

Issy-les-Moulineaux, October 23, 2025
Sodexo (Euronext Paris FR 0000121220-OTC: SDXAY)

Sodexo Fiscal 2025 results in line with revised guidance; Fiscal 2026 as a transition year laying foundation for the future

- **Fiscal 2025 results:**
 - Organic revenue growth of +3.3%, or +3.7% underlying¹
 - Underlying operating profit margin at 4.7%, up +10bps at constant currencies
 - Underlying group net profit at 785 million euros, up +3.7% at constant currencies
 - Solid free cashflow; net debt/EBITDA ratio of 1.8x
 - Proposed dividend of 2.70 euros, in line with the Group dividend policy
- **Evolution within the governance**
 - Appointment of Thierry Delaporte as Chief Executive Officer, effective November 10, 2025
 - Board evolutions to be proposed at the Shareholders Meeting on December 16, 2025
- **Fiscal 2026 guidance:**
 - Organic revenue growth between +1.5% and +2.5%
 - Underlying operating profit margin to be slightly lower than Fiscal 2025

At the Board of Directors meeting held on October 22, 2025, chaired by Sophie Bellon, the Board approved the consolidated accounts of Sodexo for the fiscal year ended August 31, 2025.

Fiscal 2025 key figures and highlights

(in million euros)	FISCAL 2025	FISCAL 2024	CHANGE	CHANGE AT CONSTANT CURRENCIES
Revenues	24,074	23,798	+1.2%	+2.9%
Organic growth	+3.3%	+7.9%		
UNDERLYING OPERATING PROFIT	1,139	1,109	+2.7%	+5.0%
UNDERLYING OPERATING PROFIT MARGIN	4.7%	4.7%	— bps	+10 bps
Other operating income and expenses	(154)	(58)		
OPERATING PROFIT	985	1,051	(6.3%)	(4.8%)
Net financial expense	(88)	(63)		
Tax charge	(198)	(249)		
Effective tax rate	22.2%	25.4%		
GROUP NET PROFIT FROM CONTINUING OPERATIONS - Group share	695	738	(5.8%)	(4.1%)
Basic EPS from Continuing Operations (in euros)	4.76	5.04	(5.6%)	
UNDERLYING NET PROFIT FROM CONTINUING OPERATIONS - Group share	785	775	+1.3%	+3.7%
Basic Underlying EPS from Continuing Operations (in euros)	5.37	5.29	+1.5%	

Line labeled "Group Net profit from continuing operations" reflects the presence of discontinued operations in Fiscal 2024. No discontinued contribution in Fiscal 2025.

¹ Excluding the base effect of the Olympics, Rugby World Cup and leap year in Fiscal 2024.

Sodexo Chairwoman and CEO Sophie Bellon said:

"Over the past four years, we have repositioned Sodexo as a pure-play food and services company. We have streamlined our portfolio, sharpened our focus on core activities, whilst continuing the transformation of our operating model. These efforts have set a strong foundation for sustainable performance.

Our Fiscal 2025 results reflect both the progress achieved and the operational challenges we faced, particularly in the U.S. For Fiscal 2026, we remain laser-focused on addressing these challenges, with clear action plans already underway.

The appointment of Thierry Delaporte as Chief Executive Officer marks the opening of a new chapter for Sodexo, with commercial acceleration and rigorous execution being our key priorities. I am confident that our new governance structure will support the Group's next stage of development and long-term success.

I want to sincerely thank all Sodexo teams for their dedication and commitment. Their engagement has been essential in driving change and positioning the Group strongly for the future."

Fiscal 2025 highlights

- **Revenues** - Fiscal 2025 consolidated revenues reached 24.1 billion euros, up +1.2% year-on-year, driven by organic growth of +3.3%, partly offset by a negative currency impact of -1.8% and a net contribution from acquisitions and disposals of -0.3%.
- **Organic revenue growth** of +3.3% (or +3.7% excluding the base effect of the Olympics, the Rugby World Cup and the leap year in Fiscal 2024), primarily reflects a contribution from pricing close to 3% and slight positive volume and net new business contribution.
- **By geography:**
 - In **North America**, organic growth was **+2.8%**, reflecting strong results in Sodexo Live! and Business & Administration, and solid underlying momentum in Healthcare despite timing effects, offset by contract losses in Education.
 - In **Europe**, organic growth was **+1.7%**, or +2.7% excluding the base effect of the Rugby World Cup and the Olympics, with progress across segments, notably in Healthcare and Seniors.
 - In **Rest of the World**, organic growth was **+7.5%** primarily driven by India, Australia and Brazil, as Sodexo continues to strengthen its positioning and gain market share. Growth in most other countries remained robust.
- **Underlying operating profit** was 1.1 billion euros, corresponding to an **Underlying operating margin** of 4.7%, up +5% and +10 basis points at constant currencies. The improvement was supported by procurement efficiencies and benefits from the Global Business Services project, which offset ongoing investments to support growth. Europe and the Rest of the World contributed to margin expansion at constant currencies, while North America remained stable.
- **Other operating income & expenses** amounted to -154 million euros, mainly from restructuring expenses and amortization of purchased intangible assets. The prior year number included a one-off gain from the disposal of the Homecare business.
- **Operating profit** was 985 million euros, compared to 1,051 million euros in the prior year, reflecting year-on-year differences in other operating income and expenses.
- **Net financial expense** amounted to 88 million euros, compared to 63 million in the prior year, mainly due to lower one-off gains than in the previous year (including compensatory interests and dividends). During the year, the Group continued to optimize its financing structure through the cash repayment of its 700 million euros bond maturing in April 2025, the 1.1 billion U.S dollars notes issuance by Sodexo Inc. in May 2025, and the partial repurchase of existing debt, thereby supporting liquidity and financial flexibility.
- The **Effective tax rate** was 22.2%, reflecting mainly the update of the risk related to Sodexo S.A. tax audit, following the finalization of related procedures during the period, and the recognition of previously unrecognized tax losses in France.
- **Group Net profit** was 695 million euros, down from 738 million euros last year, the difference mainly reflecting an exceptional capital gain in the prior year. **Underlying net profit** amounted to 785 million euros, up +3.7% at constant currencies. The resulting **underlying EPS** was 5.37 euros.

