



Edenred
For an easier life

➔ August 25, 2010

H1 2010 RESULTS

Press folder



Executive Summary

Executive Summary – Creation of a New Company

Main steps achieved in H1 2010

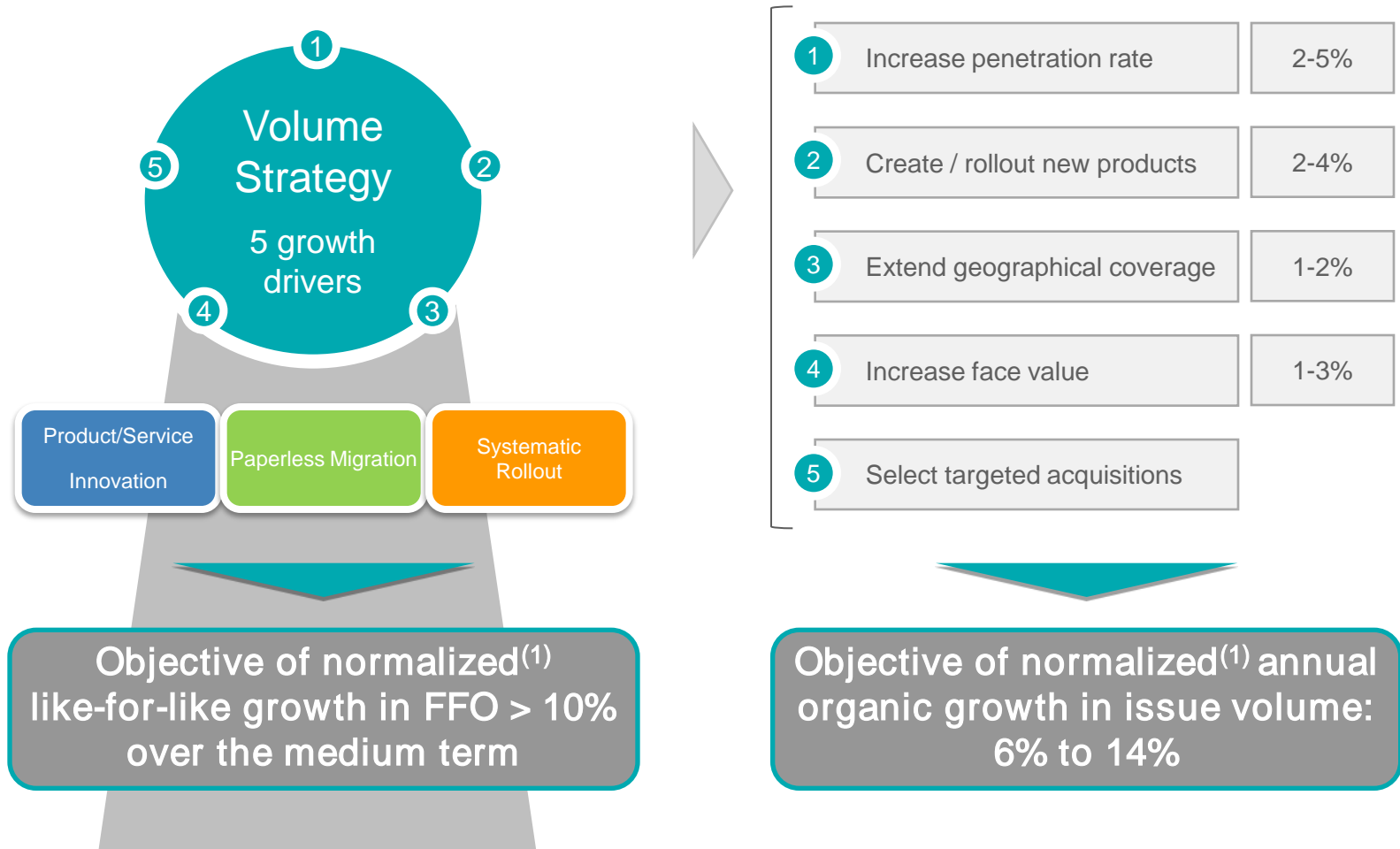
- ➡ Set up a new management team
- ➡ Set up a new Board together with governance principles
- ➡ Define a new strategy, with aligned KPIs
- ➡ Launch a corporate mission project to ensure the roll out of the strategy
- ➡ Create and install the new brand Edenred
- ➡ Shares listed on July 2nd



