



Edenred
For an easier life

➔ February 24, 2011

2010 Results Press presentation

Creation of a unique “pure player”.....

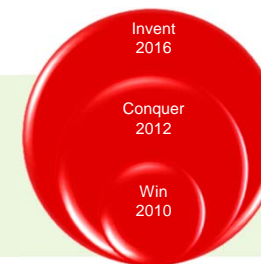
Unique expertise and positioning

- ▶ Inventor of Ticket Restaurant®, global leader in prepaid corporate services
- ▶ Designer of solutions that make employee's lives easier and improve the efficiency of organizations
- ▶ The dedicated funds management expert, at the heart of a relationship with its stakeholders

A new strategy

A long-term strategy in 3 steps:

- ▶ Win 2010
- ▶ Conquer 2012
- ▶ Invent 2016



A structured offering

B2B Corporate

Employee Benefits

Expense Management

Incentive & Rewards

B2B Public

Public Social Programs

Defined financial targets

Guidance for normalized⁽¹⁾ annual growth:

- ✓ Growth in issue volume: +6% to +14% like-for-like⁽²⁾
- ✓ Growth in FFO⁽³⁾ of more than 10% like-for-like

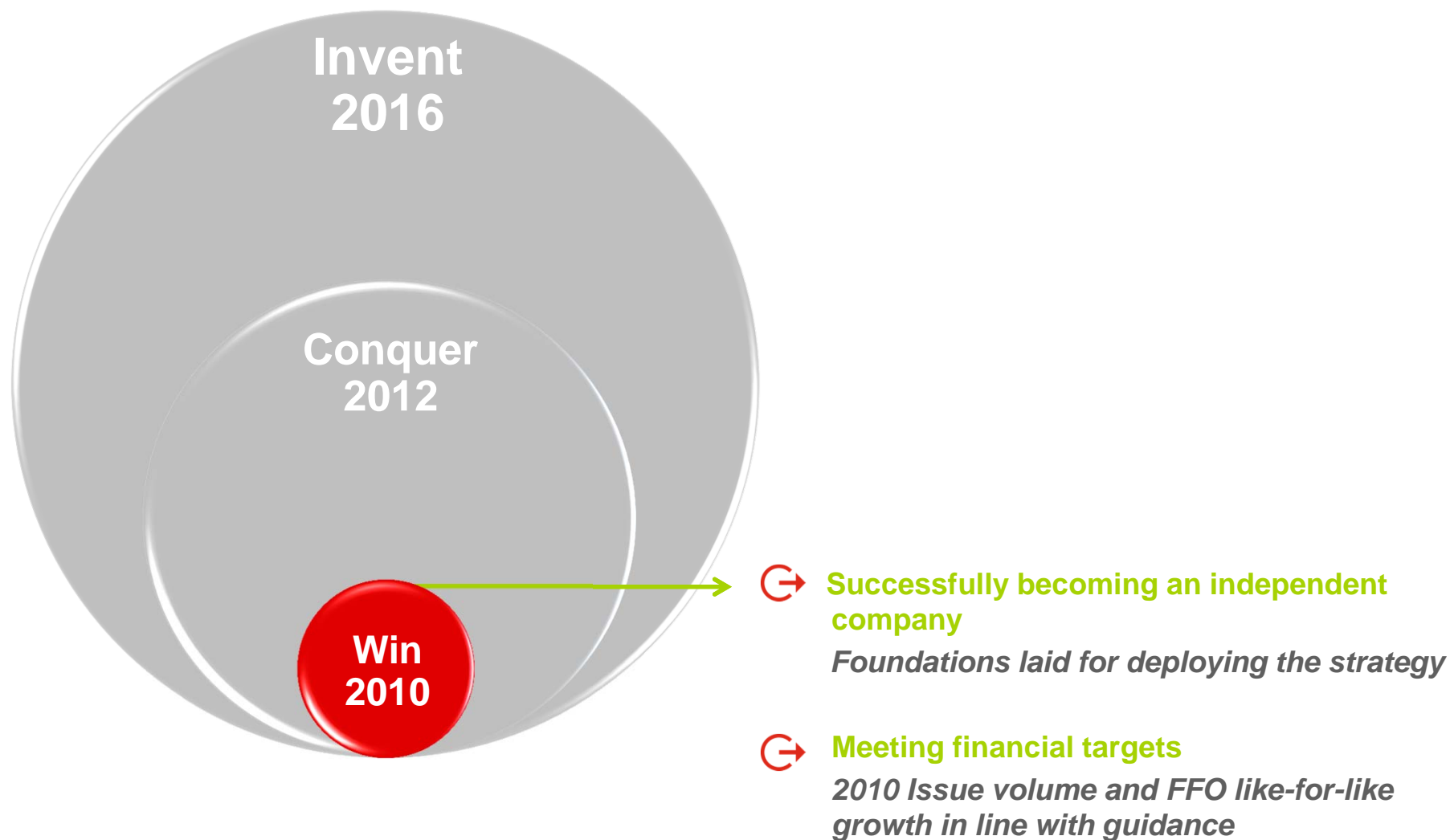
**Creation of a pure player, the global leader in its field,
with a broad presence in emerging markets**

(1) Normative growth means the level of growth that the Group believes it can achieve in an economic environment in which there is no increase in unemployment.