- The Board proposes a **dividend** of 2.70 euros, up +1.9% from the previous year, and in line with the Group dividend policy of a 50% pay-out ratio based on underlying net income. It will be proposed at the Shareholders Meeting on December 16, 2025.
- **Free cash flow** amounted to 459 million euros, including an exceptional tax outflow related to the finalization of the tax audit of Sodexo S.A. Working capital was well contained and capex stood at 2% of revenue.
- **Net M&A expenditure** totaled 93 million euros, driven by the acquisitions of CRH Catering in the United States and Agap'Pro, a GPO in France, which were partly offset by some disposals in non-core activities. The Group also agreed to acquire *Grupo Mediterránea* in Spain, with closing expected by the end of calendar year 2025, reinforcing its presence in key food markets.
- **Net debt** increased to 2.7 billion euros, from 2.6 billion euros at the end of Fiscal 2024, mainly due to the exceptional tax outflow. As a result, the Net debt to EBITDA ratio was 1.8x, compared to 1.7x at the end of Fiscal 2024, within the target range of 1-2x.

Commercial momentum

- **Client retention**² was 94%, reflecting the loss of a large global FM account (-50 bps impact) and weaker performance in the U.S. Education segment.
- **New signings**² totaled 1.7 billion euros, with a strong start to the year followed by a softer second half, partly mitigated by successful cross-selling.

Leading the way in sustainability

In Fiscal 2025, Sodexo continued to strengthen its positive impact:

- 80% **employee engagement** and lowest-ever Lost Time Injury Rate of 0.45, reflecting continued progress in **workplace safety**,
- significant **carbon reductions**, achieving total greenhouse gas emissions reductions of -19.3% compared to 2017 (including -37.7% for Scopes 1 and 2)
- -47.6% decrease in **food waste**, in close collaboration with clients, suppliers, and partners.

The Group is also publishing its first **CSRD-compliant sustainability statement**, reinforcing governance and transparency.

Building on this progress, **Better Tomorrow 2028** sets a new roadmap to strengthen the Company's social, environmental and societal impact, thereby contributing to its long-term resilience.

Sodexo Governance

Dissociated governance structure, as of November 10, 2025

- **Thierry Delaporte** as Group Chief Executive Officer;
- **Sophie Bellon** as non-executive Chairwoman of the Board of Directors for the duration of her mandate.

Changes in the Board of Directors

- **Gilles Pélisson** will succeed Luc Messier as Lead independent Director, effective November 10, 2025.
- **Véronique Laury** and **Cécile Tandeau de Marsac**, who have contributed strongly to the Board and its Committees over their respective 6- and 9-year tenures, have chosen not to seek renewal of their terms.

The Board will propose several resolutions relative to its composition to strengthen the diversity of its expertise and its knowledge of the North American markets. The following appointments and renewals will be proposed at the Shareholders Meeting on December 16, 2025:

- the appointment of **Geneviève Bich** as an independent Director for a three-year term. If approved, she will chair the Compensation Committee and sit on the Nominating Committee.

² Retention and new signings are based on annualized revenue of contracts gained or lost during the period, irrespective of contract dates.

- the appointment of **Françoise Colpron** as an independent Director for a three-year term. If approved, she will serve on the Audit Committee.
- the renewal of **Luc Messier**'s term as independent Director for a three-year term. If approved, he will chair the Sustainability Committee and remain a member of the Nominating and Audit Committees.
- the appointment of **Bellon SA**, represented by **Patrice de Talhouët** for a three-year term to replace his individual mandate as non-independent Director. If approved, he will be a member of the Sustainability and the Audit Committees.

All the resolutions and detailed information on the Board's composition and governance will be presented in Sodexo's Universal Registration Document, to be soon filed with the AMF (French financial markets authority).

Outlook

For Fiscal 2026, in line with current operational priorities, Sodexo provides the following outlook:

- **Organic growth to be between +1.5% and +2.5%**, reflecting a minimum +2% contribution from pricing, neutral to moderate contribution from both like-for-like volume and net new business, and a one-off reclassification triggered by the renewal of a large contract;
- **Underlying operating profit margin to be slightly lower than Fiscal 2025**, reflecting the mix and phasing of our growth drivers and targeted investments to enhance our Group's foundations for profitable growth.

Conference call

Sodexo will hold a conference call (in English) today at 9:00 a.m. (Paris time), 8:00 a.m. (London time) to comment on these Fiscal 2025 Results.

To join the call:

- from the UK / International, please dial: +44 (0) 121 281 8004
- from France, please dial: +33 (0) 1 70 91 87 04
- from the USA, please dial: +1 718 705 8796

Access Code: 07 26 13

A live audio webcast is also available on www.sodexo.com.

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

Sodexo Fiscal 2026 financial calendar

Fiscal 2025 Annual Shareholders Meeting	December 16, 2025
Fiscal 2026 First quarter Revenues	January 8, 2026
Fiscal 2026 First half Results	April 10, 2026
Fiscal 2026 Third quarter Revenues	July 2, 2026
Fiscal 2026 Full year Results	October 23, 2026
Fiscal 2026 Annual Shareholders Meeting	December 16, 2026

These dates are indicative and may be subject to change without notice. Regular updates are available in the calendar on our website 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. For Sodexo, growth and social commitment go hand in hand. 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, Bloomberg France 40, CAC SBT 1.5, FTSE 4 Good and DJSI indices.

Sodexo 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
- 8.3 billion euros in market capitalization (as at October 22, 2025)

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About Geneviève Bich

A Canadian national, Geneviève is a recognized expert in human resources, with extensive leadership experience across major Canadian companies and board-level responsibilities.

Geneviève is Vice President, Human Resources at Metro Inc., a leader in the food and pharmacy industry in Canada. Prior to joining Metro, Geneviève held similar positions at Aimia Inc., Groupe Dynamite and Bell. She is a member of the Board of Directors of Hydro-Québec, Chair of the Board's Human Resources Committee and a member of the Governance and Customer Experience Committee. She actively supports several community organizations in Montreal. Geneviève is graduated in psychology from McGill University and in law from the Université de Montréal.

She is a member of the *Barreau du Québec* and the *Ordre des conseillers en ressources humaines agréés du Québec*.

About Françoise Colpron

A dual U.S. and Canadian national, Françoise is a seasoned corporate director and strategic executive with over 30 years of global legal and business experience, including 25 years in the automotive industry.

She began her career as a lawyer at Ogilvy Renault in Canada and then in Hong Kong. She joined Valeo in 1998, and had several roles, first in the legal department in Paris, then as General Counsel for North and South America, and finally as Group President for North America, from 2008 through 2022. During her tenure, Françoise successfully led the Region during the 2009 economic downturn, through the transformation of the automotive industry in terms of autonomous driving and electrification, as well as the various challenges of Covid and talent and supply shortages. Françoise established strong relationships with automotive customers and local communities, and a strong branding as an employer of choice.