Ready to implement the new strategy

Executive Summary – A New Strategy

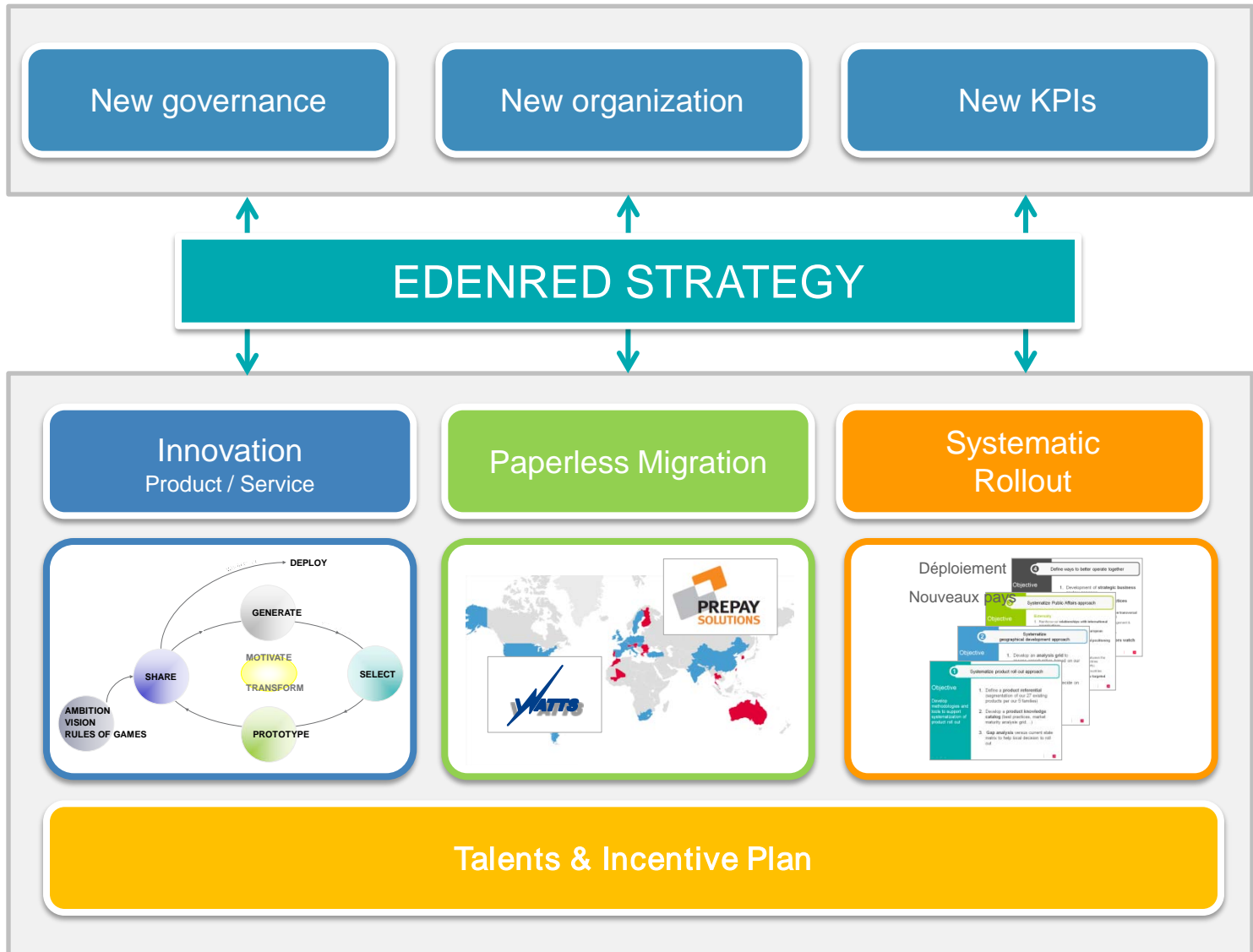
A five-year strategy based on 4 organic growth drivers



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

A new set-up and a new approach to support the strategy













A new Set-Up



New approach

Transformation programs:
6 to 18 months

Board of Directors

			Term of office
1		Jean Paul Bailly , CEO of La Poste	2 years
2		Sébastien Bazin , CEO of Colony Capital Europe	4 years
3		Anne Bouverot , Executive Vice President of the Mobile Services, France Telecom	3 years
4		Philippe Citerne , Former CEO of Société Générale	3 years
5		Gabriele Galateri , CEO of Telecom Italia	4 years
6		Françoise Gri , CEO of Manpower France	3 years
7		Roberto Lima , CEO of Vivo S.A. and Vivo Participações S.A.	3 years
8		Bertrand Meheut , CEO of Canal+	2 years
9		Virginie Morgon , Member of the Eurazeo Management Board	2 years
10		Nadra Moussalem , Managing Director of Colony Capital	2 years
11		Patrick Sayer , CEO of Eurazeo	4 years
12		Jacques Stern , Chairman & CEO of Edenred	4 years