(2) Like-for-like: at comparable scope of consolidation and constant exchange rates

(3) FFO: Funds from Operations before non-recurring items

Win 2010

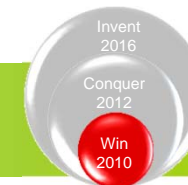


Successfully becoming an independent company

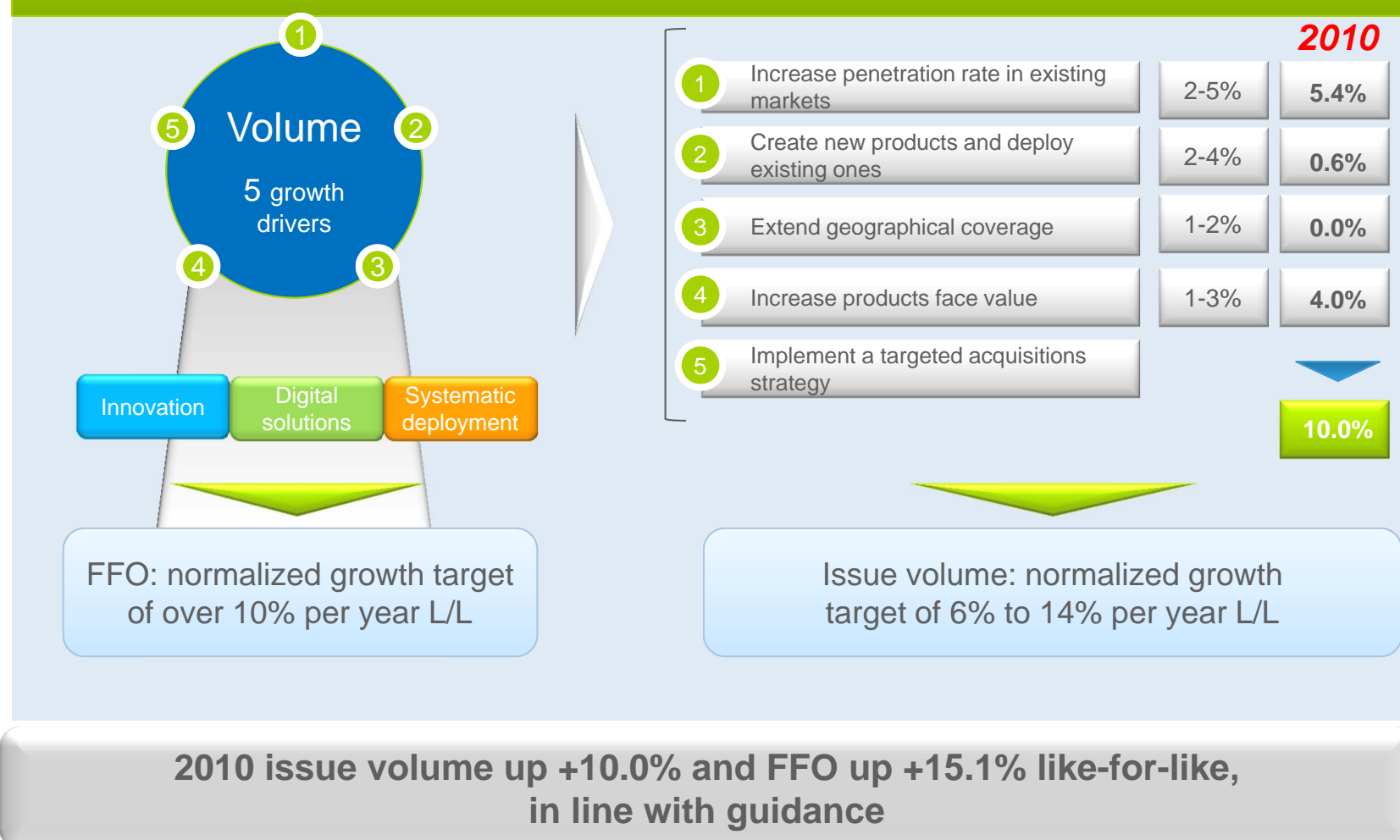
- ➔ Appointment of a new Board of Directors and definition of the corporate governance system
- ➔ Creation of a new management team
- ➔ Launch of the **EDEN** corporate mission project to deploy the strategy effectively
- ➔ Creation and implementation of the **E Edenred** For an easier life corporate brand
- ➔ Shares listed on July 2, 2010



