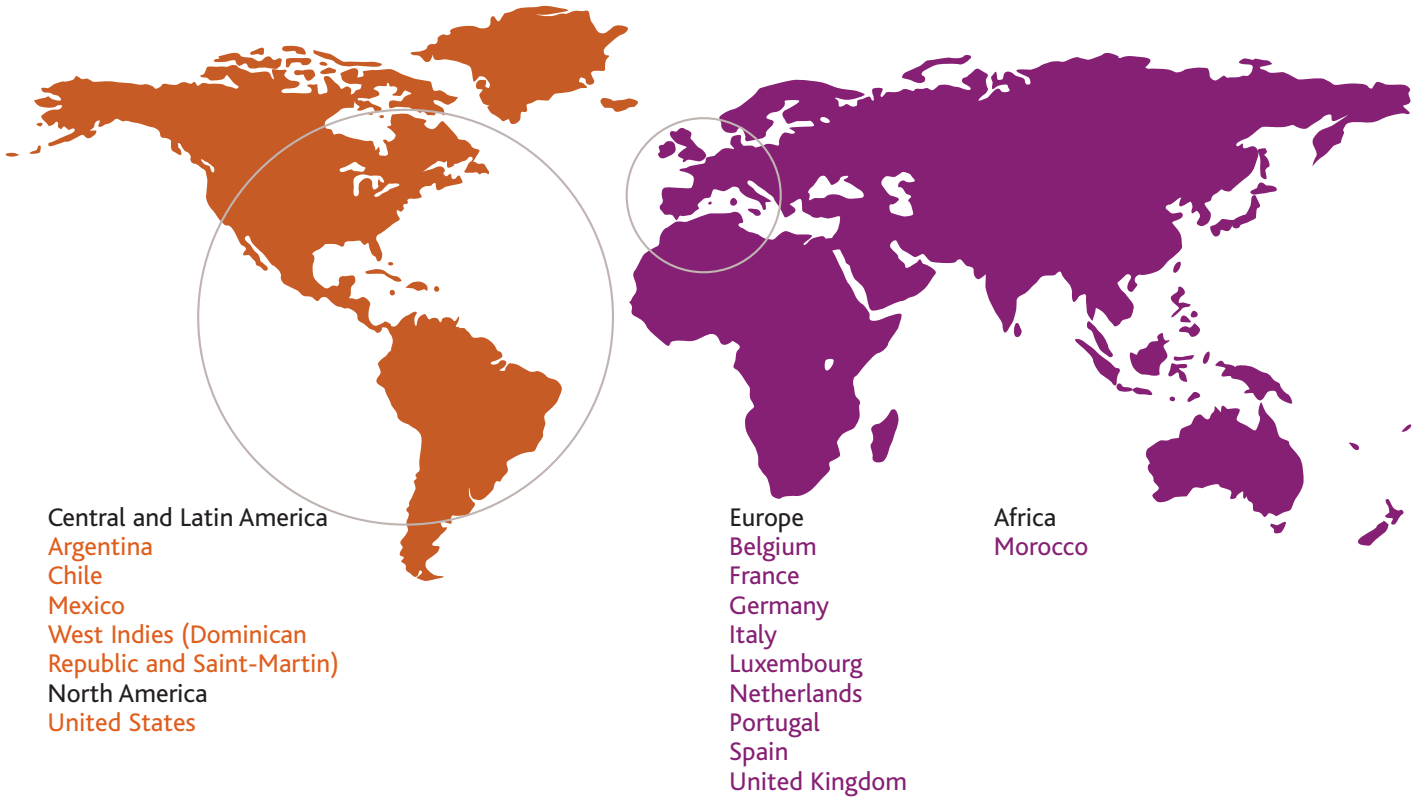


RESTAURANTS & OUTLETS

Years ended 30 September



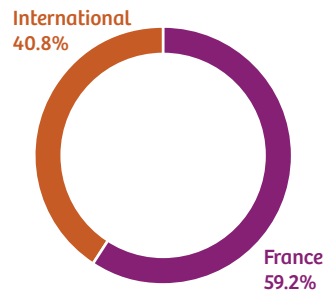
LOCATIONS



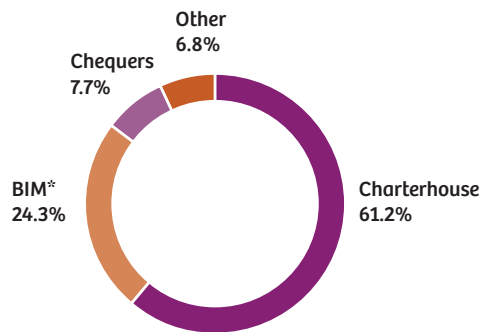
SALES BY REGION

Year ended 30 September (€million)

France	2,239
International	1,544



OWNERSHIP STRUCTURE¹



* Wholly controlled by Robert Zalade

1 - Ownership structure at 31 December 2010 of Holding Bercy Investissement (HBI), which wholly owns Elior



A CORE BUSINESS

Elior's core business is Contracted Foodservices, which is divided into Contract Catering and Concession Catering. The Group also meets the specific needs of its clients through a broad and structured offering for Facilities Management, Cleaning Services and Travel Retail. This line-up is rounded off by a Vending Services offering.

