

↪ December 2010

ROADSHOW PRESENTATION



Edenred
For an easier life

➔ Chapter 1

EDENRED OVERVIEW

Three Families of Products

Employees & Citizen Benefits

Expense Management

Incentive & Rewards

Food

Quality of Life



Corporate



Human Resources Manager

Finance/Purchase

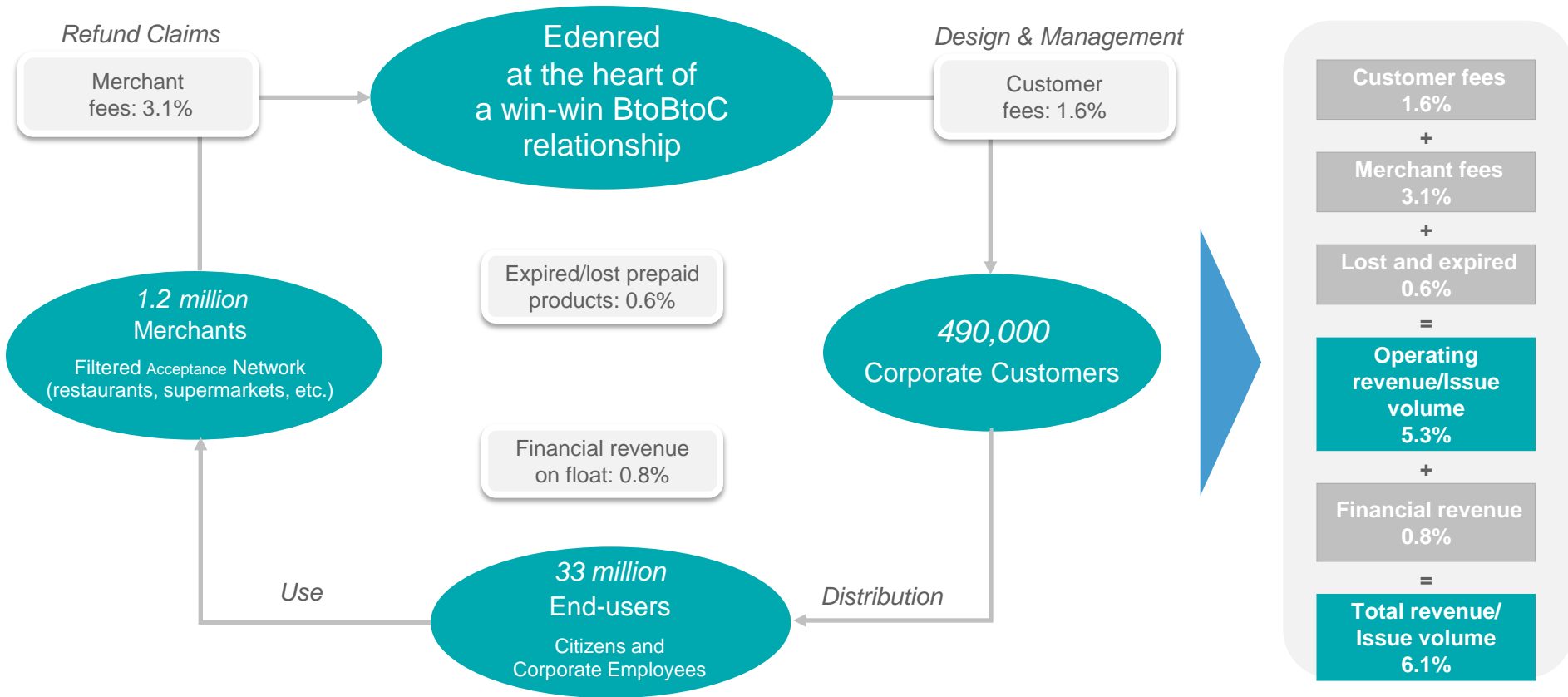
Marketing/Sales

Public

Our core business is today the B2B2E*

(*) E = Employee

A Unique Business Model Based on a Win-Win Relationship



Based on EDENRED 2009 results

Close ties with corporate customers, network of merchants and end-users generating average revenue/issue volume = 6 to 6.5%

Robust Benefits Business / Fast Growing Performance Products

In € millions

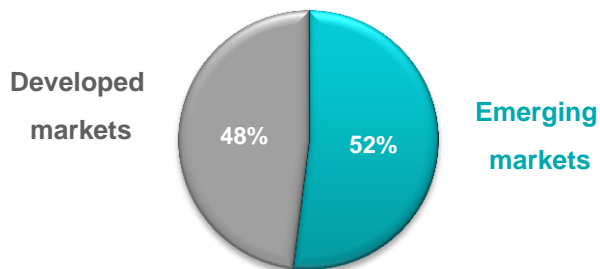
	Employees & Citizen Benefits		Total	Expense Management	Incentive & Rewards	Total	Total
	Food	Quality of Life					
Issue Volume (IV)	9,755	1,198	10,953	827	627	1,454	12,407
<i>IV (% of total)</i>	78%	10%	88%	7%	5%	12%	
<i>CAGR 2005-2009</i>	6%	17%	7%	15%	30%	20%	
Operating Revenue	510	131	641	57	110	167	808
<i>Operating revenue (% of total)</i>	63%	16%	79%	7%	13%	21%	
No. of Countries	30	22	33	16	25	31	40

Same business model for every product, based on BtoBtoC relationship
 One blockbuster growing at 5+% and more new products growing at 15+%

Geographical Exposure Well-Balanced Between Developed and Emerging Markets

	Developed Markets			Emerging Markets			Total
	Benefits	Other	Total	Benefits	Other	Total	Total
Issue Volume (IV)	5,394	582	5,976	5,559	872	6,431	12,407
<i>IV (% of total)</i>	43%	5%	48%	45%	7%	52%	
<i>CAGR 2005-2009</i>	8.3%	29.9%	9.6%	5.7%	15.8%	6.7%	
Operating Revenue	307	109	416	334	58	392	808
<i>Operating revenue (% of total)</i>	38%	13%	51%	42%	7%	49%	
No. of Countries	15	11	17	18	20	23	40

