

Exhibit C

- **ORIGINAL** -

SEPTEMBER 30, 2022

CITY OF GLENDALE
ELDERLY NUTRITION PROGRAM PROPOSAL

PRESENTED BY

TRIO
COMMUNITY MEALS





September 30, 2022

Aylin Isayan, Community Services Supervisor
City of Glendale Community Services & Park Department
201 East Colorado Street
Glendale, CA 91205

Dear Ms. Aylin Asayan,

TRIO is honored to partner with the City of Glendale, a premier city anchored in pride of civic ownership. Thank you for trusting us for the past 30-plus years to serve your program. TRIO promises to provide quality meals and services for your community to enhance the lives of older adults. TRIO's local California team and corporate support teams will abide by all requirements stated in your RFP.

TRIO is committed to remaining agile in operating a traditional model or the pandemic response model. Our team understands the importance of ensuring your community is safe and healthy. We will strategically pivot to adapt to your service model.

We look forward to leveraging our knowledge of your program to grow our partnership and enhance the dining experience of the elderly in Glendale. As participants return to the dining sites, we can implement a BeWell Kitchen event to create excitement and promote your three (3) sites.

TRIO shares your mission to provide exceptional service through precise execution and innovative leadership. TRIO is hiring two (2) support management team members dedicated to supporting TRIO's elderly nutrition programs in the West Coast region. Both members reside in California, adding strength to our local California teams.

Please do not hesitate to contact me directly or Donna Doran, TRIO Client Partnership Director, at 601.594.0252 or donna.doran@triocommunitymeals.com regarding our proposal.

With kind regards,

John Kirk

Managing Director, TRIO Community Meals
john.kirk@triocommunitymeals.com

PROPOSAL
FOR
CATERING SERVICES FOR ELDERLY NUTRITION PROGRAM
FOR
CITY OF GLENDALE

Date: September 30 20 22

Proposer: TRIO Community Meals, LLC
Name of Business

Tax Identification No.: 26-2223480 DUNS Number: 110555591

Contact Person: Contractually, John Kirk; Proposal, Donna Doran

Address: 300 S. Tryon Street, Suite 400

City: Charlotte State: NC Zip Code: 28202

Telephone: 844.773.0370 FAX: _____

Email: john.kirk@triocommunitymeals.com;
donna.doran@triocommunitymeals.com

TO THE CITY OF GLENDALE, CALIFORNIA:

In response to the Request for Proposals ("RFP") by the City of Glendale ("City"), the undersigned person or entity ("Proposer") now submits this Proposal ("Proposal"), with the accompanying forms and attachments.

1. In submitting this Proposal, Proposer certifies that:
 - A. Proposer has read, examined, and is fully familiar with all three of the items below (collectively, "the Documents"):
 - (1) The RFP's provisions;
 - (2) The Contract's terms, conditions, requirements, specifications, and minimum performance standards; and
 - (3) Any Addenda issued during the proposal period;
 - B. Proposer has carefully checked all words, figures, and statements made in the Documents;
 - C. Proposer is satisfied that the Documents are accurate;
 - D. Proposer understands and accepts all of the Documents' provisions;
 - E. Proposer has examined the Adult Recreation Center Kitchen and the Elderly Nutrition Program for which this Proposal is submitted, and Proposer is fully familiar with all facts, conditions, circumstances, and matters that may affect, in any way, Proposer's services or costs;
 - F. Proposer has fully considered all other matters that may affect, in any way, Proposer's services or costs;

- G. If Proposer is awarded a Contract; Proposer will not make a claim against City based upon ignorance of local conditions or misunderstanding of any of the Contract's provisions. If the conditions turn out otherwise than what Proposer anticipated, Proposer agrees to assume all risks incident to it;
 - H. Proposer offers to fully perform all of the duties and obligations specified in the Documents in exchange for the consideration described in the Documents;
 - I. This Proposal is an irrevocable offer for a period of at least ninety (90) calendar days following City's opening of all Proposals;
 - J. Except as the Contract or California law allow, City is not liable or responsible for any costs, fees, or expenses that Proposer incurs for any one or more of the following:
 - (1) Responding to this RFP;
 - (2) Anticipating or preparing for an award of a Contract;
 - (3) Obtaining any equipment, personnel, facilities, or other items to comply with the Documents' provisions; or
 - (4) Performing the services under the Contract;
 - K. Within fourteen (14) calendar days after City issues the Notice of Intent to Award a Contract, or within any extension that City may allow, Proposer agrees to:
 - (1) Sign and deliver the Contract, of which the RFP, its attached Exhibits, and the Notice calling for Proposals are a part; and
 - (2) Furnish the insurance that the Documents require; and
 - L. At its expense, Proposer agrees to indemnify, defend, and hold harmless City and its officers, agents, employees, and representatives from and against any and all liability, suits, actions, proceedings, judgments, claims, demands, liens, losses, damages, costs, and expenses (including attorneys' fees, litigation, arbitration, mediation, appeal expenses), if a dispute, lawsuit, or other proceeding arises out of any one or more of the following:
 - (1) Proposer's submitting the Proposal;
 - (2) City's accepting Proposer's Proposal; or
 - (3) City's awarding a contract to Proposer in compliance with this RFP, or state, federal, or local laws.
2. Under the penalty of perjury, Proposer certifies that:
- A. This Proposal is genuine, is not a sham or collusive, and is not made in the interest of, or on behalf of, any person, partnership, corporation, firm, organization, or another entity not named or disclosed in the Proposal;
 - B. Proposer did not, directly or indirectly, induce, agree, or solicit anyone else to submit a false or sham Proposal, to refrain from proposing, to withdraw a Proposal, or to attempt to induce an action prejudicial to City's interests;
 - C. Proposer has not sought by collusion, in any manner, to secure for Proposer any advantage over other proposers; and
 - D. All facts and statements in the Proposal are completely true, accurate, and correct.

E. By signing this Proposal, each individual below represents and warrants that the individual:

- (1) Has the right, power, legal capacity, and authority not only to sign this Proposal on the Proposer's behalf, but also to bind the Proposer to this Proposal; and
- (2) Binds the Proposer to this Proposal.

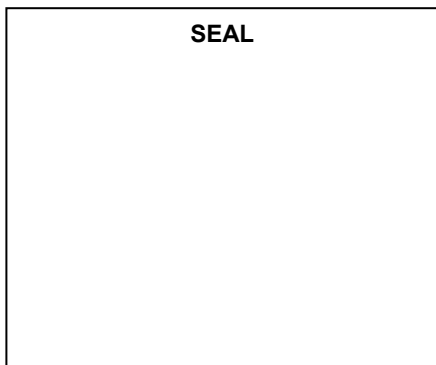
PROPOSER:

SIGNATURE MUST BE ACKNOWLEDGED

BEFORE A NOTARY (USE FORM PF:5) → → → → →

By  Signature
21C00EDFA2A941F..
Name John Kirk Printed
Its President Title
Address 100 Valley Drive; Pearl, MS 39208
Telephone 601-664-3221

**IF PROPOSER IS A CORPORATION,
PLACE IMPRINT OF CORPORATE SEAL
BELOW:**



**IF PROPOSER IS A PARTNERSHIP,
JOINT VENTURE, OR OTHER LEGAL ENTITY,
THEN EACH PARTNER, PRINCIPAL, OR
INDIVIDUAL MUST SIGN THIS PROPOSAL ON
PAGE PF:4, IN FRONT OF A NOTARY**

ADDITIONAL SIGNATURE PAGE
FOR PROPOSAL

PROPOSER:

SIGNATURE MUST BE ACKNOWLEDGED
BEFORE A NOTARY (USE FORM PF:5) → → → → →

By _____
Signature
Name _____
Printed
Its _____
Title
Address _____
Telephone _____

SIGNATURE MUST BE ACKNOWLEDGED
BEFORE A NOTARY (USE FORM PF:5) → → → → →

By _____
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Telephone _____

SIGNATURE MUST BE ACKNOWLEDGED
BEFORE A NOTARY (USE FORM PF:5) → → → → →

By _____
Signature
Name _____
Printed
Its _____
Title
Address _____
Telephone _____

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of ~~CALIFORNIA~~ South Dakota

County of Minnehaha

On 09/19/2022

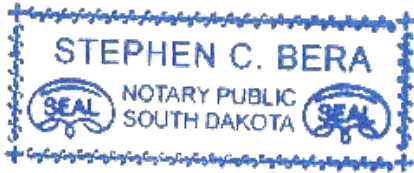
Date

before me, John Kirk - President- TRIO Community Meals

Name and Title of the Officer

personally appeared John Kirk

Name(s) of Signer(s)



Place Notary Seal Above

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature

Signature of Notary Public

exp: 11/06/2024

OPTIONAL

Although the data below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

- ☐ Individual
☐ Corporate Officer — Title: _____
☐ Partner: ☐ Limited ☐ General
☐ Attorney-In-Fact
☐ Trustee
☐ Guardian ☐ Conservator
☐ Other: _____

Signer is representing: _____

RIGHT THUMBPRINT
OF SIGNER
Top of Thumb Here

Signer's Name: _____

- ☐ Individual
☐ Corporate Officer — Title: _____
☐ Partner: ☐ Limited ☐ General
☐ Attorney-In-Fact
☐ Trustee
☐ Guardian ☐ Conservator
☐ Other: _____

Signer is representing: _____

RIGHT THUMBPRINT
OF SIGNER
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PROPOSER'S QUALIFICATIONS STATEMENT

All responses must be typewritten or printed legibly in ink. When additional space is needed to explain an answer, attach sheets as necessary. In Section 17 of this form, list and describe each attachment. Failure to (1) complete this form, (2) return it, or (3) attach a required document may render the Proposal non-responsive.

1. BUSINESS ORGANIZATION / STRUCTURE

1.1 Your firm is a:

☐ Corporation

☐ Sole Proprietorship

☐ Partnership

☒ Limited Liability Company

☐ Other: _____

1.2 If your firm is a corporation, answer the following:

1.2.1 Date of incorporation: _____

1.2.2 State of incorporation: _____

1.2.3 Corporate ID number: _____

1.2.4 President's name: _____

1.2.5 Vice President's name: _____

1.2.6 Secretary's name: _____

1.2.7 Treasurer's name: _____

1.2.8 Agent for Service of Process: _____

1.2.9 Agent's address: _____

1.2.10 Is your firm a publicly traded corporation?

☐ Yes ☐ No

1.2.11 For any person, firm or entity who owns 25% or more of the corporation's stock, identify the individual, firm or entity and the corresponding percentage of ownership:

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

1.3 If your firm is a limited liability company, answer the following:

1.3.1 Date of formation: 6/8/2021

1.3.2 State of formation: Mississippi

1.3.3 Secretary of State's File or ID number: 2021299656

1.3.4 Chief Executive Officer's name:
John Kirk, President, TRIO Community Meals, LLC

1.3.5 Name of Manager(s):

1.3.6 Agent for Service of Process:
Thomas Heim

1.3.7 Agent's address:
300 S. Tryon St., Suite 400 Charlotte, NC 28202

1.3.8 For any person, firm or entity whose ownership or membership interest in the company exceeds 25%, identify the individual, firm or entity and the corresponding percentage of ownership or membership:

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

1.4 If your firm is a partnership, answer the following:

1.4.1 Date of formation: _____

1.4.2 Type of partnership (General, Limited, LLP): _____

1.4.3 Secretary of State's Registration or ID number: _____

1.4.4 List the name of the General Partner(s) and any individual who has any equity interest in the partnership:

1.4.5 List jurisdictions in which your firm's fictitious name (dba) is filed:

1.5 If your firm is individually owned (a sole proprietorship), answer the following:

1.5.1 Date your firm started: _____

1.5.2 Name of owner:

1.5.3 List jurisdictions in which your firm's fictitious name (dba) is filed:

1.6 If your firm is other than the type listed above, such as a joint venture, consortium, trust, association or other combination, describe the business organization or structure, identify the principals, and list their corresponding percentage of ownership or control:

1.6.1 Description of business organization or structure:

1.6.2 Principals and their corresponding percentage of ownership or control:

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

2. OWNERSHIP AND NAME CHANGES

2.1 How many years has your firm been in business under its present name?

2.2 In the past ten years, has your firm changed names?

☒ Yes ☐ No

If **Yes**, list all prior names, addresses, and the dates they were used. Explain the reason for each name change:

2.2.1 Prior name: Compass Group USA dba Bateman Community Meals, LLC

4 years as TRIO
Community meals;
TRIO is a merger of 3
companies: Bateman
started in 1993, Valley
started in 1960, and
Lindley started in 1981

2.2.2 Address: 3155 W. Pinhook Rd, Lafayette, LA 70508

2.2.3 Reason name changed: Elior North America purchased Bateman from Compass Group. Elior North America merged Bateman with Valley Services and Lindley Food Services to form TRIO Community Meals

2.2.4 Starting / ending dates of prior name: _____ / _____

2.2.5 Prior name: _____

2.2.6 Address: _____

2.2.7 Reason name changed: _____

2.2.8 Starting / ending dates of prior name: _____ / _____
2.3 Is your firm a subsidiary, parent, holding company, or affiliate of another firm?

☒ **Yes** ☐ **No**

If **Yes**, explain the relationship between your firm and the associated firms. Include information about an affiliated firm only if one firm owns 50% or more of another firm, or if an owner, partner or officer of your firm holds a similar position in another firm:

2.3.1 Associated firm's name: Elior North America

2.3.2 Address: 300 S. Tryon St., Suite 400 Charlotte, NC 28202

2.3.3 Relationship between your firm and the associated firm:
Elior North America is the parent company of TRIO Community Meals.

2.3.4 Principals and their corresponding percentage of ownership or control:

Name: Elior North America is a publicly owned company Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

Name: _____ Percent: _____

2.3.5 Associated firm's name: _____

2.3.6 Address: _____

2.3.7 Relationship between your firm and the associated firm:

2.3.8 Principals and their corresponding percentage of ownership or control:

Name: _____ Percent: _____

Name: _____ Percent: _____
Name: _____ Percent: _____
Name: _____ Percent: _____

3. LICENSING

For the following questions, the term “owner” does not include owners of stock in your firm if your firm is a publicly traded corporation.

3.1 Are any of your firm’s licenses held in the name of a corporation or partnership?

☒ **Yes** ☐ **No**

If **Yes**, list below the name of the corporation or partnership that actually holds the license:

3.1.1 Corporation’s or partnership’s name: TRIO Community Meals

3.2 List jurisdictions in which your firm is legally qualified to do business, provide license or registration number, and set forth the type of license. Attach additional sheets as necessary.

3.2.1 Jurisdiction: _____ TRIO is licensed to do business in 90 jurisdictions in 26 states. We provided 12 CA jurisdictions, and

3.2.2 License or registration number: can provide all locations upon request. Please see Attachment 3.2 for the rest of TRIO’s response.

3.2.3 Type of license: _____

3.2.4 Jurisdiction: City of Los Angeles, CA

3.2.5 License or registration number: 0003298457-0001-1

3.2.6 Type of license: Tax Registration for 3355 E Gage, Huntington Park, CA

3.2.7 Jurisdiction: City of Los Angeles, CA

3.2.8 License or registration number: 0003298457-0002-0

3.2.9 Type of license: Tax Registration for 8329 De Celis North Hills, CA

3.3 In the past seven years, has your firm or any of its owners, partners, officers, or employees been investigated, cited, assessed any penalties, subject to any disciplinary action by a licensing agency, or found to have violated any licensing laws or regulations?