Top management

3 large countries



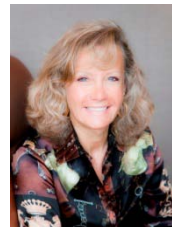
Chairman &
CEO
J. Stern



Brazil
O. Melantonio



France
L. Delmas



Italy
G. Gavezotti

4 large regions



Hispanic Latin
America and USA
JL Claveau



Northern Europe,
ME, and Africa
B. Rongvaux

4 support departments



Finance, IT, Legal
L. Jenouvrier



Communications and
CSR
E. Rouyer-Chevalier



Human
Resources
Ph. Maurette



Strategy and
Development
Ph. Dufour



Southern Europe
and Southern
Africa
L. Pellet



Central Europe
and Scandinavia
A. Erulin

Launch of Edenred : June, 7-8 2010

1/2



Argentina



Brazil



China



France



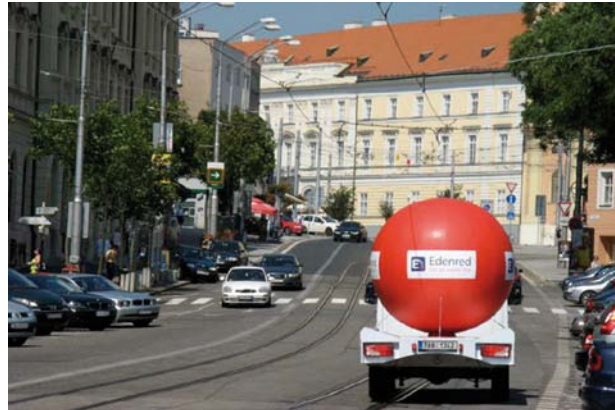
Germany



Hungary



Italy



Slovakia



South Africa



Sweden



Taiwan



Uruguay

Edenred share prices since July, 2

July, 2 2010 : First listing

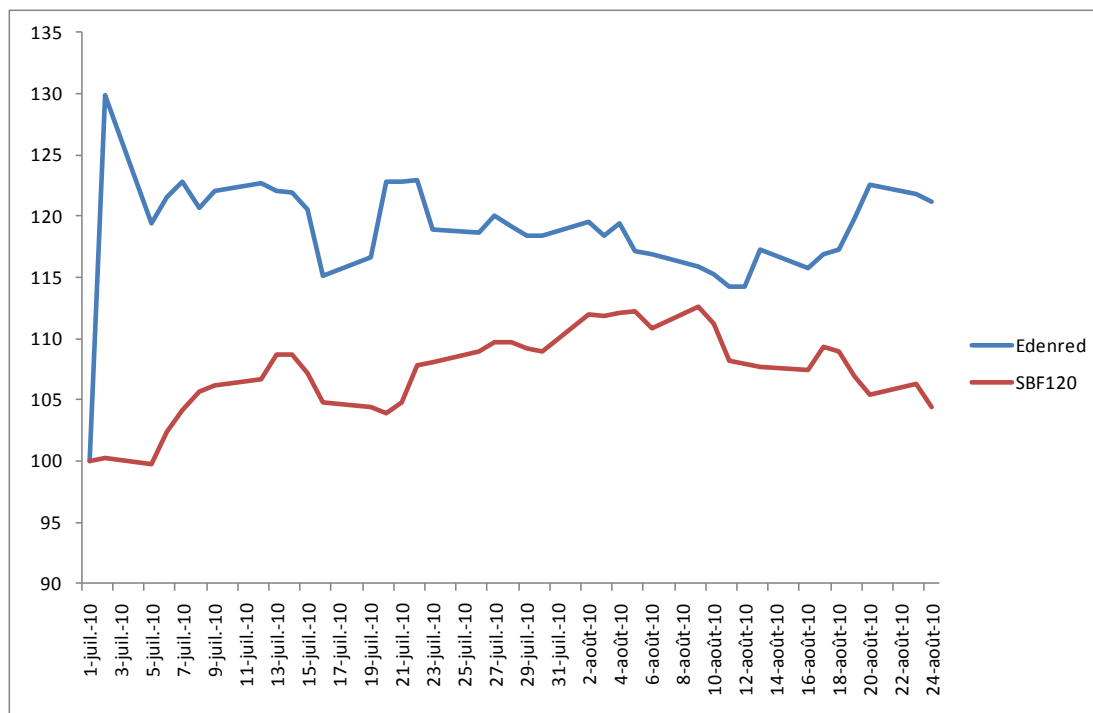
- Reference price: 11,40€
- Opening price: 13,00€
- Closing price: 14,80€

August, 24 2010 :

- Closing price: 13,81€
- +21% vs reference price
- +6% vs opening price
- +17% vs SBF 120

Edenred share prices vs SBF 120

since July, 2 2010



Executive Summary – H1 2010 Context

Macro economic conditions

- **Europe:**
 - Still growing unemployment rates (+0.4pt in Euro zone*)
 - Low inflation in Europe (1.4% in Euro zone*)
- **Worldwide:**
 - Further decline in interest rates