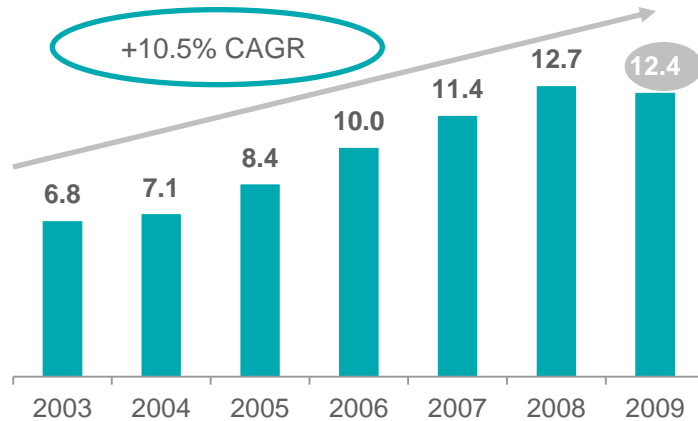
2009 Issue Volume by Geography



A Growth-Driven, Cash Generative, Low Capital-Intensive Business Model with a Strong Track Record

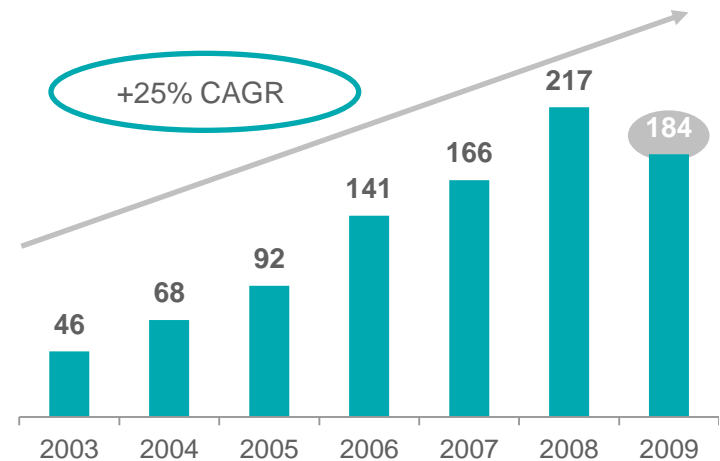
A growth-driven model

Issue volume (in €bn)



A cash generative model

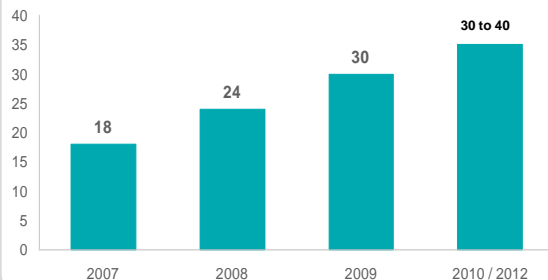
Funds from operations* (in €m)



*FFO = PBT + depreciation - taxes

A low-capital intensive model

Maintenance capex (in €m)



New product development:

€1m to €2m per product

New country opening:

€2m to €3m per country

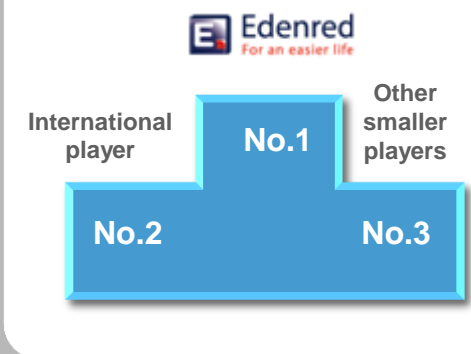
A business which generates about €2bn in float

➤ Negative working capital of €1.6bn as of 2009 end



Benefits: Competitive Landscape

Two Global Players



	Number of Competitors		Market Position
	Meal & food	Quality of Life	Edenred' market position
France	4	12	N.1
Brazil	60	92	N.1
UK	1	42	N.1
Italy	12	3	N.1
Belgium	2	5	N.1
Hungary	11	11	N.2
Mexico	11	9	N.1
Czech Rep	3	4	N.2
Turkey	5	2	N.1
Venezuela	10	N/A	N.1

Edenred, the global leader in a fast growing market

➔ Chapter 2

EDENRED STRATEGY

Our Strategy



1	Increase penetration rate	2-5%
2	Create / rollout new products	2-4%
3	Extend geographical coverage	1-2%
4	Increase face value	1-3%
5	Select targeted acquisitions	

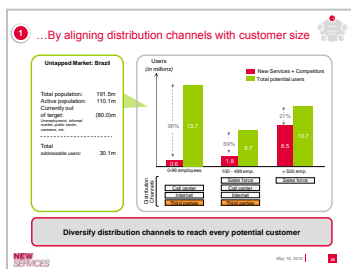
Target of normalized⁽¹⁾ annual organic growth in issue volume: 6% to 14%

(1) Normalized growth: objective that the Group considers to be attainable when unemployment is not increasing

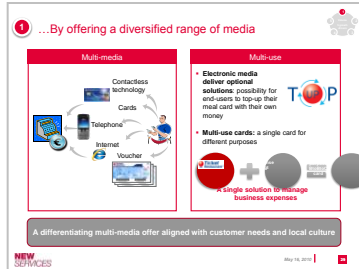
1 Increase Penetration Rates

- ▶ **Still low penetration rates:**
e.g. only 12% in France
- ▶ **Numerous factors to deepen penetration rates:**