Two lines of business

CONTRACT CATERING & FACILITIES MANAGEMENT

With over 12,600 restaurants and retail outlets, and sales of €2,498 million, Contract Catering & Facilities Management accounts for 676% of Elior's consolidated revenue and employs some 64,400 people.

The Group's key geographic regions in this market are Spain, France, Italy, the Netherlands, Portugal and the United Kingdom.

Elior meets the increasingly varied demands of its guests within corporations, government agencies, educational establishments and healthcare facilities by proposing a foodservice offering with a combined focus on taste, quality and nutrition. In tandem, the Group meets the needs of its client-partners through its Cleaning Services and Facilities Management solutions.

Elior operates in three sectors within this business line:

In Business & Industry, Elior offers catering and related service formats (including company restaurants, executive dining rooms, event catering, retail outlets and meal-tray delivery) to private firms operating in the manufacturing and services industries, multi-tenant office buildings, business centres, government agencies, international bodies and national defence forces.

In Education, Elior provides catering services tailored to the specific needs of pupils, students, teaching and non-teaching staff, at private and public primary and secondary schools and higher education institutions, as well as at nurseries, playschools, day care centres, boarding schools, vacation facilities, local authorities and regional government agencies.

In Healthcare & Seniors, Elior offers customised catering solutions for patients, employees and residents in clinics, hospitals, nursing homes and retirement homes.

The Cleaning Services and Facilities Management offering, which is provided in conjunction with the Group's Contract Catering operations, primarily includes standard and specialised cleaning services, hospitality services, the management of cafeterias, shops and multi-media services offered to patients, as well as support services such as reception, switchboard and mail handling solutions. The main markets for these services are the Business & Industry and Healthcare & Seniors sectors.

CONCESSION CATERING & TRAVEL RETAIL

Concession Catering & Travel Retail generates €1,284 million in revenue, accounting for 34% of the Group's total, and employs some 16,900 people. Elior deploys its expertise in this business line in Germany, Belgium, Chile, Spain, the United States, France, Italy, Luxembourg, Mexico and Portugal, in the following three sectors. Elior operates in three sectors within this business line:

In Airports, Elior provides catering and bar services, along with retail outlets, for passengers and staff at airport terminals.

In the Motorways sector, the Group has developed a full array of catering services (including restaurants, cafeterias and bars), as well as a network of retail outlets and a wide range of solutions tailored to drivers and their families. Elior is the motorway catering leader in France through its Eliance brand, and in Spain and Portugal through Áreas.

In City Sites, Elior offers catering services and retail outlets in railway stations, museums, tourist attractions, sports venues and exhibition centres. In France, the Group also boasts several prestigious gourmet restaurants.

A SUCCESS STORY BASED ON ENTREPRENEURSHIP

In 1991, Francis Markus and Robert Zolade combined their complementary skills acquired from their time with the world's largest catering firms and, together with 300 managers, purchased a 35% stake in Générale de Restauration, a subsidiary of the Accor group specialised in Contract Catering. Elior's two founders swiftly built up the Group based on a strategy combining the notions of partnership, profitability and innovation.



A development strategy based on the notion of partnership

Between 1991 and 1998, Francis Markus and Robert Zolade gradually positioned the Group as a major European player in Contract Catering, via specialist French and international companies, such as Orly Restauration, High Table, Restoplan and Holland Catering Specialisten. They also set up a Business Catering arm, dedicated to Concession Catering, by taking over Holding de Restauration Concédée (HRC) and Elitair. They broadened their scope of operations to include Concession Catering in Spain by creating Elite Aeropuertos and formed an alliance with Catering & Allied in the United Kingdom. In 1994 and 1997 respectively, they acquired the remaining stakes held by Accor and Compagnie Générale des Eaux in Générale de Restauration. Also in 1997, they purchased a 51% interest in Holding de Restauration Concédée (HRC).

The Group adopted the Elior name in 1998 and organised its operations into two lines of business: Contract Catering, grouping the operations of Générale de Restauration and Orly Restauration under the Avenance brand, and Concession Catering, which encompassed the operations of HRC and Elitair brought together under the Eliance brand.

