

H1 2011 Results

Press presentation

August 25, 2011



Edenred

Executive Summary

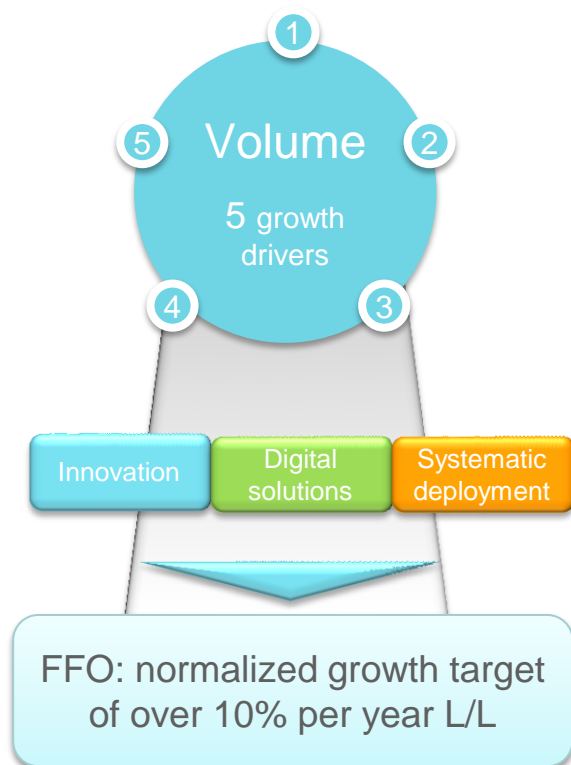
**Strong H1 results after one year as a standalone company, reflecting
Edenred's robust business model
and the first effects of the strategy implementation**

H1 2011 Key Figures

In € millions

	H1 2011	L/L growth
Issue Volume	7,264	+10.0%
Total revenue	501	+9.8%
EBIT	167	+12.1%
Recurring profit after tax	96	+31.3% ¹
FFO ²	119	+20.2%

A strategy driven by organic growth: Focus on issue volume growth in our core business



		Normalized target	FY 2010	H1 2011
1	Increase penetration rate in existing markets	2-5%	5.4%	4.8%
2	Create new solutions and deploy existing ones	2-4%	0.6%	0.7%
3	Extend geographical coverage	1-2%	0.0%	0.0%
4	Increase face value	1-3%	4.0%	4.5%
5	Implement a targeted acquisitions strategy			
			10.0%	10.0%
Issue volume: normalized ¹ growth target of 6% to 14% L/L per year				

**H1 2011 issue volume up 10.0% and FFO up 20.2% L/L,
in line with our mid-term target**

(1) Normalized 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.

Digital strategy: create the conditions to conquer new market for growth



Acceleration of the shift to paperless solutions in 2011/2012



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

Shift to digital in H1 2011

► Geographic deployment:

- ✓ **Latin America:** acceleration of the switch in all Hispanic Latin American countries
- ✓ **Europe:** launch of meal voucher cards in Belgium and Sweden

- ### ► Digital extra costs in H1 2011: €6m, in line with the FY guidance of €10m to €15m

Operating flow-through ratio¹ in H1 2011:
49% before digital extra costs
32% after €6m digital extra costs

Target confirmed: 50% digital issue volume by 2012

(1) Ratio between the like-for-like change in operating EBIT and the like-for-like change in operating revenue

H1 2011 Results

Income Statement - Key figures

<i>In € millions</i>	June 2010	June 2011	Change reported	Change L/L ¹
Issue volume	6,615	7,264	+9.8%	+10.0%
Operating revenue	422	456	+8.1%	+9.2%
Financial revenue	39	44	+14.8%	+16.0%
Total revenue	461	501	+8.6%	+9.8%
Operating EBIT ²	116	123	+5.7%	+10.8%
Financial EBIT ³	39	44	+14.8%	+16.0%
Total EBIT	155	167	+8.0%	+12.1%
Operating profit before tax and non-recurring items	114	144	+25.8%	
Recurring profit after tax	72	96	+31.3%	
Recurring earnings per share ⁴ after tax (in €)	0.32	0.42		