She serves on the Boards of Directors of Sealed Air, Celestica, and Veralto, contributing to governance, human resources, nominating, audit and compensation committees.

She holds a law degree from the University of Montreal and is fluent in English, French, and Spanish.



Fiscal 2025 Activity Report

1.1 Fiscal 2025 Performance of Sodexo

1.1.1 Consolidated income statement

(in million euros)	FISCAL 2025	FISCAL 2024	CHANGE	CHANGE CONSTANT RATES
Revenues	24,074	23,798	+1.2%	+2.9%
Organic growth	+3.3%	+7.9%		
UNDERLYING OPERATING PROFIT	1,139	1,109	+2.7%	+5.0%
UNDERLYING OPERATING PROFIT MARGIN	4.7%	4.7%	0 bps	+10 bps
Other operating income and expenses	(154)	(58)		
OPERATING PROFIT	985	1,051	(6.3%)	(4.8%)
Net financial expense	(88)	(63)		
Tax charge	(198)	(249)		
Effective tax rate ⁽¹⁾	22.2%	25.4%		
NET PROFIT FROM CONTINUING OPERATIONS⁽²⁾ - Group share	695	738	(5.8%)	(4.1%)
Basic EPS from Continuing Operations (in euros)	4.76	5.04	(5.6%)	
UNDERLYING NET PROFIT FROM CONTINUING OPERATIONS - Group share	785	775	+1.3%	+3.7%
Basic Underlying EPS from Continuing Operations (in euros)	5.37	5.29	+1.5%	

(1) ETR based on Pre-tax profit excluding share of profit from Equity method of 892 million euros in Fiscal 2025 and 983 million euros in Fiscal 2024.

(2) Profit attributable to non-controlling interests were 11 million euros in Fiscal 2025 and 9 million euros in Fiscal 2024.

1.1.2 Revenues

REVENUES (in million euros)	FISCAL 2025	FISCAL 2024	ORGANIC GROWTH	EXTERNAL GROWTH	CURRENCY EFFECT	TOTAL GROWTH
North America	11,180	11,111	+2.8%	-0.3%	-1.8%	+0.6%
Europe	8,593	8,448	+1.7%	-0.4%	+0.4%	+1.7%
Rest of the World	4,301	4,239	+7.5%	-0.2%	-5.9%	+1.5%
SODEXO	24,074	23,798	+3.3%	-0.3%	-1.8%	+1.2%

Fiscal 2025 consolidated revenues reached 24.1 billion euros, up +1.2% year-on-year, despite a -1.8% negative currency impact (mainly from the U.S. dollar and several Latin American currencies) and a net contribution from acquisitions and disposals of -0.3%. Fiscal 2025 organic revenue growth was +3.3%, or +3.7% excluding the base effect of the Olympics, the Rugby World Cup and leap year in Fiscal 2024, primarily reflecting a contribution from pricing close to 3% and slight positive volume and net new business contribution.

North America delivered +2.8% organic growth, reflecting strong results in Sodexo Live! and Business & Administrations, and solid underlying momentum in Healthcare despite timing effects, offset by contract losses in Education.

In Europe, organic growth was +1.7%, or +2.7% excluding the base effect of the Olympics and the Rugby World Cup, with progress across segments, notably in Healthcare and Seniors.

In Rest of the World, organic growth was +7.5%, primarily driven by India, Australia and Brazil, as Sodexo continues to strengthen its positioning and gain market share. Growth in most other countries remained robust.

North America

REVENUES BY SEGMENT (in million euros)	FISCAL 2025	FISCAL 2024	RESTATED ORGANIC GROWTH ⁽¹⁾
Business & Administrations	2,948	3,036	+4.2%
Sodexo Live!	1,560	1,428	+11.2%
Healthcare & Seniors	3,504	3,411	+1.8%
Education	3,168	3,236	-1.1%
NORTH AMERICA TOTAL	11,180	11,111	+2.8%

(1) During First half Fiscal 2025, some contracts or operations have been reallocated between segments.

Fiscal 2025 **North America** revenues totaled 11.2 billion euros, up +2.8% organically.

Organic growth in **Business & Administrations** reached +4.2%, supported by strong food services performance, cross-sales, and price increases, partly offset by contract demobilizations, including the impact of a large global FM contract exit.

Sodexo Live! delivered robust organic growth of +11.2%, fueled by strong activity in airport lounges, conference centers, stadiums and arenas.

Healthcare & Seniors organic growth was +1.8%, supported by price increases, volume growth, and cross-sales. Performance was affected by site losses in Canada and in Seniors, as well as by a slow ramp-up of new business in U.S. Healthcare, with new contracts beginning to contribute in the fourth quarter.

In **Education**, organic growth was -1.1%, with performance impacted by prior-period contract exits.

Europe

REVENUES BY SEGMENT (in million euros)	FISCAL 2025	FISCAL 2024	RESTATED ORGANIC GROWTH ⁽¹⁾
Business & Administrations	4,746	4,681	+1.2%
Sodexo Live!	707	750	-6.2%
Healthcare & Seniors	1,987	1,885	+6.7%
Education	1,153	1,132	+1.3%
EUROPE TOTAL	8,593	8,448	+1.7%

(1) During First half Fiscal 2025, some contracts or operations have been reallocated between segments

Fiscal 2025 **Europe** revenues totaled 8.6 billion euros, up +1.7% organically, or +2.7% excluding the base effect of the Olympics and the Rugby World Cup.

In **Business & Administrations**, organic growth was +1.2%, supported by price revisions and new site openings, though partially offset by softer activity levels in FM and the impact of some contract exits.

Sodexo Live! organic growth came in at -6.2%, or +5.1% excluding the base effect of the Olympics and the Rugby World Cup, reflecting

strong tourist activity in France and robust volume growth in airport lounges and stadiums in the UK.

Healthcare & Seniors organic growth stood at +6.7%, driven by strong commercial momentum across the zone as well as sustained volume growth and price revisions.

In **Education**, organic revenue growth was +1.3%, reflecting the positive impact of price revisions, partly offset by the exit of some low-performing contracts in France.