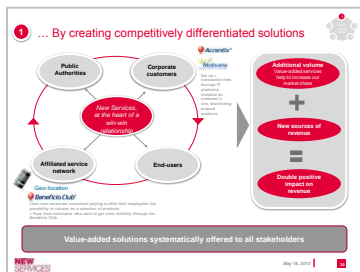
Distribution channels



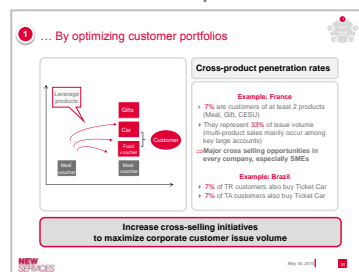
Product range



Value-added solutions

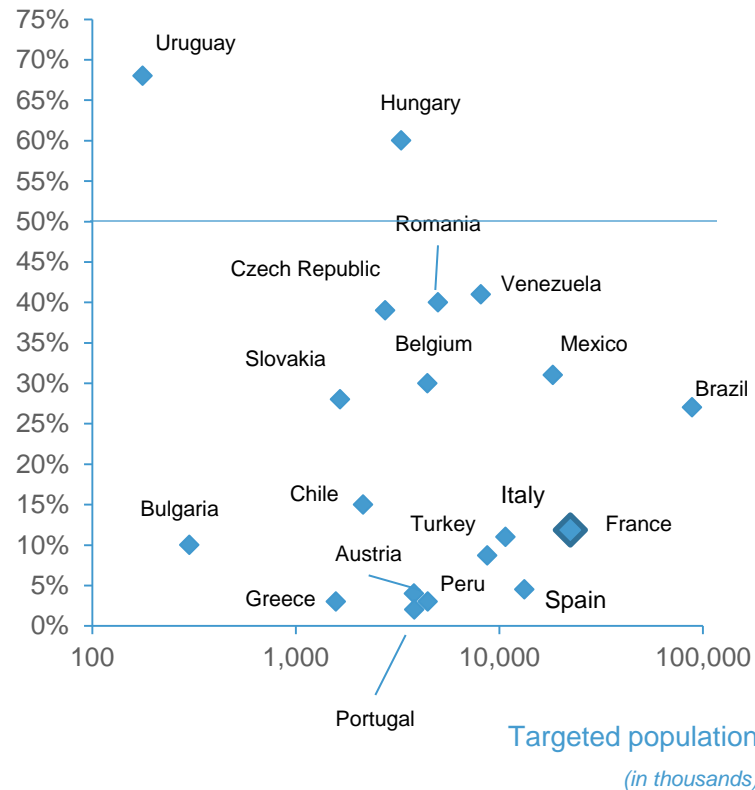


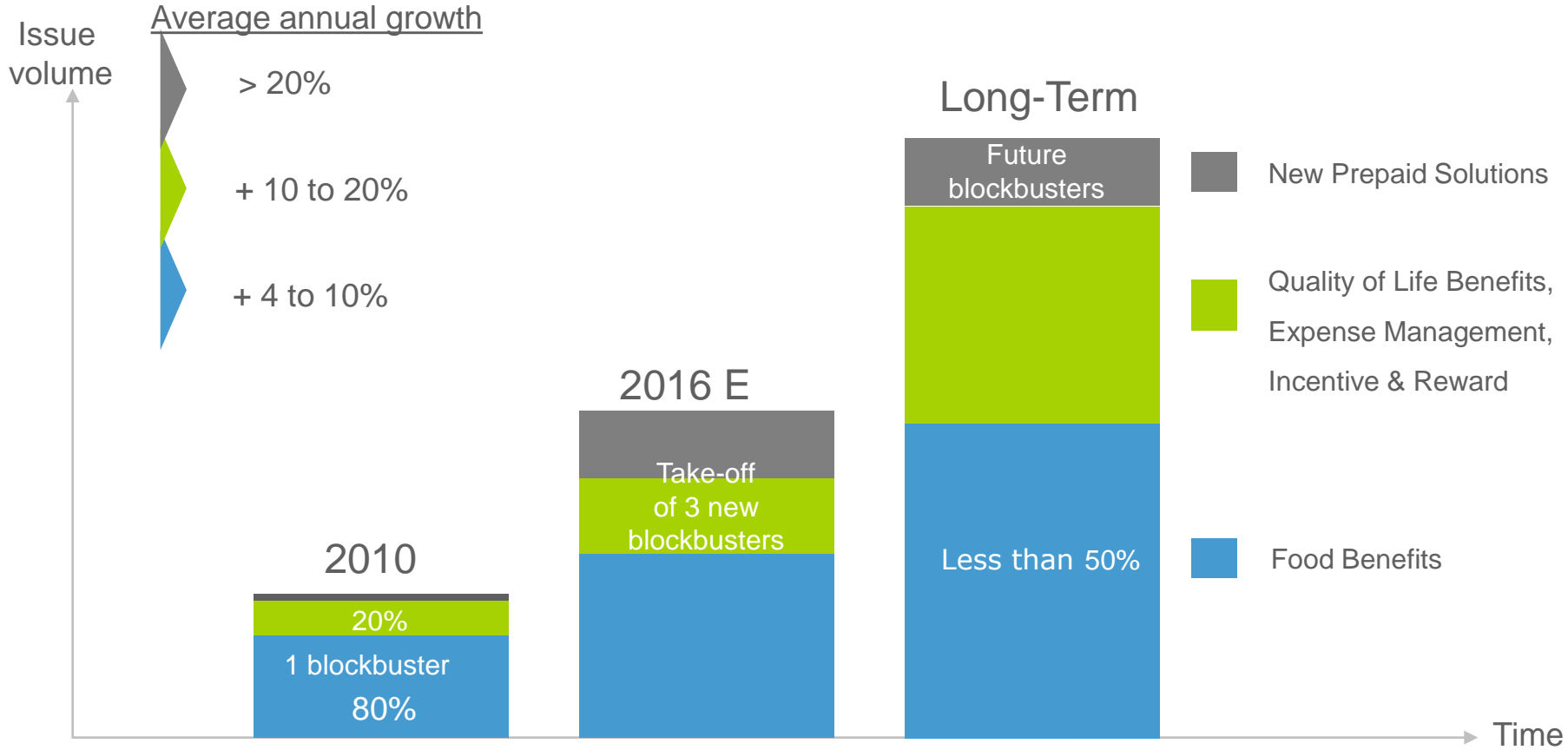
Customer portfolio



Penetration rates

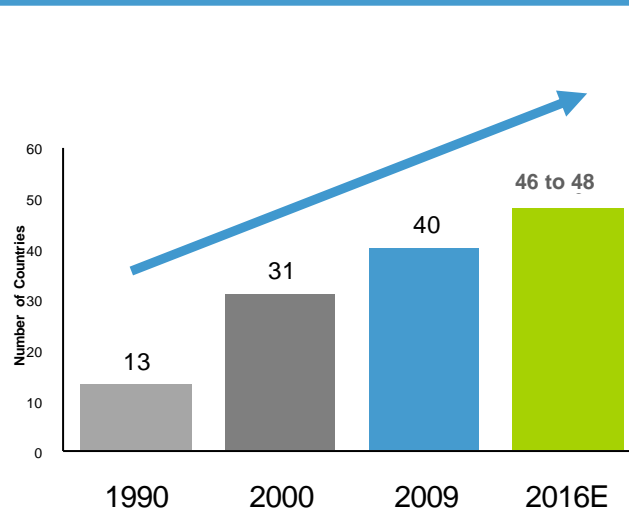
(in %)