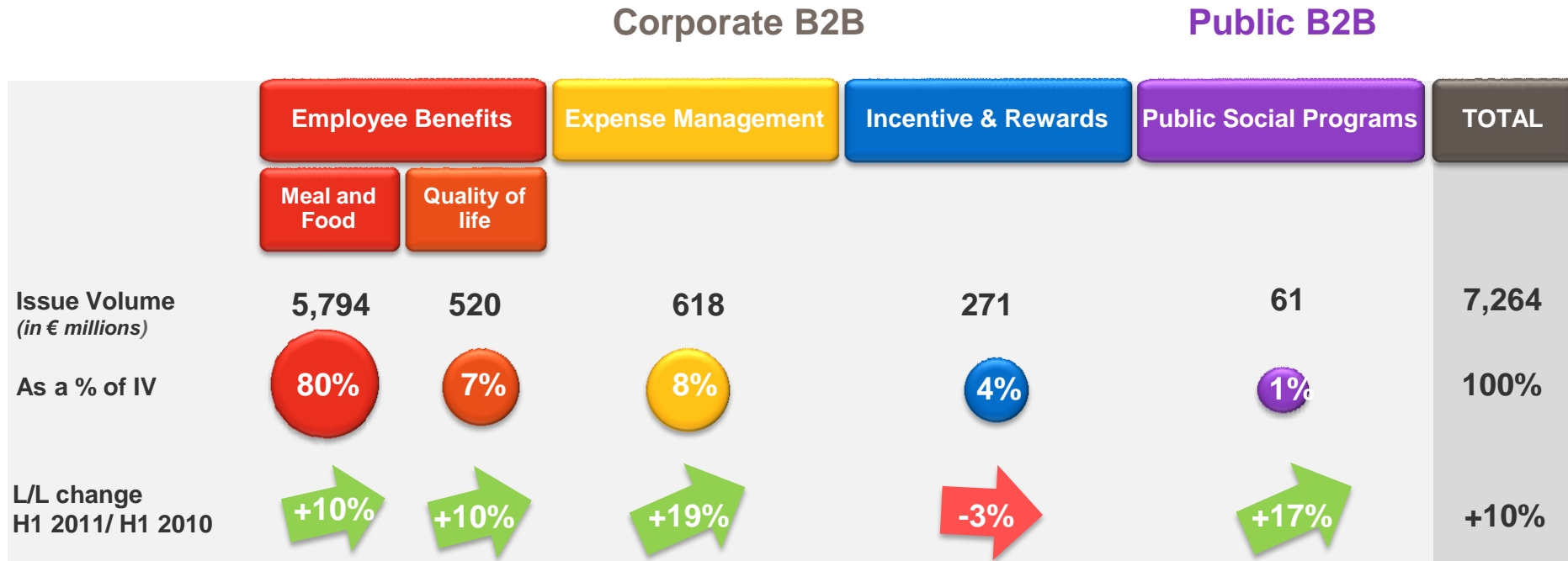
⁽¹⁾ Like-for-like: at comparable scope of consolidation and constant exchange rates

⁽²⁾ EBIT excluding financial revenue

⁽³⁾ Corresponding to financial revenue

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

H1 2011 Issue Volume by solution



Robust business in Employee Benefits, Expense Management and Public Social Programs

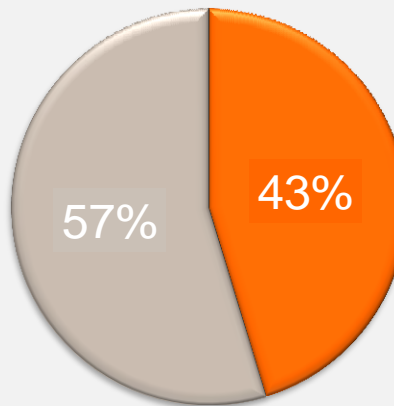
Incentive & Rewards negatively impacted by the B2C Kadéos gift activity in France