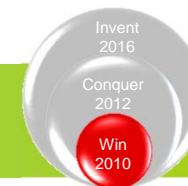
Foundations laid for deploying the strategy



Meeting financial targets



2010 Issue Volume by Product



Corporate B2B

Public B2B

	Employee Benefits		Expense Management	Incentive & Rewards	Public Social Programs	TOTAL
	Meal and Food	Quality of life				
Issue Volume (in € millions)	10,882	1,210	1,100	538	145	13,875
As a % of IV	78%	9%	8%	4%	1%	100%
LFL change 2009/2010	+11%	+18%	+17%	-19%	+3%	+10%

Very strong performance in Employee Benefits and Expense Management
Decline in Incentive & Rewards, which is more cyclical

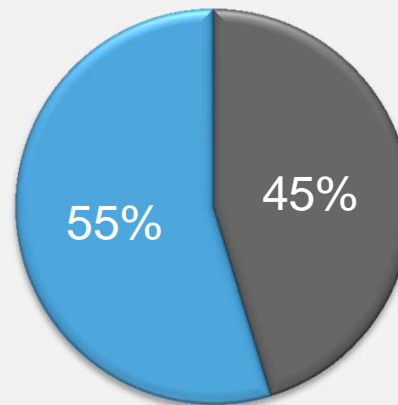
2010 issue volume by region



Growing weight of emerging markets

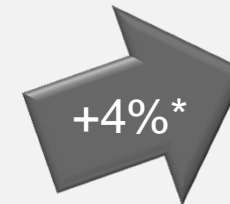
Emerging markets:

Strong growth



Developed markets:

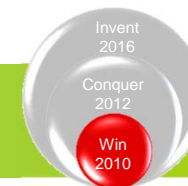
Moderate growth



As a % of 2010 issue volume

** Like-for-like growth*

Income statement: key figures



<i>In € millions</i>	2009	2010	Change (reported)	Change (LFL) ⁽¹⁾
Issue volume	12,407	13,875	+11.8%	+10.0%
Operating revenue	808	885	+9.6%	+6.3%
Financial revenue	94	80	-14.8%	-16.8%
Total revenue	902	965	+7.0%	+3.9%
Operating EBIT ⁽²⁾	233	248	+6.5%	+10.7%
Financial EBIT ⁽³⁾	94	80	-14.8%	-16.8%
Total EBIT	327	328	+0.4%	+2.8%
Operating profit before tax and non-recurring items	223	266	+19.4%	
Recurring profit after tax	141	165	+17.0%	
Recurring earnings per share ⁽⁴⁾ after tax (in €)	0.63	0.73		

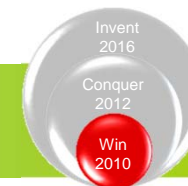
⁽¹⁾ Like-for-like: at comparable scope of consolidation and constant exchange rates

⁽²⁾ EBIT excluding financial revenue

⁽³⁾ Corresponding to financial revenue

⁽⁴⁾ Average number of shares : 225,897,396

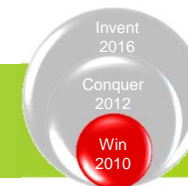
Net profit



<i>In € millions</i>	2009	2010
EBIT	327	328
Net financial expense	(104)	(62)
Operating profit before tax and non-recurring items	223	266
Non-recurring income and expenses, net	(211)	(100)
<i>Of which demerger costs</i>	(3)	(44)
<i>Of which impairment losses</i>	(138)	(43)
Income tax expense	(62)	(89)
Minority interests	(7)	(9)
Net profit (loss), Group share	(57)	68
Recurring profit after tax	141	165
<i>Recurring earnings per share (in €)</i>	<i>0.63</i>	<i>0.73</i>

Recurring earnings per share of €0.73

Sound financial position



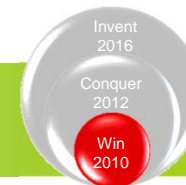
<i>In € millions</i>	2009	2010
Total debt	1,566	1,582
Current financial assets	(1,263)	(1,557)
Net debt	303	25
Adjusted FFO/Adjusted net debt ⁽¹⁾	32%	57%