Rest of the World

REVENUES BY SEGMENT (in million euros)	FISCAL 2025	FISCAL 2024	RESTATED ORGANIC GROWTH ⁽¹⁾
Business & Administrations	3,708	3,694	+6.5%
Sodexo Live!	54	46	+20.4%
Healthcare & Seniors	352	337	+16.2%
Education	187	162	+10.4%
REST OF THE WORLD TOTAL	4,301	4,239	+7.5%

(1) During First half Fiscal 2025, some contracts or operations have been reallocated between segments

Fiscal 2025 **Rest of the World** revenues were 4.3 billion euros. Organic growth was +7.5%, underpinned by strong activity levels across most geographies, supported by price increases and solid commercial momentum. Performance was particularly strong in

India, fueled by new business wins and higher volumes on existing sites, in Australia, supported by additional volumes and robust development, and in Brazil, driven by price revisions and sustained volume growth.

1.1.3 Underlying Operating Profit

Fiscal 2025 underlying operating profit was 1.1 billion euros, up +2.7%, or +5.0% excluding currency effects. The underlying operating profit margin, including corporate expenses, reached 4.7%, up +10 basis points at constant currencies.

(in million euros)	UNDERLYING OPERATING PROFIT FISCAL 2025	CHANGE	CHANGE (EXCLUDING CURRENCY EFFECT)	UNDERLYING OPERATING PROFIT MARGIN FISCAL 2025	CHANGE IN MARGIN	CHANGE IN MARGIN (EXCLUDING CURRENCY MIX EFFECT)
North America	645	-0.8%	+1.4%	5.8%	-10 bps	0 bps
Europe	367	+8.3%	+6.7%	4.3%	+30 bps	+20 bps
Rest of the World	211	+2.4%	+10.8%	4.9%	0 bps	+20 bps
Corporate expenses / HQ costs	(84)	-2.3%	-2.3%			
UNDERLYING OPERATING PROFIT	1,139	+2.7%	+5.0%	4.7%	0 bps	+10 bps

- The margin improvement reflects procurement efficiencies, benefits from the Global Business Services project and some operating leverage, which offset ongoing investments to support growth.
- Performance by zone was as follows (variances at constant currencies):
 - North America: underlying operating profit increased +1.4%, with the margin stable at 5.8%.
 - Europe: underlying operating profit rose +6.7%, with the margin up +20 bps to 4.3%.
 - Rest of the World: underlying operating profit grew +10.8%, with the margin up +20 bps to 4.9%.

1.1.4 Net profit

(in million euros)	FISCAL 2025	FISCAL 2024
UNDERLYING OPERATING PROFIT	1,139	1,109
Net impact related to consolidation scope changes	3	90
Restructuring and rationalization costs	(97)	(65)
Amortization of purchased intangible assets	(35)	(35)
Other	(25)	(48)
OTHER OPERATING INCOME AND EXPENSES	(154)	(58)
OPERATING PROFIT	985	1,051
Net financial expense	(88)	(63)
Net income before tax & shares accounted for equity method	892	983
Tax charge	(198)	(249)
NET PROFIT FROM CONTINUING OPERATIONS (GROUP SHARE)	695	738
UNDERLYING NET PROFIT FROM CONTINUING OPERATIONS (GROUP SHARE)	785	775

Other operating income and expenses amounted to -154 million euros, versus -58 million euros last year (which included a one-off gain on the disposal of the Homecare business). Of this, -97 million euros relate to restructuring, aimed at improving efficiency, productivity, and margins, and covering initiatives such as Global Business Services, ERP implementation, and other organizational optimizations.

As a result, the **operating profit** reached 985 million euros compared to 1,051 million euros in the previous year.

Fiscal 2025 **net financial expenses** amounted to 88 million euros, up from 63 million euros in Fiscal 2024. The increase primarily reflects lower one-off gains compared with the prior year, including compensatory interest in Brazil and the Sofinsod dividend. The new USD bond issuance had negligible impact this year, with higher coupons offset by increased interest income on cash and a gain on the tender of existing bonds.

The **tax charge** was 198 million euros, leading to an Effective Tax Rate of 22.2%, reflecting mainly the update of the risk related to Sodexo S.A. tax audit, following the finalization of related procedures during the period, and the recognition of previously unrecognized tax losses in France.

The share of profit of other companies accounted for using the equity method was 12 million euros compared to 13 million euros last year. Profit attributed to non-controlling interests was 11 million euros compared to the previous year amount of 9 million euros.

As a result, **Group net profit** was 695 million euros, compared to 738 million euros in Fiscal 2024. **Underlying net profit**, adjusted for other operating income and expenses net of tax, reached 785 million euros, compared to 775 million euros in Fiscal 2024, up +3.7% at constant currencies.

1.2 Consolidated financial position

1.2.1 Cash flows

(in million euros)	FISCAL 2025	FISCAL 2024
Operating cash flow ⁽¹⁾	1,200	1,338
Change in working capital	(69)	(43)
IFRS 16 leases outflow	(188)	(165)
Net capital expenditure (including new client investments)	(484)	(469)
Free cash flow⁽²⁾	459	661
Net acquisitions	(93)	986
Share buy-backs	(83)	(51)
Dividends paid to shareholders	(388)	(1,373)
Other changes (including scope and exchange rates)	18	95
(Increase)/decrease in net debt	(87)	318

(1) The difference with the Operating Cash Flow as presented in the consolidated cash flow statement comes from the payment of client investments during the period, presented in this table within Net Capex (within Operating Cash flow in the cash flow statement).

(2) The Group does not believe the accounting treatment introduced by IFRS 16 modifies the operating nature of its lease transactions. Accordingly, to ensure the Group's performance measures continue to best reflect its operating performance, the Group considers repayments of lease liabilities as operating items impacting the Free cash flow, which integrates all lease payments (fixed or variable). To be consistent, the lease liabilities are not included in Net debt (treated as operating items).

Free cash flow was 459 million euros compared to 661 million euros in Fiscal 2024.

Operating cash flow amounted to 1.2 billion euros down from 1.3 billion euros in the previous year, mainly due to an exceptional tax outflow related to a tax reassessment at Sodexo S.A..

Change in working capital in Fiscal 2025 was an outflow of 69 million euros, compared with a 43 million euros outflow in the previous year.

Net capital expenditure, including client investments, at 484 million euros, representing 2.0% of revenues, in line with last year.

Acquisitions net of disposals amounted to an outflow of 93 million euros in Fiscal 2025, driven by the acquisitions of CRH Catering in

the United States and Agap'Pro, a GPO in France, which were partly offset by some disposals in non-core activities. The prior year inflow of 986 million euros mainly resulted from the disposal of Sofinsod for 918 million euros and the Homecare business.