Edenred's positioning

- **Geographical diversification**
 - Strong exposure to emerging countries (50% of Issue Volume)
- **Start of the implementation of a new strategy:**
 - Increase in penetration rates
 - Ramp up of selected new products

**Solid results in H1 (7.8% L/L Issue Volume growth),
despite a not yet stabilized economic environment
Start of the implementation of a new strategy**

Executive Summary – H1 2010 Key Figures

- Good performance considering the current environment
 - Strong growth in Issue Volume: up 7.8% L/L
 - Healthy increase in Operating Revenue: up 4.2% L/L, partly offset by a 25.3% L/L diminution in Financial Revenue
 - Operating EBIT growth: up 7.9% L/L
- A cash flow generative model and a sound financial position
 - Unlevered Free Cash Flow (over a 12 month period): €267m
 - Float: €1,976m at end-June (+€118m vs June 2009)
 - Net Debt at end-June: €320m

Good performance in H1 2010,
despite a not yet stabilized economic environment

(1) Unlevered Free Cash Flow is an indicator which permit to measure the capacity of the compagny to generate cash

➔ Chapter 1

2010 Interim Results

Income statement highlights

<i>In € millions</i>	June ⁽¹⁾ 2009	June ⁽¹⁾ 2010	Δ reported	Δ L/L ⁽²⁾
Issue Volume	6,152	6,615	+7.5%	+7.8%
Total Revenue	444	461	+3.8%	+0.7%
<i>Of which Operating Revenue</i>	392	422	+7.7%	+4.2%
<i>Of which Financial Revenue</i>	52	39	-25.6%	-25.3%
EBIT	166	155	-7.1%	-2.4%
<i>Of which operating EBIT ⁽³⁾</i>	114	116	+1.3%	+7.9%
<i>Of which financial EBIT ⁽⁴⁾</i>	52	39	-25.6%	-25.3%
Operating profit before tax and non-recurring items	125	114	-8.2%	N/A
Recurring profit after tax, Group share	70	72	+2.9%	N/A

⁽¹⁾ Pro forma income statements include estimates based on the combined financial statements of the additional recurring costs that Edenred would have incurred if it had operated as a separate, self-managing listed entity as from January 1, 2007. All the figures in the rest of the presentation are pro forma.

⁽²⁾ Like-for-like, i.e. excluding changes in scope of consolidation and exchange rates

⁽³⁾ EBIT excluding financial revenue

⁽⁴⁾ Corresponding to financial revenue

H1 2010 Issue Volume: €6,615m

+7.8%

Like-for-like
€480m

+0.7%

Scope
€40m

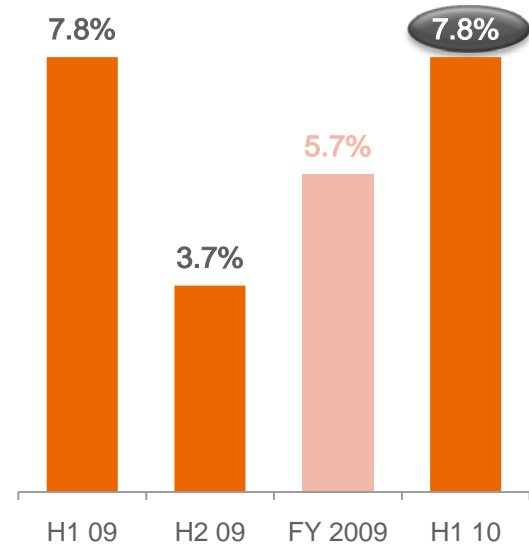
-0.9%

Currency
€(57)m

+7.5%

Reported
€463m

Issue Volume (L/L)



L/L Issue Volume growth in line with our normalized annual target of 6% / 14%, despite a not yet stabilized economic environment

H1 2010 Revenue: €461m

+0.7%

Like-for-like
€3m

+2.7%

Scope
€12m

+0.4%

Currency
€2m

+3.8%

Reported
€17m

- Like-for-like revenue growth up 0.7%, of which:

<i>L/L Growth</i>	Operating Revenue	Financial Revenue	Total Revenue
Q1	+3.8%	-29.5%	-0.4%
Q2	+4.5%	-20.4%	+1.8%
H1	+4.2%	-25.3%	+0.7%

- Currency effect*:

	Q1	Q2	H1
BRL	+4.3%	+5.4%	+4.9%
VEF	-6.4%	-6.1%	-6.3%
Other	+1.3%	+2.3%	+1.8%
TOTAL	-0.8%	+1.6%	+0.4%

* See exchange rates on slide 28

H1 2010 Revenue breakdown

<i>In € millions</i>	June 2009	June 2010	Δ reported	Δ L/L
Operating Revenue with Issue Volume	330	343	+3.8%	+4.6%
Operating Revenue without Issue Volume	62	79	+28.0% ⁽¹⁾	+1.7%
Operating Revenue	392	422	+7.7%	+4.2%
Financial Revenue/Free Float	42	32	-24.5%	-24.2%
Financial Revenue/Restricted Funds	10	7	-30.0%	-30.0%
Financial Revenue	52	39	-25.6%	-25.3%
TOTAL REVENUE	444	461	+3.8%	+0.7%