Financial profile justifying a strong investment grade⁽²⁾ rating

(1) According to the Standard & Poor's method

(2) Adjusted FFO/adjusted net debt ratio above 30%

Financial strategy



Maintain strong investment grade rating

Long-term Financial Policy



Strong cash-generating model



Targeted acquisitions policy

Strong capacity of return to shareholders

Achievement 2010

Strong cash flow generation

2010 FFO: €213m

2010 *Unlevered Free Cash Flow*: €287m



Limited development capex

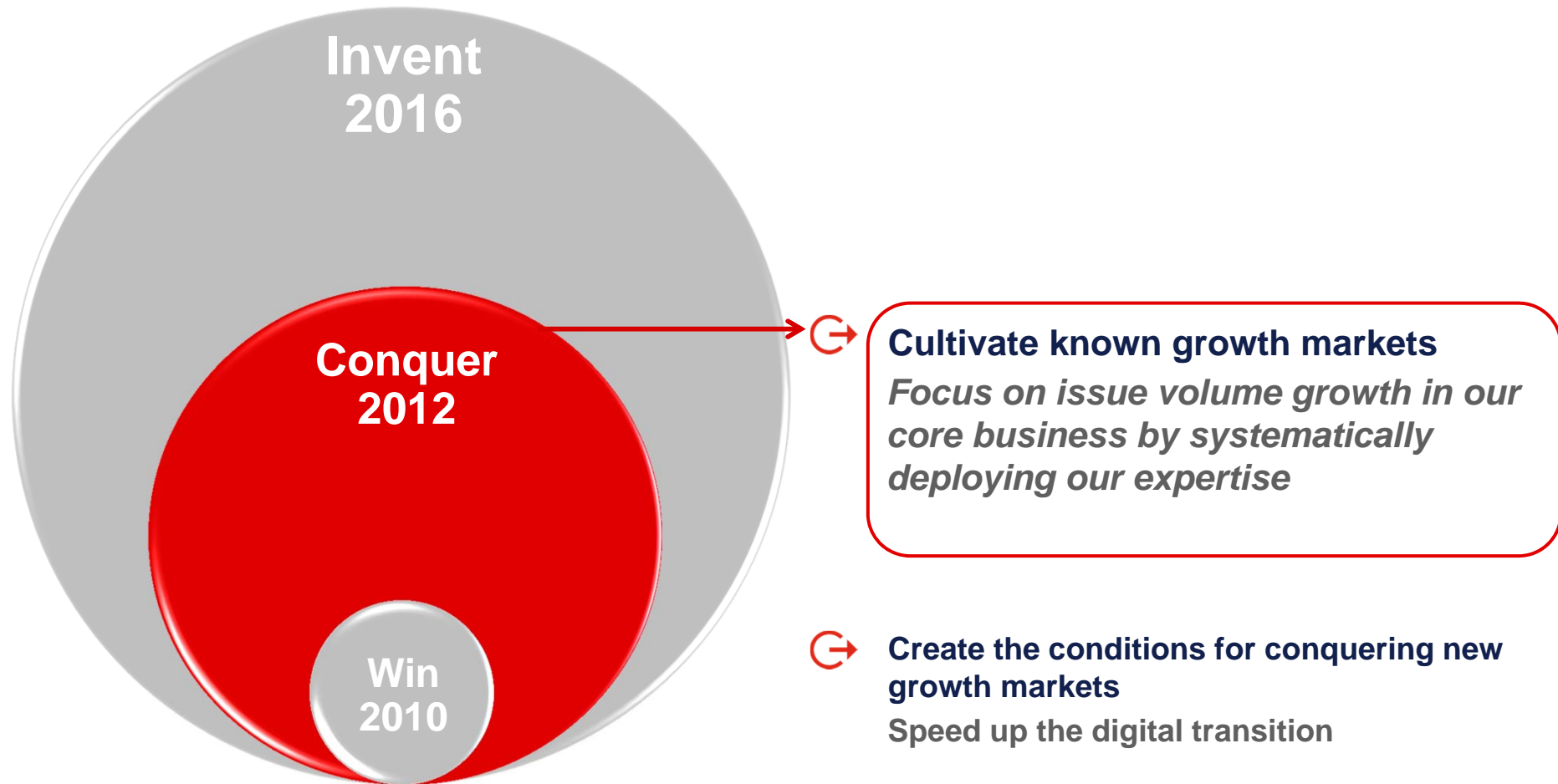
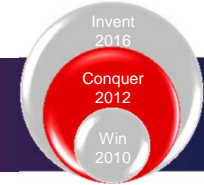
€29m in 2010

Reduction in net debt

Net Debt at end-2010: €25m

**Recommended 2010 dividend⁽¹⁾ of €0.50 per share,
giving this year a dividend payout ratio close to
70% of recurring profit after tax**

Out to conquer 2012



A strategy to increase the Group's long-term growth potential while ensuring that profits continue to rise in the short-term

A strategy of growth

Cultivating known growth markets

➔ Activate the **four organic growth drivers** to deliver normalized annual issue volume growth of 6%-14% like-for-like, in line with guidance