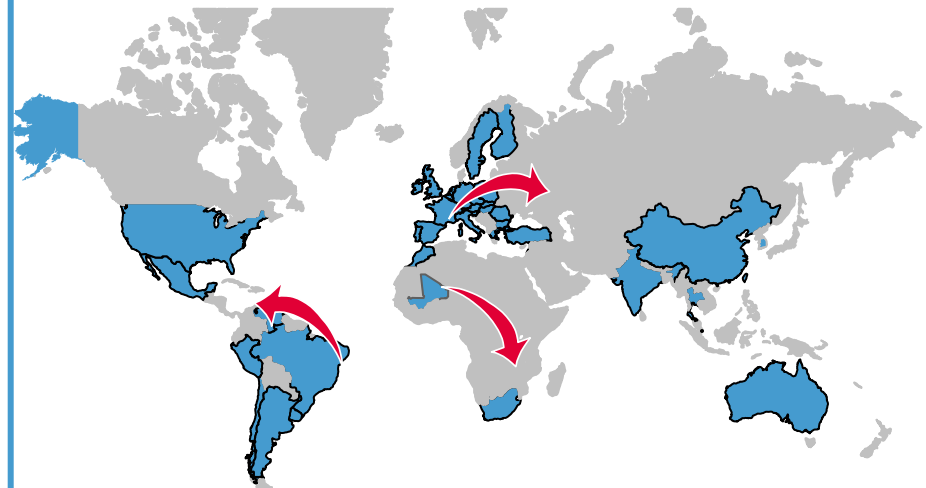


Long-term growth capability

Number of operating countries 1+ new country per annum (1990-2009)



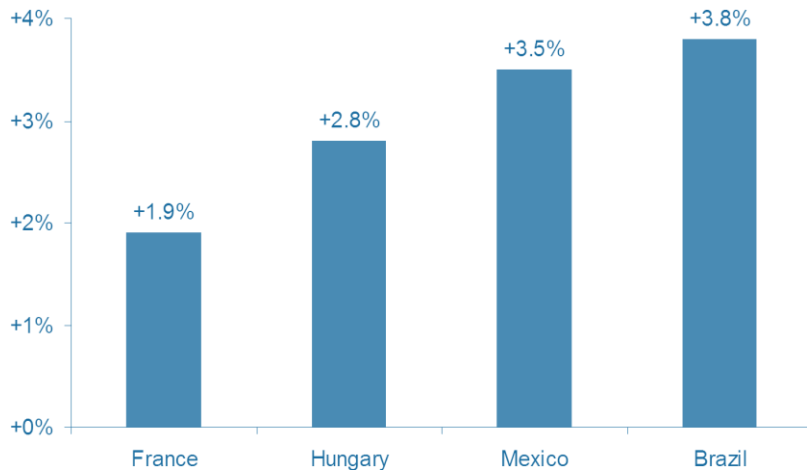
New Services geographical coverage (2009)



15 countries under study today,
2 to 4 new countries by 2012,
6 to 8 new countries by 2016

Inflation

Projected annual CPI growth
2010-2015^E (in %)



Upsale

Current average face value
vs. maximum face value (defined by law)

FRANCE

Maximum face value

48% gap ↑

Average face value

HUNGARY

Maximum face value

48% gap ↑

Average face value

BELGIUM

Maximum face value

29% gap ↑

Average face value

ROMANIA

Maximum face value

3% gap ↑

Average face value

Face value of most Edenred products
is indexed to local inflation, offering room for
revenue growth

Strong revenue growth potential by closing the
gap between maximum face value defined by
law and average face value of products ordered

5 Select Targeted Acquisitions

Edenred' focus: BtoBtoC businesses



Acquire businesses to accelerate deployment of Edenred' strategy focused on growing issue volume



Acquire competitors in markets offering high potential for cash flow growth

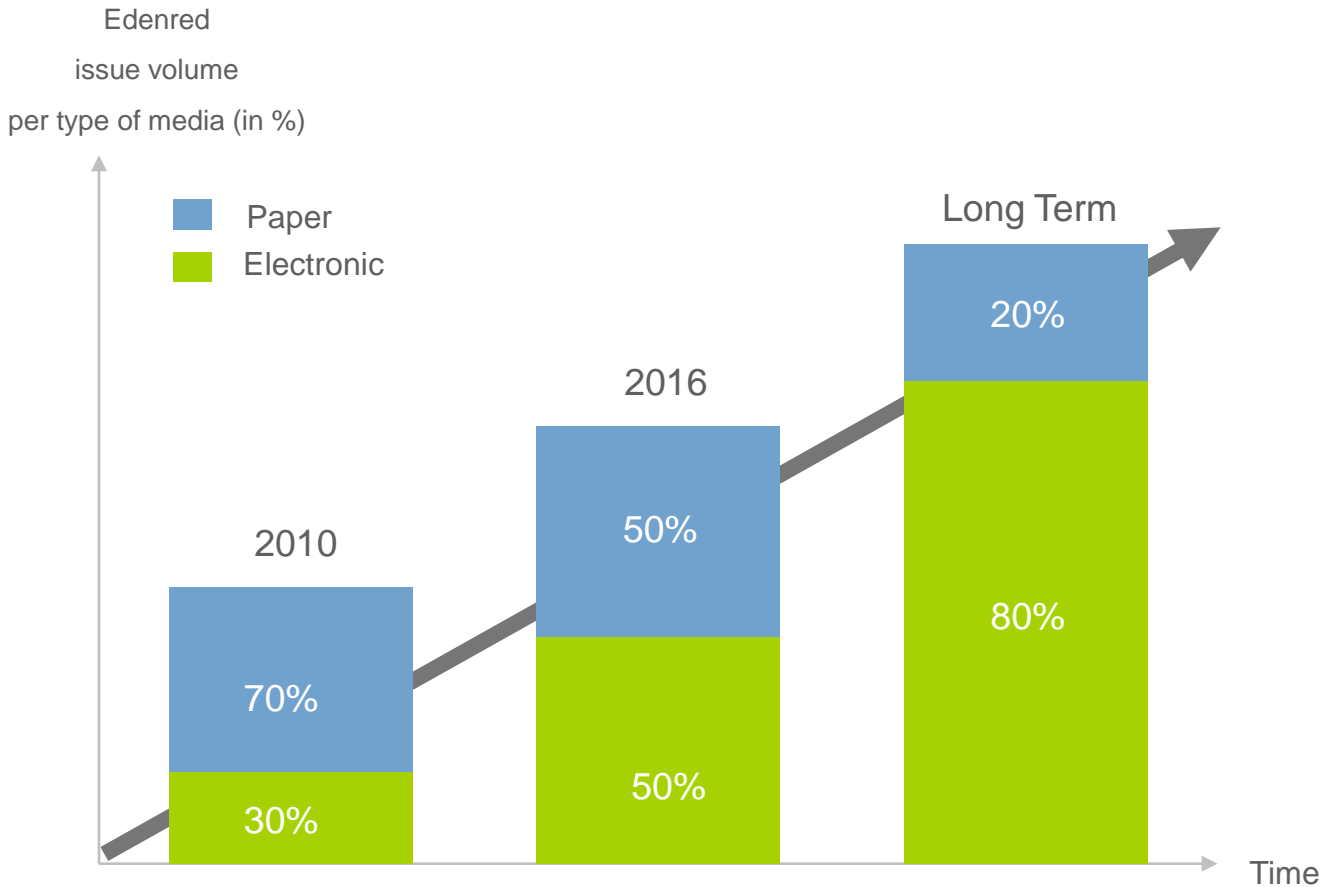


Acquisitions for cash or shares
Objective: maintain high Investment Grade rating

Acquisition
Criteria

Main targeted markets: Latin America, Europe and Asia-Pacific

Paperless & Electronic Strategy



- PPS and Watts our authorization platforms that give us strategic control over the value chain