☐ **Yes** ☒ **No**

If **Yes**, identify the licensing agency, type of license, date and reason for the disciplinary action. Attach additional sheets as necessary.

3.3.1 Licensing Agency: _____

3.3.2 Type of license: _____

3.3.3 Date of disciplinary action: _____

3.3.4 Reason for disciplinary action: _____

- 3.3.5 Licensing Agency: _____
- 3.3.6 Type of license: _____
- 3.3.7 Date of disciplinary action: _____
- 3.3.8 Reason for disciplinary action: _____
- 3.3.9 Licensing Agency: _____
- 3.3.10 Type of license: _____
- 3.3.11 Date of disciplinary action: _____
- 3.3.12 Reason for disciplinary action: _____

4. EXPERIENCE AND PERFORMANCE HISTORY

For the following questions, the term "owner" does not include owners of stock in your firm if your firm is a publicly traded corporation.

4.1 How many years has your firm been in business as a food service provider? _____ 50 years as Valley Services, 1 of 3 legacy TRIO companies.

4.2 In the past five years, have any of your firm's owners, partners, or officers operated a similar food service provider business?

☐ Yes ☒ No

If **Yes**, list the business' name and address, and the person who operated the business. Attach additional sheets as necessary.

4.2.1 Food service provider business name: _____

4.2.2 Address: _____

4.2.3 Name of your firm's owner, partner or officer who operated other food service provider business: _____

4.2.4 Starting / ending dates of ownership: _____ / _____

4.2.5 Food service provider business name: _____

4.2.6 Address: _____

4.2.7 Name of your firm's owner, partner or officer who operated other food service provider business: _____

4.2.8 Starting / ending dates of ownership: _____ / _____

4.3 Does your firm currently own or operate any other business?

☒ Yes ☐ No

If **Yes**, list the business' name and address, and the person who operates the business.

Attach additional sheets as necessary.

4.3.1 Business name: LiveWell with Traditions (LWWT)

4.3.2 Address: 100 Valley Dr, Pearl, MS 39208

4.3.3 Person's name that operates business: Brian Campbell manages the business. Brian reports to John Kirk, TRIO's President.

4.3.4 Description of business: LWWT partners with Health Plans to provide direct to the door frozen meals for Medicaid Advantage plans.

4.3.5 Business name: _____

4.3.6 Address: _____

4.3.7 Person's name that operates business: _____

4.3.8 Description of business: _____

4.4 List the government entities for which your firm has provided food service for an Elderly Nutrition Program. Provide the name and telephone number of the person within the government entity who is most familiar with your performance of the services (i.e., "Contact Person"). Attach additional sheets as necessary. [Please see Attachment 4.4 for the rest of TRIO's response.](#)

4.4.1 Government entity's name: Human Services Association

4.4.2 Services that your firm provided: Freshly prepared meals for congregate dining and homebound elderly. Frozen meals for homebound elderly

4.4.3 Starting / ending dates of services: 1987 / Present

4.4.4 Was your firm:

Selected by a bid or RFP? ☒ **Yes** ☐ **No**

Under a contract or agreement? ☒ **Yes** ☐ **No**

4.4.5 Contact Person: Darren Dunaway Phone Number: 562.806.5400 x200

4.4.6 Government entity's name: MOW of Contra Costa Senior Nutrition Program

4.4.7 Services that your firm provided: Lunch and breakfast for congregate and homebound elderly. Meal types: hot, refrigerated and frozen. Delivery to 21 locations.

4.4.8 Starting / ending dates of services: 1989 / Present

4.4.9 Was your firm:

Selected by a bid or RFP? ☒ **Yes** ☐ **No**

Under a contract or agreement? ☒ **Yes** ☐ **No**

4.4.10 Contact Person: Sara Cortez Phone Number: 925.787.5874

4.4.11 Government entity's name: MOW of Solano County

4.4.12 Services that your firm provided: All meals for senior nutrition programs and MOWSC community food service contracts.

4.4.13 Starting / ending dates of services: 2016 / Present

4.4.14 Was your firm:

Selected by a bid or RFP? ☒ **Yes** ☐ **No**

Under a contract or agreement? ☒ Yes ☐ No

4.4.15 Contact Person: Laurie Hartmann Phone Number: 704.425.0638

4.4.16 Government entity's name: Salt Lake County Aging & Adult Services

4.4.17 Services that your firm provided: Freshly prepared congregate meals delivered to sites.
Homebound elderly receives frozen meals prepared

4.4.18 Starting / ending dates of services: 2016 / Present fresh by TRIO. An
average of 1,600
4.4.19 Was your firm: meals per day.

Selected by a bid or RFP? ☒ Yes ☐ No

Under a contract or agreement? ☒ Yes ☐ No

4.4.20 Contact Person: Russell Stoddard Phone Number: 801.538.3910

4.4.21 Government entity's name: City of Inglewood

4.4.22 Services that your firm provided: Fresh, hot congregate and home-delivered meals.

4.4.23 Starting / ending dates of services: 2019 / Present

4.4.24 Was your firm:

Selected by a bid or RFP? ☒ Yes ☐ No

Under a contract or agreement? ☒ Yes ☐ No

4.4.25 Contact Person: Baz Devlia Phone Number: 310.412.4360

4.5 List the volume (by number of meals) of business that your firm performed for all Elderly Nutrition Programs for the years below:

	<u>2018</u>	<u>2019</u>	<u>2020</u>
Congregate meals:	8,466,923	12,086,332	10,395,227
Frozen home delivered meals:	8,842,825	11,101,831	18,672,187
Hot home delivered meals:	13,812,124	17,563,394	18,129,105

4.6 Describe your firm's experience related to preparing and providing congregate and home delivered meals for an elderly population. Attach additional sheets as necessary.

TRIO has 50 years of experience preparing and providing congregate and home-delivered meals for the elderly. For 32 years, initially as Bateman, TRIO has provided meals for the City of Glendale's Elderly Nutrition Program. Through the years, TRIO has perfected processes and procedures to continuously provide you with a quality program that positively impacts the lives of the elderly.

TRIO prepares and packages over 30 million congregate and home-delivered meals at 90 central kitchens in 26 states through partnerships with over 500 client elderly nutrition agencies. Because every program is unique, TRIO provides each client agency with a custom operational approach focusing on menu development, meal production, and logistics.

Please see Attachment 4.6 for the rest of TRIO's response.

4.7 Describe the extent of your firm’s knowledge and qualifications which demonstrate your understanding and ability to meet the complex requirements of the Elderly Nutrition Program. Use the Food Services Specifications (RFP – EXHIBIT I) and Menu Writing Specifications (RFP – EXHIBIT II) as a guideline for expectations. Attach additional sheets as necessary.

For elderly nutrition programs, TRIO prepares and packages 30 million meals annually in 90 central kitchens in 26 states. TRIO has had the distinct privilege since 1990 of providing quality, fresh and nutritious meals to the City of Glendale Elderly Nutrition Program. At the beginning of our partnership, our team began as Bateman, and we continued our commitment to your program throughout the years.

Using RFP Exhibit I, Food Services Specification as a guideline, TRIO’s practices will continue to include these critical elements:

- TRIO will furnish all food, labor, and equipment necessary to prepare and deliver individual meals and/or bulk food for persons 60 years and older.
- Meals will comply with all Federal, State, and County regulations, codes, and laws and Older Americans Act as stated in the RFP.
- TRIO will maintain a safe, sanitary environment meeting all local and state codes.
- TRIO’s [Food Service Manager](#), Israel Mazariego, 28 years of experience.
- TRIO’s [Registered Dietitian](#), Stephanie Pradun, meets all requirements stated in the RFP. Stephanie’s resume and credentials are included in the attachments.

[Please see Attachment 4.7 for the rest of TRIO’s response.](#)

4.8 Describe the extent of your firm’s business experience in any field, which would indicate your firm’s ability to successfully operate a regulated or complex business. Attach additional sheets as necessary.

TRIO’s ability to successfully operate a regulated or complex business is reflected by our financial stability and strong 98% client retention rate. The success is among over 600 client agencies in elderly nutrition agencies and the highly regulated CACFP, after-school programs, k-12 meal programs, summer lunch programs, adult day care, Medicaid waiver meals, and emergency disaster meals.

Ensuring TRIO meets all regulations, teams are supported by these resources provided by Elio North America, our parent company. At the helm of each resource is a leader with cutting-edge knowledge in their area of expertise. Our leaders provide programs, training, and tools for TRIO food service directors to effectively manage the wide breadth of an operation.

[Please see Attachment 4.8 for the rest of TRIO’s response.](#)

_____ For the City of Glendale
_____ ENP 3 on-site and 3
support. TRIO employs
216 individuals in
California and additional
1, 385 outside
California.

5. PERSONNEL

- 5.1 At present, how many people (whether paid or unpaid) work at your firm?
- 5.2 Does your firm have an agreement or an arrangement with any other firm to loan or share your firm's employees?
- ☒ **Yes** ☐ **No**

- 5.3 When your firm submits this Proposal, if your firm does not have the personnel required by the RFP and the Contract, the following information must be provided. For each employee whom your firm intends to hire to fulfill and perform the services, describe below your firm's plan for hiring personnel, qualification standards, training program or process, and date when the hiring process will be completed. Attach additional sheets as necessary.

TRIO employs three (3) team members dedicated to the City of Glendale program: **Israel Mazariego**, **Vedy Mazariego**, and **Iris Lanterman**. In addition, TRIO is hiring two (2) support management team members, who reside in California, adding strength to our local team.

These TRIO team members provide impactful support to TRIO's City of Glendale dedicated team and support other TRIO operations in the region:

Jose Vargas, TRIO FSD at Huntington Park, supports the operation and is on-site at the Adult Recreation Center 2 days a week.

Joel Medina, TRIO Area Manager, supports the overall program ensuring TRIO meets your expectations.

Stephanie Pradun, TRIO Registered Dietitian, supports the City of Glendale menus ensuring all menu and nutritional requirements are met.

Victor Carranza, TRIO District Manager, a new TRIO team member, will support the City of Glendale program ensuring TRIO's operations standards are practiced.

A **Resource Manager** will be hired to support the operation for specific needs, such as implementation of new programs.

Please see Attachment 5.3 for the rest of TRIO's response.

5.4.1 Food Service Manager name: Israel Mazariego, Food Service Manager & Main On-Site Cook

5.4.2 Professional background: _____

Israel has 28 years experience preparing fresh meals from scratch for the City of Glendale Elderly Nutrition Program. He also leads the team ensuring quality procurement, production and packaging standards are met. Israel ensures the team follows TRIO's protocols for food safety and sanitation, workplace safety, and training. Israel writes the Millennial Menu.

5.4.3 Number of months / years with your firm: 28 years

5.4.4 Number of professional degrees / licenses / certifications this person holds: 3

- 5.4.5 List professional degrees / licenses / certifications: ServSafe Certified,
Seafood HACCP Certified, Food Handler's Card
- 5.4.6 Professional affiliations:
- 5.4.7 Related professional experience: Prior to Israel's 28 years at the City of Glendale,
he held a position at a hotel.
- 5.4.8 Honors and awards:
- 5.4.9 Registered dietician name: Stephanie Pradun, RDN, LDN
- 5.4.10 Professional background:
Stephanie has 11 years of experience as a Registered Dietitian. Stephanie has a passion for food service with specialties in food service management, budget-conscious menu design, and training and development.
- 5.4.11 Number of months / years with your firm: 4 years
- 5.4.12 Number of professional degrees / licenses / certifications this person holds: 2
- 5.4.13 List professional degrees / licenses / certifications:
Certified Food Protection Manager, ServSafe
B.S.in Nutritional Science, Dietetics from the University of Wisconsin-Madison
Completed CADE-Accredited Dietetic Internship from the University of Wisconsin
Hospital & Clinics
- 5.4.14 Professional affiliations: Member, Academy of Nutrition & Dietetics

5.4.15 Related professional experience: _____

- Writes nutritionally complete menus to satisfy contract requirements and participant requests.
- Conducts ongoing focus groups and interviews to collect feedback and suggestions.
- Performs nutrition analysis to ensure adequacy.
- Presents nutrition information and other education sessions to address needs within the community.

5.4.16 Honors and awards: _____

5.4.17 On-site cook name: Vedy Mazariego, the Cook Helper to Israel Mazariego who is
the Food Service Manager and Head On-Site Cook.

5.4.18 Professional background: _____

For 6 years, Vedy has been TRIO's cook helper on-site at the City of Glendale's Adult Recreation Center. Vedy preps the majority of the ingredients following recipes.

5.4.19 Number of months / years with your firm: 6 years

5.4.20 Number of professional degrees / licenses / certifications this person holds: 1

5.4.21 List professional degrees / licenses / certifications: ServSafe Certification

5.4.22 Professional affiliations: _____

5.4.23 Related professional experience: _____

5.4.24 Honors and awards: _____

5.5 Are the resumes of all of the employees listed in 5.4 attached to this Proposal?

☒ Yes ☐ No

6. EMPLOYEE SAFETY AND TRAINING

6.1 Does your firm have a written Injury and Illness Prevention Program ("IIPP") that complies with California's Code of Regulations, Title 8, Section 3203, or any other written policy manual for your employees' safety?

☒ Yes ☐ No

6.2 Does your firm have a written policy for handling, transporting, and disposing of hazardous materials?

☒ Yes ☐ No

6.3 Does your firm have a training program for new employees?

☒ Yes ☐ No

6.4 Does your firm have regular training for its food service handlers?

☒ Yes ☐ No

6.5. Is your firm in full compliance with Los Angeles County Code Title 2 - Administration, Division 4, Chapter 2.212 (COVID-19 Vaccinations of County Contractor Personnel), and Los Angeles County's Subaward Requirements for COVID-19 Vaccinations of County Contractor Personnel (Exhibit VI and Exhibit VII to the RFP)?

☒ Yes ☐ No

If **No**, describe with which requirements your firm is not in compliance; and whether your firm will be able to fully comply with the County requirements if awarded a Contract. Attach additional sheets as necessary.

6.6 In the past five years, has your firm received an OSHA or Cal/OSHA citation or notice of violation?

☐ Yes ☒ No

If **Yes**, list the date; describe the facts and circumstances about each instance; identity any citation or notice of violation that the agency issued; list the date, court and case number of any criminal action or civil suit arising out of each instance; and set forth the status, outcome or disposition of the citation, notice of violation, criminal action or civil suit. Attach additional sheets as necessary.

7. SECURITY

7.1 In the past five years, have any crimes occurred or been attempted at your firm's business office or principal place of operations?

☐ **Yes** ☒ **No**

If **Yes**, list the date, identify the location, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

8. FINANCIAL RESOURES AND RESPONSIBILITY

8.1 In the past ten years, has your firm, or anyone else acting on behalf of your firm, filed for bankruptcy, insolvency, receivership, or reorganization?

☐ Yes ☒ No

If **Yes**, list the filing date, identify the court and case number, describe the facts and circumstances giving rise to each instance, and set forth the disposition or current status. Attach additional sheets as necessary.

8.2 In the past ten years, has your firm had any consolidations, mergers, acquisitions, closings, layoffs, or staff reductions?