IN 2000, ELIOR WAS FLOATED ON THE PREMIER MARCHÉ OF Euronext PARIS.

IN 2006, ROBERT ZOLADE AND TWO INVESTOR PARTNERS ACQUIRES FULL CONTROL OF ELIOR'S SHARE CAPITAL AND VOTING RIGHTS, AND THE ELIOR SHARE IS DELISTED

Elior then continued on the growth track and confirmed its position as a leading contracted foodservice company in Europe, particularly in Spain thanks to strategic alliances formed with Áreas in Concession Catering and Serunió in Contract Catering. The Group strengthened its positions in Portugal, Italy and the United Kingdom, and won new markets in Morocco, the Netherlands and Latin America. In 2000, Elior was floated on the Premier Marché of Euronext Paris. In France, it acquired the corporate caterer Les Repas Parisiens, and in the Healthcare & Seniors sector purchased Hôpital Service.

In 2006, Robert Zolade opens up HBI's capital to two investor partners – Charterhouse and Chequers funds – and launches a public tender offer for Elior. HBI acquires full control of Elior's share capital and voting rights, and the Elior share is delisted.

Between 2007 and 2010 Elior strengthened its presence in the European contract catering market by acquiring the French contract caterer Vivaë (the holding company for l'Alsacienne de Restauration), as well as the Italian companies Concerta and IGM, and the Spanish companies LSG Skychef and Arce. The Group also extended its reach in the Italian concession catering market by acquiring control of MyChef and broke into the motorway concession catering market in Germany and the United States. In tandem it strengthened its related services offering by forming Elior Integrated Services in the United Kingdom, a division specifically dedicated to Facilities Management. Subsequently, following the acquisitions of FMC – a Facilities Management specialist – and Sin&Stes – the leading French provider of corporate cleaning and support services – Elior set up a Cleaning Services & Facilities Management division in France.

An ambitious growth strategy

After fifteen years of steady, sustained growth, in late 2005 Elior entered a new development phase. As part of its project, the Group set itself two goals: to speed up international expansion and to double in size within a five-year timeframe.

In order to attain its organic growth objective, Elior is enhancing its expertise in its two historic businesses of Contract and Concession Catering and extending its related-service offerings in Facilities Management, Travel Retail.

Elior currently generates just over 40% of its sales outside France – mainly in other European countries. The Group is focusing on two avenues of expansion: seeking out partnerships with medium-sized companies in those countries where Elior is already present in order to bolster its position, or acquiring companies in order to swiftly break into new markets that are complementary to its core operations; and developing strategic partnerships in new countries to establish a position for the Group's core businesses.

With a view to meeting these challenges, in 2006 Robert Zolade decided to open up the Group's capital to two major investors – Charterhouse and Chequers – who have the financial resources to help Elior expand over the long term.

An international presence

Elior began to expand into Europe in 1999, making acquisitions in the United Kingdom, Spain and Italy. The Group then further developed by forging partnerships with high-performing companies with a strong foothold in their markets, such as Seruni3n in Spain and Portugal, 3reas in Spain, Portugal, Morocco and Central and Latin America, and Digby Trout Restaurants and Azure in the United Kingdom. This strategy has enabled it to enter new markets, whilst pooling synergies with its partners and bringing them its skills and expertise. Elior currently has an operating presence in 15 countries.

**WITH SOME
560 RETAIL OUTLETS
IN FRANCE, SPAIN,
PORTUGAL AND LATIN
AMERICA, ELIOR HAS
BECOME A
RECOGNISED PLAYER IN
TRAVEL RETAIL**

Elior ranks third in Europe's Contract Catering market, holding the number two position in France and Spain and the number four slot in the United Kingdom. The Group is also a major player in Italy and the Netherlands.

In Concession Catering, Elior holds the leading position in France and Spain. It also operates in the United Kingdom at exhibition centres, museums, tourist attractions and sporting venues – including stadiums and racecourses. At the same time, the Group is extremely active in Mexico, Argentina, Chile, the West Indies and Morocco in the Airports, Motorways and City Sites sectors.

A tailored brand portfolio

Since its formation in 1991 and the adoption of the Elior name in 1998, the Group has developed a brand strategy enabling it to meet the diverse needs and expectations of its customers and partners.

As a benchmark Contract Catering brand, Avenance showcases Elior's expertise in this business area. Avenance is present in France, the United Kingdom, the Netherlands and Italy, and its teams work day-in day-out in close cooperation with their clients in order to offer them effective and customised solutions. In Spain and Portugal Elior's Contract Catering services are provided through the Seruni3n brand in the Business & Industry, Education, and Healthcare & Seniors sectors. In Concession Catering, Elior operates through the Eliance brand in France and the United Kingdom, and under the 3reas name in Spain, Portugal, Morocco, and Central and Latin America.

