

A young girl with long brown hair in pigtails is smiling broadly. She is wearing a dark blue jacket over a white shirt. In front of her is a plate of food, including what looks like pasta or a salad, and a whole kiwi fruit. The background is a warm, yellowish-gold color with faint green decorative swirls.

Sharing a taste
for life

Elior in brief
2007/2008

Elior®

Where there's a taste for life



Profile

Number 3 in the European **contracted foodservice market**

As the third largest player in the European contracted foodservice and related services market Elixir deploys its expertise and know-how in the businesses of Contract Catering & Facilities Management and Concession Catering & Travel Retail. Every day, the Group's 67,500 employees serve 2.9 million guests at 14,000 restaurants and outlets located in 14 countries. In each of our businesses we offer catering and service solutions that are ideally suited to our clients' needs, through brands that convey an image of professional skills and practices. Our key priorities include ensuring that we are particularly attuned to the needs of our clients and guests, that our employees are given opportunities to develop their careers and that our operations do not harm the environment. We propose solutions that respect the diversity of different cultures and people, in line with the Group's slogan, "Where there's a taste for life".

Key figures, ownership structure and operating presence

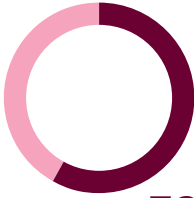
An international group

REVENUE BY REGION

% of consolidated revenue

41.7%

International



58.3%

France

ELIOR'S LOCATIONS

EUROPE

Belgium
France
Italy
Luxembourg
Netherlands
Portugal
Spain
United Kingdom

AFRICA

Morocco

NORTH AMERICA

United States

CENTRAL AND LATIN AMERICA

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



67,491
EMPLOYEES¹

13,969
RESTAURANTS AND OUTLETS
UNDER MANAGEMENT

1. Including 69% of the staff of Áreas and its subsidiaries, which are proportionately consolidated.

REVENUE BY BUSINESS LINE AND SECTOR

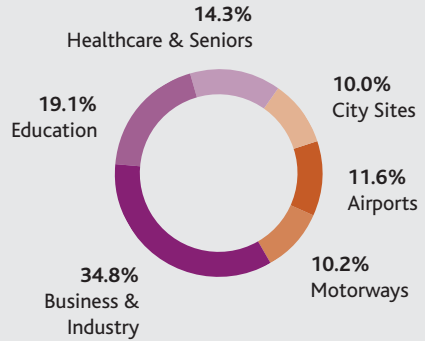
% of consolidated revenue

68.2%

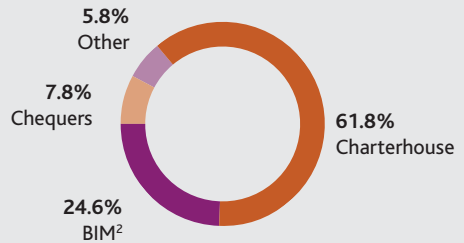
CONTRACT CATERING
& FACILITIES MANAGEMENT

31.8%

CONCESSION CATERING
& TRAVEL RETAIL



OWNERSHIP STRUCTURE¹

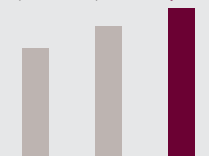


1. Ownership structure of Holding Bercy Investissement (HBI), which wholly owns Elior.
2. Bagatelle Investissement et Management – wholly controlled by Robert Zolade.

CONSOLIDATED REVENUE³

Years ended 30 September
(€ million)

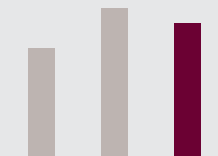
3,002 3,249 **3,457**



RECURRING OPERATING PROFIT³

Years ended 30 September
(€ million)

173 200 **183**



3. Including 69% of the revenue/recurring operating profit of Áreas and its subsidiaries, which are proportionately consolidated.

Elior's brands*

Contract Catering & Facilities Management

 France, Italy, Netherlands, United Kingdom

 France

 France

 France

 Portugal, Spain

 Meal vouchers, Italy

 France

 France

 France

 United Kingdom

Concession Catering & Travel Retail

 France, United Kingdom


 Central and Latin America, Morocco, Portugal, Spain, United States

 United Kingdom

 United Kingdom

 Italy


 Fast food restaurants – Education – France

 Fast food restaurants – Motorways and Airports – Latin America, Morocco, Portugal, Spain


 Catering – Education – France


 Catering – Education – France


Elior's own brands


 Motorway restaurants – France, Luxembourg

 Food Court – Business & Industry – France

 Restaurants, coffee shops and retail outlets – Airports and Motorways – Portugal, Spain

 Coffee shops and retail outlets – Healthcare & Seniors – France


 Airports and Railway Stations – Latin America, Morocco, Portugal, Spain

 Business & Industry – France

 Business & Industry – France

 Business & Industry – France


 Catering – France

 Catering – Education – France


 Catering – Education – France

 Restaurants, coffee shops and retail outlets – Airports and Motorways – Morocco, Spain