1 Increase penetration rate in existing markets

2 Create new products and deploy existing ones

3 Extend geographical coverage

4 Increase products face value

2011 Outlook

- ✓ Continued strong momentum in Latin America, with high basis of comparison
- ✓ Improved trends in Western Europe where unemployment rates are stabilizing
- ✓ Signs of improvement not yet apparent in Eastern Europe

✓ New products will contribute to 2011 issue volume

✓ Significant contribution to growth within three years, with entry into six to eight new markets by 2016

✓ Favorable situation (inflation and incentivized sales teams)

➔ Implementation of a **targeted acquisition strategy**

New product launches

Corporate BtoB

Public BtoB

Employee Benefits



Creation of the regulatory framework for the launch of Ticket Restaurant® in **Mexico**

(Food Aid for Workers Act- January 2011)

Expense Management



Launch of innovative corporate card in **Italy** (Q1 2011)



Launch of corporate card in partnership with Solred in **Spain** (Q1 2011)

Incentive & Rewards



Launch of “green” gift card in the **United Kingdom** (H2 2010)



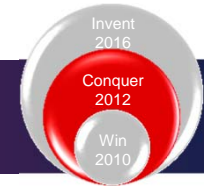
Launch of Ticket Compliments Holiday in **India** (H2 2010)

Public Social Programs



Launch of regional government food aid program in **India** (Q1 2011)

Launch of Ticket Restaurante® in Mexico



Attractive socio-economic fundamentals

- ▶ Population of 109 million
- ▶ Active population of 47 million, nearly 50% in urban areas

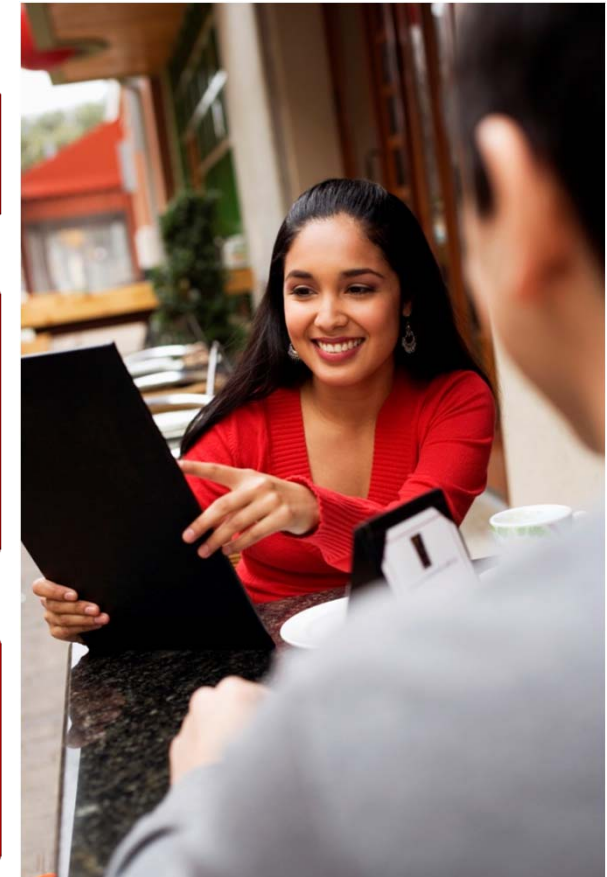
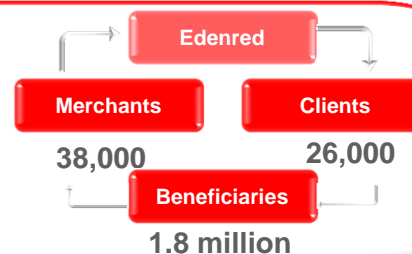
Favorable regulatory environment



- ▶ Strong government commitment to promoting the food access for all
- ▶ **Food Aid for Workers Act (January 17, 2011):** creating the regulatory framework for the launch of Ticket Restaurant®

Edenred, market leader in Mexico

- ▶ Ticket Alimentación: 22% market share
- ▶ Ticket Car: 19% market share



A potential market of 750,000 to 1,000,000 beneficiaries by 2016

Edenred enables government aid program in India

Purpose of the program

To distribute public aid to underprivileged families in Madhya Pradesh State

How it works



- ▶ **Edenred**: the distribution system “processor”, responsible for printing, distributing and authorizing food vouchers, training affiliates and beneficiaries
- ▶ **Madhya Pradesh State**: responsible for issuing vouchers and managing the float

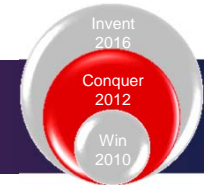
Key figures

- ▶ 5 million underprivileged families
- ▶ 30 million beneficiaries
- ▶ €800 million in **managed volume** over the duration of the five-year program



Edenred is helping the Indian public authorities to manage dedicated funds securely