Healthy growth of operating revenue with Issue Volume

(1) See slide 27 in the appendices

H1 2010 EBIT: €155m

<i>In € millions</i>	June 2009	June 2010	Δ reported	Δ L/L
Operating EBIT	114	116	+1.3%	+7.9%
Financial EBIT	52	39	-25.6%	-25.3%
Total EBIT	166	155	-7.1%	-2.4%
<i>Total EBIT/Issue Volume</i>	<i>2.7%</i>	<i>2.3%</i>	<i>-0.4 pt</i>	
<i>Operating EBIT/Issue Volume</i>	<i>1.9%</i>	<i>1.8%</i>	<i>-0.1 pt</i>	

Good growth of Operating EBIT: up 7.9% L/L,
despite a not yet stabilized economic environment

Focus on: France, Europe, Latin America

	France	Rest of Europe	Latin America
Part of issue volume(S1)	€1 248M (19%)	€2 318M (35%)	€2 837M (43%)
Issue Volume - Δ L/L	-1,8% ⁽¹⁾	+5,3%	+14,4%
EBIT - Δ L/L	+10,6%	-13,5%	+3,8%

(1) In France, issue volume growth on H1 in corresponding data will be +4,0% except social CESU



Margin improvement, thanks to productivity gains



EBIT growth would be slightly positive in H1 Excluding Italy and Romania



Positive trends in Brazil, driving EBIT growth in Latin America

Net profit

<i>In € millions</i>	June 2009	June 2010
EBIT	166	155
Net financial expense	(41)	(41)
Operating profit before tax and non-recurring items	125	114
Demerger costs and other non-recurring items	(5)	(35) ⁽¹⁾
Income tax expense	(43)	(40)
Minority interests	12	2
Net profit, Group share	65	37
Recurring profit after tax, Group share	70	72
<i>Recurring earnings after tax per share (in €)</i>	<i>0.31</i>	<i>0.32</i>

(1) Total demerger costs of €58m as published in the prospectus, of which:

- €33m exceptional costs in H1
- €12m exceptional costs in H2
- €13m financing costs amortized over the life of the debt



H2 2010 Outlook FY 2010 Guidance

Macro-economic impacts on Issue Volume and Revenue

Issue Volume

- **Europe:** growth still impacted by a tough economic environment
 - Still rising unemployment rate in Euro zone: +0.4pt in H2 2010^E at 10.4%
 - Low inflation rate in Euro zone: 1.4% in 2010^E
- **Emerging countries:** positive macro-economic indicators
 - Edenred generates more than 50% of Issue Volume in these counties

Financial Revenue

- **Hit by further decline in interest rates worldwide:**
 - 10% to 20% L/L decrease in financial revenue expected in H2 2010, compared to -25% in H1
 - Short-term cash investment policy: 85% of investments < 1 year, of which more than 50% < 3 months

No major change in the macro-economic environment expected in H2 2010

FY 2010 Guidance

Given this economic environment, and assuming:

L/L Operating EBIT:

40% to 50% flow-through

L/L Financial EBIT:

100% flow-through



FY 2010 EBIT target: €300m to €330m

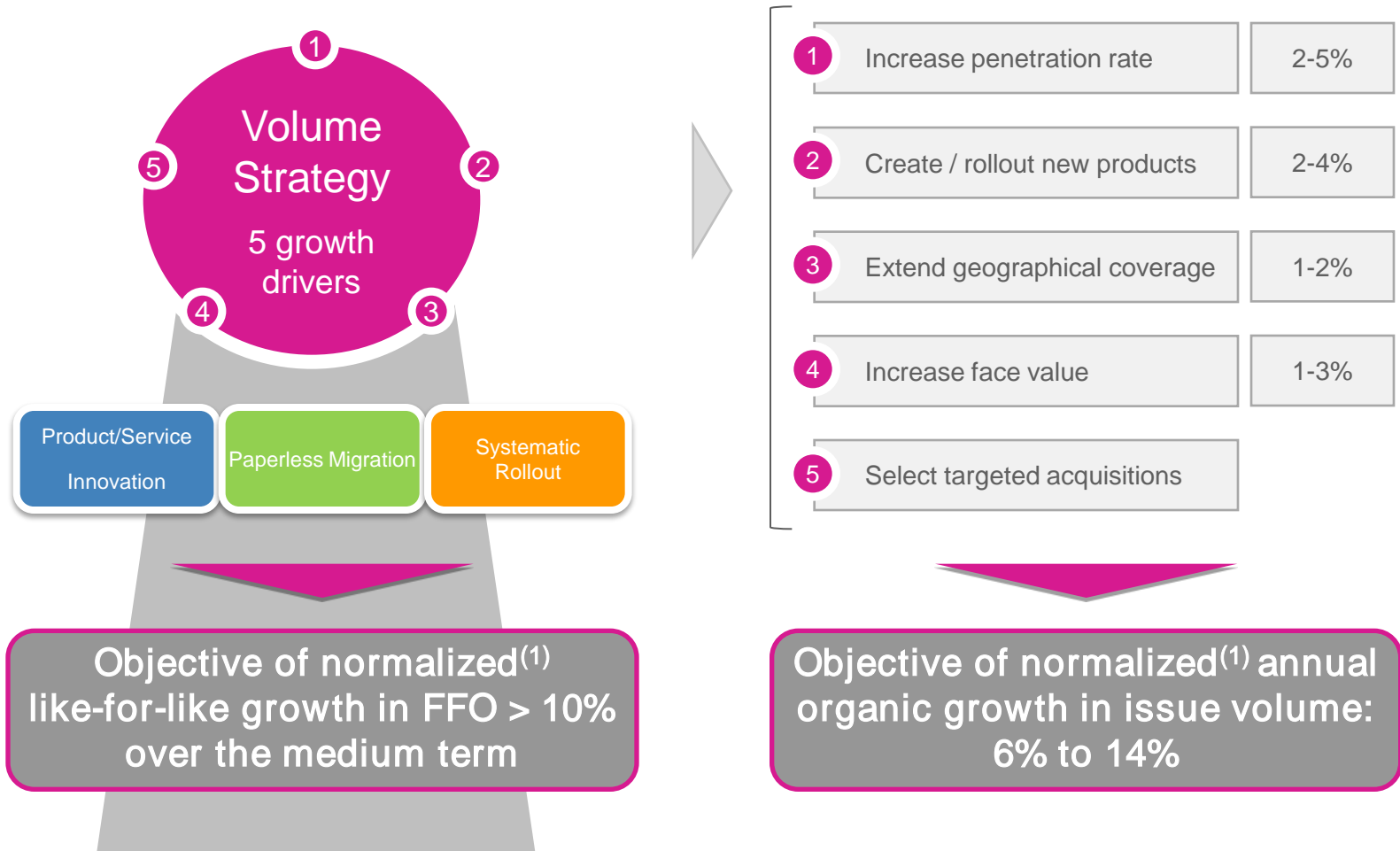
FY 2010 Net Financial Expense: €70 to €75m



Growth strategy

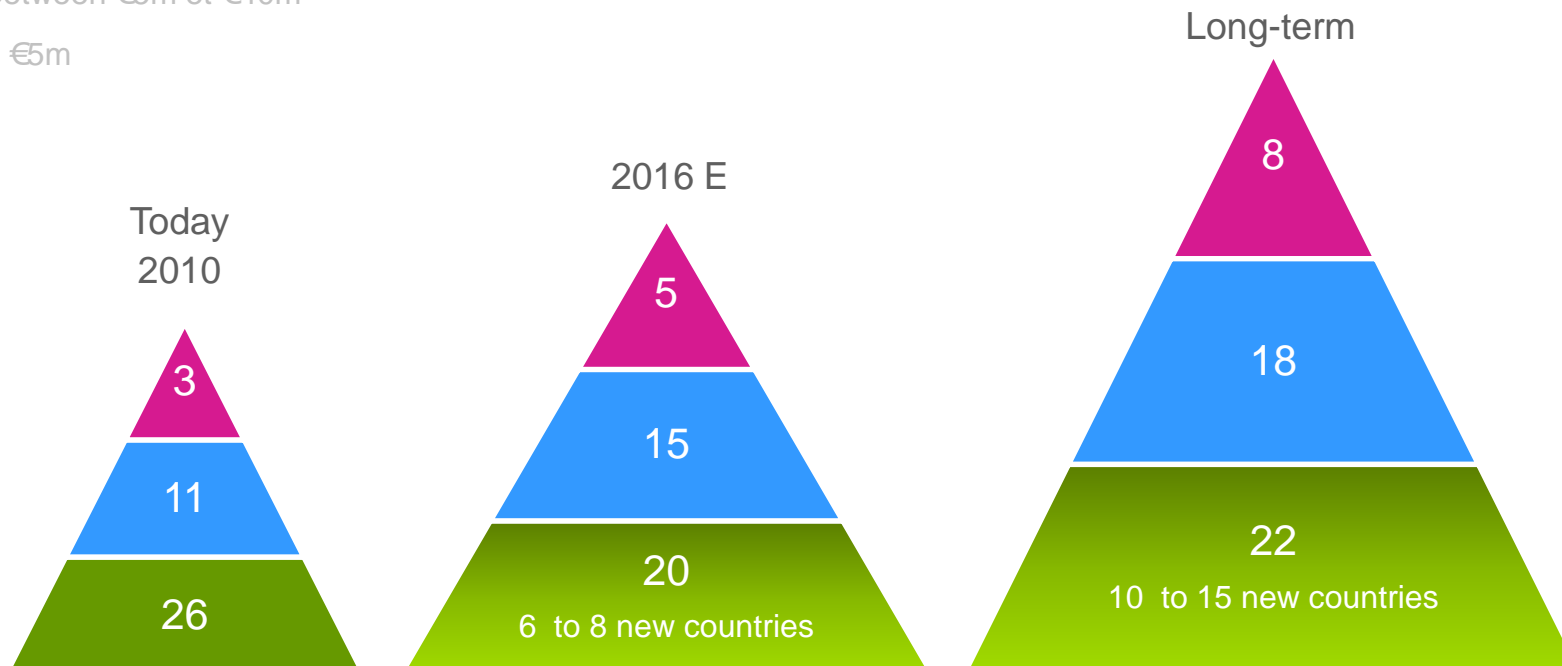
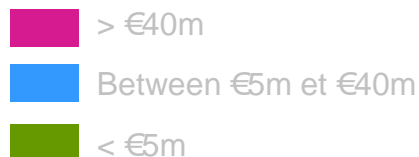
Executive Summary – A New Strategy