The Group's relationship with its guests and consumers is also shaped through a portfolio of own brands including L'Arche, Phil3as, Le Self qui fait grandir, Ouishop, Ars, M3das, La Pausa and Divers, as well as through franchised brands such as Bert's, Columbus Caf3, Exki, Flo, H3diard, Hippopotamus, Maxim's, Paul, Pomme de Pain and Quick.

Altogether, Elior manages a portfolio of over 60 brands that fit with the Group's commercial strategy.

A RESPONSIBLE GROUP

Elior is committed to achieving sustainable growth based on economic, social and environmental responsibility.

Over the past few years the Group has respected its sustainable development pledges in all of its businesses based on three overarching focal points:

- Designing a responsible offer
- Acting as a committed employer
- Forging close relations with stakeholders.

Designing a responsible offer

This means ensuring that the services provided by the Group are safe and secure, encouraging our guests to eat healthily and reducing our ecological footprint.

GUARANTEEING FOOD SAFETY

Elior has a strict food quality and safety policy which is structured around risk prevention processes combined with regular tests and controls.

The Group draws on the advice of its Scientific Committee – which is made up of acknowledged specialists in their field – in order to anticipate food safety risks and incorporate regulatory changes and industry best practices. The Committee provides information on sensitive health and safety issues and puts forward proposals for determining Group wide policies. In parallel, a monitoring unit led primarily by specialists from the Group's Food Quality and Safety Department tracks scientific, technological and regulatory developments in the food and catering industries. Audits and other checks are also carried out by Elior's teams and independent specialists, at suppliers' premises, during the product delivery process and during meal preparation in the Group's restaurants. In addition, an emergency alert system has been set up in order to rapidly inform the restaurants of any potential health risks and ensure that the products concerned are withdrawn.

In 2009/2010, 1,480 hygiene audits were performed at Eliance's sites in France and 800 at the Group's UK sites.

MAKING HEALTHY EATING ENJOYABLE

Recognising consumers' increasing focus on healthy eating, Elior has developed a pro-active strategy towards promoting good nutrition and a balanced diet. This strategy is based on four objectives: preventing obesity and cardio-vascular disease, providing information to clients and guests, training employees on healthy food issues, increasing the nutritional value of offerings and taking into account specific physiological needs.

We have put these ideas into practice by designing tailored offers that promote healthy and balanced daily food choices as well as through organising educational events and training sessions and providing practical advice and information within corporations, schools and colleges and healthcare facilities.

One example is our format that promotes low-salt and low-fat dishes and encourages guests to eat dairy products, fruit and cereals, which is available at 400 sites in the United Kingdom, 20 sites in the Netherlands and 900 restaurants in France.

REDUCING OUR ECOLOGICAL FOOTPRINT

Elior takes care to respect and protect the environment when conducting its business activities. This approach is primarily reflected in our use of organic and seasonal produce and the initiatives we have taken to promote short supply chains, reduce water and energy consumption, cut greenhouse gas emissions, and optimise our waste management processes.

In France, an Environmental Working Group comprising in-house and external experts was set up in 2002, tasked with analysing and promoting best practices in these areas. Following on from the carbon footprint reports (*bilan carbone*) carried out at three different sites, the working group performed a carbon emissions review for some 40 other Elior sites. The findings of this review will be used for developing an IT application to be given to the Group's operations teams so that they can calculate and reduce the environmental impact of their sites.

Acting as a committed employer

For the past several years Elior has implemented a Group-wide human resources policy focused on boosting its appeal as an employer, training its employees and building their skill-sets, recognising and rewarding the contribution of its people, building up and relaying a managerial culture, and enhancing employee dialogue.

ATTRACTING TALENT AND BOOSTING PROFESSIONAL SKILLS

We have developed a range of innovative recruitment methods and processes in conjunction with our partners, including the French national employment agency, *Pôle Emploi*. In addition, we have a network of "College Ambassadors" who give presentations of Elior's various professions at vocational colleges.

Each year the Group devotes 2% of its total payroll to helping its employees obtain a professional qualification. It encourages employees to develop their skills through training programmes that lead to a recognised qualification, such as Professional Qualification Certificates in France and National Vocational Qualifications in the United Kingdom. The Group has also set up a system for the Accreditation of Prior Experiential Learning (APEL). On average, 80% of participating employees are promoted at the end of these training courses. In parallel, Elior has put in place programmes to encourage mobility within the Group as well as a range of business-specific training courses.