☒ Yes ☐ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

Bateman, Valley Services, and Lindley Food Services merged to form TRIO Community Meals in 2019.

8.3 Is your firm in the process of, or in negotiations toward: (a) consolidating, merging, selling, or closing its food service provider business, or (b) laying off employees or reducing staff?

☐ Yes ☒ No

If **Yes**, describe the transaction; list the anticipated date for completing the transaction, laying off employees, or reducing staff; and describe the facts, circumstances, and reasons for taking the action. Attach additional sheets as necessary.

- 8.4 The RFP requires an audited or reviewed financial statement, or a compilation, prepared by a Certified Public Accountant, and a letter of reference from a bank or other financial institution, to accompany the Proposal. This information will be used only for the purpose of determining whether the Proposer has sufficient financial resources to perform the requested services.

Place an "X" below for each year that your firm has attached a financial statement:

- 8.4.1 2018: X
- 8.4.2 2019: X
- 8.4.3 2020: X

- 8.5 Is a letter of reference from the bank or other financial institution attached to this Proposal?

☒ **Yes** ☐ **No**

9. BID REJECTION AND CONTRACT TERMINATION

For the following questions, the term "owner" does not include owners of stock in your firm if your firm is a publicly traded corporation.

- 9.1 Has a government entity or a client ever rejected your firm's Bid or Proposal for services?

☐ **Yes** ☒ **No**

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.2 Has a government entity or a client ever determined that your firm is a non-responsible bidder or contractor?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.3 Has a government entity or a client ever debarred or suspended your firm from bidding or contracting?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.4 Has your firm ever failed to fulfill or perform, either partially or completely, a contract or an agreement with a government entity or a client?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.5 In the past ten years, has any officer or principal of your firm been an officer of another firm which failed to perform a contract or agreement?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.6 Has a government entity or a client ever terminated, suspended, or non-renewed your firm's contract or agreement before its completion?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.7 Has a government entity or a client ever notified or advised your firm that its performance under a contract or agreement is poor, sub-standard, or non-compliant?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

9.8 In the past ten years, has your firm paid, or has your firm been assessed, liquidated damages on a contract or agreement?

☐ Yes ☒ No

If **Yes**, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

10. BUSINESS INTEGRITY

For the following questions, the term “owner” does not include owners of stock in your firm if your firm is a publicly traded corporation. The term “convicted” includes a verdict of guilty by a judge or jury, a plea of guilty, a plea of nolo contendere, or a forfeiture of bail.

10.1 In the past ten years, has your firm or any of its owners, partners, officers, or employees been convicted in a criminal action, or found liable in a civil suit, for making false claim(s)— including false claims(s) for payment— or material misrepresentation(s) to any government entity?

☐ Yes ☒ No

If **Yes**, identify the government entity; list the date, court and case number; describe the facts

and circumstances about each instance; and set forth the outcome or disposition. Attach additional sheets as necessary.

- 10.2 Is a government entity currently investigating your firm or any of its owners, partners, officers or employees for making false claim(s)— including false claims(s) for payment— or material misrepresentation(s)?

☐ Yes ☒ No

If **Yes**, identify the government entity, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

- 10.3 In the past ten years, has your firm or any of its owners, partners, officers, or employees been convicted of a crime involving embezzlement, theft, fraud, forgery, bribery, deceptive or unlawful business practices, perjury, falsifying or destroying records or evidence, or receiving stolen property?

☐ Yes ☒ No

If **Yes**, identify the crime or offense; list the date, court and case number; describe the facts and circumstances about each instance; and set forth the penalty or punishment imposed. Attach additional sheets as necessary.

10.4 In the past ten years, has your firm or any of its owners, partners, officers or employees been convicted of a felony?

☐ Yes ☒ No

If **YES**, explain the details of that conviction and, if so, whether you or said officer have served his or her sentence. Attach additional sheets as necessary.

10.5 In the past ten years, has your firm or any of its owners, partners, officers or employees been convicted of a crime related to the bidding of a government contract, the awarding of a government contract, or the performance of a government contract?

☐ Yes ☒ No

If **YES**, identify the government entity; list the date, court and case number; describe the facts and circumstances about each instance; and set forth the penalty or punishment imposed. Attach additional sheets as necessary.

- 10.6 In the past ten years, has any government entity ever: (a) investigated, cited, disciplined, or assessed any penalties against your firm or any of its owners, partners, officers, or employees, or (b) determined that your firm or any of its owners, partners, officers, or employees violated any laws, rules, or regulations?

☐ Yes ☒ No

If **Yes**, identify the government entity, list the date, and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

11. CLAIMS AND SUITS

For the following questions, the term “owner” does not include owners of stock in your firm if your firm is a publicly traded corporation.

- 11.1 In the past ten years, has your firm or any of its owners, partners, officers, or employees been a defendant in court— participated in an arbitration or mediation, or administrative hearing— on a matter related to:

- 11.1.1 The performance, non-performance, default, violation, or breach of a contract or agreement?

☐ Yes ☒ No

11.1.2 Preparing or serving food, beverages, or meals?

☐ Yes ☒ No

11.1.3 Violating any laws, rules, or regulations?

☐ Yes ☒ No

11.1.4 Bodily injury or personal injury (libel, slander, false imprisonment)?

☐ Yes ☒ No

11.1.5 Employment-related litigation brought by an employee of your firm?

☐ Yes ☒ No

11.1.6 Payment or non-payment to a subcontractor or supplier?

☐ Yes ☒ No

11.1.7 California Labor Code requirements relating to underpayment of wages, failure to maintain or produce payroll records, or failure to maintain workers' compensation insurance?

☐ Yes ☒ No

11.1.8 Defective, deficient, substandard, or noncompliant work or services?

☐ Yes ☒ No

If the answer to questions 11.1.1 to 11.1.8 is **Yes**, identify the name of the person or entity that sued (i.e., "the plaintiff"); list the date, court, and case number; describe the facts and circumstances giving rise to the lawsuit, mediation, or arbitration; and set forth the outcome or disposition. Attach additional sheets as necessary.

11.2 Has your firm ever filed a claim for damages or a lawsuit, or requested arbitration or mediation, against a government entity or client?

☐ Yes ☒ No

If **Yes**, identify the government entity or client; list the date, court and case number; describe the facts and circumstances about the claim for damages, lawsuit, mediation, or arbitration; and set forth the outcome or disposition. Attach additional sheets as necessary.

- 11.3 Are there any pending or outstanding judgments or liens against your firm or any of its owners, partners, officers, or employees?

☐ Yes ☒ No

If **Yes**, identify the name of the person or entity entitled to payment; list the date, court and case number; describe the facts and circumstances giving rise to the judgment or lien; and set forth the amount of the judgment or lien. Attach additional sheets as necessary.

12. INSURANCE

- 12.1 For the last five years, state how many claims (whether or not your firm believes it was responsible for the loss, damage, or injury), filed by clients, persons receiving your firm's meals, or third parties, that your firm forwarded to its insurance carrier(s). Include paid and unpaid claims:

12.1.1 2017: 5

14.1.2 2018: 3

14.1.3 2019: 2

14.1.4 2020: 5

14.1.5 2021: 2

- 12.2 In the past ten years, has an insurance company or a surety company:

12.2.1 Refused to insure your firm?

☐ Yes ☒ No

12.2.2 Canceled or non-renewed your firm's insurance coverage?

☐ Yes ☒ No

12.2.3 Refused to issue your firm a bond?

☐ Yes ☒ No

12.2.4 Canceled or revoked a bond obtained by your firm?

☐ Yes ☒ No

If the answer to questions 12.2.1 to 12.2.4 is **Yes**, identify the name of the insurance company or surety company; list the date; and describe the facts and circumstances about each instance. Attach additional sheets as necessary.

- 12.3 Your firm must submit to its insurance company, or insurance agent, the "Insurance Requirements" in the RFP and the proposed Contract.

Your insurance company's underwriter or agent must complete the "Insurance Requirements Affidavit"— on the next page— which states that if the City awards a Contract to your firm, your insurer's underwriter or agent will furnish the City with the required insurance documents within fourteen (14) calendar days after your firm's having been notified of the Contract's award.

YOUR FIRM MUST SUBMIT THE COMPLETED AFFIDAVIT FORM WITH ITS PROPOSAL.

The City may reject any Proposal made without the affidavit, or made with an incomplete affidavit form.

- 12.3.1 Has your firm submitted the "Insurance Requirements Affidavit" to your insurance company's underwriter or agent?

☐ Yes ☒ No

- 12.3.2 Has your insurance company's underwriter or agent completed the affidavit form?

☐ Yes ☒ No

- 12.3.3 Is the completed affidavit form attached to this Proposal??

☐ Yes ☒ No

Please see Attachment 12.3 for TRIO's response regarding the Insurance Requirements Affidavit.

INSURANCE REQUIREMENTS AFFIDAVIT

Please see Attachment 12.3 for TRIO's response regarding the Insurance Requirements Affidavit.

**THE CONTRACTOR'S INSURANCE COMPANY(S) OR INSURANCE AGENT MUST COMPLETE THIS FORM
AND
THE CONTRACTOR MUST SUBMIT THIS AFFIDAVIT WITH THE CONTRACTOR'S PROPOSAL.**

I, the undersigned (**check one box:** ☐ **underwriter** ☐ **agent**), certify that I and the Contractor listed below have jointly reviewed the "Insurance Requirements" in this Request for Proposals. If the City of Glendale ("City") awards the Contractor the contract for "Elderly Nutrition Program Catering Service," I will be able— within fourteen (14) calendar days after the Contractor's having been notified of the contract's award— to furnish the City with valid insurance forms (including: one or more insurance certificates and additional insured endorsements) that fully meet all of the "Insurance Requirements."

Underwriter's / Agent's Signature

Date

Underwriter's / Agent's Name (Printed)

Address City State Zip Code

Telephone Number FAX Number Email Address

Contractor's Name Elderly Nutrition Program
Request for Proposal

Place a check mark (✓) next to each line of coverage, and furnish the name of the Insurance Company providing the coverage.
DO NOT write "Will Provide," "To Be Determined," "When Required," or similar phrases.

- | | |
|--|--------------|
| <input type="checkbox"/> Commercial General Liability | _____ |
| <input type="checkbox"/> Automobile Liability | _____ |
| <input type="checkbox"/> Workers' Compensation Liability | _____ |
| <input type="checkbox"/> Professional Liability | _____ |
| <input type="checkbox"/> Pollution Liability | Not required |
| <input type="checkbox"/> Builder's Risk | Not required |

NOTE TO THE UNDERWRITER / AGENT: If the insurance forms that the Contractor submits to the City do not fully comply with the "Insurance Requirements," and/or if the Contractor fails to submit the forms within the 14 days' time limit, the City may: (1) declare the Contractor's Proposal non-responsive, and (2) award the contract to the next highest scoring, responsible proposer.

If you have any questions about "Insurance Requirements," please contact (Veronica Padron), Risk and Insurance Analyst, at (818) 550-4354.

13. REFERENCE CHECK

13.1 The City of Glendale may: (1) request credit, criminal, and investigative reports about your firm, and (2) contact the references, government entities, and other persons listed in this Proposal. The City of Glendale will use this information to evaluate your firm's financial resources, responsibility, and integrity with respect to this Proposal, an award of the Contract, or any contract renewal. The City of Glendale will treat any information that it obtains now or later as confidential.

13.1.1 Does your firm authorize the City of Glendale to obtain credit, criminal, and investigative reports about your firm?

☒ Yes ☐ No

13.1.2 Does your firm authorize the references, government entities, and other persons listed in this Proposal to release information about your firm to the City of Glendale?

☒ Yes ☐ No

14. PUBLIC RECORDS EXEMPT INFORMATION

Below identify (by a general description) all copyrighted material, trade secrets, or other proprietary information ("protectable documents") that Proposer has included in this Proposal which Proposer believes should be exempt from disclosure under California's Public Records Act, Government Code Section 6250, *et seq.* By listing the protectable documents below, Proposer agrees to indemnify, defend, and hold harmless City and its officers, agents, employees, and representatives from and against any action, claim, lawsuit, or proceeding, including costs and expenses, arising out of or connected with the City's refusal to disclose the protectable documents to any party making a request for those items. The City will treat any Proposer, who fails to identify below protectable documents that Proposer believes should be exempt from disclosure, as having waived its right to an exemption from disclosure, as the Public Records Act provides.

TRIO's answer to 4.4 of the Proposal Form is confidential and proprietary.

TRIO's answer to 5.4 (Attachment 5.4 - Resumes) is confidential and proprietary.

The audited annual financial results for 8.4.1 - 8.4.3 (years 2018, 2019, and 2020) are confidential and proprietary.

TRIO's answer to 15.1 of the Proposal Form (Meal Rates) is confidential and proprietary.

15. MEAL RATES

- 15.1 Your firm's proposal for meal pricing must be based on the Menu Writing Specifications (EXHIBIT II) and the 2022-2023 Menu (EXHIBIT III). Pricing must be within the terms and conditions of the Food Service Specifications (EXHIBIT I).

Price per meal is based on meals prepared by the Contractor at the Adult Recreation Center, with the City's delivering meals to two satellite locations.

In the blanks below, list the total price per meal for each program:

15.1.1 Hot Meals / Boxed Lunches Prepared Program: \$4.56

15.1.2 Frozen, Home Meals Delivered Program: \$ 4.75

16. ADDITIONAL INFORMATION

Below state any other information that your firm believes is essential to a complete evaluation of the Proposal. If your firm has no additional information, state below: "Our firm does not have any additional information to present."

Nutrition Education: Monthly Handouts, Virtual Events, and BeWell Kitchen Events.

Please see Attachment 16 for the rest of TRIO's response.

17. ATTACHMENTS

For any attachment that is a part of this Proposal, list and describe the attachment (e.g., “Explanation concerning question 9.3 - 2 pages” or “Information required by Section 6 of the RFP – 6 pages”).

Our firm declares that the attachments listed below are added and are made a part of this Proposal in order to fully and accurately respond to the RFP:

16.1	Attachment 3.2 - 1 page
16.2	Attachment 4.4 - 2 pages
16.3	Attachment 4.6 - 1 page
16.4	Attachment 4.7 - 2 pages
16.5	Attachment 4.8 - 1 page
16.6	Attachment 5.3 - 2 pages
16.7	Attachment 5.4 - Resumes - 7 pages
16.8	Attachment 8.4.1 - 2018 Financial Report for our parent company, Elior Group - 8 pages
16.9	Attachment 8.4.2 - 2019 Financial Report for our parent company, Elior Group - 9 pages
16.10	Attachment 8.4.2 - 2020 Financial Report for our parent company, Elior Group - 10 pages
16.11	Attachment 8.5 - Letter of Reference from Bank of America - 1 page
16.12	Attachment 12.3 - Insurance Requirements Affidavit - 3 pages
16.13	Attachment 16 - Additional Information - 7 pages
16.14	
16.15	
16.16	
16.17	
16.18	
16.19	
16.20	

Attachment 3.2

3.2 (cont.) List jurisdictions in which your firm is legally qualified to do business, provide license or registration number, and set forth the type of license. Attach additional sheets as necessary.