- MasterCard a quick, standardized way to access the network POS



Switching to electronics will offer new growth opportunities, and Edenred is well positioned to seize them

Example: Successful Migration to Electronic Media in Brazil and the UK

A wide range of Edenedred media

Cards



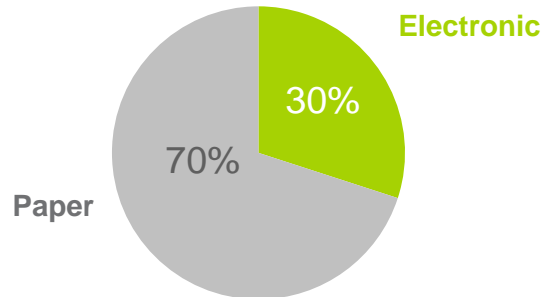
Web



Mobile phones

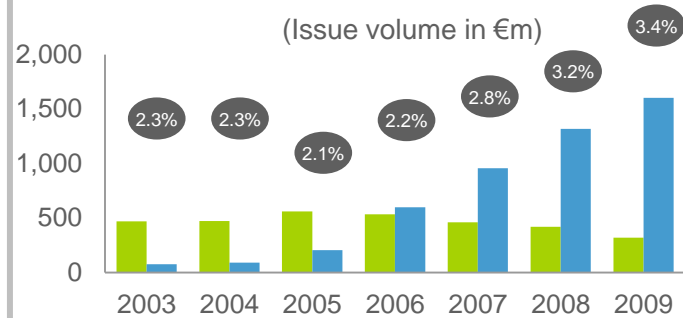


Edenedred products by media



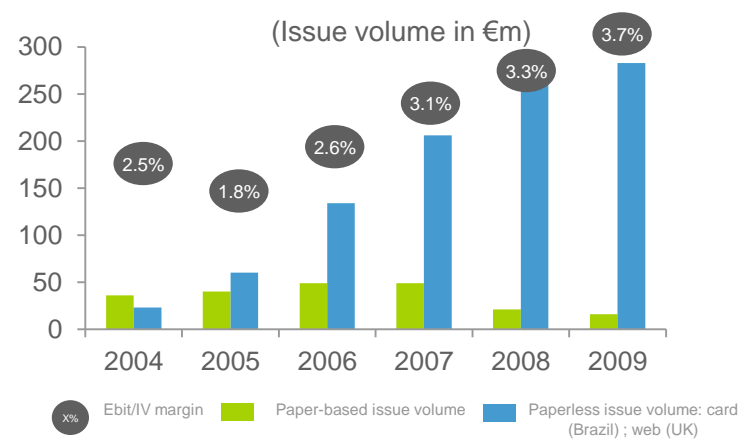
Food & Meal vouchers in Brazil

(Issue volume in €m)



Childcare vouchers in the UK

(Issue volume in €m)

