H1 2013 Results

Press conference call

July 24, 2013

Edenred

H1 Key Figures & Highlights

Chapter 1

H1 2013 Key Figures

In € millions	H1 2013	L/L growth
Issue volume	**8,576**	**+11.0%**
Operating revenue	483	+7.4%
Financial revenue	42	-5.8%
Total revenue	**525**	**+6.2%**
EBIT	**172**	**+7.7%**
Funds from operations	**143**	**+12.3%**

Strong H1 results, in line with the Group's targets(1)

(1) *Normalized targets: +6% to +14% L/L growth in issue volume and over +10% L/L growth in funds from operations. 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.*

H1 2013 Highlights

New client gains and partnership

+5.3%(1)

Examples of significant new contracts representing +135,000 new beneficiaries:

Nestlé — PDVSA

Carrefour market — federgon

Business development in Portugal with the creation of a joint venture

BANCO ESPIRITO SANTO

New solutions

+2.0%(1)

Main recent launches:

Ticket Cultura — **A new solution in the Brazilian market**

NutriSavings™ — **An innovative solution in the US market**

Acquisitions

+2.8%(2)

Acquisitions made in H1:

Repom — **Acquisition closed**

Entry in Columbia with the acquisition of Big Pass

New country

BigPass — Una empresa Edenred

Expansion in Mexico with the acquisition of OPAM

ecovale opam

Shift to digital

56%(3)

56% of digital issue volume at June-end vs 51% at 2012-end

(1) *Contribution to like-for-like issue volume growth.*
(2) *In scope effect.*
(3) *Digital issue volume as a percentage of total issue volume at Group level as of June 30, 2013.*

Focus on the Frete Market: Repom acquisition completed

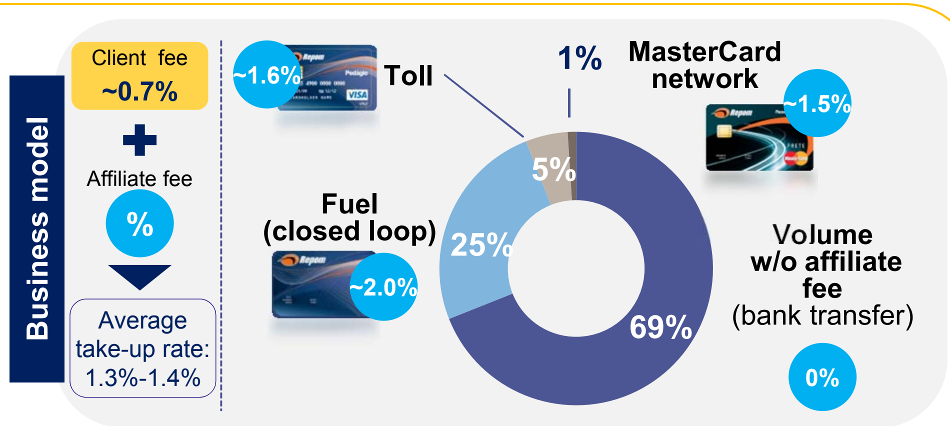
Leader in a high growth potential market

Repom Integration

- **Successful closing** on Feb. 28, 2013[(1)]
- 62% stake acquired for €53m
- Call option on the remaining 38% stake recognised in debt for €64m at June-end

Recent trends

- **Strong sales performance**:
  - Business volume[(2)] of €606m[(3)] in H1, of which €182m[(2)] of issue volume
  - +28% growth of the business[(1)]
- **Clear leadership** with more than 40% market share (Pamcary no.2 and DBTrans no.3)



Strong sales performance in H1, confirming the solidity of Repom's offer

(1) Consolidated from March 2013 in the impact of changes in the scope of consolidation.
(2) Business volume represents the total amount loaded by clients on cards, of which around 70% will become bank transfers with client fees but no affiliate fees. The volume without affiliate fees is excluded from issue volume.
(3) Rate: BRL 2.67/€.

Focus on the acquisition of Opam, Mexico

Targeted acquisition

Acquisition of OPAM

- 91% **food vouchers**
- Meal, gas cards, gift, public social programs

Key Figures

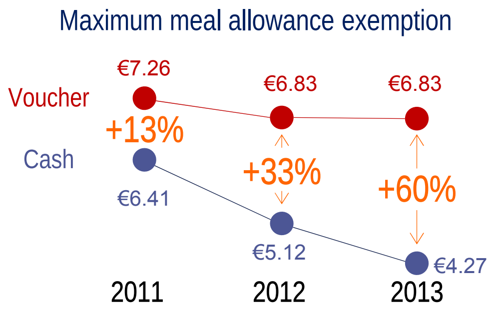
- More than 1,000 clients
- 100% digital
- Issue volume of more than €140m in 2012
- Consolidated in the P&L from July 2013[(1)]

A targeted acquisition allowing Edenred to consolidate its positions in a very dynamic country

(1) Consolidated in the balance sheet as of June 30.