Jurisdiction: **City of Santa Clara, CA**
License or registration number: **209785**
Type of License: **Business License Tax Certificate**

Jurisdiction: **City of Martinez, CA**
License or registration number: **02508767**
Type of License: **Business License Tax Certificate**

Jurisdiction: **City of Antioch, CA**
License or registration number: **3023819**
Type of License: **Business License**

Jurisdiction: **City of San Jose, CA**
License or registration number: **1209962200**
Type of License: **Business Tax Certificate**

Jurisdiction: **City of El Monte, CA**
License or registration number: **04920536**
Type of License: **Business License**

Jurisdiction: **City of Walnut Creek**
License or registration number: **16524680**
Type of License: **Business Tax License**

Jurisdiction: **City of Suisun City, CA**
License or registration number: **22763**
Type of License: **Business License**

Jurisdiction: **County of Sacramento**
License or registration number: **GNB32021-02565**
Type of License: **General Business License**

Jurisdiction: **CA Secretary of State**
License or registration number: **201929810066**
Type of License: **Certificate of Status**

Jurisdiction: **California Seller's Permit**
License or registration number: **097893675-00010**
Type of License: **Seller's Permit**

Attachment 4.4

4.4 (cont.) List the government entities for which your firm has provided food service for an Elderly Nutrition Program. Provide the name and telephone number of the person within the government entity who is most familiar with your performance of the services (i.e., “Contact Person”). Attach additional sheets as necessary.

TRIO is proud to partner with over 500 elderly nutrition programs. We provided examples and can provide the entire list upon request.

Government entity’s name: **County of Santa Clara**

Services that your firm provided: **Fresh prepared congregate dining includes hot bulk, hot pre-packaged & chilled prepackaged. Homebound elderly receives 2 fresh sandwich meals and 5 frozen meals each week. TRIO has a fleet of 10 vehicles. An average of 1,600 meals per day.**

Starting / ending dates of services: **2000 - Present**

Was your firm Selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Vanessa Sittauer**

Phone Number: **408.975.4860**

Government entity’s name: **City of Gardena**

Services that your firm provided: **Hot congregate, hot home-delivered, and frozen meals.**

Starting / ending dates of services: 2020 to Present

Was your firm selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Stephany Santin**

Phone Number: **310.217.9537**

Government entity’s name: **Northwest Senior & Disability Services**

Services that your firm provided: **Freshly prepared hot meals, deli meals, and frozen meals delivered to senior sites.**

Starting / ending dates of services: **1984 to Present**

Was your firm selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Stacie Zuercher**

Phone Number: **503.304.3475**

Government entity’s name: **Oregon Cascade West Council of Governments**

Services that your firm provided: **TRIO prepares 900 scratch-made hot meals and 250 frozen meals. Hot meals are packaged and transported in bulk by TRIO drivers to ten (10) senior centers.**

Starting / ending dates of services: **1985 to Present**

Was your firm selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Scott Harper**

Phone Number: **541.924.8455**

Attachment 4.4

Government entity's name: **Rogue Valley Council of Governments**

Services that your firm provided: **TRIO prepares 600 hot meals 85 frozen meals each day. TRIO drivers daily deliver all meals to 14 senior centers and 8 home-delivered sites.**

Starting / ending dates of services: **1995 to Present**

Was your firm selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Kristi Welburn**

Phone Number: **541.734.9505 ext. 3**

Government entity's name: **Detroit Area Agency on Aging**

Services that your firm provided: **Fresh prepared hot congregate meals, frozen meals, and shelf-stable meals.**

Starting / ending dates of services: **2002 to Present**

Was your firm selected by a bid or RFP? **Yes**

Under a contract or agreement? **Yes**

Contact Person: **Gil Lopez**

Phone Number: **313.446.4444**

Attachment 4.6

4.6 (cont.) Describe your firm's experience related to preparing and providing congregate and home-delivered meals for an elderly population. Attach additional sheets as necessary.

TRIO has experience providing several types of meals such as fresh, hot congregate bulk, hot pre-packaged, chilled salads, fresh sandwiches, fresh frozen, and frozen prepared in a USDA-inspected facility. To ensure we meet nutritional and menu requirements, TRIO has a team of fifteen (15) registered dietitians devoted to writing menus for elderly nutrition programs. Our registered dietitians maintain a highly accurate nutrition database in our computer software program thus ensuring we provide truthful nutritional. We are expanding our menus to include more culturally diverse menu items to broaden our reach in the communities.

TRIO organizes every kitchen to maximize efficiency for meal preparation, meal packaging, and logistics to ensure a quality meal is delivered consistently on time. We have experience designing and renovating central kitchens, and selecting the best equipment to optimize the preparation and packaging of congregate and home-delivered meals.

TRIO understands the logistics of an elderly nutrition program including packaging, transport equipment, and fleet management. Our teams thoughtfully organize and label meals to ease delivery to sites and homes. When TRIO delivers meals, our drivers receive continuous safety and hospitality training.

TRIO continuously seeks to enhance the dining experience of elderly nutrition programs. Recently, we launched a new concept, BeWell Kitchen, providing an interactive experience that demonstrates the simplicity of healthy eating. TRIO continuously promotes healthy eating to improve the health outcomes of our elderly. TRIO welcomes the opportunity to host BeWell Kitchen events at the City of Glendale's dining locations.

TRIO's sustained and continued growth ensures that we will continue to provide uninterrupted service to the City of Glendale. Examples of current government entities are provided in Section 4.4.

Attachment 4.7

4.7 (cont.) Describe the extent of your firm's knowledge and qualifications that demonstrate your understanding and ability to meet the complex requirements of the Elderly Nutrition Program.

Use the Food Services Specifications (RFP – EXHIBIT I) and Menu Writing Specifications (RFP – EXHIBIT II) as a guideline for expectations. Attach additional sheets as necessary.

NUMBER OF MEALS. TRIO has the capability to meet the maximum meal requirements. TRIO can expand beyond the maximum number of meals. TRIO acknowledges that we will remain flexible with your direction for the types of meals adjusting to pandemic needs to best serve the community.

DELIVERY STANDARDS. TRIO will prepare and package all food and supplies as detailed in the RFP.

TRIO will continue to plan, organize, and direct the preparation of all meals ensuring quality production standards. The on-site team, led by Israel Mazariago, takes great pride in carefully preparing each item as they realize what great joy these meals bring to your seniors.

The team is committed to providing you with sound standards which include:

- By 10:30 a.m., all congregate meals and supplies to be transported to the satellite sites are portioned, labeled, and loaded in the hot or cold transport equipment.
- By 1:30 p.m., all supplies are packaged and labeled, and the frozen home-delivered meals are prepared, packaged, and placed in ice sheets clearly labeled.
- All deliveries are accompanied by a delivery ticket prepared in triplicate. The site manager will verify the number of meals and supplies delivered and sign the ticket. The site manager retains a copy of the ticket. The ticket is used to provide accurate invoices.
- Congregate food preparation is planned so that meals are served within 2 hours of preparation.
- Home-delivered meal preparation is planned so that the last meal delivered is within 2 hours after the preparation is completed.
- Bulk menu items are sensibly portioned into steam table pans. Portioning aligns with meal counts ensuring all participants receive a meal.
- Hot food pans are properly sealed to minimize spillage.
- Each pan is identified for content, the number of portions, and the satellite site.

MEAL SERVICE. TRIO will comply with all meal service requirements stated in the RFP.

- Meals will be prepared at the Adult Recreation Center for all three sites. Frozen home-delivered meals will be prepared at TRIO's Huntington Park Central Kitchen and transported to Adult Recreation Center Kitchen.
- TRIO will abide by all codes and regulations for the health department, fire department, and all other county and state agencies.
- Team members will participate in our monthly mandatory training focusing on food safety and workplace safety. TRIO will provide the City documentation of all training.

Attachment 4.7

- TRIO also provides opportunities for our diversity and inclusion initiatives that enable us to grow as a community and as a business by leveraging the invaluable collective experiences, backgrounds, and expectations of our team members, clients, and those we serve.
- TRIO will follow a daily cleaning and sanitation schedule ensuring we maintain above-average cleanliness.
- TRIO will take great care of the Adult Recreation Center Kitchen space, equipment, and storage.
- Inventory of all equipment will be provided to the City annually.
- For C-1 meals, TRIO will follow the 5-week cycle menu for traditional meals and altered menus when pandemic protocols are in place.
- For C-2 meals, TRIO will follow the 4-week cycle menu, and for traditional HDM a 5-week cycle.
- Celebrations such as Birthday Cake once a month and holiday meals will continue to be offered.
- Temperatures are checked three different times throughout production and before meals are portioned in pans ensuring a minimum temperature of 140°F for hot foods and a maximum temperature of 40°F for cold foods.
- Temperatures are recorded on temperature logs. Israel Mazariago and Jose Vargas monitor temperature logs and take corrective action when necessary.
- TRIO maintains a backup plan in unexpected emergencies such as losing electricity or water at the Adult Recreation Center Kitchen. The plan entails drawing upon nearby TRIO central kitchen operations in Huntington Park, North Hills, Inglewood, and Paramount to support production and delivery. Depending on the type of emergency, TRIO will vary the type of meals to include cold meals, frozen meals, or shelf-stable meals.
- Additionally, TRIO will maintain backup food at the two satellite sites.
- TRIO will abide by the food grades stated in the RFP. Our Procurement team secures contracts with reputable vendors that provide consistent products.

MEAL WRITING SPECIFICATIONS. TRIO will comply with all meal writing specifications stated in the RFP.

- TRIO will continue to follow the menus provided by the City of Glendale ensuring
- Food preparation will include scratch-made foods prepared with recipes for large-scale production and preserving nutrients and flavor.
- Production will account for transportation time so that meals retain eye appeal.
- Recipes will state HACCP protocols.
- TRIO will continue to share written ingredient specifications when processed food is used.
- TRIO will comply with all meal pattern specifications and portion sizes stated in the RFP.
- The City will be notified 5 days in advance of any menu substitution.

TRIO is committed to adapting the City of Glendale to support your positive impact on the lives of the elderly in your community.

Attachment 4.8

4.8 (cont.) Describe the extent of your firm's business experience in any field, indicating your firm's ability to successfully operate a regulated or complex business.

FOOD SAFETY/RISK MANAGEMENT TRIO has safety protocols detailed in our comprehensive Food Safety Manual and crisis management procedures in our Crisis Manual. The risk management team ensures proper insurance coverage and accident reporting.

TRAINING Monthly training modules foster food and workplace safety.

NUTRITION and MENUS TRIO provides the supporting documents required for menu and nutritional compliance. Our dietitians maintain an accurate database in our Computrition system so you can provide truthful documentation.

FINANCE TRIO's comprehensive suite of integrated accounting and human resources practices provides sound financial and operational controls imperative for complex operations. Our Shared Services Center performs all core accounting functions with analysis support from our Regional Finance teams allowing the food service director to focus on operations and client relationships.

LICENSES A dedicated team ensures state and local licenses for each operation are current.

HUMANS RESOURCES Employment laws and practices are detailed in our employee handbook. TRIO has an HR team readily available to support operations.

PROCUREMENT All foods, supplies, disposables, chemicals, and other products are secured through contracts with reputable companies. TRIO can purchase at the best possible prices and pass on savings to our clients.

CULINARY TRIO's culinary teams continuously expand meal offerings to add menu variety and host events such as our BeWell Kitchen.

Every TRIO Operation has another layer of support from the Operations team who are on-site ensuring the complex business is meeting regulations. For the City of Glendale Elderly Nutrition Program, the on-site teams are supported by **Area Manager** Joel Medina, Jose Vargas, Food Service Director, **Regional Manager** Lisa Jackson, **Registered Dietitian** Stephanie Pradun, **Director of Safety & Operations Excellence** Rose Ashraf, and **Client Partnership Director** Donna Doran. All are dedicated to elderly nutrition and are actively involved with operation protocols.

TRIO's **District Manager Audit** is a comprehensive audit addressing all aspects of an elderly nutrition program. Twice a year, the district manager will conduct an audit to ensure the local team is meeting all regulations. Deficiencies are addressed with a corrective action plan date.

TRIO's multiple layers of support from industry experts continue to ensure we meet regulations within a complex business model.

Attachment 5.3

5.3 (cont.) When your firm submits this Proposal, if your firm does not have the personnel required by the RFP and the Contract, the following information must be provided. For each employee whom your firm intends to hire to fulfill and perform the services, describe below your firm's plan for hiring personnel, qualification standards, training program or process, and date when the hiring process will be completed. Attach additional sheets as necessary.

Lisa Jackson, TRIO Regional Manager, oversees the City of Glendale program and all of TRIO's West Coast operations ensuring each team meets contract obligations while providing a quality program.

HIRING PERSONNEL. While we currently have all positions staffed to carry out successful operations for the City of Glendale, we are also confident in our ability to attract top talent when the need arises. As an industry leader, TRIO has access to top talent both internally and externally, which allows our partnership to grow and team morale to flourish. We recruit within the local communities, conduct interviews, and select the best candidate for each position. For all new hires, TRIO provides a comprehensive onboarding via our MyEliorJourney program.

QUALIFICATIONS. All managers pass an approved food safety manager certification course within 30 days of hire, and a Certified Food Manager must always be on site during operating hours. Additionally, all Food Service Directors are Seafood HACCP Certified. Kitchen workers are ServSafe Certified or equivalent.

TRAINING. TRIO is committed to providing our team members with training and development opportunities to foster their personal growth, and reinforce proper sanitation protocols, food safety practices, hospitality, and safe driving. Also, proper training empowers the team to perform at their best. Known as our SAFE training, all team members receive required monthly food safety and workplace safety training. This required monthly training compliments our food safety and workplace protocols keeping safety at the forefront of operations. Training modules include a facilitator guide with participant activities and a handout or a corresponding poster. Some examples of our SAFE training modules include: Cleaning and Sanitizing; Temperatures: Cooking, Holding, Cooling, Reheating; Labeling and Date Marking; and Handwashing and Illness Reporting.

Below details other important training TRIO provides for team member growth and development.

Driver Training (drivers): To ensure that we deliver meals in safe manger, drivers receive on-going training in addition to our safety monthly training. There are over twenty-five (25) driver training modules, some examples include: Driver Orientation (mandatory before a team member can assume driving responsibilities; Loading Area Safety, Backing Up Safely, Disabled Vehicle Safety, Don't Tailgate, and more.

Hospitality and Safety Training (drivers): Ensuring that TRIO drivers deliver on our commitment to you, drivers receive continuous training focusing on these key focus areas: Food Safety, Communication, Complaints and Requests, Driver Appearance, Vehicle Trip Inspection Training, Driver Safety, Parking Safety.

Attachment 5.3

HIPPA Training (all applicable team members): At TRIO we take seriously the privacy of the individuals we serve. All associates with access to client data and/or all associates who provide door-to-door delivery are trained to understand HIPAA policies and, if requested, sign a formal HIPAA agreement not to disclose any confidential information regarding the individuals we serve. New associates receive HIPAA training as part of the onboarding process and the training for all associates is refreshed annually.

Management Training (managers): Within 60 days of starting, our new managers are enrolled in Elinor North America's "Leadership Development Program." This learning opportunity is two days of skills development and practice conducted by Elinor North America's certified professional trainers and key operational leaders. This is done on-site at your location or at one of our regional offices.