The Fiscal 2025 dividend payment amounted to 388 million euros. In Fiscal 2024, the dividend payment of 1,373 million euros included the special interim dividend paid in August 2024 for 918 million euros related to the sale of Sofinsod, in addition to the ordinary dividend paid in December 2024 for the previous fiscal year which included Pluxee's contribution.

Increase in net debt for the period amounted to 87 million euros.

1.2.2 Condensed consolidated statement of financial position at August 31, 2025

(in million euros)	AUGUST 31, 2025	AUGUST 31, 2024	(in million euros)	AUGUST 31, 2025	AUGUST 31, 2024
Non-current assets	8,524	8,627	Shareholders' equity	3,786	3,782
Current assets excluding cash	4,234	4,233	Non-controlling interests	13	16
Cash and cash equivalent	2,091	2,137	Non-current liabilities	5,212	5,304
Asset held for sale	—	27	Current liabilities	5,838	5,914
			Liabilities held for sale	—	8
TOTAL ASSETS	14,849	15,024	TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	14,849	15,024

(in million euros)	AUGUST 31, 2025	AUGUST 31, 2024
Gross debt	4,777	4,734
Net debt	2,687	2,600
Gearing ratio	71%	68%
Net Debt ratio (Net Debt/EBITDA)	1.8x	1.7x

As of August 31, 2025, net debt stood at 2.7 billion euros, compared with 2.6 billion euros at the end of Fiscal 2024. With EBITDA up 2% year-on-year, the net debt-to-EBITDA ratio stood at 1.8x, versus 1.7x as of August 31, 2024. Gearing rose by 3 points to 71%.

During the fiscal year, the 700 million euros bond maturing in April 2025, carrying a 0.75% coupon, was repaid.

On May 27, 2025, Sodexo Inc. successfully completed a USD 1.1 billion bond issuance in two tranches: USD 600 million maturing in August 2030 (5.15% coupon) and USD 500 million maturing in August 2035 (5.8% coupon). The issuance was nearly 7 times oversubscribed, reflecting strong investor demand. As part of a cash tender offer, a portion of the net proceeds from this bond issuance was used to repurchase USD 172.3 million of the Group's outstanding 2026 notes (1.634% coupon), representing 34.5% of the tranche.

At year-end, the Group's blended costs of debt was 2.7%, compared to 1.8% at the end of Fiscal 2024.

Gross debt totaled 4.8 billion euros, of which 53% denominated in euros, 40% in U.S. dollars and 7% in sterling, with an average maturity of 3.7 years. Debt was 95% fixed-rate and entirely covenant-free.

Operating cash amounted to 2,1 billion euros. Unused credit lines totaled 1.75 billion euros, with a 5-year maturity.

1.2.3 Earnings per share

Earnings per share (EPS) from continuing operations was 4.76 euros compared to 5.04 euros in Fiscal 2024. The weighted average number of shares for Fiscal 2025 was at 146,014,551 compared to 146,451,943 shares for Fiscal 2024. Underlying EPS increased to 5.37 euros compared to the prior year at 5.29 euros.

1.2.4 Proposed dividend

The Board proposes an ordinary dividend of 2.70 euros, in line with the Group policy of a 50% pay-out ratio based on underlying net income.

1.2.5 Currency effect

Exchange rate fluctuations do not generate operational risks, because each subsidiary bills its revenues and incurs its expenses in the same currency.

€1=	AVERAGE RATE FY 2025	AVERAGE RATE FY 2024	AVERAGE RATE FY 2025 VS. FY 2024	CLOSING RATE AT 08/31/2025	CLOSING RATE AT 08/31/2024	CLOSING RATE 08/31/2025 VS. 08/31/2024
U.S. dollar	1.100	1.082	-1.6%	1.166	1.109	-4.9%
Pound Sterling	0.842	0.857	+1.9%	0.867	0.841	-3.0%
Brazilian real	6.295	5.543	-11.9%	6.325	6.216	-1.7%

In Fiscal 2025, revenues were impacted by a -1.8% currency effect, primarily reflecting the depreciation of the U.S. dollar against the euro since the beginning of the year. The weakening of several Latin American currencies, particularly the Brazilian real, also contributed to the negative impact.

As of end of Fiscal 2025, the Group operates in 43 countries. The percentage of total revenues and Underlying operating profit denominated in the main currencies is as follows:

FISCAL 2025	% OF REVENUES	% OF UNDERLYING OPERATING PROFIT
U.S. dollar	44%	60%
Euro	23%	3%
UK pound Sterling	9%	10%
Brazilian real	4%	7%

The currency effect is determined by applying the previous year's average exchange rates to the current year figures.

1.2.6 Outlook

For Fiscal 2026, in line with current operational priorities, Sodexo provides the following outlook:

- Organic revenue growth to be between +1.5% and +2.5%, reflecting a minimum +2% contribution from pricing, neutral to moderate contribution from both like-for-like volume and net new business, and a one-off reclassification triggered by the renewal of a large contract;
- Underlying operating profit margin to be slightly lower than Fiscal 2025, reflecting the mix and phasing of our growth drivers and targeted investments to enhance our Group's foundations for sustainable development.

1.2.7 Subsequent events

No major events have occurred since the closing of Fiscal year 2025.

1.2.8 Alternative Performance Measure definitions

Blended cost of debt

The blended cost of debt is calculated at period end and is the weighted blended financing rate on borrowings (including derivative financial instruments and commercial papers) and cash pooling balances at period end.

Financial ratios

Please refer to Chapter 4, note 4.3.1.

Free cash flow

Please refer to the section entitled Consolidated financial position.

Growth excluding currency effect

The currency effect is determined by applying the previous year's average exchange rates to the current year figures except in hyperinflationary economies where all figures are converted at the latest closing rate for both periods when the impact is significant.

For Türkiye, despite being in hyperinflation, the average exchange rates of the previous period are used due to the lack of materiality.

Net debt

Net debt is defined as Group borrowing at the balance sheet date, less operating cash.

Organic growth

Organic growth corresponds to the increase in revenue for a given period (the "current period") compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year; and excluding the impact of business acquisitions (or gain of control) and divestments, as follows:

- for businesses acquired (or gain of control) during the current period, revenue generated since the acquisition date is excluded from the organic growth calculation;

- for businesses acquired (or gain of control) during the prior fiscal year, revenue generated during the current period up until the first anniversary date of the acquisition is excluded;
- for businesses divested (or loss of control) during the prior fiscal year, revenue generated in the comparative period of the prior fiscal year until the divestment date is excluded;
- for businesses divested (or loss of control) during the current fiscal year, revenue generated in the period commencing 12 months before the divestment date up to the end of the comparative period of the prior fiscal year is excluded.