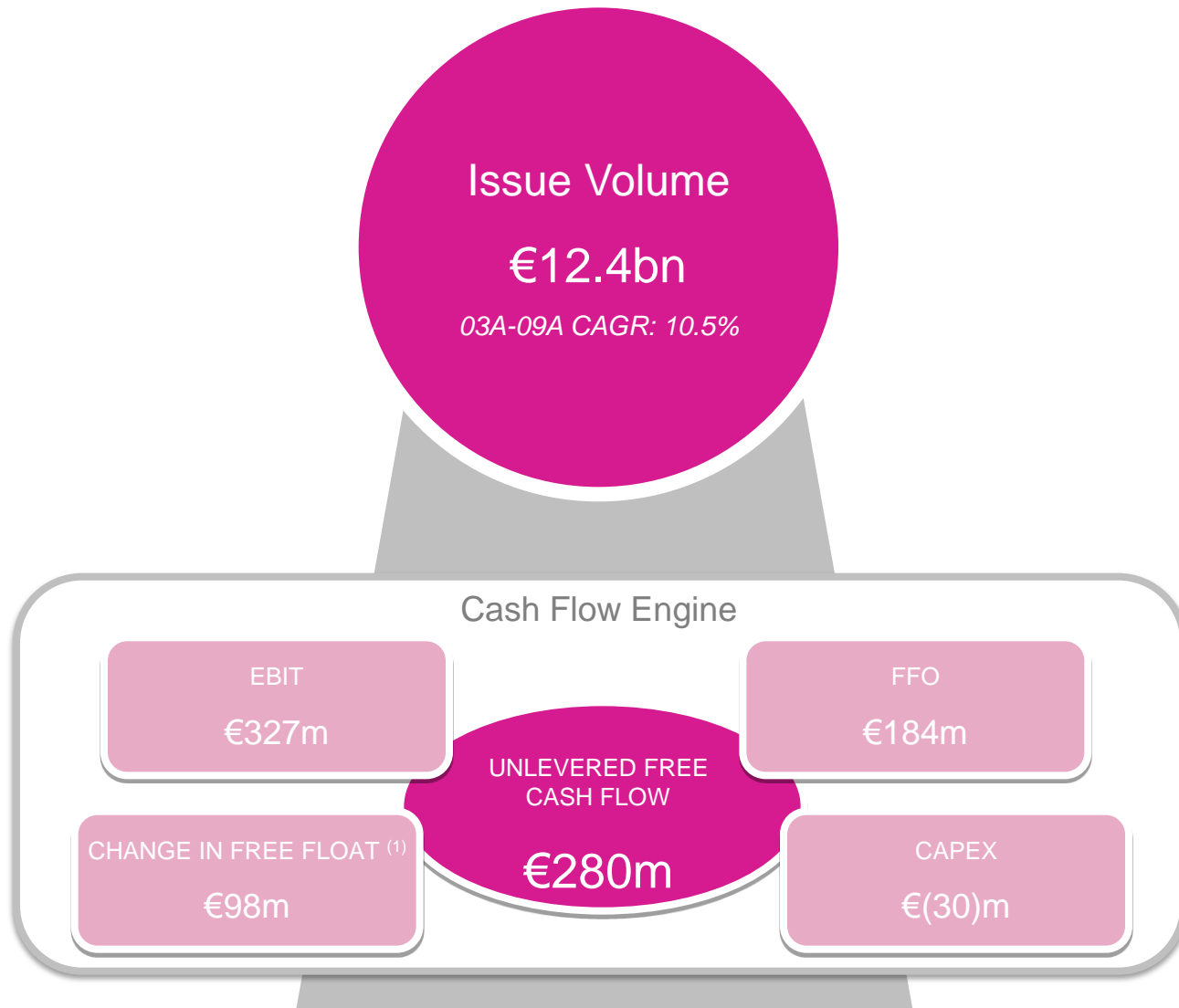


Paperless migration offers extensive opportunities

➔ Chapter 3

FINANCIAL OVERVIEW

Strength of Business Model Driven by Issue Volume



Notes:

Based on 2009 figures.

(1) At constant perimeter and exchange rate.

Profit & Loss Statement Overview

<i>In €m</i>	2007	2008	2009
Issue Volume	11,437	12,696	12,407
% LfL Growth	NA	13.5%	5.7%
Revenue	837	946	902
EBIT	320	365	327
Recurring Profit After Tax	131	167	154
Number of Shares (in million of shares)	225	225	225
Clean EPS (Recurring Profit After Tax per share)	0.58	0.74	0.68

Robust performance in a difficult environment


Revenue

<i>In €m</i>	2007	2008	2009
Issue Volume	11,437	12,696	12,407
Operating Revenue with Issue Volume	619	673	661
<i>% of Issue Volume</i>	<i>5.4%</i>	<i>5.3%</i>	<i>5.3%</i>
Operating Revenue without Issue Volume	122	144	147
Operating Revenue	741	817	808
Financial Revenue on Free Float	81	110	72
Financial Revenue on Restricted Funds	15	19	22
Financial Revenue	96	129	94
<i>% of Issue Volume</i>	<i>0.8%</i>	<i>1.0%</i>	<i>0.8%</i>
Revenue	837	946	902

+3.4% LfL growth of Operating Revenue in 2009

EBIT Transformation Rate

<i>In €m</i>	2009		2008/2009 Δ LfL Ops.	2008/2009 Δ LfL Fin.
Issue Volume	12,407		719	
Operating Revenue	808		28	
Financial Revenue	94			(19)
Revenue	902		28	(19)
Operating Expenses	(539)		(13)	
D&A	(36)		(1)	
EBIT	327	€(5)m LfL	14	(19)
<i>EBIT / Issue Volume</i>	2.6%			
<i>Operating EBIT / Issue Volume</i>	1.9%			
			50%	100%
			49%	

Drop through 

Drop through 2008:

Net Profit

<i>In €m</i>	2007	2008	2009
EBIT	320	365	327
Financial Result ⁽¹⁾	(92)	(87)	(104)
Recurring Profit before Tax	228	278	223
Income Tax	(68)	(86)	(62)
Minority Interests	(17)	(25)	(7)
Recurring Profit After Tax	131	167	154
Non-Recurring Expenses	(26)	(15)	(211)
<i>o/w Restructuring Costs & Other Non-Recurring Items</i>	<i>(14)</i>	<i>(13)</i>	<i>(73)</i>
<i>o/w Impairments</i>	<i>(12)</i>	<i>(2)</i>	<i>(138)</i>
Net Profit – Group Share	117	152	(57)

Note: (1) Including provisions, of which €23m provision linked to Bolivar Fuerte devaluation in 2009.

Sustainable Profit excluding Impairments impact

Pro Forma Balance Sheet

<i>In €m</i>	2007	2008	2009	<i>In €m</i>	2007	2008	2009
Intangible Assets	101	110	99	Total Shareholders' Equity and Minority interests	(1,203)	(1,137)	(1,187)
Tangible Fixed Assets	29	37	37				
Other Non-Current Assets	713	673	588	Provisions and Deferred Tax	109	99	141
Working Capital Assets	1,264	1,099	1,155	Working Capital Liabilities	3,164	3,075	3,187
Restricted Funds	392	441	565				+
Cash & Cash Equivalents	1,123	1,227	1,263	Gross Debt	1,552	1,550	1,566
Total Assets	3,622	3,587	3,707	Total Liabilities	3,622	3,587	3,707

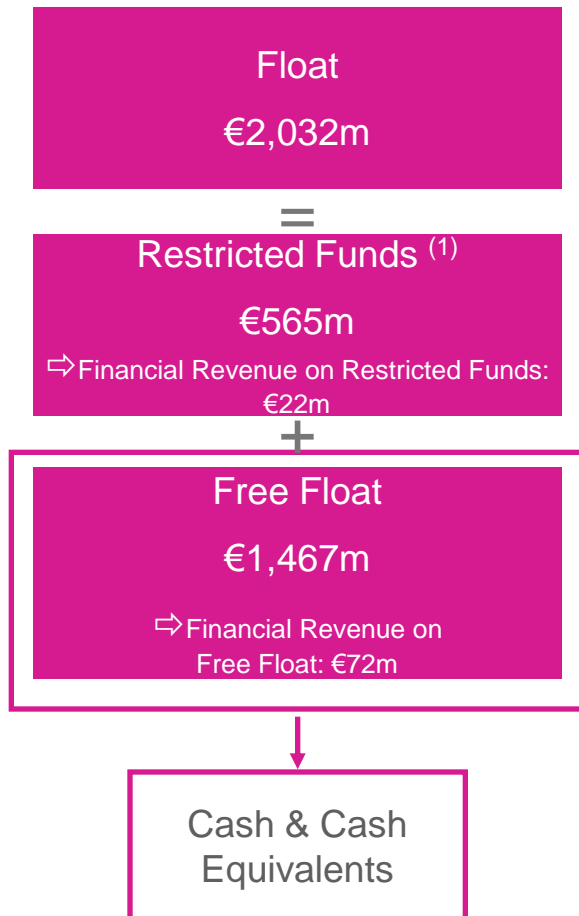
2,032

of weeks of Issue Volume

8.5

Balance Sheet characterized by strong structurally negative Working Capital

Free Float



	Free Float	Restricted Funds
Full ownership	✓	✓
No regulatory constraints	✓	✗
Free transferability within the group	✓	✗
Decision on type of investments	✓	✓ / ✗
Decision on maturity of investments	✓	✓
Free Cash	✓	✗

Feeds directly into Cash & Cash Equivalents (under Free Float)
 Treated as an operating asset (under Restricted Funds)

Note: Based on 2009 figures.
 (1) Mostly located in France and Romania.