PROMOTING DIVERSITY

As a signatory of France's Corporate Diversity Charter, Elior takes numerous initiatives to promote ethnic and cultural diversity within the Group. The results of these measures can be seen in the fact that our employees represent 140 different nationalities, bringing the Group a wide cultural, economic and social diversity. Several Elior entities have implemented action plans to address the specific needs of seniors and future seniors. At the same time, the Group is committed to helping open up job opportunities for unqualified young people and the disabled, notably through partnerships with local networks and associations such as Cap Emploi, Handipass, OpenSourcing and Fundosa. Altogether, Elior employs around 1,700 disabled people in Europe.

OCCUPATIONAL HEALTH AND SAFETY

At Elior we take a highly pro-active stance towards occupational health and safety, based on performing risk assessments and psychosocial reviews, informing employees about health and safety issues and putting in place certification processes. Occupational accidents are

systematically analysed and new employees joining the Group are briefed on health and safety in the workplace as well as food safety.

In Spain, Seruni3n carries out some 230 risk assessments, 13 psychosocial reviews and 12 hygiene reviews each year. These measures have enabled the company to reduce its rate of accidents with lost time by 50% in the space of two years.

ELIOR HAS DEVELOPED A SPECIFIC FEEDBACK FRAMEWORK ENTITLED EVALUATION COLLÉGIALE DES HOMMES ET DES STRUCTURES (ECHOS), WHICH IS USED IN EACH OF THE COUNTRIES WHERE IT OPERATES. THIS PROCESS HELPS TO BUILD SKILLS AND ENCOURAGE MOBILITY FOR ALL OF THE GROUP'S MANAGERS.

ELIOR'S EMPLOYEES BY COUNTRY

year ended 30 september 2010

Country	Number of employees	%
France	46,032	56.4
Spain and Portugal	16,996	20.8
United Kingdom	1,042	1.3
United States	6,886	8.4
Italy	6,533	8.0
Netherlands	1,450	1.8
Other	2,650	3.3
Total	81,589	100.0

Forging close relations with stakeholders

There is a strong culture of partnership within Elior, 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.

PROMOTING FAIR TRADE

Elior offers its guests numerous fair trade products at its sites. As a partner of the Max Havelaar association in France and Minority Supplier Development UK (MSDUK) in the United Kingdom, the Group has a long-term strategy of including a range of fair trade certified products in its offering. We have rolled out numerous measures to raise our guests' awareness about fair trade and encourage them to buy fair trade products and participate in events such as World Fair Trade Day. The Group also participates in the National Fair Trade Fortnight in the United Kingdom and in so doing we have helped increase our guests' purchases of fair trade products by nearly 75%.

ENCOURAGING A RESPONSIBLE PURCHASING POLICY

The Group has a responsible purchasing policy that is structured around three main themes: supplier selection, product selection and relations with suppliers.

Elior's Purchasing Department selects and approves the Group's suppliers based on strict technical criteria. Some 2,500 products are regularly tested and an annual audit is performed on our 150 main suppliers. This approach, which is rooted in a strategy of direct partnership with agro-food companies, allows us to be able to fully appraise the quality and traceability of the products we buy.

As part of the Group's rigorous commitment to product quality and safety we actively encourage buying from local suppliers. We also promote the use of organic foods and now have an approved list of 1,200 organic products. Recyclable packaging is another focal area.

In 2006, Elior teamed up with the Responsible Fishing Alliance, an action group that promotes responsible fishing throughout the world. Since that date, six endangered species of fish have been withdrawn from the Group's menus.

HELPING THE COMMUNITY AT LARGE

Elior firmly believes that education is one of the keys to success in life. Consequently, through its Foundation "*Agir pour l'éducation*" the Group provides financial backing for further education for young people who have at least one parent working in the foodservice industry. Since its creation in 1995 the Foundation has awarded some 1,112 grants to over 761 students. The Group is also committed to helping bridge the generation gap through events such as "*Petits secrets gourmands*" and "*On pense à vous*", as well as by setting up children's play areas in retirement homes.

Elior takes measures to raise children's awareness of responsible eating and sustainable development through the partnership it has forged with the Foundation for Environmental Education in Europe (FEEE). In the same vein it has organised a national competition called "Protecting my planet" in Spain and special "kitchen open days" in Italy to discuss the issue of food wastage. Likewise, we work with charities in several countries, such as for the collection of meals that we have not sold. Other examples of our partnerships with charities are the donations we make to Spain's Food Bank, the "solidarity lunches" organised in Chile and our support for Libera Terra in Italy.