 Sandwich and coffee shops – All sectors – France, Netherlands


 Catering stands offering pasta dishes – Business & Industry and Motorways – France

 Business & Industry – France

 Services for families – Motorways and Railway Stations – Healthcare & Seniors – France


 Catering – Education – France

Retail outlets

 Airports and Railway Stations – Central and Latin America, Portugal, Spain

 Airports – Spain

 Airports – Spain


 Business & Industry, Education, Motorways, Airports, City Sites – France, Netherlands


 Motorways – Spain

 Airports – Portugal, Spain

 Airports – Spain


 Airports – Spain

 Airports – Spain

 Airports – Spain

Franchised brands

 Railway Stations – France

 Business & Industry – France

 Motorways – France

 Airports, Railway Stations – France

 Airports – France

 Airports – France

 Airports, Railway Stations – France

 Motorways – France


 Airports, Railway Stations – France

 Motorways – France

 Airports – France

 Airports – France

 Business & Industry, Airports, Motorways, City Sites – France, United Kingdom

 Airports, Motorways, Railway Stations – France

 Airports, Motorways, Railway Stations – France


Prestigious sites


 The Tuileries Garden

 Versailles Palace

 The restaurant at the top of the Montparnasse Tower in Paris

 A Paris venue for functions and gourmet dining

 The restaurant at the Quai Branly museum in Paris

 The restaurant in the Orsay museum in Paris

 Hampton Court Palace

 The Tower of London

 Edinburgh Castle

CONTRACT CATERING & FACILITIES MANAGEMENT



34.8%

Business & Industry

19.1%

Education

14.3%

Healthcare & Seniors

BUSINESS & INDUSTRY €1,203 million IN REVENUE

Elior proposes a wide range of foodservice formats in the Business & Industry sector, including corporate restaurants, private and executive dining room services, event catering and vending machines as well as an array of additional services such as retail outlets, meal tray deliveries, management of conference rooms, and switchboard, reception, mail handling and light maintenance services. This offering is provided to private firms operating in the manufacturing and service industries, as well as to multi-tenant office buildings, business centres, high-tech economic centres, government agencies, international organisations and national defence forces.

Operating presence: France, Italy, Netherlands, Portugal, Spain, United Kingdom

EDUCATION

€660 million IN REVENUE

Elior delivers solutions tailored to the specific needs and expectations of children, young adults and teaching and non-teaching staff at state-run and private schools and colleges, day care centres, vacation facilities, local authorities, universities, nurseries and boarding schools.

Operating presence: France, Italy, Netherlands, Portugal, Spain, United Kingdom

HEALTHCARE & SENIORS €494 million IN REVENUE

Elior offers a comprehensive range of catering and related services (including specialised cleaning and hospitality services, cafeteria management, vending machines, retail outlets, television rental, reception and switchboard facilities, home meal deliveries and light maintenance) for the staff, patients and residents of hospitals, clinics, healthcare institutions, retirement homes and nursing homes.

Operating presence: France, Italy, Netherlands, Portugal, Spain, United Kingdom

CONCESSION CATERING & TRAVEL RETAIL



10.2%

Motorways

11.6%

Airports

10.0%

City Sites

MOTORWAYS

€352 million IN REVENUE

Elior offers motorists and their families a full array of catering solutions (restaurants, cafeterias and bars) as well as vending machines, retail outlets and other services including baby-care facilities, games and play areas, rest areas and Wifi access.

Operating presence: Chile, France, Italy, Luxembourg, Mexico, Portugal, Spain

AIRPORTS

€400 million IN REVENUE

Elior provides airport passengers and staff with an offering that encompasses restaurants, bars, retail outlets, VIP lounges, event catering, business centres and vending machines.

Operating presence: Argentina, Belgium, Chile, France, Italy, Mexico, Morocco, Portugal, Spain, United Kingdom, United States, West Indies

CITY SITES

€348 million IN REVENUE

Elior provides restaurant services, event catering, vending machines and retail outlets in museums, railway stations, exhibition centres, department stores, sporting venues, tourist attractions, shopping centres, hotels and resorts. The Group also boasts a number of prestigious gourmet restaurants in France and the United Kingdom.

Operating presence: Argentina, Belgium, Chile, France, Italy, Mexico, Spain, United Kingdom, West Indies

Contact information

ELIOR

Registered office:
61-69, rue de Bercy
75589 Paris Cedex 12
France
Tel: + 33 1 40 19 50 00
Fax: + 33 1 43 41 42 36
www.elior.com

FRANCE

CONTRACT CATERING & FACILITIES MANAGEMENT BUSINESS & INDUSTRY

Avenance Entreprises
46-52, rue Albert
75013 Paris
Tel: + 33 1 56 61 40 00
Fax: + 33 1 56 61 41 00

Arpège
223, avenue Pierre-Brossolette
92120 Montrouge
Tel: + 33 1 47 35 25 25
Fax: + 33 1 46 56 52 02

Les Repas Parisiens
Parc d'affaires SILIC,
19, avenue de la Gare
94523 Rungis
Tel: + 33 1 56 70 67 50
Fax: + 33 1 56 70 67 59