Underlying net profit

Underlying net profit presents a net income excluding significant unusual and/or infrequent elements. Therefore, it corresponds to the Net Income Group share excluding Other Income and Expense and significant non-recurring elements in both Net Financial Expense and Income Tax Expense where relevant.

Underlying net profit per share

Underlying net profit per share presents the Underlying net profit divided by the average number of shares.

Underlying operating profit margin

The Underlying operating profit margin corresponds to Underlying operating profit divided by revenues.

Underlying operating profit margin at constant rates

The Underlying operating profit margin at constant rates corresponds to Underlying operating profit divided by revenues, calculated by converting 2025 figures at Fiscal 2024 rates, except for countries with hyperinflationary economies.

Inter-segment restatements

Some contracts or operations have been reallocated between segments, with main impacts in North America between Healthcare Seniors and Business & Administrations.

Restated revenue breakdown for Fiscal 2024:

REVENUES (in million euros)	Fiscal 2024		Q1 2024		Q2 2024		Q3 2024		Q4 2024	
	Published	Restated	Published	Restated	Published	Restated	Published	Restated	Published	Restated
North America	11,111	11,111	3,030	3,030	2,726	2,726	2,904	2,904	2,451	2,451
Business & Administrations	3,036	2,904	1,081	703	735	701	780	743	786	757
Sodexo Live! ⁽¹⁾	1,428	1,428	—	346	330	330	388	388	364	364
Healthcare & Seniors	3,411	3,522	849	875	838	867	869	900	855	880
Education	3,236	3,257	1,100	1,106	823	828	867	873	446	450
Europe	8,448	8,448	2,196	2,196	2,058	2,058	2,096	2,096	2,098	2,098
Business & Administrations	4,681	4,676	1,377	1,184	1,171	1,170	1,179	1,178	1,146	1,144
Sodexo Live! ⁽¹⁾	750	750	—	192	132	132	137	137	289	289
Healthcare & Seniors	1,885	1,890	490	491	460	461	466	467	469	471
Education	1,132	1,132	329	329	295	295	314	314	194	194
Rest of the World	4,239	4,239	1,061	1,061	1,030	1,030	1,074	1,074	1,074	1,074
Business & Administrations	3,694	3,694	927	917	904	903	932	932	942	942
Sodexo Live! ⁽¹⁾	46	46	—	10	11	12	12	12	12	12
Healthcare & Seniors	337	337	91	91	79	79	82	82	85	85
Education	162	162	43	43	36	36	48	48	35	35
Sodexo	23,798	23,798	6,287	6,287	5,814	5,814	6,074	6,074	5,623	5,623

(1) Since the first half of 2024, the Group has been reporting Sodexo Live! revenue separately; it was previously included in the Business & Administrations segment.



Fiscal 2025 Condensed consolidated financial statements

Notes to the Financial Statements will be found in the Universal Registration Document to be soon published

2.1 Consolidated income statement

(in millions of euros)	NOTES	FISCAL 2025	FISCAL 2024
Revenues	4.1	24,074	23,798
Cost of sales	4.2	(21,241)	(20,953)
Gross profit		2,833	2,845
Selling, general and administrative costs	4.2	(1,699)	(1,741)
Share of profit of companies accounted for using the equity method that directly contribute to the Group's business	8	5	5
Underlying operating profit	4.1	1,139	1,109
Other operating income	4.2	21	91
Other operating expenses	4.2	(175)	(149)
Operating profit		985	1,051
Financial income	12.1	90	120
Financial expenses	12.1	(178)	(183)
Share of profit of other companies accounted for using the equity method	8	7	8
Profit before tax		904	996
Income tax expense	9.2	(198)	(249)
Net profit from continuing operations		706	747
Net profit from discontinued operations		—	(568)
Net profit		706	179
Of which:			
Profit attributable to non-controlling interests		11	11
Net profit from continuing operations – Attributable to non-controlling interests		11	9
Net profit from discontinued operations – Attributable to non-controlling interests		—	2
PROFIT ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT		695	168
Net profit from continuing operations – Attributable to equity holders of the parent		695	738
Net profit from discontinued operations – Attributable to equity holders of the parent		—	(570)
Basic earnings per share (in euros)	11.2	4.76	1.15
from continuing operations – Attributable to equity holders of the parent (in euros per share)		4.76	5.04
from discontinued operations – Attributable to equity holders of the parent (in euros per share)		—	(3.89)
Diluted earnings per share (in euros)	11.2	4.71	1.13
from continuing operations – Attributable to equity holders of the parent (in euros per share)		4.71	4.98
from discontinued operations – Attributable to equity holders of the parent (in euros per share)		—	(3.85)

2.2 Consolidated statement of comprehensive income

(in millions of euros)	NOTES	FISCAL 2025	FISCAL 2024
NET PROFIT		706	179
Items of other comprehensive income that may be reclassified subsequently to profit or loss		(230)	412
Change in fair value of derivatives hedging instruments	12.5 and 11.1	—	—
Change in fair value of derivatives hedging instruments reclassified to profit or loss	12.5 and 11.1	—	—
Exchange differences	11.1	(218)	(121)
Exchange differences reclassified to profit or loss	11.1	(12)	533
Tax on items of other comprehensive income that may be reclassified subsequently to profit or loss	11.1	—	—
Share of other items of comprehensive income (loss) of companies accounted for using the equity method, net of tax	11.1 and 8	—	—
Items of other comprehensive income that will not be reclassified subsequently to profit or loss		—	153
Remeasurement of defined benefit plan obligation	5.1 and 11.1	2	(34)
Change in fair value of financial assets remeasured through other comprehensive income*	12.3 and 11.1	—	186
Tax on items of other comprehensive income that will not be reclassified subsequently to profit or loss	11.1	(2)	1
TOTAL OTHER COMPREHENSIVE INCOME (LOSS), AFTER TAX		(230)	565
COMPREHENSIVE INCOME FROM CONTINUING OPERATIONS		476	772
COMPREHENSIVE INCOME (LOSS) FROM DISCONTINUED OPERATIONS		—	(28)
COMPREHENSIVE INCOME		476	744
Of which:			
Attributable to equity holders of the parent		466	733
Comprehensive income from continuing operations – Attributable to equity holders of the parent		466	762
Comprehensive income from discontinued operations – Attributable to equity holders of the parent		—	(29)
Attributable to non-controlling interests		10	11
Comprehensive income from continuing operations – Attributable to non-controlling interests		10	9
Comprehensive income from discontinued operations – Attributable to non-controlling interests		—	2

* Including for Fiscal 2024 the remeasurement at fair value of the financial assets of Pluxee (formerly the Benefits & Rewards Services activity) reclassified as assets held for sale or distribution prior to the spin-off.