H1 2011 Issue Volume by region

Strong performance by emerging markets

Emerging markets:

Strong growth, to be compared with
15% growth in FY2010



As a % of H1 2011
issue volume

Developed markets:

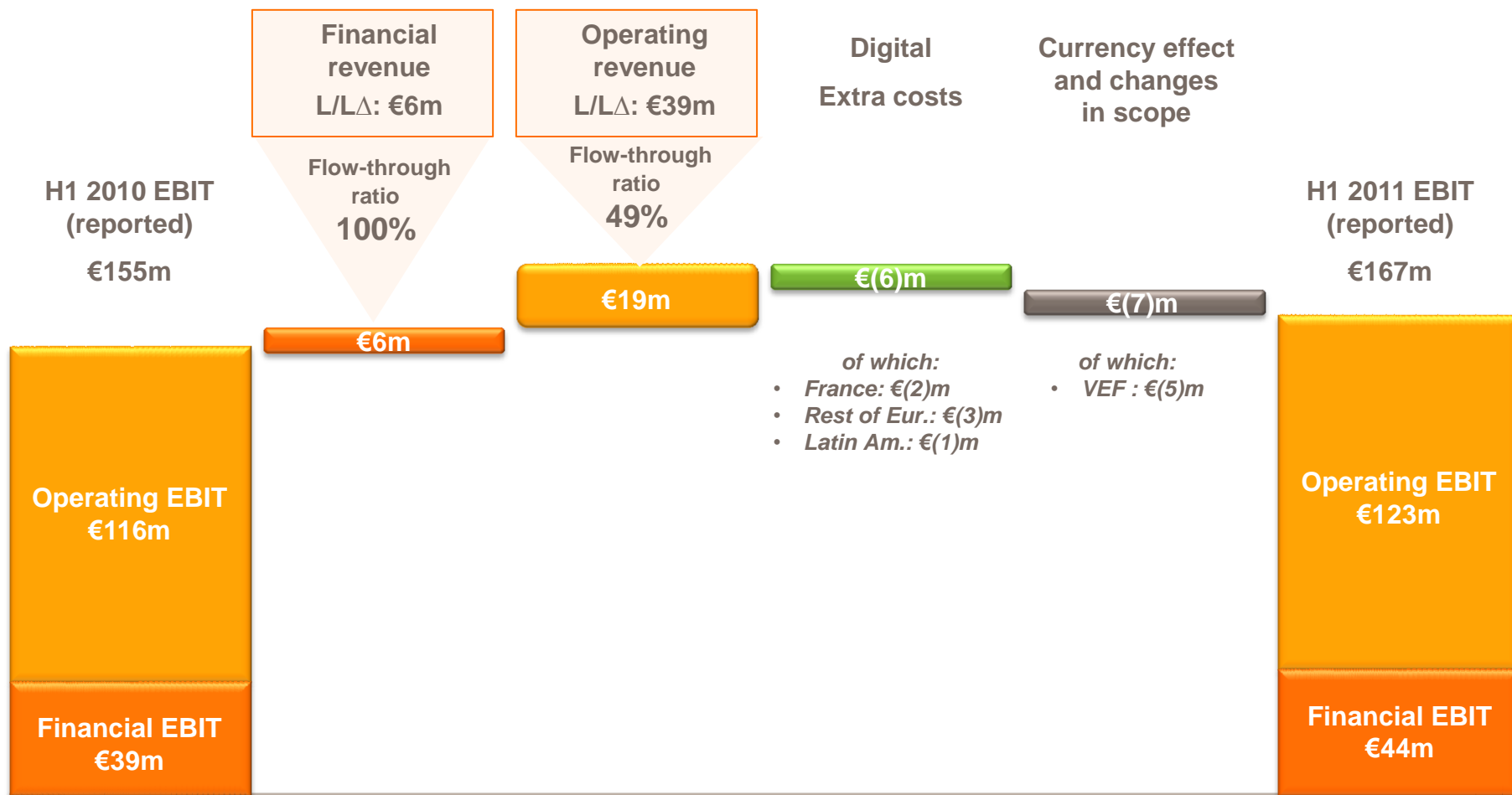
Excluding CONSIP contract loss²,
growth would be up 3.5%, in line with
FY2010