Focus on Portugal

Favorable change in legislation inspired by other European models



Today ~85% of employees still have a cash meal allowance

Potential rapid shift from cash to voucher

Edenred

FOCUS

Short term strategy to gain significant volume and take advantage of the recent legislative change

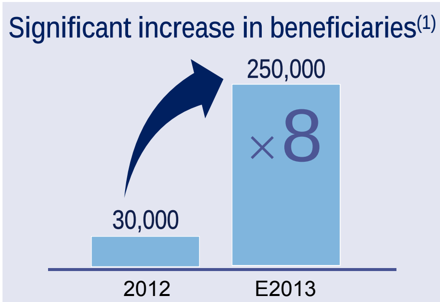
Partnership with BES

Edenred contributes its expertise

BANCO ESPIRITO SANTO

Historical partner, contributes its client portfolio

Key figures



- **Estimated addressable market**: ~ 3m potential beneficiaries
- **Penetration rate**: ~ 7% in 2012; ~ 20% in E2013
- **Market share post joint-venture**: ~ 50%

Edenred, undisputed leader of a market enjoying rapid growth thanks to the recent change in the regulatory environment

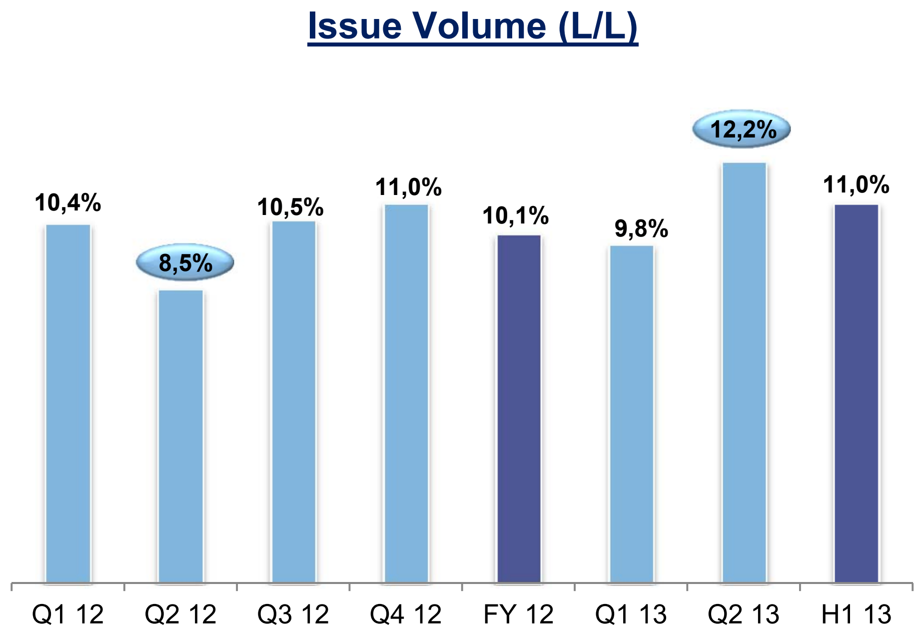
(1) Beneficiaries of the joint-venture.

H1 2013 Results

Chapter 2

H1 2013 Issue Volume: €8,576m

+11.0%	Like-for-like	€864m
+2.8%	Scope[1]	€221m
-4.8%	Currency	€(374)m
+9.0%	Reported	€711m



Issue volume up +11.0% L/L in H1, reflecting the dynamism of emerging markets (+16.5% L/L) and a good performance in developed markets (+2.9% L/L)

(1) *Of which the acquisitions of Comprocard in Brazil and Barclay Vouchers in Japan (both consolidated from July 2012); Big Pass in Colombia (consolidated from February 2013) and Repom in Brazil (consolidated from March 2013).*

Latin America –
H1 2013 Issue Volume: €4,603m

Issue Volume L/L Growth

	Q1	Q2	H1
Brazil	+16.9%	+11.0%	+13.9%
Hispanic Latin America	+21.8%	+27.8%	+24.9%
TOTAL	**+18.8%**	**+17.9%**	**+18.4%**