Targeted acquisitions to generate more volume in our known growth markets



euroticket
company

- No. 4 in Romania, with nearly 5% market share
- 2009 issue volume: €3m
- Purchase price: €5.5m
- Accretive to net earnings as of 2011



Edenred's new position in Romania:
No. 1 with nearly 40% market share

RistoChef ⁽¹⁾
SpA

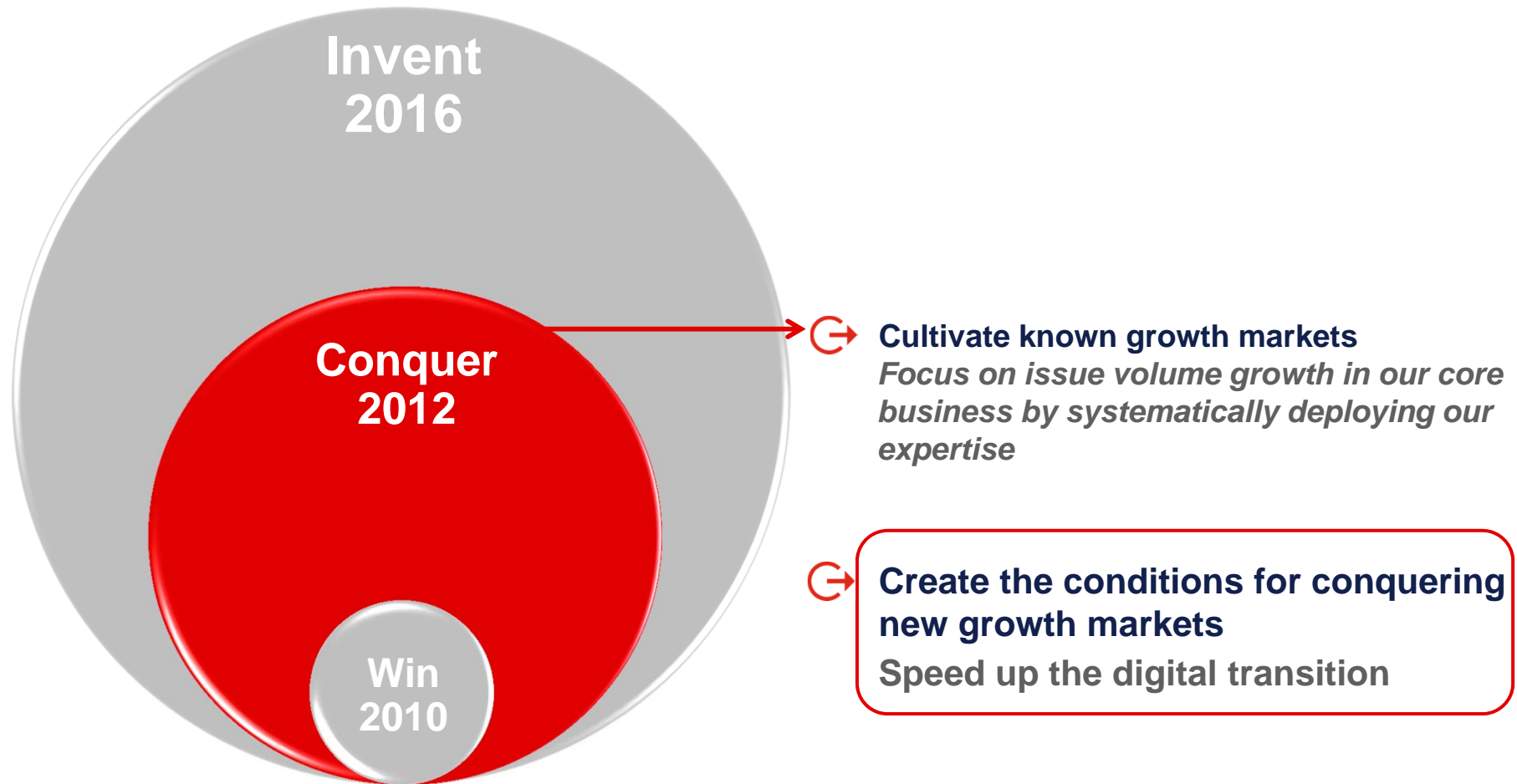
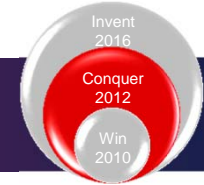
- No. 7 in Italy, with roughly 3% market share
- Estimated 2010 issue volume: €70m
- Enterprise value: €12m
- Accretive to net earnings as of 2012



Edenred's new position in Italy:
No. 1 with over 40% market share

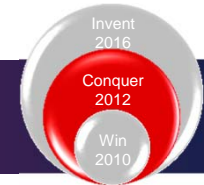
**Acquisitions in line with the announced objective:
rapidly accretive transactions that consolidate our leadership
in existing markets**