(1) Like-for-like growth

(2) CONSIP contract loss in Italy, representing €81m in H1 2010

Flow-through ratio¹



Operating flow-through ratio of 49% before digital extra costs

(1) Ratio between the like-for-like change in EBIT and the like-for-like change in revenue

Net profit

<i>In € millions</i>	June 2010	June 2011
EBIT	155	167
Net financial expense	(41)	(23)
Operating profit before tax and non-recurring items	114	144
Non-recurring income and expenses, net	(35)	2
Income tax expense	(40)	(44)
Minority interests	(2)	(4)
Net profit (loss), Group share	37	98
Recurring profit after tax	72	96
<i>Recurring earnings per share (in €)</i>	<i>0.32</i>	<i>0.42</i>

Recurring earnings per share of €0.42, up 31.3%

Some recent innovations

Employee Benefits

- **Ticket Restaurant:** mobile phone payment application

Expense Management process

- **Expendia Smart**
- **Ticket Clean Way PPE card**

Incentive & Rewards Programs

- **Ticket Compliments Exclusive**

Public Social Programs

- **Junaeb**

Contactless payment via mobile phone

- **Ticket Restaurant in Turkey**
 - Vouchers and cards have been marketed side by side since 2002
 - 333,000 beneficiaries, 14,500 clients, 34,000 affiliated merchants
- **Holders of Ticket Restaurant® cards will be able to pay using their mobile phones**
- **NFC (Near Field Communication) technology supplied by Turkcell, Turkey's leading mobile phone operator**
- **Solution initially available in 60 restaurants and cafés**
- **Launch date: April 2011**



TURKCELL



Expendia Smart



- An alternative expense management solution combining the benefits of electronic payment with effective expenditure controls
- Two components:
 - A prepaid MasterCard
 - A company/user extranet
- First product of its kind in Europe
- Launch date: February 2011



Ticket Cleanway PPE card

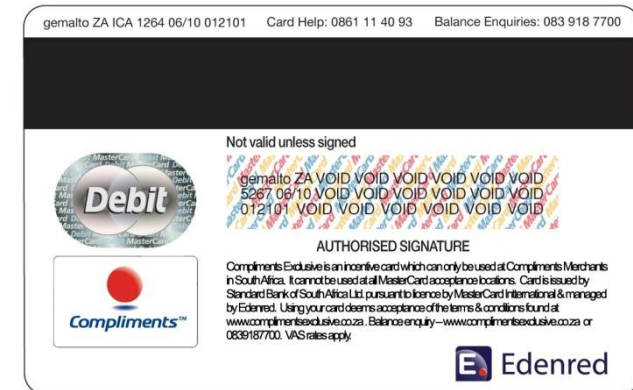


- An original solution for the management and cleaning of personal protection equipment (PPE)
- Two complementary components:
 - A prepaid dry-cleaning card with a traceability system
 - An extranet to track the number of number of times the uniform has been cleaned
- Potential: double the current Ticket Clean Way market (in France, 1 in 3 employees wears a uniform)
- Launch date: September 2011