2.3 Consolidated statement of financial position

Assets

(in millions of euros)	NOTES	AUGUST 31, 2025	AUGUST 31, 2024
Goodwill	6.1	5,404	5,564
Other intangible assets	6.2	507	436
Property, plant and equipment	6.3	571	552
Right-of-use assets	7.2	616	673
Client investments	4.4	698	712
Investments in companies accounted for using the equity method	8	71	71
Non-current financial assets	12.3 and 12.5	383	358
Other non-current assets		120	62
Deferred tax assets	9.3	154	199
NON-CURRENT ASSETS		8,524	8,627
Current financial assets	12.3 and 12.5	45	61
Inventories		304	322
Income tax receivable		130	148
Trade receivables and other current operating assets	4.3	3,755	3,702
Cash and cash equivalents	12.2	2,091	2,137
Assets held for sale		—	27
CURRENT ASSETS		6,325	6,397
TOTAL ASSETS		14,849	15,024

Shareholders' equity and liabilities

(in millions of euros)	NOTES	AUGUST 31, 2025	AUGUST 31, 2024
Share capital		590	590
Additional paid-in capital		248	248
Reserves and retained earnings		2,948	2,944
EQUITY ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT		3,786	3,782
NON-CONTROLLING INTERESTS		13	16
TOTAL SHAREHOLDERS' EQUITY	11.1	3,799	3,798
Non-current borrowings	12.4 and 12.5	3,962	4,011
Non-current lease liabilities	7.1	509	581
Employee benefits	5.1	259	274
Other non-current liabilities	4.3	256	181
Non-current provisions	10.1	95	108
Deferred tax liabilities	9.3	131	149
NON-CURRENT LIABILITIES		5,212	5,304
Bank overdrafts	12.2	1	3
Current borrowings	12.4 and 12.5	819	725
Current lease liabilities	7.1	155	147
Income tax payable		135	325
Current provisions	10.1	58	66
Trade and other payables	4.3	4,670	4,648
Liabilities directly associated with assets held for sale		—	8
CURRENT LIABILITIES		5,838	5,922
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		14,849	15,024

2.4 Consolidated cash flow statement

(in millions of euros)	NOTES	FISCAL 2025	FISCAL 2024
Operating profit		985	1,051
Depreciation, amortization and impairment of intangible assets, property, plant and equipment and right-of-use assets ⁽¹⁾		490	470
Payment of client investments during the year ⁽²⁾		(167)	(147)
Amortization of client investments during the year ⁽²⁾	4.4	131	135
Provisions		(16)	(32)
(Gains) losses on disposals and dilution		(10)	(83)
Other non-cash items		28	29
Dividends received from companies accounted for using the equity method	8	10	7
Interest paid ⁽³⁾		(116)	(148)
Interest received ⁽³⁾		72	111
Interest paid on lease liabilities		(26)	(23)
Income tax paid		(348)	(179)
Operating cash flow		1,033	1,191
Change in inventories		9	(2)
Change in trade receivables and other current operating assets		(249)	(213)
Change in trade and other payables		171	172
Change in working capital relating to operating activities		(69)	(43)
Net cash provided by/(used in) operating activities – continuing operations		964	1,148
Net cash provided by/(used in) operating activities – discontinued operations		—	172
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES		964	1,320
Acquisitions of property, plant and equipment and intangible assets		(333)	(358)
Disposals of property, plant and equipment and intangible assets		16	35
Change in financial assets and share of companies consolidated by the equity method		20	35
Acquisition of subsidiaries, net of cash acquired	3	(104)	(92)
Disposal of subsidiaries, net of cash transferred	3	11	1,073
Net cash provided by/(used in) investing activities – continuing operations		(390)	693
Net cash provided by/(used in) investing activities – discontinued operations		—	(1,740)
NET CASH USED IN INVESTING ACTIVITIES		(390)	(1,047)
Dividends paid to Sodexo S.A. shareholders	11.1	(388)	(1,373)
Dividends paid to non-controlling shareholders of consolidated companies		(14)	(4)
Purchases of treasury shares	11.1	(83)	(51)
Sales of treasury shares	11.1	(4)	(1)
Change in non-controlling interests		—	—
Proceeds from borrowings	12.4	1,838	389
Repayment of borrowings	12.4	(1,691)	(1,212)
Repayments of lease liabilities	7.1	(188)	(165)
Net cash provided by/(used in) financing activities – continuing operations		(530)	(2,417)
Net cash provided by/(used in) financing activities – discontinued operations		—	1,065
NET CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES		(530)	(1,352)
NET EFFECT OF EXCHANGE RATES AND OTHER EFFECTS ON CASH		(88)	(17)
Net effect of exchange rates and other effects on cash – continuing operations		(88)	9
Net effect of exchange rates and other effects on cash – discontinued operations		—	(26)
CHANGE IN NET CASH AND CASH EQUIVALENTS		(44)	(1,096)
NET CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		2,134	3,230
of which Net cash and cash equivalents, beginning of year – continuing operations		2,134	2,025
of which Net cash and cash equivalents, beginning of year – discontinued operations		—	1,205
NET CASH AND CASH EQUIVALENTS, END OF YEAR	12.2	2,090	2,134
of which Net cash and cash equivalents, end of year – continuing operations		2,090	2,134
of which Net cash and cash equivalents, end of year – discontinued operations		—	—

(1) Including 197 million euros corresponding to the depreciation of right-of-use assets recognized in Fiscal 2025 in accordance with IFRS 16 (179 million euros recognized in Fiscal 2024).

(2) As from the first half of Fiscal 2025, payments and amortization of client investments are reported separately. Previously, they were reported as a change in client investments. This change in presentation has been reflected in the comparative information for Fiscal 2024.

(3) As from the first half of Fiscal 2025, interest received and interest paid are reported separately. Previously, they were reported as net interest expense paid. This change in presentation has been reflected in the comparative information for Fiscal 2024.