Out to conquer 2012



A strategy to increase the Group's long-term growth potential while ensuring that profits continue to rise in the short-term

Create the conditions for conquering new growth markets



Target of 50% of digital issue volume by 2012

2011-2012 Acceleration of the shift to paperless solutions

Target date moved forward to 2012 (from 2016 previously)



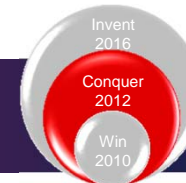
One-shot extra costs over 2011/2012 :
€10 to €15 m per year

Post-transition Long-term benefits



Operating flow-through ratio⁽¹⁾
target of over 50% starting in 2013

Positive long-term effects on profit



Digital transition: long-term effects

Long-term effects

Stable operating revenue/issue volume ratio

5% to 10% cost reduction

Shorter float holding periods offset by higher volumes

Example: Ticket Alimentação in Brazil



Merchant and client fees →

New revenue sources ↗

Expired/lost products ↘

	1999	2010
% digital IV	0%	100%
Operating revenue/IV	4.8%	4.8%

- ✓ 60% reduction in paper voucher production and logistics costs, representing 30% of total costs: 18% cost saving
 - ✓ New recurring costs (hot lines and processing): 10% cost increase
- ➡ **On average, costs down -8% at constant volumes**

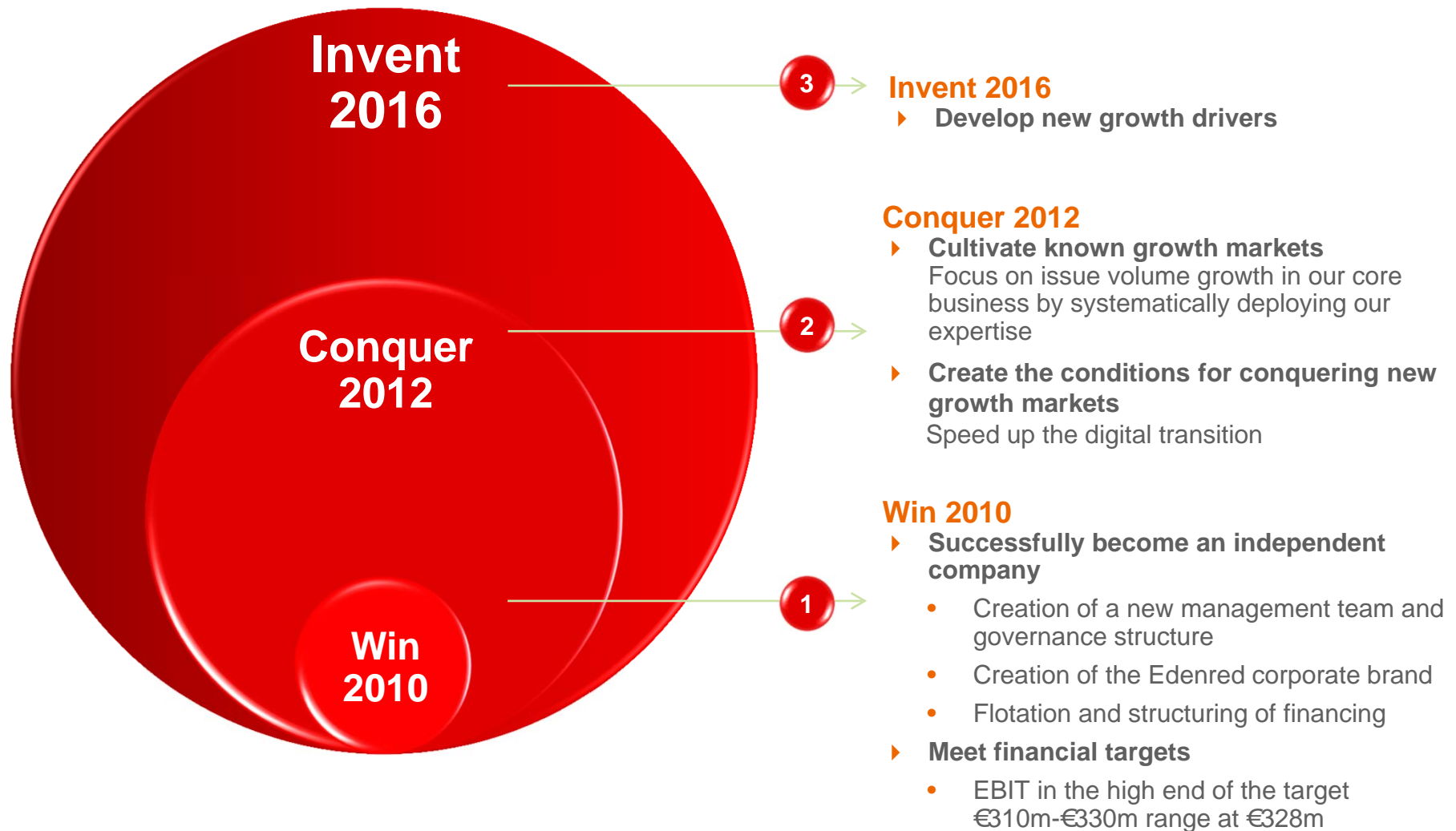
- ✓ Float holding periods 10% to 15% shorter
- ✓ Increased float in monetary terms (issue volumes higher in part thanks to the digital transition)