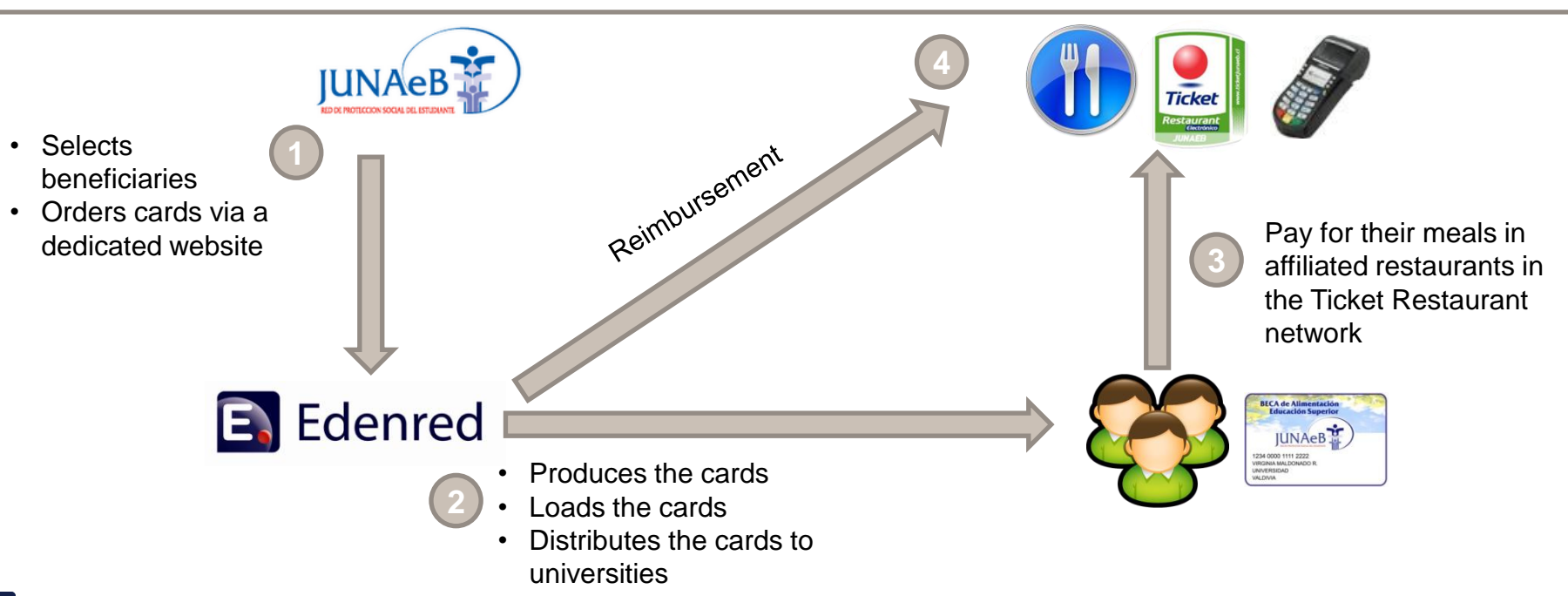




- South Africa's first multi-banner filtered loop incentive card
- Accepted in a network of 5,000 stores
- Reloadable or disposable cards
- Personalization option
- Launch date: April 2011



- Junta Nacional de Auxilio Escolar y Becas (Junaeb): government agency responsible for distributing grants to underprivileged students
- Food aid program covering 110,000 students, 200 universities, 2,600 affiliated restaurants
- Additional services: negotiation of balanced, fixed price menus, dedicated website featuring promotional offers, nutrition advice, blogs, etc.
- Card launch date: 2010



2011 Outlook

H2 2011 Outlook

ISSUE VOLUME

- ▶ Robust business in **Latin America**, despite high basis of comparison
- ▶ Improving trends in **Europe**, mainly explained by first signs of stabilization in Central Europe

OPERATING REVENUE

- ▶ Reduced gap between growth in operating revenue with issue volume and growth in issue volume, reflecting a **gradual stabilization in client fee rates** in countries impacted by pressure on commissions in 2010

FINANCIAL REVENUE

- ▶ **Strong trends**, thanks to higher interest rates, but a higher basis of comparison from Q4 2011 in Latin America