THE SUSTAINABLE DEVELOPMENT DEPARTMENT WORKS CLOSELY WITH ALL OF ELIOR'S ENTITIES IN FRANCE AND ABROAD IN ORDER TO DRAW UP PERFORMANCE STANDARDS AND PROGRESS OBJECTIVES FOR EACH OF THE GROUP'S MAIN SUPPORT FUNCTIONS, NAMELY PURCHASES, HUMAN RESOURCES, THE ENVIRONMENT AND MARKETING & DEVELOPMENT.



Contract Catering & Facilities Management

BUSINESS & INDUSTRY



OFFERING: Catering formats (company restaurants, executive dining rooms, event catering, and vending machines) and related services (reception and mail services, switchboard facilities, light maintenance, cleaning services...).

CLIENTS: Private firms operating in the manufacturing and services industries, international bodies, multi-tenant office buildings, business centres and national defence forces.

GEOGRAPHICAL FOOTPRINT: France, Italy, Netherlands, Portugal, Spain, United Kingdom.

EDUCATION



OFFERING: Catering services.

CLIENTS: State-run and private educational institutions, day care centres, vacation facilities, local authorities and regional government agencies, universities, nurseries, playschools and boarding schools.

GEOGRAPHICAL FOOTPRINT: France, Italy, Netherlands, Portugal, Spain, United Kingdom.

HEALTHCARE & SENIORS



OFFERING: Catering and related services (including hotel services, specialised cleaning, cafeteria management, retail outlets, light maintenance, and reception and switchboard facilities, cleaning services).

CLIENTS: Hospitals, clinics, healthcare institutions, retirement homes, and nursing homes.

GEOGRAPHICAL FOOTPRINT: France, Italy, Netherlands, Portugal, Spain, United Kingdom.

Concession Catering & Travel Retail

MOTORWAYS



OFFERING: Restaurants, cafeterias, bars, fast-food outlets, retail outlets and services (including baby changing facilities, games and play areas, rest areas, and WiFi access).

CLIENTS: Motorway concession operators, oil companies.

GEOGRAPHICAL FOOTPRINT: Chile, France, Italy, Luxembourg, Mexico, Portugal, Spain.

AIRPORTS



OFFERING: Restaurants, bars, retail outlets, VIP lounges, event catering, business centres, vending machines.

CLIENTS: Airport management companies (including ADP, AENA, CCI and BAA), and regulatory agencies.

GEOGRAPHICAL FOOTPRINT: Argentina, Belgium, France, Italy, Mexico, Morocco, Portugal, Spain, United States, West Indies.

CITY SITES



OFFERING: Restaurants, retail outlets, event catering, vending machines.

CLIENTS: Museums, railway stations, exhibition centres, department stores, tourist attractions, sporting venues, shopping centre management companies, hotels.

GEOGRAPHICAL FOOTPRINT: Argentina, Belgium, France, Italy, Mexico, Spain, United Kingdom, West Indies.



Contract Catering & Facilities Management

- Avenance (France, United Kingdom, Netherlands, Italy)
- Arpège (France)
- Les Repas Parisiens (France)
- L'Alsacienne de Restauration (France)
- Seruni3n (Spain)
- H3pital Service (France)
- Services et Sant3 (France)
- FMC (France)
- Integrated Services (United Kingdom)
- Sin&Stes (France)
- Copra (Italy)
- Concerta (Italie)

Concession Catering & Travel Retail

- Eliance (France, United Kingdom)
- 3reas (Spain, Portugal, Morocco, Latin America)
- Digby Trout Restaurants (United Kingdom)
- Azure (United Kingdom)
- Latinoamericana Duty Free (Latin America)
- MyChef (Italy)

Elior's Own Brands

- L'Arche (Motorway - France, Luxembourg)
- Archipel (Business & Industry - France)
- Ars (Motorways and Airports - Spain)
- Caf3 & Compagnie (Healthcare & Seniors - France)
- Cocoon (Business & Industry - France)
- Le go3t de chez soi (Education - France)
- Harvest (Business & Industry - Spain)
- Medas (Motorways and Airports - Spain)
- L'Open Caf3 (Education - France)
- La Pausa (Motorways - Spain)
- Phil3as (All sectors - France, Netherlands)
- Piatto del Gusto (Business & Industry and Motorways - France)
- Place Caf3 (Business & Industry - France)
- R3cr3azen (Motorways and Railway Stations - Healthcare & Seniors - France)
- Le Restaurant des Tout-Petits (Education - France)
- Le Resto D. Ados (Education - France)

- Le Self qui fait grandir (Education - France)
- Trekin' (Education - Netherlands)

Retail Outlets

- Divers
- Duty & Tax Free
- Imaginarium
- News & Books
- OuiShop
- Sibarium Delicatessen
- The Airport Market
- The Sweet Market
- Travel Mate
- Tuc Tuc