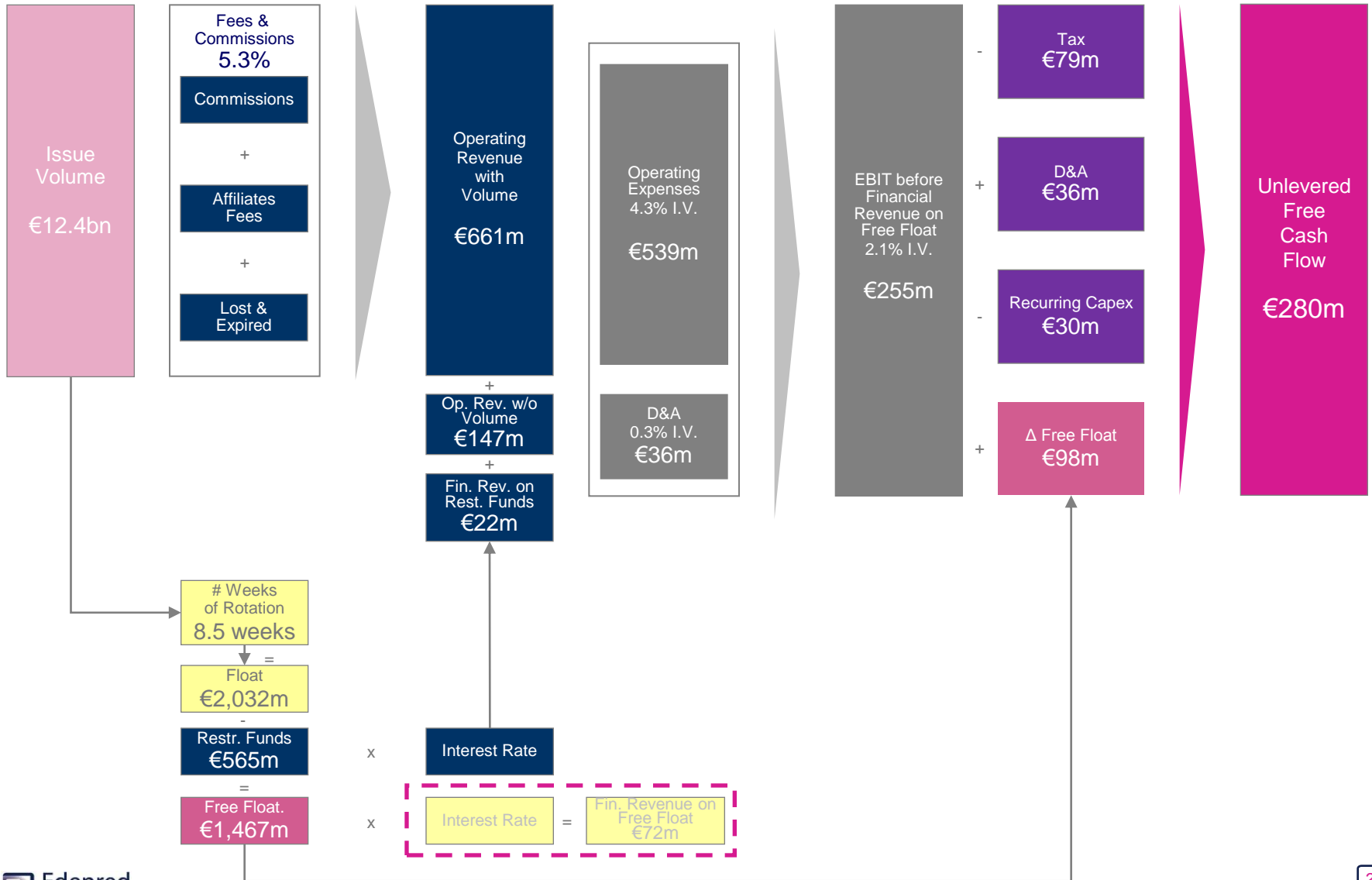
Both Free Float and Restricted Funds generate Financial Revenue which is fed into Revenues

Funds From Operations (FFO)

<i>In €m</i>	2007	2008	2009
EBIT	320	365	327
D&A	25	31	36
Financial Result	(92)	(87)	(104)
Income Tax	(78)	(83)	(77)
Non-Cash Items	2	9	3
Non-Recurring Provisions	(11)	(18)	(1)
Funds From Operations	166	217	184
<i>Like for Like Growth</i>	<i>NA</i>	<i>23.7%</i>	<i>13.2%</i>

Double digit growth of FFO even in 2009.
Double digit growth objective onwards

Unlevered Free Cash Flow



Note: Based on 2009 figures.

Financial Policy and Capital Structure

- **Objective of maintaining a strong corporate Investment Grade rating (BBB+ by Standard & Poor's since June 2010)**
- **Objective of diversified and well-balanced financing**
- **Already fully secured sources of financing at the time of demerger, with a mix of short and long term debt**
 - €800m of 7-year bond
 - €700m of 5-year term loan
 - €600m of 5-year revolving back-up facility
- **Exchange Rate Risk Management Policy**
 - Edenred invests cash in the country where it is generated locally
 - Change in exchange rates impacts accounting translation of Issue Volume, Revenue and EBIT