FY 2011 Guidance

L/L Operating EBIT:
40% to 50%
flow-through¹

**Digital extra costs
in FY 2011:**
€10m to €15m

L/L Financial EBIT:
100%
flow-through

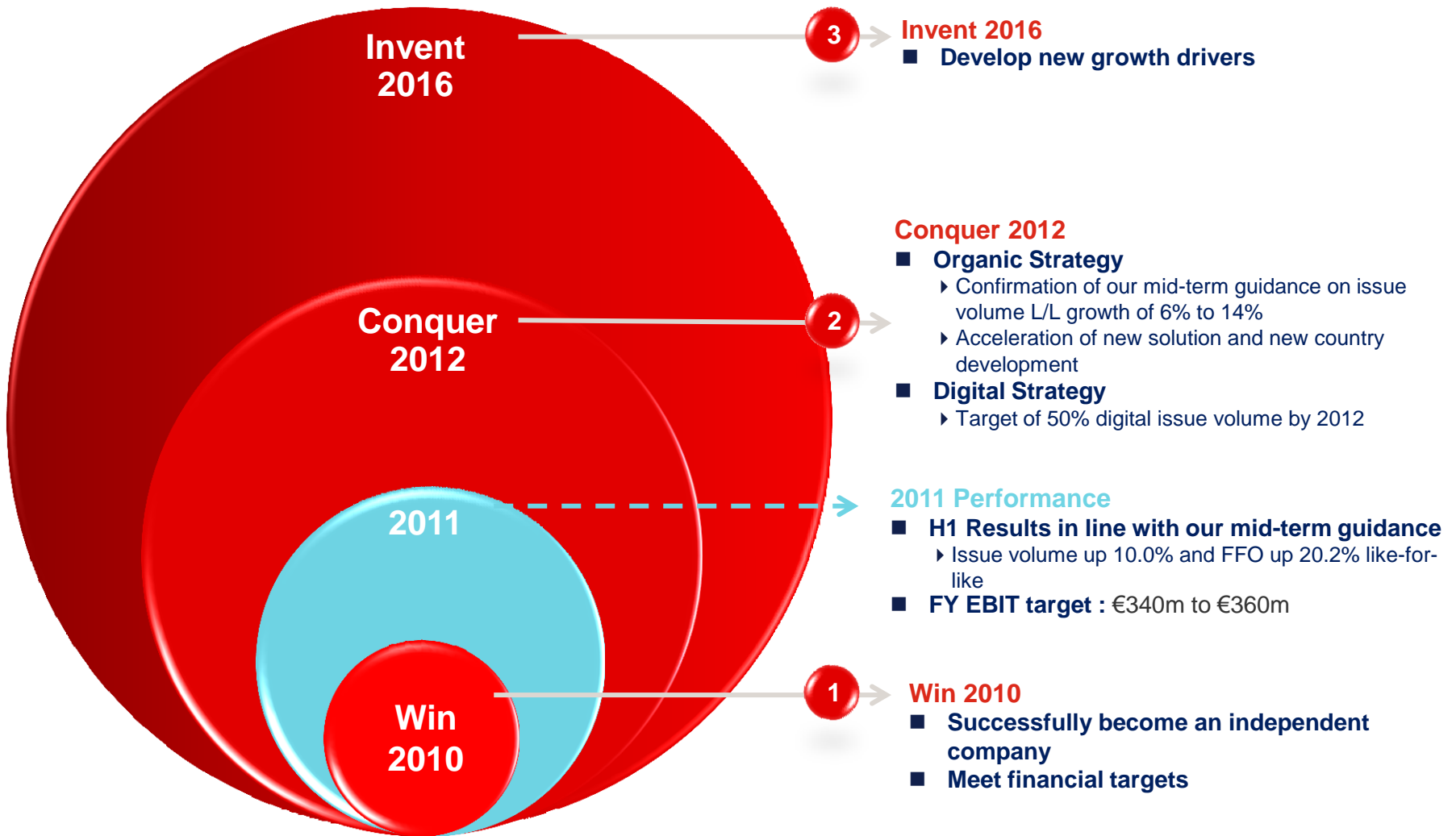


FY 2011 EBIT target: €340m to €360m

(1) Flow-through ratio before digital extra costs

Conclusion

A strategy to drive growth



Robust H1 results after one year as a standalone company, reflecting the strong growth potential of the business model and the first effects of the strategy implementation