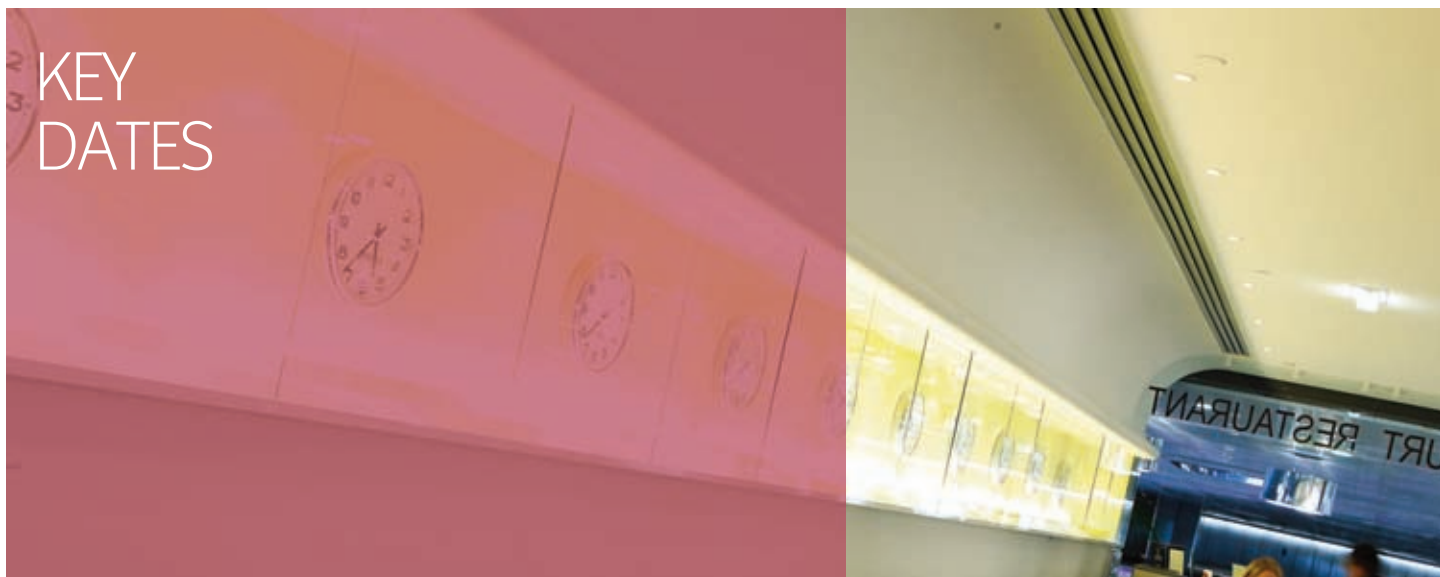
Franchised brands

- Ben & Jerry's
- Bert's
- Courtepaille
- Columbus Caf3
- Daily Monop
- Exki
- Flo
- H3diard
- Hippopotamus
- Illy
- Le Boeuf Jardinier
- Miyou
- Maxim's
- Paul
- Pomme de Pain
- Quick

Tables de prestige

- Le Grand Caf3 d'Orl3ans (Versailles Palace)
- Caf3 Reale (Tuileries Garden)
- Le Ciel de Paris (The restaurant at the top of the Montparnasse Tower in Paris)
- La Maison de l'Am3rique Latine (A Parisian venue for functions and gourmet dining)
- Les Ombres (The restaurant at Paris' Quai Branly museum)
- Restaurant du Mus3e d'Orsay (The restaurant in one of Paris' most outstanding museums)
- Caf3 le Grand Louvre

KEY DATES



1991

The Group is co-founded by Francis Markus and Robert Zolade. Together with 300 managers they acquire a 35% stake in Générale de Restauration, a subsidiary of the Accor group specialised in Contract Catering.

1993

The Group launches its Concession Catering business by acquiring a stake in Elitair.

1994

The Group purchases Accor's remaining stake in Générale de Restauration and sets up the Spanish concession catering company, Elite Aéroportos.

1997

The Group purchases 51% of the French concession catering company Holding de Restauration Concédée (HRC).

1998

The Group adopts the Elixir name and organises its French operations into two lines of business: Contract Catering, operated under the Avenance name, and Concession Catering, conducted by Eliance.

2000

Elixir floats on the Premier Marché of Euronext and is included in the SBF 250 index. The Group also launches the Avenance brand in the United Kingdom.

2001

Elixir becomes the leading contracted food-service company in Spain by forming strategic alliances with Áreas and Seruni3n, respectively specialised in concession catering and contract catering. Through Áreas, it also starts up operations in Portugal and Morocco, and strengthens its position in Latin America.