L'Alsacienne de Restauration
2, rue Évariste-Galois
BP 80010
67012 Strasbourg Cedex
Tel: +33 3 88 18 68 00
Fax: + 33 3 88 81 24 28

EDUCATION

Avenance Enseignement
15, avenue Paul-Doumer
92508 Rueil-Malmaison Cedex
Tel: + 33 1 47 16 51 00
Fax: + 33 1 47 16 53 49

HEALTHCARE & SENIORS AND FACILITIES MANAGEMENT

Avenance Santé-Résidences
92-98, boulevard Victor-Hugo
92115 Clichy
Tel: + 33 1 55 21 86 86
Fax: + 33 1 55 21 02 07

Hôpital Service
92-98, boulevard Victor-Hugo
92115 Clichy
Tel: + 33 1 55 21 02 02
Fax: + 33 1 55 21 02 07

Services et Santé
92-98, boulevard Victor-Hugo
92115 Clichy
Tel: + 33 1 55 21 87 10
Fax: + 33 1 55 21 02 07

FMC
92-98, boulevard Victor-Hugo
92115 Clichy
Tel: + 33 1 55 21 87 87
Fax: + 33 1 55 21 02 07

CONCESSION CATERING & TRAVEL RETAIL

Eliance Aéroports
43, rue du Colonel-Pierre-Avia
75508 Paris Cedex 15
Tel: + 33 1 41 90 29 00
Fax: + 33 1 41 90 28 85

Eliance Autoroutes
43, rue du Colonel-Pierre-Avia
75508 Paris Cedex 15
Tel: + 33 1 41 90 29 00
Fax: + 33 1 41 90 28 99

Eliance Ville
43, rue du Colonel-Pierre-Avia
75508 Paris Cedex 15
Tel: + 33 1 41 90 29 00
Fax: + 33 1 41 90 28 95

PURCHASING

Purchasing Department
101, rue de Tolbiac
75622 Paris Cedex 13
Tel: + 33 1 56 61 56 00
Fax: + 33 1 56 61 56 56

INTERNATIONAL

ITALY

Avenance Italia
Via Venezia Giulia, 5/a
20157 Milan
Tel: + 39 02 390 391
Fax: + 39 02 39 00 00 41

RistoChef/BuonChef (meal vouchers)
Via Venezia Giulia
20157 Milan
Tel: + 39 02 332 151
Fax: + 39 02 39 00 12 06

MyChef
Via Val Formazza, 10, Torre 3
20157 Milan
Tel: + 39 02 390 9951
Fax: + 39 02 355 2234

MEXICO

Latinoamericana Duty Free
Capitán Carlos León, S/N
Edificio C, Piso 2
Nueva terminal internacional del
aeropuerto de la ciudad de Mexico,
Colonia piñon de los Baños
15620 Mexico DF
Tel: + 52 55 51 33 11 20
Fax: + 52 55 51 33 11 20

Aerocomidas
Capitán Carlos León, S/N
Edificio D, Sala E2 Piso3 Local 3D
Interior AICM
Del.V. Carranza
15620 Mexico DF
Tel: + 52 55 57 64 59 10
Fax: + 52 55 25 99 02 87

NETHERLANDS

Avenance Nederland
Milaanstraat 21-23
1175 RJ Lijnden
Tel: + 31 20 850 1200
Fax: + 31 20 850 1210

SPAIN

Áreas
Via Augusta 21, 6/a
08006 Barcelona
Tel: + 34 93 240 15 15
Fax: + 34 93 240 15 18

Serunió
Avenida Josep Tarradellas 34-36, 7/a
08029 Barcelona
Tel: + 34 93 228 95 55
Fax: + 34 93 228 95 59

UNITED KINGDOM

Elior UK
Central House
Balfour Road, Hounslow
Middlesex TW3 1HY
Tel: + 44 20 8607 7200
Fax: + 44 20 8569 4069

Avenance UK
Central House
Balfour Road, Hounslow
Middlesex TW3 1HY
Tel: + 44 20 8607 7200
Fax: + 44 20 8569 4069

Azure
Central House
Balfour Road, Hounslow
Middlesex TW3 1HY
Tel: + 44 20 8607 7200
Fax: + 44 20 8569 4069

Eliance Restaurants
The Courtyard
Catherine Street
Macclesfield SK11 6ET
Tel: + 44 16 2566 0160
Fax: + 44 16 2561 2597

Digby Trout Restaurants
The Courtyard
Catherine Street
Macclesfield SK11 6ET
Tel: + 44 16 2566 0160
Fax: + 44 16 2561 2597

Elior Integrated Services
Central House
Balfour Road, Hounslow
Middlesex TW3 1HY
Tel: + 44 20 8607 7200
Fax: + 44 20 8569 4069

UNITED STATES

Áreas USA Inc.
5301 Blue Lagoon Drive
33126 Miami, Florida
Tel: + 1 305 267 8510
Fax: + 1 305 675 8488