A five-year strategy based on 4 organic growth drivers



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

Ebit Contribution



Recent openings: Bulgaria (2007), Morocco (2008) and 2 towns in China
Around 10 countries currently planned

Solutions designed to provide benefits to employees and citizens

Meal & Food

Quality of Life

Employee
benefits



Public benefits



Human Resources Manager

Solutions designed to improve the performance of organizations

Expense
Management

Incentive &
Reward

New Prepaid
Solutions



UUB Card

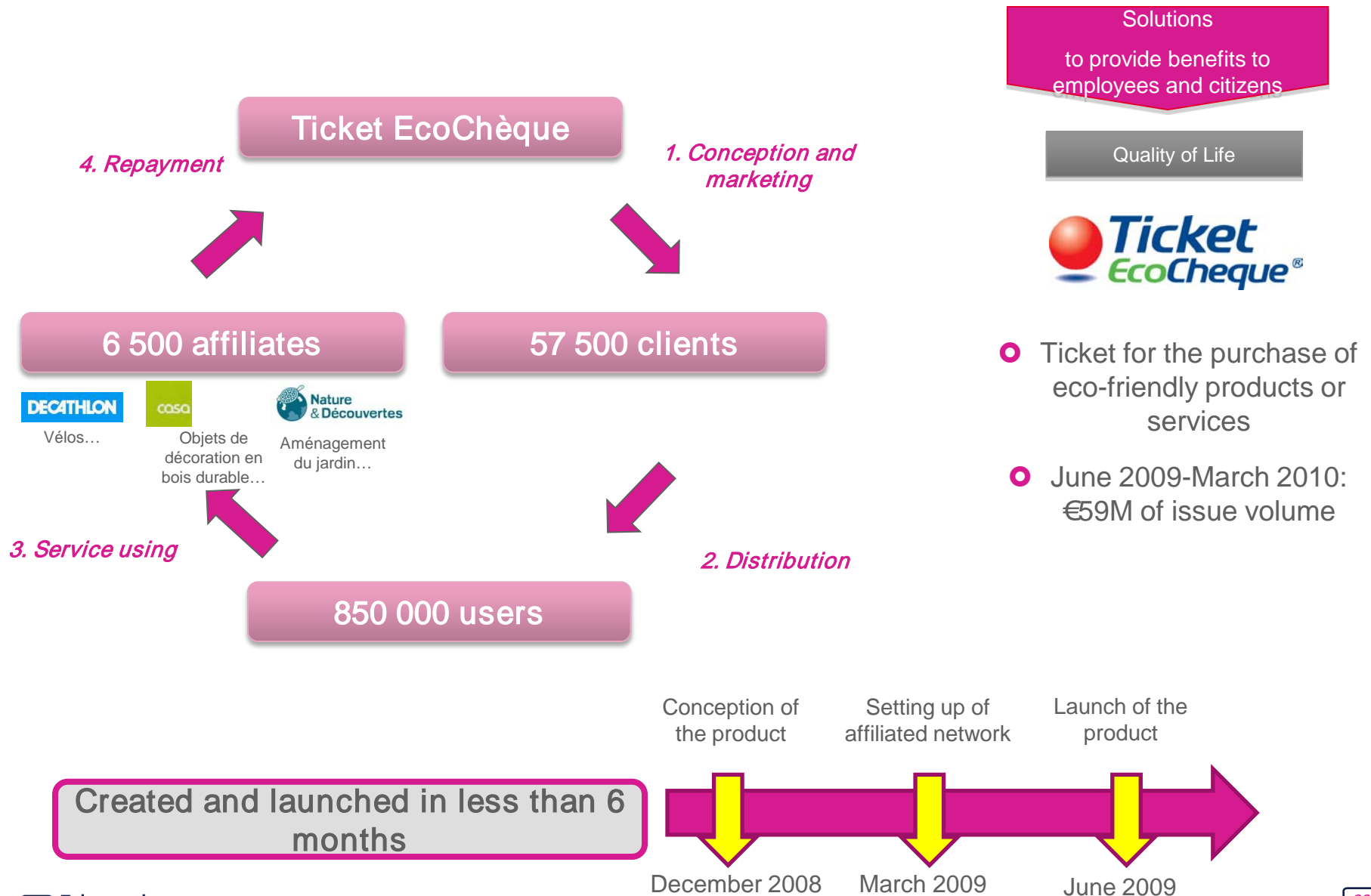


Travel Card



CFO, Sales & Marketing Manager

Creation of a new product: Ticket EcoChèque (Belgium)

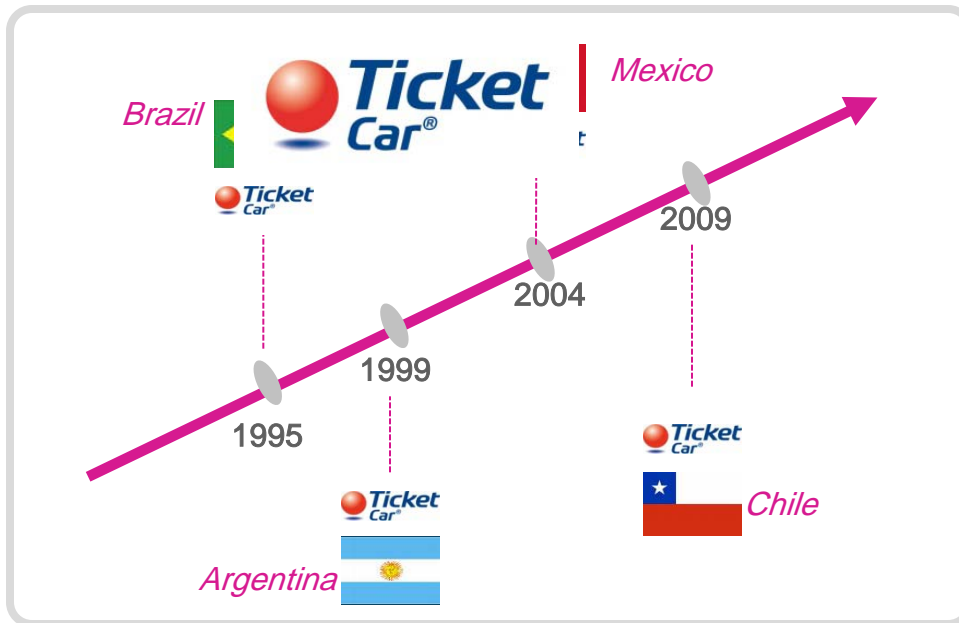


Roll out of an existing product: Ticket Car (Chile)

- Ticket Car card/Petrobras launched on May 2009
- 23% of growth in the first 4 months
- Winner of « Pay before Awards »

Improvement of organizations performance

Expense Management



Roll out success in Latin America



2010 paybeforeawards

Creation of a new product: Ticket Corporate Expense (Spain)

Prepaid solution offer of expense management for its clients companies (costs optimization)

Affiliated petrol stations network in which the beneficiary uses its card



Acceptation network for all the profesional fees (Hotel business, catering...)

Solutions designed to improve the performance of organizations

Expense Management



- Edenred prepaid card in partnership with Repsol/Solred
- Pilot launch end of 2010, sell of the first spring card in 2011

First implementation in Europe of petrol card « plus »

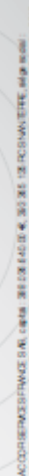
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Example : Ticket Restaurant/iPhone application (France)

Meal & Food



- Repérez les **bons plans** pour déjeuner partout en France
- **Conviez** vos collègues par e-mail
- Suivez l'**itinéraire** de votre bureau jusqu'au lieu choisi pour déjeuner
- Recevez les **informations** sur les conditions d'acceptation de Ticket Restaurant®
- Et découvrez bientôt de **nouvelles fonctionnalités...**



 **Téléchargez l'application dès maintenant sur l'App Store !**
Pour en savoir plus, rendez-vous sur www.ticket-restaurant.fr

- 
- Edenred**
For an easier life



Conclusion

Conclusion

- Good growth of issue volume and stable results

- Important presence in Latin America benefiting from a strong dynamism
- Creation and roll out of innovative products
- A not yet stabilized context in Europe



- Implementation of the strategy, based on 5 growth drivers, around a federative company project for 6 000 group associates



A strong growth potential