2002

Elixir is included in the SBF 120 index. The Group acquires UK concession caterer Digby Trout Restaurants, and increases its stake in Seruni3n to 100%.

2004

Elixir raises its interest in Italian subsidiary Ristochef to 100%, and renames the company Avenance Italia. In France, Elixir gains full control of Les Repas Parisiens, specialising in Contract Catering in the Business & Industry sector, and H3pital Service in the Healthcare sector. In the United Kingdom, the Group acquires 51% of Azure, a company specialised in providing catering facilities at sporting venues.

2005

The Group increases its interest in Áreas to 69% and through Áreas raises to 18% its stake in Dufry – a world leader in the duty free market. In the same year, Elixir also launches the Avenance brand in the Netherlands.

2006

Elixir strengthens its multi-service offering by acquiring FMC and GDS. Also in 2006, Robert Zolade opens up HBI's capital to two investor partners and launches a public tender offer for Elixir. In December, HBI acquires full control of Elixir's share capital and voting rights, and the Elixir share is delisted.

2007

Elixir acquires the French contract caterer Viva3 as well as the Italian companies Concerta and IGM. Through Áreas, the Group acquires control of Gatsby in Chile.

2008

The Group acquires control of MyChef in Italy and Arce in Spain. Through Áreas, it gains a foothold in the Airports market in the USA. The Group set up Elixir Integrated Services in the United Kingdom – a division specially dedicated to Facilities Management.

2010

Elixir acquires Sin&Stes – France's leading provider of corporate cleaning and support services – and creates a new division called Facilities Management/Cleaning Services France. The Group also continues to build its business in the leisure market.

THE EXECUTIVE TEAM



Robert ZOLADE, Chairman of the Supervisory Board



Robert Zolade graduated from Institut d'Etudes Politiques de Paris and also holds a degree in law and a post-graduate degree in economics. He held various positions within the Accor Group, including Chairman and Chief Executive Officer of Générale de Restauration in 1990 and Chief Executive Officer of Compagnie Internationale des Wagons-Lits et Tourisme between 1990 and 1992. Together with Francis Markus he went on to found the Elior Group and the two men acted as Co-Chairmen until 2004. Since October 2010, Robert Zolade is Chairman of the Supervisory Board.

Gilles PETIT, Chief Executive Officer



Gilles Petit graduated from the ESC business school in Reims. He began his career in 1980 at Arthur Andersen before joining the Promodès group in 1989 where he successively held until 2000 the positions of Store Director, Methods and Organization Director, Sales and Marketing Director, Operations Director and then Chief Executive Officer of Continent hypermarkets. In 2001 he was appointed Managing Director of Carrefour Belgium and in 2004 was nominated Executive Director – Other European Countries and in 2005 became Managing Director of Carrefour Spain. As of January 2008 he was Executive Director France and a member of the Executive Board before being appointed to Carrefour's Executive Committee.

Philippe CHEVALLIER, Finances et Administration



Philippe Chevallier is a graduate of Essec business school and Institut d'Etudes Politiques de Paris. He began his career with Ugine Aciers where he served as Assistant to the Financial Department from 1982 to 1984. He then held various financial positions within the Usinor (Arcelor) Group, including Deputy Head of the Financial Management Department of Usinor Sacilor (1984-1987), Head of the Trading Room (1988-1993), Head of Finance, then of Financial Transactions at Usinor (1994-1998) and subsequently Corporate Secretary for Usinor Distribution (1999-2000). He joined Elior as Chief Financial Officer in 2001.

Agnès BUREAU MIRAT, Human Ressources



Agnès Bureau-Mirat is a graduate from Institut d'Etudes Politiques de Paris and holds a DESS qualification for Human Resource Management. Her career began in 1986 as Internal Communication and Human Resources Development manager with the Samaritaine department store. In 1990, she moved to Ciments Français where she held successively positions of Recruiting and Careers Manager then Head of Executive Management. She joined the Vivendi Universal Group in 1999 as Director of Corporate Management Development for Vivendi Universal Publishing then VP Human Resources for Vivendi Universal Health. In 2003, she took over the Direction of Human Resources at Valeo Service then in 2006, that of the Arjowiggins Group.

Jacques SUART, Chief Communication Officer



Jacques Suart holds a degree in philosophy and a post-graduate degree in Political Science. He began his career as a Communications Consultant at Bernard Krief and subsequently worked at RFC. He served as Head of Communications and Press Relations at the French Infrastructure Ministry from 1986 to 1988 before being appointed Chief Communications Officer of the Ministry's regional development department (DATAR), a position he held until 1989. He then went on to successively serve as Chief Communications Officer with the Schneider, Lafarge and PPR groups. He has been Elior's Chief Communications Officer since 1999.