Objective: operating flow-through ratio⁽¹⁾ above 50% from 2013



Conclusion

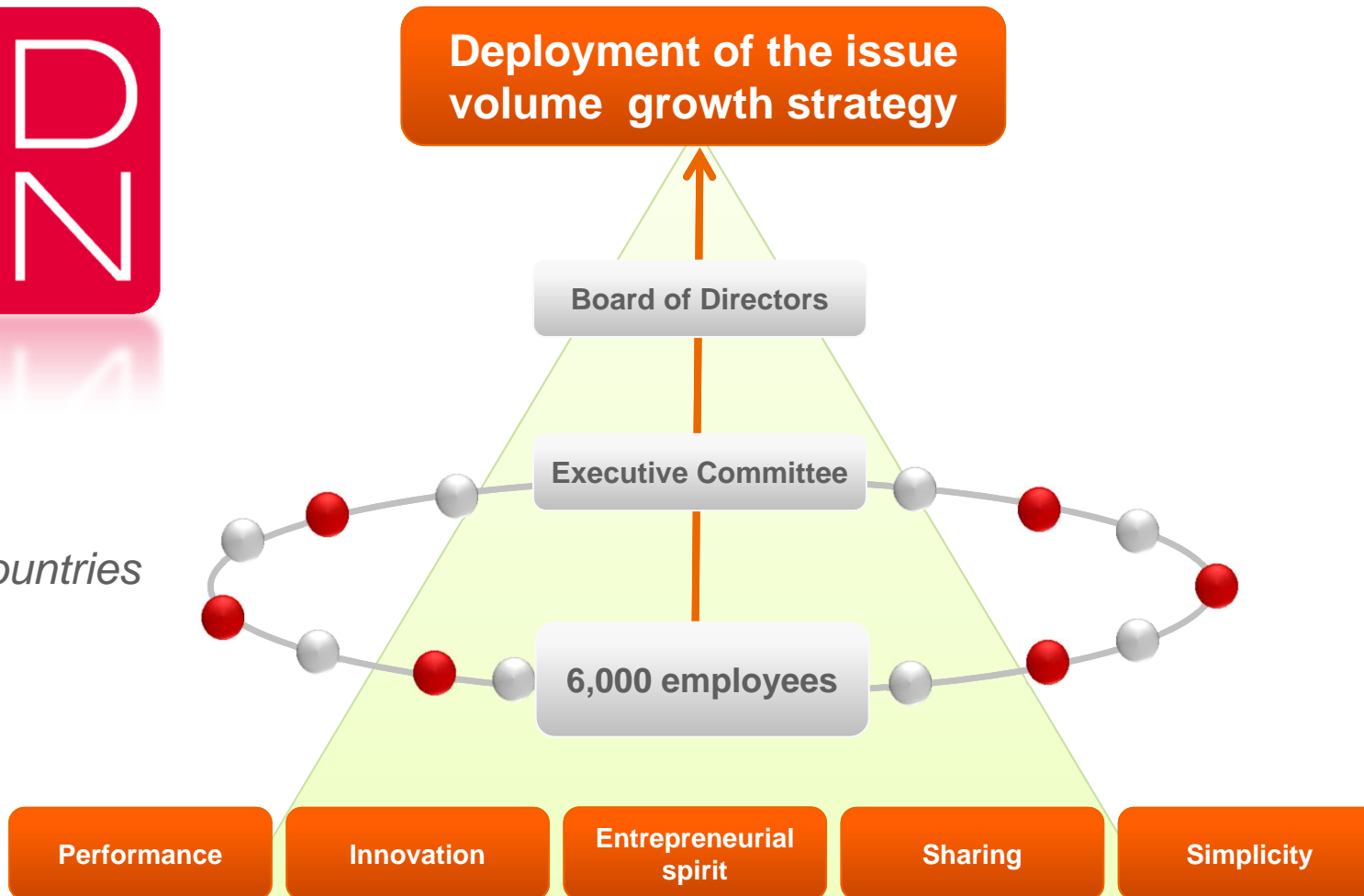
A strategy to drive growth in issue volume



Mobilizing teams around a federating project



40 countries



A network organized to effectively implement the strategy