Onboarding (all members): Highlights include immersing and empowering team members in senior dining program mission and objectives, TRIO standards of operation with a focus on food safety and workplace safety, Elinor North America's Diversity, Equity, and Inclusion program, and Elinor North America's Prep Book including TRIO's policies and procedures.

STEPHANIE PRADUN

REGISTERED DIETITIAN

TRIO COMMUNITY MEALS/ELIOR NA

Menu Systems Dietitian: 2018-Present

- Writes nutritionally complete menus to satisfy contract requirements and participant requests.
- Conducts ongoing focus groups and interviews to collect feedback and suggestions. Performs nutrition analysis to ensure adequacy.
- Presents nutrition information and other education sessions to address needs within the community.
- Supports daily operations of 12 kitchens, serving an average of 1100 meals per day.

ARAMARK

Assistant Food Service Director, CUSD300: 2016-2018

- Assisted in oversight of daily operations of school meal program, providing over 16,000 meals per day for 27 schools.
- Supported all business aspects including marketing, menu planning, client relations, employee relations, and budgeting activities.
- Promoted school meal programs while engaging in classroom and community events for outreach and nutrition education with parents, students, and stakeholders.

SODEXO

Food Service Manager, Centegra Health System: 2011-2016

- Managed 45 production staff (~15 per shift) in daily preparation and service of meals for patient services, retail, and catering functions, including over 400 daily trays for the patient room service program and \$1.2 million volume in annual cafeteria revenue.
- Totally redesigned inpatient room service menu, including recipe development, menu design, and nutritional analysis.
- Innovated new use of existing menu software to track allergens for improved patient safety and satisfaction.
- Served as district expert for menu software and traveled to other accounts for training and new account openings.

FERGUSON MIDDLE SCHOOL

Cafeteria Manager: 2011

EDUCATION

University of Wisconsin-Madison

B.S. in Nutritional Science – Dietetics

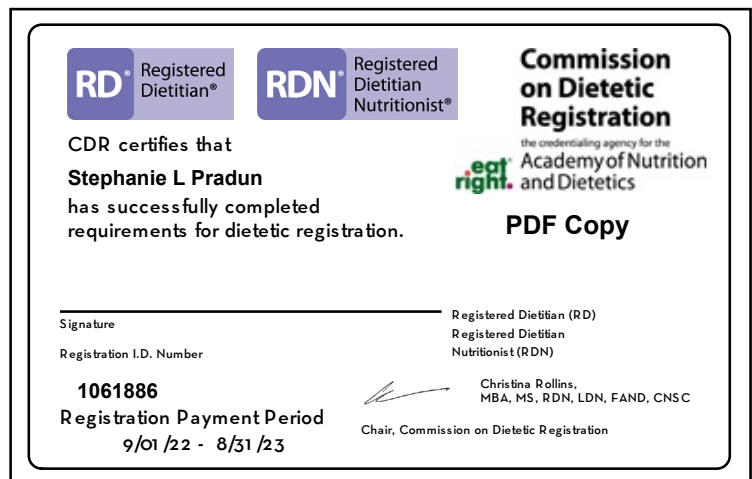
University of Wisconsin Hospital & Clinics

CADE-Accredited Dietetic Internship

CERTIFICATIONS

Member, Academy of Nutrition & Dietetics

Certified Food Protection Manager, ServSafe



ISRAEL MAZARIEGO

FOOD SERVICE MANAGER AND HEAD COOK

TRIO COMMUNITY MEALS/ELIOR NA

Food Service Director and Head Cook: 1994-Present

- Directs all functions of the food service operation at the City of Glendale Adult Recreation Central Kitchen
- Leads the team in ensuring quality procurement, production, and packaging standards of congregate and home-delivered meals
- Ensures the team follows TRIO's protocols for food safety and sanitation, workplace safety, and training.
- Orders food and supplies necessary to produce menus according to specifications
- Inventories food and supply each week
- Completes weekly financial reports
- Writes the Millennials Menu
-

CERTIFICATIONS

ACA Accredited ServSafe

Seafood HACCP Certified

Food Handler's Card

VEDY MAZARIEGO

COOK HELPER

TRIO COMMUNITY MEALS/ELIOR NA

Cook Helper: 2016-Present

TRIO Community Meals at City of Glendale Adult Recreation Central Kitchen

- Pre-preps ingredients for the head cook
- Measures ingredients
- Portions and labels hot menu items for transportation to satellite sites
- Counts and packs milk and other cold items and components such as desserts for congregate meals and home-delivered meals
- Cleans and sanitizes all workspaces and storage areas

CERTIFICATIONS

ACA Accredited ServSafe

JOSE VARGAS

FOOD SERVICE DIRECTOR

TRIO COMMUNITY MEALS

Food Service Director: 2018-Present

- Responsible for food production, purchasing, staff training, client relations, inventory cost control, quality control/quality assurance, safety, and sanitation.

MORRISON HEALTHCARE INC.

Assistant to Foodservice Director: 2011-2018

Supervisor: 2006-2011

MORRISON MANAGEMENT SERVICES

Supervisor, Central Juvenile: 2002-2006

Foodservice Worker, Central Juvenile: 2001-2002

CERTIFICATIONS

HACCP
ServSafe Certified
Food Handler

LISA JACKSON

REGIONAL MANAGER

TRIO COMMUNITY MEALS

Regional Director of Operations: 2017-Present

- Reports to the Regional Vice President of TRIO.
- Supervises all senior meal programs on the East Coast.
- Is responsible for training management and staff, client menu planning, communications, logistics planning, nutrient analysis and total P&L accountability for all accounts.

General Manager: 2013-2017

- Acted as multi-unit manager for senior nutrition programs.
- Managed, staffed, and directed three high-volume commercial kitchens.
- Managed staff of 40, menu design, and planning.
- Oversaw P&Ls and budgeting as they pertained to account.
- Maintained excellent relationships with customers, guests, and clients.
- Developed and implemented new programs in conjunction with senior nutrition program.

CAMBRIDGE HEALTHCARE

Sr. Food Service Director/Multi-Unit Director: 2009-2013

- Oversaw multiple units to ensure compliance standards met for annual survey/inspection.
- Conducted Quarterly training seminars for food service directors.
- Proctored and administered ServSafe test for all food service staff.
- Directed and managed 13 nursing homes/facilities' dietary departments.
- Oversaw annual budget of \$3.5 million.
- Was responsible for budgeting, forecasting, training, hiring, administering performance evaluations, and scheduling IDT, MDS, Title 22, Hippa experience.

MALAKAI'S CATERING AND EVENTS

Catering Director: 2000-2009



EDUCATION

California State University
Long Beach, CA

**BA in Hospitality –
Food Service Management**

CERTIFICATIONS

Dietary Service Supervisory
Certified

JOEL MEDINA

AREA MANAGER

TRIO COMMUNITY MEALS

Area Manager: 2019-Present

- Responsible for food production, purchasing, staff training, client relations, inventory cost control, quality control/quality assurance, safety, and sanitation for the Los Angeles area contracts. Supervises all of the central kitchens in the Los Angeles area under TRIO Community Meals and reports to Regional Director of Operations.

MORRISON HEALTHCARE

Director of Food Service: 2011-2018

Assistant Director: 1997-2011

MORRISON MANAGEMENT SERVICES

Shift Supervisor, Cook: 1991-1997

Storeroom Supervisor: 1989-1991

Food Service Worker, Satellite Driver: 1987-1989



CERTIFICATIONS

HACCP

ServSafe Certified

Food Handler

JOHN KIRK

PRESIDENT

TRIO COMMUNITY MEALS

President: 2015–Present

- Directs, administers and coordinates the activities of the Traditions and Seniors Division in support of policies, goals and objectives.
- Oversees those who manage the daily operations of this division in order to achieve the budgeted contribution to the fixed overhead, client and customer satisfaction, team member training and development objectives and operational support for new sales.

JACKIE'S INTERNATIONAL, LLC

Vice President of Operations: 2006–2015

- Led all restaurant divisions comprised of 45 units ranging from fine dining to QSR with over 1,400 team members with revenues in excess of \$70MM.
- Innovated development and direction of all operational standards and initiatives including brand development, menu design, recipes, all product R&D, purchasing, contract negotiations and marketing strategies and tactics that delivered improved performance and results across multiple divisions.
- Full financial and P & L responsibility for all restaurant divisions and concepts, revenue growth and budget creation.
- Won numerous awards including “Best New Restaurant” in the greater Jackson area by Metromix Jackson 2011 and “Best Asian Restaurant” by the readers of Mississippi Magazine and the Jackson Free Press for 3 straight years.

CLAREMONT RESTAURANT GROUP

Director of R&D (Culinary & Concept Development): 2001–2006

- Recruited by company CEO to design and develop upscale chop house concept for an eighty unit western themed steakhouse chain with annual sales in excess of \$100MM.
- Wrote all recipe and operation manuals for BOH management and enhanced understanding of systems by conducting pre-implementation workshops, delivering group and individual training sessions and creating user-friendly training materials.
- Lead project team in designing, developing and opening new upscale BBQ concept in 2003 as a retrofit in an existing, under-performing location, which included concept development of name, logo and menu design, product line development, food photography, recipes and procedures, facility layout and design.

EDUCATION

University of Southern Mississippi
Hotel and Restaurant Management

Northern Virginia College
Accounting

Tulane University
Information Technology

This document is a free translation of the original, which was prepared in French. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions expressed therein, the original language version in French takes precedence over this translation.



Universal Registration Document

Annual Financial Report

Fiscal 2018-2019

Société anonyme (French joint-stock corporation)
Share capital: €1,740,928.39

Registered office:

9-11 allée de l'Arche

92032 Paris La Défense, France

Registered in Nanterre under no. 408 168 003



The French *Document d'enregistrement universel* was filed with the Autorité des Marchés Financiers (AMF) on January 10, 2020, in accordance with Article 212-13 of the AMF's General Regulations. The *Document d'enregistrement universel* has been prepared by the issuer, and its signatories are liable for its contents. It may only be used in connection with a financial transaction if it is accompanied by a securities note (*note d'opération*) approved by the AMF.

Copies of the *Document d'enregistrement universel* in French and the English translation thereof (the Universal Registration Document) may be obtained free of charge from Elior Group's registered office, or may be downloaded from the websites of Elior Group (www.eliorgroup.com) and the AMF (www.amf-france.org).

IFRS Consolidated Financial Statements for the Years Ended September 30, 2019 and 2018
1. Consolidated Income Statement and Statement of Comprehensive Income
1.1 Consolidated Income Statement

(in € millions)	Note	Year ended September 30, 2019	Year ended September 30, 2018 ⁽¹⁾
Revenue	7.1, 7.2	4,923	4,886
Purchase of raw materials and consumables		(1,557)	(1,557)
Personnel costs	7.3	(2,436)	(2,390)
Share-based compensation	7.18.2	5	(29)
Other operating expenses		(561)	(564)
Taxes other than on income		(71)	(74)
Depreciation, amortization and provisions for recurring operating items		(122)	(125)
Net amortization of intangible assets recognized on consolidation		(21)	(19)
Recurring operating profit from continuing operations		160	128
Share of profit of equity-accounted investees		-	(1)
Recurring operating profit from continuing operations including share of profit of equity-accounted investees	7.1	160	127
Non-recurring income and expenses, net	7.4	(27)	(82)
Operating profit from continuing operations including share of profit of equity-accounted investees		133	45
Financial expenses	7.5	(89)	(81)
Financial income	7.5	20	13
Profit/(loss) from continuing operations before income tax		64	(23)
Income tax	7.6	4	(2)
Net profit/(loss) for the period from continuing operations		68	(25)
Net profit for the period from discontinued operations	7.7	202	63
Net profit for the period		270	38
Attributable to:			
Owners of the parent		271	34
Non-controlling interests		(1)	4

(1) The figures for the year ended September 30, 2018 have been restated to reflect the impacts of the sale of the Concession Catering business.

The accompanying notes form an integral part of the consolidated financial statements.

2. Consolidated Balance Sheet

2.1 Assets

(in € millions)	Note	At September 30, 2019	At September 30, 2018
Goodwill	7.9	1,851	2,541
Intangible assets	7.10	262	524
Property, plant and equipment	7.10	392	747
Other non-current assets		8	-
Non-current financial assets	7.11	104	72
Equity-accounted investees	7.12	1	9
Fair value of derivative financial instruments (*)		-	8
Deferred tax assets	7.14	209	189
Total non-current assets		2,827	4,090
Inventories		94	132
Trade and other receivables		675	879
Contract assets		-	-
Current income tax assets		32	23
Other current assets	7.15	47	97
Short-term financial receivables (*)		-	2
Cash and cash equivalents (*)		83	143
Assets classified as held for sale	7.7	10	-
Total current assets		941	1,276
Total assets		3,768	5,366

(*) Included in the calculation of net debt

The accompanying notes form an integral part of the consolidated financial statements.

2.2 Equity and Liabilities

(in € millions)	Note	At September 30, 2019	At September 30, 2018
Share capital	7.18.1	2	2
Retained earnings and other reserves		1,662	1,458
Translation reserve		4	-
Non-controlling interests		2	11
Total equity	4	1,670	1,471
Long-term debt (*)	7.17.3	602	1,874
Fair value of derivative financial instruments		9	5
Non-current liabilities relating to share acquisitions	7.19	70	100
Deferred tax liabilities	7.14	60	59
Provisions for pension and other post-employment benefit obligations	7.16	104	109
Other long-term provisions	7.16	15	20
Other non-current liabilities		-	6
Total non-current liabilities		860	2,173
Trade and other payables		550	850
Due to suppliers of non-current assets		15	75
Accrued taxes and payroll costs		476	601
Current income tax liabilities		15	11
Short-term debt (*)	7.17.3	16	84
Current liabilities relating to share acquisitions	7.19	2	16
Short-term provisions	7.16	63	51
Contract liabilities		49	-
Other current liabilities	7.20	38	34
Liabilities classified as held for sale	7.7	14	-
Total current liabilities		1,238	1,722
Total liabilities		2,098	3,895
Total equity and liabilities		3,768	5,366
(*) Included in the calculation of net debt		543	1,812
Net debt excluding fair value of derivative financial instruments and debt issuance costs		539	1,830

The accompanying notes form an integral part of the consolidated financial statements.

4.10 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS – AFR

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

(Year ended September 30, 2019)

Elior Group SA

9 -11 Allée de l'Arche

92032 Paris La Defense cedex

France

To the Shareholders,

Opinion

In compliance with the engagement entrusted to us by your General Meetings, we have audited the accompanying consolidated financial statements of Elior Group SA for the year ended September 30, 2019.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group at September 30, 2019 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules applicable to us, for the period from October 1, 2018 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by article 5(1) of Regulation (EU) No 537/2014 or the French Code of Ethics (*Code de déontologie*) for Statutory Auditors.

Emphasis of matter

Without qualifying our opinion, we draw your attention to Note 6.1.2 to the consolidated financial statements, which gives a detailed description of the methods and impacts of the first-time application of IFRS 15 "Revenue from Contracts with Customers" and IFRS 9 "Financial Instruments" from October 1, 2018.

Justification of assessments – Key audit matters

In accordance with the requirements of articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgment, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

Measurement of goodwill

Description of risk

As part of its development, the Group carried out targeted external growth transactions and recognized goodwill.