2.5 Consolidated statement of changes in shareholders' equity

(in millions of euros)	NUMBER OF SHARES OUTSTANDING	SHARE CAPITAL	ADDITIONAL PAID-IN CAPITAL	CONSOLIDATE D RESERVES	CURRENCY TRANSLATION RESERVE	TOTAL SHAREHOLDERS' EQUITY		
						ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	NON- CONTROLLING INTERESTS	TOTAL
Notes	11.1			11.1				
SHAREHOLDERS' EQUITY AS OF AUGUST 31, 2024	147,454,887	590	248	3,342	(399)	3,782	16	3,798
Net profit				695		695	11	706
Other comprehensive income (loss), net of tax				—	(229)	(229)	(1)	(230)
Comprehensive income				695	(229)	466	10	476
Dividends paid				(388)		(388)	(8)	(396)
Treasury share transactions				(87)		(87)		(87)
Share-based payment (net of income tax)				33		33		33
Change in ownership interest without any change of control				—		—	—	—
Other				(20)		(20)	(5)	(25)
SHAREHOLDERS' EQUITY AS OF AUGUST 31, 2025	147,454,887	590	248	3,575	(628)	3,786	13	3,799

(in millions of euros)	NUMBER OF SHARES OUTSTANDING	SHARE CAPITAL	ADDITIONAL PAID-IN CAPITAL	CONSOLIDATE D RESERVES	CURRENCY TRANSLATION RESERVE	TOTAL SHAREHOLDERS' EQUITY		
						ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	NON- CONTROLLING INTERESTS	TOTAL
Notes	11.1			11.1				
SHAREHOLDERS' EQUITY AS OF AUGUST 31, 2023	147,454,887	590	248	4,514	(811)	4,542	12	4,554
Net profit				168		168	11	179
Other comprehensive income (loss), net of tax*				153	412	565	—	565
Comprehensive income				321	412	733	11	744
Dividends paid				(1,373)		(1,373)	(4)	(1,377)
Distribution of Pluxee shares				(96)		(96)	(7)	(103)
Treasury share transactions				(52)		(52)		(52)
Share-based payment (net of income tax)				37		37		37
Change in ownership interest without any change of control				(9)		(9)	(4)	(13)
Other				—		—	8	8
SHAREHOLDERS' EQUITY AS OF AUGUST 31, 2024	147,454,887	590	248	3,342	(399)	3,782	16	3,798

2.6 Financial ratios

		FISCAL 2025	FISCAL 2024
Gearing ratio	Borrowings (A) – operating cash (B)	70.7%	68.5%
	Shareholders' equity and non-controlling interests		
Net debt ratio	Borrowings (A) – operating cash (B)	1.8	1.7
	Underlying EBITDA (underlying operating profit before impairment, depreciation and amortization) (C)		
Debt coverage	Borrowings	4 years	3.5 years
	Operating cash flow*		
Financial independence	Non current borrowings	104.2%	105.6%
	Shareholders' equity and non-controlling interests		
ROE (Return on equity)	Profit attributable to equity holders of the parent	22.5%	20.4%
	Shareholders' equity attributable to equity holders of the parent (before profit for the year)		
ROCE (Return on capital employed)	Underlying operating profit after tax	13.5%	12.9%
	Average capital employed		
Interest cover	Operating profit	15.1	14.8
	Net borrowing cost		

* Operating cash flow as defined in the activity report in note 3.3 (chapter 3 of URD) for Fiscal 2025 and 2024.

Financial ratios have been calculated based on the following key indicators:

(in millions of euros)		FISCAL 2025	FISCAL 2024
(A) Borrowings ⁽¹⁾	Non current borrowings	3,962	4,011
	+ Current borrowings	819	725
	- Derivative financial instruments recognized as assets	(4)	(2)
	BORROWINGS	4,777	4,734
(B) Operating cash	Cash and cash equivalents	2,091	2,137
	- Bank overdrafts	(1)	(3)
	OPERATING CASH	2,090	2,134
(C) Underlying EBITDA	Underlying operating profit	1,139	1,109
	+ Impairment, depreciation and amortization	454	434
	+ Client investment amortization	131	135
	- Lease payments	(214)	(189)
	UNDERLYING EBITDA (UNDERLYING OPERATING PROFIT BEFORE IMPAIRMENT, DEPRECIATION AND AMORTIZATION)	1,510	1,489
(D) Underlying operating profit after tax	Underlying operating profit	1,139	1,109
	Underlying effective tax rate ⁽⁴⁾	25.0%	26.0%
	UNDERLYING OPERATING PROFIT AFTER TAX	854	821
(E) Average capital employed ⁽²⁾	Property, plant and equipment	562	531
	+ Right-of-use assets	645	730
	+ Lease liabilities	(696)	(780)
	+ Goodwill	5,484	5,566
	+ Other intangible assets	472	442
	+ Client investments	705	700
	+ Working capital excluding financial assets	(860)	(916)
	+ Impact of assets held for sale ⁽³⁾	10	79
	AVERAGE CAPITAL EMPLOYED	6,320	6,352

(1) The Group does not believe the accounting treatment introduced by IFRS 16 modifies the operating nature of its leases. Accordingly, to ensure the Group's performance measures continue to best reflect its operating performance, the Group considers repayments of lease liabilities as operating items with an impact on free cash flow, integrating all lease payments (fixed or variable). As a result, lease liabilities are excluded from borrowings.

(2) Average capital employed between the beginning and the end of the year.

(3) Reinstatement of the capital employed of the entity Denali Universal, LLC in the United States which was reclassified in assets held for sale and related liabilities as of August 31, 2024.

(4) The underlying effective tax rate is calculated as follows:

	FISCAL 2025			FISCAL 2024		
	PROFIT BEFORE TAX EXCLUDING SHARE OF PROFIT OF COMPANIES ACCOUNTED FOR USING THE EQUITY METHOD	INCOME TAX EXPENSE	RATE	PROFIT BEFORE TAX EXCLUDING SHARE OF PROFIT OF COMPANIES ACCOUNTED FOR USING THE EQUITY METHOD	INCOME TAX EXPENSE	RATE
(in millions of euros)						
EFFECTIVE	892	(198)	22.2%	983	(249)	25.4%
<i>Adjustments:</i>						
Restructuring costs	97	(25)		69	(18)	
Impairment losses and amortization of intangible assets relating to client relationships and trademarks	35	(9)		35	(9)	
Recognition of deferred taxes	—	(16)		—	(71)	
Other	22	(14)		(45)	77	
UNDERLYING	1,046	(261)	25.0%	1,041	(270)	26.0%