Commitment to solid capital structure

➔ Chapter 4

CURRENT TRADING

September-end 2010 (YTD) Issue Volume: €9,843m

+9.7%

Like-for-like
€886m

+0.6%

Scope
€59m

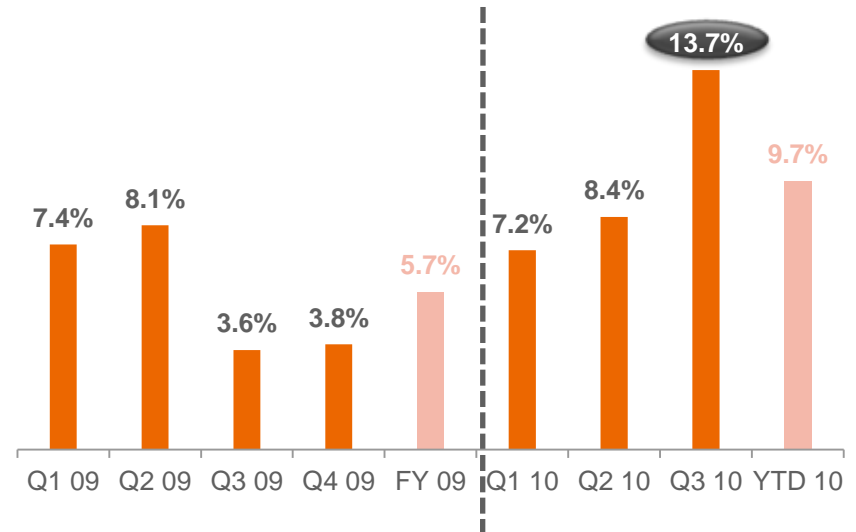
-2.4%

Currency
€(221)m

+7.9%

Reported
€724m

Issue Volume (L/L)



Faster Issue Volume (IV) growth in Q3, reflecting good overall momentum and a favorable basis of comparison in Latin America

YTD Operating Revenue: €629m

+5.9%

Like-for-like
€34m

+2.9%

Scope
€17m

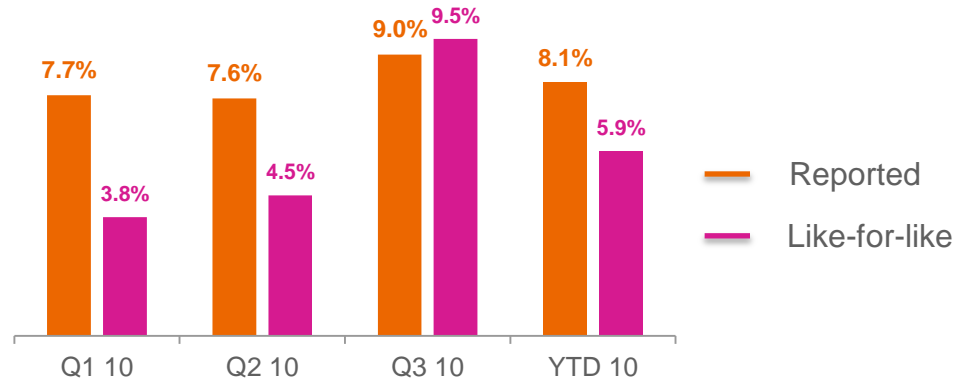
-0.7%

Currency
€(4)m

+8.1%

Reported
€47m

Operating Revenue



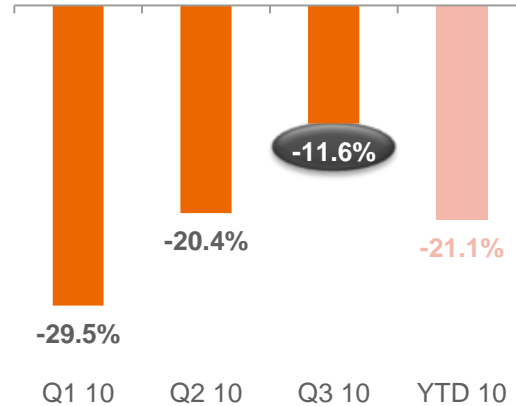
Currency effect *

	Q1	Q2	Q3	YTD
BRL	+4.7%	+5.7%	+5.3%	+5.2%
VEF	-6.7%	-6.4%	-11.1%	-8.0%
Other	+1.4%	+2.4%	+2.5%	+2.1%
TOTAL	-0.6%	+1.7%	-3.3%	-0.7%

Improvement in reported Operating Revenue in Q3 (+9.0% vs. +7.7% in H1), despite a less favorable Bolivar exchange rate* (5.3 VEF/\$ vs. 4.3 previously)

YTD 2010 Financial revenue: €58m

Financial Revenue (L/L)



<i>L/L Growth</i>	Q1	Q2	Q3	YTD
France	-27.9%	-28.3%	-17.9%	-25.1%
Rest of Europe	-20.3%	-19.0%	-19.1%	-19.5%
Latin America	-38.7%	-16.4%	+2.5%	-20.6%
Rest of the world	-30.1%	-11.5%	-4.7%	-16.2%
TOTAL	-29.5%	-20.4%	-11.6%	-21.1%

Slowdown of financial revenue decline in Q3, mainly due to Latin America, benefiting from higher interest rates and an increased float in Brazil

YTD 2010 Total Revenue: €687m

+2.8%

Like-for-like
€19m

○ Like-for-like revenue growth of 2.8%, of which:

+2.5%

Scope
€17m

<i>L/LGrowth</i>	Q1	Q2	Q3	YTD
Operating Revenue	+3.8%	+4.5%	+9.5%	+5.9%
Financial Revenue	-29.5%	-20.4%	-11.6%	-21.1%
Total Revenue	-0.4%	+1.8%	+7.3%	+2.8%

-0.8%

Currency
€(5)m

○ Currency effect*:

	Q1	Q2	Q3	YTD
BRL	+4.3%	+5.4%	+5.1%	+5.0%
VEF	-6.4%	-6.1%	-10.7%	-7.7%
Other	+1.3%	+2.3%	+2.4%	+1.9%
TOTAL	-0.8%	+1.6%	-3.2%	-0.8%

+4.6%

Reported
€30m

**Faster Issue Volume growth in Q3:
+13.7% L/L in Q3 2010, vs. +7.8% L/L in H1,
reflecting good overall momentum**

Operating Revenue

up 9.5% L/L in Q3 2010

- **Emerging markets:**
 - Good momentum in Latin America, reflecting a booming economy, particularly in Brazil, and a favorable basis of comparison
- **Europe**
 - First signs of jobless rates stabilizing in Western Europe
 - Environment remains challenging in Eastern Europe

Financial Revenue

down 11.6% L/L in Q3 2010

- **Emerging markets:**
 - Latin America benefiting from higher interest rates and an increased float in Brazil
- **Europe**
 - No major change

L/L Operating EBIT:

40% to 50% flow-through

L/L Financial EBIT:

100% flow-through

L/L financial revenue expected to decline by around 10% in H2

Currency effect on FY 2010 EBIT

- New Bolivar rate (5.3VEF/USD vs 4.3 previously) => €8m negative effect on FY EBIT
- Expected impact of USD decline on South American currencies => +/- 0.10 USD would lead to +/- €3m effect on EBIT in Q4

**Despite less favorable exchange rates,
FY 2010 EBIT target raised from €300m-€330m to
€310m-€330m**