At September 30, 2019, goodwill amounted to €1,851 million, representing 49% of total assets. It has been allocated to the cash-generating units (CGUs) of the businesses into which the acquired companies were integrated.

As stated in Note 6.7 to the consolidated financial statements:

- the carrying amount of goodwill is tested for impairment at each reporting date. If there is an indication of impairment, the recoverable amount of the asset is estimated and an impairment loss is recognized whenever the carrying amount of the CGU group to which the

goodwill is allocated exceeds its estimated recoverable amount;

- the recoverable amount is estimated using the value in use;
- the value in use is calculated using the present value of future cash flows, based on five-year budgets drawn up and validated by Group management and a long-term growth rate, which may not exceed the average long-term growth rate for the operating segment.

The recoverable amount of goodwill is determined based to a large extent on the judgment of Group management, and in particular on the three following assumptions:

- five-year budgets;
- the long-term growth rate beyond five years;
- the discount rate.

We therefore deemed the measurement of goodwill, and in particular the determination of the assumptions (five-year budgets, the long-term growth rate beyond five years and the discount rate applied), to be a key audit matter.

How our audit addressed this risk

We analyzed the compliance of the estimated recoverable amounts applied by the Group with the appropriate current accounting standards.

We also verified the accuracy and completeness of the source data used in the impairment tests relating to the components of the carrying amount making up the CGU groups which were tested by the Group.

In addition, we conducted a critical analysis of the methods applied to implement the main assumptions used and examined the analysis performed by the Group to determine the sensitivity of the value in use to a change in said assumptions, and in particular:

- with respect to the five-year future cash flow projections, we verified:
 - the reasonableness of the five-year future cash flow projections in view of the economic and financial context in which the contract catering & services businesses operate and the reliability of the process by which the estimates are calculated by examining the reasons for differences between projected and actual cash flows;
 - the consistency of the five-year future cash flow projections with management's most recent estimates, as presented to the Board of Directors during the budget process;

- with respect to the long-term growth rate beyond five years, and to the discount rate applied to expected estimated future cash flows, we verified:

- the consistency of these rates with the rates observed for comparable companies, based on a sample of analytical reports about the Company.

Lastly, we examined the appropriateness of the information provided in the Notes 6.6.2, 6.7 and 7.9 to the consolidated financial statements.

Sale of Areas

Description of risk

As mentioned in Note 5.2 "Significant Events" and Note 7.7 "Net Profit for the Period from Discontinued Operations", on July 1, 2019 the Group announced that it had completed the sale of its Areas subsidiary, which included the Concession Catering business and corresponded to an operating segment.

The net disposal gain amounted to €208 million. Along with all segment-related data, the gain is presented under "Net profit for the period from discontinued operations" in the consolidated income statement and the consolidated cash flow statement.

We deemed the transaction to be a key audit matter due to the risks associated with measuring the assets and liabilities transferred and calculating the disposal gain, as well as to the negative impacts of the sale on the consolidated financial information given the significance of the business for the Group (27% of revenue for the year ended September 30, 2018).

How our audit addressed this risk

We reviewed the legal documentation relating to the transaction in order to assess the components used to calculate the disposal gain, notably the warranties included in the sale agreement, the costs associated with the sale, and the sale price.

We assessed the amount of the assets and liabilities of the concession catering businesses sold by carrying out specific procedures on the material subsidiaries of Areas at June 30, 2019, the date at which the Concession Catering business was deconsolidated.

We also assessed the presentation of the sale in the consolidated financial statements, and in particular:

- the data for the Concession Catering business presented under "Net profit for the period from discontinued operations" in the consolidated

- income statement and the consolidated cash flow statement;
- the comparative data provided for the prior year in the consolidated income statement and the consolidated cash flow statement;
- Note 7.7 to the consolidated financial statements, which provides information about the transaction.

Specific verifications

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also verified the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial information statement required under article L.225-102-1 of the French Commercial Code is included in the information pertaining to the Group presented in the management report. However, in accordance with article L.823-10 of the French Commercial Code, we have not verified the fair presentation and consistency with the consolidated financial statements of the information given in that statement, which will be the subject of a report by an independent third party.

Report on other legal and regulatory requirements

Appointment of the Statutory Auditors

PricewaterhouseCoopers Audit was appointed Statutory Auditor of Holding Bercy Investissement SCA (renamed Elior Group SA) by the General Meeting of October 26, 2006. Salustro Reydel (then KPMG Audit IS) was appointed Statutory Auditor of Management Restauration Collective SAS (renamed Holding Bercy Investissement SCA then Elior Group SA) by the General Meeting of January 28, 2002.

At September 30, 2019, PricewaterhouseCoopers Audit and KPMG Audit IS were in the thirteenth and eighteenth consecutive year of their engagement, respectively, and the sixth year since the Company's securities were admitted to trading on a regulated market.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of

consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in article L.823-10-1 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit.

They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;

- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;

- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were the most significant for the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine and Paris-La Défense, January 10, 2020

The Statutory Auditors

PricewaterhouseCoopers Audit
Matthieu Moussy

KPMG Audit IS
François Caubrière

This document is a free translation of the original, which was prepared in French. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions expressed therein, the original language version in French takes precedence over this translation.



Universal Registration Document Annual Financial Report Fiscal 2019-2020

Société anonyme (French joint-stock corporation)
Share capital: €1,741,478.23

Registered office:

9-11 allée de l'Arche

92032 Paris La Défense, France

Registered in Nanterre under no. 408 168 003



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IFRS Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019
1. Consolidated Income Statement and Statement of Comprehensive Income
1.1 Consolidated Income Statement

(in € millions)	Note	Year ended September 30, 2020	Year ended September 30, 2019
Revenue	7.1, 7.2	3,967	4,923
Purchase of raw materials and consumables		(1,287)	(1,557)
Personnel costs	7.3	(2,077)	(2,436)
Share-based compensation	7.18.2	-	5
Other operating expenses		(420)	(561)
Taxes other than on income		(71)	(71)
Depreciation, amortization and provisions for recurring operating items		(178)	(122)
Net amortization of intangible assets recognized on consolidation		(20)	(21)
Recurring operating profit/(loss) from continuing operations		(86)	160
Share of profit of equity-accounted investees		(3)	-
Recurring operating profit/(loss) from continuing operations including share of profit of equity-accounted investees	7.1	(89)	160
Non-recurring income and expenses, net	7.4	(240)	(27)
Operating profit/(loss) from continuing operations including share of profit of equity-accounted investees		(329)	133
Financial expenses	7.5	(45)	(89)
Financial income	7.5	7	20
Profit/(loss) from continuing operations before income tax		(367)	64
Income tax	7.6	(83)	4
Net profit/(loss) for the period from continuing operations		(450)	68
Net profit/(loss) for the period from discontinued operations	7.7	(37)	202
Net profit/(loss) for the period		(487)	270
Attributable to:			
Owners of the parent		(483)	271
Non-controlling interests		(4)	(1)

The accompanying notes form an integral part of the consolidated financial statements.

4 Management's Discussion and Analysis for Fiscal 2019-2020 - AFR

Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019

2. Consolidated Balance Sheet

2.1 Assets

(in € millions)	Note	At September 30, 2020	At September 30, 2019 (1)
Goodwill	7.9	1,719	1,851
Intangible assets	7.10	221	262
Property, plant and equipment	7.10	314	392
Right-of-use assets	7.10	238	-
Other non-current assets		6	8
Non-current financial assets	7.11	111	104
Equity-accounted investees	7.12	-	1
Fair value of derivative financial instruments (*)		-	-
Deferred tax assets	7.14	74	162
Total non-current assets		2,683	2,780
Inventories		102	94
Trade and other receivables	7.13	625	675
Contract assets		-	-
Current income tax assets		14	32
Other current assets	7.15	54	47
Short-term financial receivables		3	-
Cash and cash equivalents (*)		41	83
Assets classified as held for sale	7.7	17	10
Total current assets		856	941
Total assets		3,539	3,721

(*) Included in the calculation of net debt

(1) Deferred taxes at September 30, 2019 have been restated in order to offset deferred tax assets and liabilities in accordance with IAS 12.74 (see Note 6.1.5).

The accompanying notes form an integral part of the consolidated financial statements.

2.2 Equity and Liabilities

(in € millions)	Note	At September 30, 2020	At September 30, 2019 (1)
Share capital	7.18.1	2	2
Reserves and retained earnings		1,152	1,662
Translation reserve		(19)	4
Non-controlling interests		(3)	2
Total equity	4	1,132	1,670
Long-term debt (*)	7.17.2	781	602
Long-term lease liabilities (*)	7.17.2	192	-
Fair value of derivative financial instruments (*)		6	9
Non-current liabilities relating to share acquisitions	7.19	18	70
Deferred tax liabilities	7.14	-	13
Provisions for pension and other post-employment benefit obligations	7.16	96	104
Other long-term provisions	7.16	23	15
Other non-current liabilities		-	-
Total non-current liabilities		1,116	813
Trade and other payables		448	550
Due to suppliers of non-current assets		11	15
Accrued taxes and payroll costs		536	476
Current income tax liabilities		1	15
Short-term debt (*)	7.17.2	2	16
Short-term lease liabilities (*)	7.17.2	58	-
Current liabilities relating to share acquisitions	7.19	2	2
Short-term provisions	7.16	130	63
Contract liabilities	7.2.2	62	49
Other current liabilities	7.20	21	38
Liabilities classified as held for sale	7.7	20	14
Total current liabilities		1,291	1,238
Total liabilities		2,407	2,051
Total equity and liabilities		3,539	3,721
(*) Included in the calculation of net debt (including IFRS 16 lease liabilities at September 30, 2020)		998	543
Net debt excluding fair value of derivative financial instruments and debt issuance costs (including IFRS 16 lease liabilities at September 30, 2020)		995	539

(1) Deferred taxes at September 30, 2019 have been restated in order to offset deferred tax assets and liabilities in accordance with IAS 12.74 (see Note 6.1.5).

The accompanying notes form an integral part of the consolidated financial statements.

4.11 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS – AFR

This is a translation into English of the statutory auditors' report on the financial statements of Elior Group SA issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

(Year ended September 30, 2020)

Elior Group SA

9 -11 Allée de l'Arche

92032 Paris La Defense cedex

To the shareholders,

Opinion

In compliance with the engagement entrusted to us by your General Meetings, we have audited the accompanying consolidated financial statements of Elior Group SA for the year ended September 30, 2020.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at September 30, 2020 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Indépendance

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial

Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors for the period from October 1, 2019 to date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Emphasis of Matter

We draw attention to the following matter described in Note 6.1.2 "Nouvelles normes et interprétations adoptées par l'Union Européenne et appliquées par le Groupe" to the consolidated financial statements related to first application of IFRS 16 "lease contracts" as of October 1, 2019. Our opinion is not modified in respect of this matter.

Justification of Assessments – Key Audit Matters

The worldwide crisis due to the Covid-19 pandemic creates special conditions for the preparation and the audit of the financial statements of this period. Indeed, this crisis and the exceptional steps taken in the context of the state of sanitary emergency have multiple consequences for enterprises, particularly on their activities and their financing, as well as increased uncertainties on their future prospects. Exceptional measures taken in the context of the state of emergency health, including travel restrictions and remote working, have had consequences on the internal organization of enterprises and the performance of audits.

It is this complex and evolving context that, in accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Assessment of going concern risk

Risk identified

The financial statements have been prepared on a going concern basis.

As disclosed in Note 5.2, "Significant events", Group management estimated the impact of COVID-19 at €1,003 million on revenue and €268 million on adjusted EBITA, before application of IFRS 16.

In addition, net financial debt totaled €767 million at September 30, 2020, including available cash of €41 million and the borrowings detailed in Note 7.17.1, "Analysis of debt":

- a senior bank loan totaling €530 million and maturing in 2023; EUR and USD revolving credit facilities of €450 million and €200 million respectively, drawn at the end of September 2020 and a US\$250 million facility undrawn at the end of September 2020 and also maturing in 2023;
- a liability of €54 million under the Group's securitization program.

Given:

- the Group's cash position as of September 30, 2020 and available liquidity;
- the Group's debt structure and the agreement by banks to suspend covenant tests until September 30, 2022;
- the assumptions adopted by management concerning the business outlook and corresponding cash flow projections, as well as confirmation of the availability of such cash flows to repay the Group's debt,

Group management considers it has sufficient cash to continue in business.

We considered the assessment of the Group's ability to continue as a going concern to be a key audit matter due to the conditions attached to the Group's debt and the major management estimates and judgments concerning the business outlook and corresponding cash flows.

Our response

As part of our procedures, we assessed the Group's liquidity requirements with regard to the forecasted cash flows, current resources and existing credit facilities.

To this end, we familiarized ourselves with documents relating to (i) the agreement to suspend covenant tests entered into with banks "original lenders" for September 30, 2021 and March 31, 2022 and (ii) credit facilities drawn and those still available.

Our procedures also consisted in obtaining cash flow forecasts and familiarizing ourselves with (i) procedures implemented to prepare such forecasts and (ii) the main principles underlying their preparation.

We assessed their consistency with forecasted data taken from the most recent business plans. These forecasts were prepared under the supervision of management and approved by the Board of Directors.

We also assessed their reasonableness with regard to the economic and financial context in the contract catering and services sector, with a specific assessment of the impacts of the COVID-19 health crisis on the Group's activities and any effects after the reporting date.

Finally, we verified the appropriateness of disclosures concerning:

- the description of credit facilities and covenants in Note 7.17.2 to the consolidated financial statements, "Analysis of debt", and
- the liquidity risk in the relevant section of Note 7.17.1.3, "Exposure to liquidity risk"
- the items disclosed in Note 6.1.2, "Business continuity".

Measurement of goodwill

Risk identified

As part of its development, the Group has conducted targeted external growth operations and recognized goodwill.

As of September 30, 2020, goodwill totaled €1,719 million (49% of total assets) and was allocated to the Cash Generating Units (CGU) of the businesses in which the acquired companies were integrated.

As disclosed in the notes to the consolidated financial statements (Note 6.7, "Impairment Tests and Impairment Losses"):

- The carrying amounts of property, plant and equipment, intangible assets and goodwill are reviewed at each reporting date in order to assess whether there is any indication that they may be impaired. If such an indication exists, the recoverable amount of the asset is estimated and an impairment loss is recognized if the carrying amount of the group of CGUs to which the goodwill is allocated exceeds the estimated recoverable amount.
- This recoverable amount is determined by reference to the value in use.
- The value in use is calculated using the present value of future cash flows, based on five-year budgets drawn up and validated by Group management and a long-term growth rate, which may not exceed the average long-term growth rate for the operating segment.

The recoverable amount of goodwill is based to a large extent on the judgment of Group management, and in particular on the following three assumptions:

- five-year budgets;
- the long-term growth rate beyond five years;
- the discount rate.

As disclosed in Note 7.9.2, "Impairment losses and sensitivity analyses", Group management adopted the following assumptions to determine the recoverable amounts:

- Inclusion of the expected impacts of the health crisis at business level, notably for fiscal years 2021 and 2022.
- Gradual return to pre-health crisis business volumes from 2023 for the majority of CGUs.
- Accelerated diversification of offerings and markets.

As of September 30, 2020, impairment tests on Group assets led to recognize impairment losses on goodwill of €123 million, including €67 million for Elior Italy and €56 million for Elior UK.

In this context, we considered the measurement of goodwill and in particular the determination of the five-year budgets, the long-term growth rate beyond five years and the discount rate applied, to be a key audit matter.

Our response

We analyzed the compliance of the estimated recoverable amounts applied by the Group with prevailing appropriate accounting standards.

We also verified the accuracy and completeness of the source data used in impairment tests and the components comprising the carrying amount of groups of CGU tested by the Group.

In addition, we conducted a critical analysis of the methods applied to implement the main assumptions used and examined the analysis performed by the Group to determine the sensitivity of the value in use to a change in these assumptions, and in particular:

- With respect to the five-year future cash flow projections, we verified:
 - the reasonableness of the five-year future cash flow projections in view of the economic and financial context in the contract catering and services sector, with a specific assessment of the uncertainties relating to the impacts of the COVID-19 health crisis on the Group's activities;
 - the reliability of the estimation process;
 - the consistency of the five-year future cash flow projections with management's most recent estimates, as presented to the Board of Directors during the budget process
- With respect to the long-term growth rate beyond five years, and the discount rate applied to expect estimated future cash flows, we verified:
 - the consistency of these rates with the rates observed for comparable companies, based on a sample of analytical reports about the Company.

Lastly, we examined the appropriateness of the disclosures presented in Notes 6.6.2, "Goodwill", 6.7, "Impairment tests and impairment losses" and 7.9, "Goodwill", to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the management report of the Board of directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code is included in the Group management report, it being specified that, in accordance with the provisions of Article L.823-10 of the code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. An independent third party should report on this information.

Report on Other Legal and Regulatory Requirements

Appointment of the Statutory Auditors

Deloitte & Associés was appointed as statutory auditors of Elior Group SA by the annual general meeting held on March 30, 2020. PricewaterhouseCoopers Audit was appointed as statutory auditors of Elior Group SA by the annual general meeting held on October 26, 2006.

As at September 30, 2020, Deloitte & Associés was in the 1st year of engagement and PricewaterhouseCoopers Audit was in the 14th consecutive year engagement and the seventh year since securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The Board of Directors approved the consolidated financial statements.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The

statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee, which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics (for statutory auditors). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine, January 8, 2021

The Statutory Auditors

French original signed by

Deloitte & Associés

PricewaterhouseCoopers Audit

Frédéric Gourd

Matthieu Moussy

This document is a free translation of the original, which was prepared in French. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions expressed therein, the original language version in French takes precedence over this translation.

The use of the masculine pronoun in this document is for convenience only and all references to the masculine gender should be understood as including other genders where appropriate.



Universal Registration Document

Annual Financial Report

Fiscal 2020-2021

Société anonyme (French joint-stock corporation)

Share capital: €1,724,442.29

Registered office:

9 -11 Allée de l'Arche

92032 Paris La Défense Cedex, France

Registered in Nanterre under no. 408 168 003



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e-accessibility

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IFRS Consolidated Financial Statements for the Years Ended September 30, 2021 and 2020

1. Consolidated Income Statement and Statement of Comprehensive Income

1.1 Consolidated Income Statement

(in € millions)	Note	Year ended September 30, 2021	Year ended September 30, 2020
Revenue	7.1, 7.2	3,690	3,967
Purchase of raw materials and consumables		(1,134)	(1,287)
Personnel costs	7.3	(1,992)	(2,077)
Share-based compensation expense	7.18.2	(5)	-
Other operating expenses		(393)	(420)
Taxes other than on income		(67)	(71)
Depreciation, amortization and provisions for recurring operating items		(167)	(178)
Net amortization of intangible assets recognized on consolidation		(18)	(20)
Recurring operating profit/(loss) from continuing operations		(86)	(86)
Share of profit of equity-accounted investees		(1)	(3)
Recurring operating profit/(loss) from continuing operations including share of profit of equity-accounted investees	7.1	(87)	(89)
Non-recurring income and expenses, net	7.4	(1)	(240)
Operating profit/(loss) from continuing operations including share of profit of equity-accounted investees		(88)	(329)
Financial expenses	7.5	(53)	(45)
Financial income	7.5	9	7
Profit/(loss) from continuing operations before income tax		(132)	(367)
Income tax	7.6	12	(83)
Net profit/(loss) for the period from continuing operations		(120)	(450)
Net profit/(loss) for the period from discontinued operations	7.7	14	(37)
Net profit/(loss) for the period		(106)	(487)
Attributable to:			
Owners of the parent		(100)	(483)
Non-controlling interests		(6)	(4)

The accompanying notes form an integral part of the consolidated financial statements.

4 Management's Discussion and Analysis for Fiscal 2020-2021

Consolidated Financial Statements for the Years Ended September 30, 2021 and 2020

2. Consolidated Balance Sheet

2.1 Assets

(in € millions)	Note	At September 30, 2021	At September 30, 2020 (1)
Goodwill	7.9	1,731	1,719
Intangible assets	7.10	197	221
Property, plant and equipment	7.10	278	314
Right-of-use assets	7.10	240	238
Other non-current assets		4	6
Non-current financial assets	7.11	119	111
Equity-accounted investees	7.12	-	-
Fair value of derivative financial instruments (*)		-	-
Deferred tax assets	7.14	86	71
Total non-current assets		2,655	2,680
Inventories		96	102
Trade and other receivables	7.13	632	625
Contract assets		-	-
Current income tax assets		9	14
Other current assets	7.15	50	54
Short-term financial receivables		1	3
Cash and cash equivalents (*)		80	41
Assets classified as held for sale	7.7	13	17
Total current assets		881	856
Total assets		3,536	3,536

(*) Included in the calculation of net debt

(1) The figure recorded in provisions for pension and other post-employment benefit obligations at September 30, 2020 has been restated following the IFRS IC agenda decision published in May 2021 (see Note 6.1.6).

The accompanying notes form an integral part of the consolidated financial statements.

2.2 Equity and Liabilities

(in € millions)	Note	At September 30, 2021	At September 30, 2020 (1)
Share capital	7.18.1	1	1
Reserves and retained earnings		1,068	1,162
Translation reserve		(11)	(19)
Non-controlling interests		(8)	(3)
Total equity	4	1,051	1,142
Long-term debt (*)	7.17.2	905	781
Long-term lease liabilities (*)	7.17.2	188	192
Fair value of derivative financial instruments (*)		-	6
Non-current liabilities relating to share acquisitions	7.19	17	18
Deferred tax liabilities	7.14	-	-
Provisions for pension and other post-employment benefit obligations	7.16	89	83
Other long-term provisions	7.16	24	23
Other non-current liabilities		-	-
Total non-current liabilities		1,223	1,103
Trade and other payables		521	448
Due to suppliers of non-current assets		10	11
Accrued taxes and payroll costs		484	536
Current income tax liabilities		2	1
Short-term debt (*)	7.17.2	22	2
Short-term lease liabilities (*)	7.17.2	58	58
Current liabilities relating to share acquisitions	7.19	2	2
Short-term provisions	7.16	77	130
Contract liabilities	7.2.2	49	62
Other current liabilities	7.20	20	21
Liabilities classified as held for sale	7.7	17	20
Total current liabilities		1,262	1,291
Total liabilities		2,485	2,394
Total equity and liabilities		3,536	3,536
<i>Net debt</i>		1,094	998
<i>Net debt excluding fair value of derivative financial instruments and debt issuance costs</i>		1,108	995

(*) Included in the calculation of net debt

(1) The figure recorded in provisions for pension and other post-employment benefit obligations at September 30, 2020 has been restated following the IFRS IC agenda decision published in May 2021 (see Note 6.1.6).

The accompanying notes form an integral part of the consolidated financial statements.

4.11 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS – AFR

This is a translation into English of the statutory auditors' report on the financial statements of Elior Group SA issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended September 30, 2021

Elior Group

Société Anonyme

9 – 11, allée de l'Arche

92032 Paris-La Défense Cedex

To the shareholders of Elior Group SA,

Opinion

In compliance with the engagement entrusted to us by your general Meeting, we have audited the accompanying consolidated financial statements of Elior Group SA for the year ended September 30, 2021.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at September 30, 2021 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (Code de commerce) and the French Code of Ethics (Code de déontologie) for statutory auditors, for the period from October 1, 2020 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Emphasis of Matter

We draw attention to the following matter described in Note 6.1.3 « New standards, amendments and interpretations adopted by the European Union and applied by the Group » and Note 6.1.6 « Change in accounting methods and presentation » to the consolidated financial statements relating which detail

rules and impacts of the first application of the IFRS IC decision of May 2021 on pension liabilities calculation relating to certain defined benefit plans. Our opinion is not modified in respect of this matter.

Justification of Assessments – Key Audit Matters

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Assessment of the application of the going concern principle

Risk identified

The consolidated financial statements have been prepared on a going concern basis.

As disclosed in Note 5.2, "Significant events", to the consolidated financial statements, the COVID-19 health crisis has continued to impact fiscal year 2020-2021 results, leading to a revenue loss of €277 million compared to the previous year.

Furthermore, net financial debt (excluding the fair value of derivative financial instruments and loan issue costs) totaled €1,108 million as of September 30, 2021, including available cash of €80 million and the

following borrowings and available credit facilities, as mentioned in Note 7.17.2 "Analysis of debt":

- A €550 million senior bond debt maturing in 2026, a €100 million senior bank loan maturing in July 2025 and a €225 million state-guaranteed bank loan ("PGE"), repayable as of October 2022 and maturing in March 2027;
- A €350 million revolving credit facility undrawn as of September 30, 2021 and maturing in July 2025
- A liability of €45 million under the Group's securitization program.

Given:

- the Group's debt structure and its repayment schedule,
- the Group's cash position as of September 30, 2021 and available liquidity,
- the assumptions adopted by management concerning the business outlook and corresponding cash flow projections, as well as confirmation of the availability of such cash flows to repay the Group's debt, while satisfying the covenant ratios of the senior bank loan and the state-guaranteed bank loan that will be subsequently calculated on September 30, 2022,

Group management considers it has sufficient cash to continue in business.

We considered the assessment of the application of the going concern principle to be a key audit matter due to the conditions attached to the Group's debt and the major management estimates and judgments concerning the business outlook and corresponding cash flows.

Our response

As part of our procedures, we assessed the Group's liquidity requirements with regard to forecast cash flows, current resources and existing credit facilities.

To this end, we familiarized ourselves with documents relating to (i) the bond debt and bank loan agreements entered into during the year and the attached obligations (covenant ratios) (ii) available credit facilities.

Our procedures also consisted in obtaining cash flow forecasts and familiarizing ourselves with (i) the procedures implemented to prepare such forecasts and (ii) the main principles underlying their preparation.

We assessed their consistency with forecast data taken from the most recent business plans. These forecasts

were prepared under the supervision of management and approved by the Board of Directors.

We also assessed their reasonableness with regard to the economic and financial context in the contract catering and services sector, with a specific assessment of the impacts of the COVID-19 health crisis on the Group's activities and any effects after the reporting date.

Finally, we verified the appropriateness of disclosures in the notes to the consolidated financial statements relating to:

- items disclosed in Note 6.1.2, "Going concern".
- liquidity risk in the relevant section of Note 7.17.1.3, "Exposure to liquidity risk" and
- the description of borrowings, credit facilities and covenants in Note 7.17.4, "Analysis of debt".

Measurement of goodwill

Risk identified

As part of its development, the Group was required to perform targeted external growth transactions and recognize several goodwill amounts totaling €1,731 million (or 49% of total assets) as of September 30, 2021. They were allocated to the groups of Cash-Generating Units (CGUs) of the businesses in which the acquired companies were integrated.

As disclosed in the notes to the consolidated financial statements (Note 6.7, "Impairment tests and impairment losses"):

- the carrying amounts of property, plant and equipment, intangible assets and goodwill are reviewed at each reporting date in order to assess whether there is any indication that they may be impaired. If such an indication exists, the recoverable amount of the asset is estimated, bearing in mind that goodwill is tested annually on September 30. An impairment loss is recognized if the carrying amount of the group of CGUs to which the goodwill is allocated exceeds the estimated recoverable amount;
- this recoverable amount is determined using the value in use, which is calculated using the present value of future cash flows, based on five-year budgets drawn up and validated by Group management and a long-term growth rate, which may not exceed the average long-term growth rate for the operating segment.

The value in use of goodwill is based to a large extent on the judgment of Group management, and in particular on the following three assumptions:

- five-year budgets;
- the long-term growth rate beyond five years;
- the discount rate.

As disclosed in Note 7.9.2, "Impairment losses and sensitivity analyses", Group management adopted the following assumptions to determine the recoverable amounts in a context still marked by the impacts of the COVID-19 pandemic:

- Gradual return to pre-health crisis business volumes in 2023 and 2024 depending on the CGUs;
- Accelerated diversification of our offerings and markets;
- Improvement in the adjusted EBIT margin by around 100 basis points compared to the pre-COVID-19 margin rate.

In this context, we considered the measurement of goodwill and in particular the determination of the five-year budgets, the long-term growth rate beyond five years and the discount rate applied to be a key audit matter.

Our response

We analyzed the compliance of the estimated values in use applied by the Group with prevailing appropriate accounting standards.

We also verified the accuracy and completeness of the source data used in impairment tests and the components comprising the carrying amount of the CGUs or groups of CGUs tested by the Group.

In addition, we conducted a critical analysis of the methods applied to implement the main assumptions used and examined the analysis performed by the Group to determine the sensitivity of the value in use to a change in these main assumptions, and in particular:

- with respect to the five-year future cash flow projections, we assessed:
 - the reasonableness of these projections in view of the economic and financial context in the contract catering and services sector, with a specific assessment of the uncertainties relating to the impacts of the COVID-19 health crisis on the Group's activities;
 - the reliability of the process used to prepare these projections;

- the consistency of these projections with management's most recent estimates, as presented to the Board of Directors during the budget process.
- with respect to the long-term growth rate beyond five years, and the discount rate applied to expected estimated future cash flows, we assessed, with the help of our valuation specialists, the consistency of these rates with the rates observed for comparable companies, based on a sample of analytical reports about the Company.

Lastly, we examined the appropriateness of the disclosures presented in Notes 6.6.2, "Goodwill", 6.7, "Impairment tests and impairment losses" and 7.9, "Goodwill", to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the management report of the Board of directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (code de commerce) is included in Group management report [in the information pertaining to the Group presented in the management report], it being specified that, in accordance with the provisions of Article L.823-10 of the code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

Other Legal and Regulatory Verifications or Information

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

In accordance with Article 222-3, III of the AMF General Regulation, the Company's management informed us of its decision to postpone the presentation of the consolidated financial statements in compliance with the European single electronic format as defined in the European Delegated Regulation No 2019/815 of 17 December 2018 to years beginning on or after January 1st, 2021. Therefore, this report does not include a

conclusion on the compliance with this format of the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier).

Appointment of the Statutory Auditors

Deloitte & Associés was appointed as statutory auditors of Elior Group SA by the annual general meeting held on March 30, 2020. PricewaterhouseCoopers Audit was appointed as statutory auditors of Elior Group SA by the annual general meeting held on October 26, 2006.

As at September 30, 2021, Deloitte & Associés was in the 2nd year of engagement and PricewaterhouseCoopers Audit was in the 15th consecutive year engagement and the 8th year since securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The Board of Directors approved the consolidated financial statements.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures

made by management in the consolidated financial statements.

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU)

N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine, December 16, 2021

The Statutory Auditors

French original signed by

Deloitte & Associés

PricewaterhouseCoopers Audit

Frédéric Gourd

Matthieu Moussy



Bank of America
Carolinas Treasury Management
150 North College Street,
NC1-028-13-05
Charlotte, NC 28255-0001

Tel 980.386.8021
Fax 704.388.9506

August 3, 2022

City of Glendale
Community Services & Parks Department
Attention: Aylin Isayan
201 East Colorado Street, Glendale, CA 91205

RE: TRIO Community Meals -- Food Services Proposal

Dear Aylin:

I, Reggie Pretty of Bank of America, N.A., do hereby certify that TRIO Community Meals ("Client") and its Parent, Elinor, Inc., have been a client of Bank of America, N.A. for a period of over 20 years. During this period, both the Client and its Parent have always satisfactorily fulfilled its obligations to Bank of America, N.A..

The Client and its Parent currently have cash, marketable securities or other investments on deposit with Bank of America, N.A. and its affiliates in the eight figure range.

This certification is being delivered to you at the request of our Client. Please note that the information set forth in this letter is subject to change without notice, and is provided in strict confidence to you for your own use only, without any responsibility, guarantee, commitment or liability on the part of Bank of America, N.A., its affiliates or any of its or its affiliates' directors, officers or employees. Bank of America, N.A. cannot provide any credit ratings or opinions of the creditworthiness of Client or any of its/his/her affiliates, and the above information does not constitute an opinion of Bank of America, N.A. of Client's ability to successfully perform its obligations under any agreement it may enter into with you, Bank of America, N.A. or any other entity. Finally, Bank of America, N.A. undertakes no responsibility to update the information set forth in this letter.

If you have any additional questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Reginald F. Pretty". The signature is written in a cursive, flowing style.

Reginald F. Pretty, CTP
Senior Vice President
Bank of America - Global Treasury Services
980.386.4998

Attachment 12.3 - Insurance Requirements Affidavit

TRIO Community Meals is open to further discussion around any claim scenarios the City of Glendale is concerned about and the insurance coverages we have in place that would align with those claim scenarios. We are confident we have the appropriate coverage in place to meet the needs of this partnership.

General Liability Insurance 1.2 (pg. 86)

We request this sentence “If LOWER TIER SUBRECIPIENT has higher limits than the limits specified in these insurance requirements, or has additional broader coverage, or has both, the insurer shall make available the higher limits and broader coverage to SUBRECIPIENT AND ITS REPRESENTATIVES” with the following:

“Lower Tier Subrecipient’s liability under this Agreement shall not exceed the limits of coverage required to be carried by Lower Tier Subrecipient under this Agreement.”

Auto Liability Insurance 1.3 (pg. 88)

The RFP states that uninsured / underinsured motorist coverage is required. It is typical for a company of our size with a robust master insurance program to reject uninsured / underinsured motorist coverage. This coverage is deemed cost prohibitive in high deductible programs. In the event of an auto accident involving a third party, our workers compensation policy would cover employee injuries, and our auto insurance policy would cover physical damage (first party and third party) and third party bodily injury claims. We request to strike this requirement.

Sexual Abuse or Misconduct Liability Insurance (pg. 89)

In order to meet the sexual misconduct liability requirement, we have added language to our liability certificate of insurance that verifies sexual misconduct liability is not excluded from our General Liability policy. Our general liability policy has limits of \$2M per claim and \$4M aggregate. Please confirm whether this form of coverage is acceptable.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/01/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hays Companies 80 South 8th Street Suite 700 Minneapolis, MN 55402	1-612-333-3323	CONTACT NAME: Dawn Heinemann or Angela Whirley PHONE (A/C No. Ext): 612-333-3233 E-MAIL ADDRESS: eliorcerts@hayscompanies.com	FAX (A/C No): 612-373-7270
INSURED Elior, Inc DBA Elior North America TRIO Community Meals, LLC 300 S. Tryon Street, Suite 400 Charlotte, NC 28202		INSURER(S) AFFORDING COVERAGE INSURER A: SENTRY INS CO INSURER B: ACE PROP & CAS INS CO INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 24988 20699

COVERAGES**CERTIFICATE NUMBER:** 66257295**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.


INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:	X		9018840005	09/01/22	09/01/23	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY	X		9018840006 (VA)	09/01/22	09/01/23	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
A	<input checked="" type="checkbox"/> ANY AUTO	X		9018840004 (MA)	09/01/22	09/01/23	BODILY INJURY (Per person) \$
A	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY	X		9018840003 (AOS)	09/01/22	09/01/23	BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			XEUG71175194004	09/01/22	09/01/23	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		X	9018840001 (AOS)	09/01/22	09/01/23	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
A	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	9018840002 (OR, WI)	09/01/22	09/01/23	E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: RFP - Elderly Nutrition Program.

City of Glendale and its officers, agents, employees, and representatives are additional insured on a primary and non-contributory basis as respects general and automobile liability policy where required by written contract subject to the policy terms and conditions. Waiver of subrogation applies in favor of the additional insured as respects workers compensation policy where required by written contract subject to the policy terms and conditions. Sexual misconduct or abuse is not excluded on the general liability policy, subject to the policy terms and conditions. 30 day notice of cancellation applies subject to policy(s) terms and conditions.

CERTIFICATE HOLDER**CANCELLATION**

City of Glendale and Los Angeles County Aging and Disabilities Department 201 E. Colorado Street Glendale, CA 91205 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	--

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ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

ddebuhr
66257295



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/2/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hays Companies Inc. 80 South 8th Street Suite #700 Minneapolis MN 55402	CONTACT NAME: Sydney Westmacott PHONE (A/C, No, Ext): (612) 333-3323 FAX (A/C, No): E-MAIL ADDRESS: eliorcerts@hayscompanies.com														
INSURED Elior, Inc, DBA: Elior North America TRIO Community Meals, LLC 300 S. Tryon Street Suite 400 Charlotte NC 28202	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: TDC Specialty Insurance Company</td><td>34487</td></tr><tr><td>INSURER B: The Hanover Insurance Company</td><td>22292</td></tr><tr><td>INSURER C:</td><td></td></tr><tr><td>INSURER D:</td><td></td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: TDC Specialty Insurance Company	34487	INSURER B: The Hanover Insurance Company	22292	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER B: The Hanover Insurance Company	22292														
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES**CERTIFICATE NUMBER:** 21/22 Crime/E&O**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG \$ \$ \$ \$ \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) \$ \$ \$ \$
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input type="checkbox"/> N / A						PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT \$ \$ \$
A	Professional Liability			MFP-02091-21-00	9/1/2021	9/1/2022	Limit of Liability \$3,000,000
B	Crime / Fidelity			BDA-1046399-01	9/1/2019	9/1/2022	Limit of Liability \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: RFP - Elderly Nutrition Program

CERTIFICATE HOLDER**CANCELLATION**

City of Glendale and Los Angeles County
Aging and Disabilities Department
201 E Colorado Street
Glendale, CA 91205

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2014/01)

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INS025 (201401)



Our BeWell wellness approach encourages positive behavior change through monthly nutrition education. Designed by our team of registered dietitian nutritionists, nutrition education provides congregate and home-delivered meal recipients an opportunity to learn more about food and health.

BEWELL MONTHLY NUTRITION EDUCATION

TRIO's nutrition and marketing teams designed our monthly Nutrition Education with the senior audience in mind. Some highlights include:

Topics important to today's seniors

- A sampling of our topics includes: Starting New Year with Healthy Goals, Alzheimer and Brain Health, National Nutrition Month, American Diabetes Awareness, Sleep Management and Healthy Heart.
- As the baby boomers age, they have expressed a desire to expand their knowledge for a variety of health and nutrition topics. As you are aware, this audience has connected nutrition to a healthy lifestyle and a longer life span. Hence, TRIO will continue to broaden our scope of topics to meet the need of these rising baby boomers.

A Senior-friendly layout

- A simple font type and a font size of 14 pt. are preferred by older adults for ease of reading.
- Ample white space and color blocking provides an uncrowded page that is easier to read.
- Two formats: handout and infographic.
- Three Languages: The handout is available in English, Spanish, and Chinese languages providing the ability to educate and inspire more seniors in our communities.

Sharing

- Tammy Kingery will continue to provide all 12 monthly handouts prior the start of a new year. You will also receive the handout and infographic monthly via an email from TRIO's Marketing Director.



Best practices from our partners indicate higher site attendance when nutrition education is introduced. Nutrition education days enhance the client experience and present an opportunity for increased socialization.

To promote your monthly nutrition education, we will provide monthly calendar icons for your activity calendar.

We evaluate and evolve our wellness education programs on a regular basis. The upcoming monthly education topics are below.

NATIONAL NUTRITION MONTH® 2019
EATING *Right* FOR A BUSY LIFESTYLE

The average American spent **\$3,365** in 2017 on food away from home

37% of all adults in America consume fast food daily

Americans dine out an average of **5.9x** each week for breakfast, lunch, and dinner

Take ACTION

PLAN AHEAD

- » Meal prep on a day off or double your favorite recipe to have leftovers.
- » Make breakfast the night before with overnight oats, hardboiled eggs or breakfast bars.
- » Have healthy snacks on hand at all times.

EAT RIGHT WHILE DINING OUT

- » Review the menu before choosing a place to dine out.
- » Customize your meal with vegetables, whole grains and lean protein.
- » Make smart choices about sides. Choose a side salad, fruit or vegetables instead of fries.



CALENDAR

January	New Year, New You: Eat Like a Centenarian
February	American Heart Health Month
March	National Nutrition Month
April	Plant-Forward Eating Month
May	National Physical Fitness & Sports Month
June	Alzheimer & Brain Awareness Month
July	Hydration Month
August	Healthy Eating on a Budget Month
September	Fruit & Veggies Month – More Matters
October	Healthy Lung Month
November	American Diabetes Month
December	Cut Back on Added Sugar Month



DAILY NUTRITION TIPS

TRIO's daily nutrition tips promote the health and well-being of older adults. These short, yet impactful tips engage seniors with awareness to current health topics. Nutrition tips are posted on TRIO's Facebook and Instagram pages.

ASK A DIETITIAN

Ask a Dietitian is a complimentary program that connects the older adults in the City of Glendale with a registered dietitian nutritionist that promotes health and well-being. Taking nutrition education a step further, our dietitians are here to assist seniors in making educated food choices that meet their nutrition and wellness goals, or to answer questions related to special diet needs.

ASK^a DIETITIAN

A COMPLIMENTARY SERVICE BY TRIO

Have a nutrition or wellness-related question?
Our Registered Dietitians are here to assist.

- Answer general food, nutrition, special diet, and wellness-related questions
- Provide personalized nutrition recommendations based on desired goals
- Guide healthy dining choices

Email a dietitian today!

[askadietitian@triocommunitymeals.com]



VIRTUAL BEWELL EVENTS

Recognizing that older adults are experiencing long periods of isolation, TRIO began hosting virtual events as a new avenue to reduce isolation while the senior centers are closed. Following the same pattern as our monthly nutrition education, each virtual event focuses on a single health topic important to seniors. Topics include **Alzheimer's and Dementia Prevention, Eating Fruits & Vegetable Matters** and **Diabetes Awareness**.

For each event, a TRIO registered dietitian shares foods that can positively impact that health topic, thus connecting food's ability to positively impact our health. Bringing the health focus full circle, TRIO's Chef Mario Reyes, using those same foods, leads seniors through the preparation of a recipe.

As an example, in June for Alzheimer Awareness, we discussed how inflammation contributes to dementia. Thus, eating anti-inflammatory foods such as fatty fish, flaxseed, walnuts and avocados can reduce the risks for developing Alzheimer's. Chef Mario prepared a delicious salad using salmon, walnuts, avocado and strawberries.

By connecting the ingredients to a simple recipe, participants are more likely to adapt new eating behaviors when they prepare meals.

Seniors look forward to the engagement/socialization and health promotion these events provide. We record the virtual events so if participants are unable to watch the event live, then they can view the recorded event at their leisure.

Monthly, TRIO's Marketing Director will share with you and your team, a link to the Virtual BeWell Event. Many programs share the video link with their participants to watch as their leisure. Other agencies that have opened senior centers, play the video as an activity or during meal time.





As participants return to the City of Glendale dining sites, TRIO is offering to host a BeWell Kitchen event to create excitement and promote your three sites.

A LIVE LEARNING WORKSHOP CONNECTING FOOD TO HEALTH

The role of nutrition education is to improve an older adult's willingness to try, buy and eat more healthy foods. Through our BeWell Kitchen, TRIO combines nutrition education with a hands-on learning workshop that connects food to health. This approach is known as a Teaching Kitchen, as established by the Culinary Institute of America and the Harvard T.H. Chan School of Public Health. TRIO designed each workshop to illustrate a food's ability to prevent a specific health issue relevant to older adults. BeWell Kitchen focus topics include brain health, heart health, muscle building, boosting immunity and other topics impacting an older adult's lifestyle.

At BeWell Kitchen events, attendees are led by TRIO's Corporate Chef to prepare a recipe using ingredients that impact a health issue. TRIO's registered dietitian provides impactful nutritional information for the ingredients, thus connecting food to health. It is truly a special event that participants enjoy.

BeWell Kitchen benefits older adults with an opportunity to socialize and gain knowledge to improve their health and wellness. BeWell Kitchen is a special event that draws older adults to your senior centers, thus boosting participation and socialization.

BEWELL KITCHEN ENGAGES MEAL PARTICIPANTS WITH:

Chef explanation and demonstration.

A TRIO Chef travels to your center or site, providing fun recipe facts. Recipes require few ingredients and are simple to prepare, making them easy for older adults to enjoy.

Chef-led hands-on recipe preparation.

TRIO's Chef will lead all participants through the preparation of a recipe. You can expect other TRIO team members such as the Dietitian, Marketing Director, and Food Service Directors to assist participants.

Registered Dietitian presentation intertwined throughout the event.

The RD will connect how the ingredients in the recipe impact brain health, heart health, muscle building, or immunity.

Take-home recipe card, featuring the functional food's health benefits.

Promoting health and well-being, each participant receives the recipe prepared at the event as well as the key health benefits of the recipe ingredients.



RECIPE

RECIPE NUTRITION

The TRIO team truly looks forward to hosting BeWell Kitchen events. The excitement of the participants, the knowledge gained to impact participant health and wellness combined with the cheerful atmosphere makes these events a favorite of older adults and the TRIO team.



BUILDING EXCITEMENT

TRIO provides the City of Glendale with marketing materials to create excitement for the events and solicit participation.

Marketing materials to promote events include:

Coming Soon Banner: 10-14 days before the event, the banner is placed at the the hosting site

Calendar Square: perfect for a monthly Activities Calendar

Flyer: Post at the center

Newsletter Ad: content to build awareness and excitement

Sign-up Sheet: ensures we provide adequate space, recipe ingredients, supplies, and TRIO team members to assist.



BANNER

FLYER



TRIO TEAM: MARIE ASHMAN, RD, LD, CHEF DARREN, ROSIE EUBANKS, DIRECTOR, AND DONNA DORAN, CLIENT PARTNERSHIP DIRECTOR. GRENADA, MS