Latin America:

Very good sales performance in a favorable economic environment (salary increases and formal job creation) leading to +18.6% L/L growth in meal & food vouchers in H1, and +15.1% L/L growth in H1 for Ticket Car®

Brazil:

- Basis of comparison impact: gain of **ITAU** contract in April 2012 (4.0 pts of growth in Q2 2012)
- Negative calendar effect in Q2 vs Q1 (1.0 pt of growth), impacting the expense management business

Hispanic Latin America:

Large contract gain: **PDVSA** in Venezuela(1) (3.1 pts of Latin America growth in H1)

Issue volume up +18.4% in H1, thanks to strong sales performance and a favorable economic environment, and despite a high basis of comparison

(1) *Which started in December 2012, with more than 70,000 beneficiaries.*

Europe – H1 2013 Issue Volume: €3,652m

Issue Volume L/L Growth

	Q1	Q2	H1
France	-0.2%	+7.9%	+3.7%
Rest of Europe	-0.3%	+4.5%	+2.1%
TOTAL	-0.3%	+5.7%	+2.7%

- *Calendar effect: on average, 2.8% fewer working days in Q1, neutral impact in Q2.*

- **France**: good performance in H1 thanks to the gain of new **Ticket Restaurant®** clients (+3.9% L/L growth in H1) and a strong contribution from **Ticket Cesu®** (1) in Q2 (2.9pts of France growth in Q2)
- **Italy**: negative impact linked to unemployment (-2.1% L/L in H1)
- **Belgium**: good performance, thanks to new client wins for **Ticket Restaurant®** (+4.1% L/L growth in H1)
- **Portugal**: strong growth thanks to a favorable change in legislation (1.1pt of Europe growth in Q2)

Good performance in Europe in H1 (+2.7% L/L growth) despite a still challenging economic environment

(1) *A voucher prepaid by employers that allows employees to pay for a variety of personal services.*

Contribution of Growth Drivers to H1 2013 Issue Volume

H1 2013 organic issue volume growth		11.0% =
Enter new geographies	4	0.0%
Create new solutions	3	2.0%
Increase face value	2	3.7%
Increase penetration rate	1	5.3%

New geographies

- Targeted contribution of 1% to 2% from 2015
- **3 new countries** opened, of which **Finland** in 2011**, Japan**(1) in 2012 and **Colombia**(2) in 2013

New solutions
+2.0% L/L in H1 2013

- **Ticket Restaurante®** in **Mexico**: Issue volume growth of **+14%** L/L in H1
- Ramp up of **Ticket Plus Card®** in **Germany**: Issue volume multiplied by 40 in H1
- **Spain**: Issue volume of **Ticket Transporte®**, and **Ticket Corporate®** (expense management) more than doubled in H1

Face value
+3.7% L/L in H1 2013

Ticket Restaurant® / Ticket Alimentación® Electrónico	% change in average face value	Local inflation rate
Brazil	+7.5%	+6.7%
France	+0.9%	+0.8%
Mexico	+5.5%	+4.5%

Penetration rate
+5.3% L/L in H1 2013

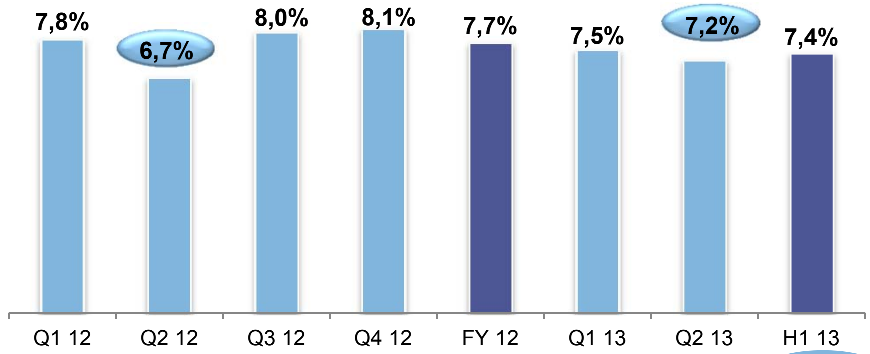
Penetration(3)		As a % of total number
Ticket Restaurante® / Ticket Alimentação®	Brazil	+6.3%
Ticket Restaurant®	France	+4.2%
Ticket Alimentación® Electrónico	Mexico	+5.3%

(1) *In scope effect in H1 2013.*
(2) *In scope effect over full-year 2013.*
(3) *Penetration in new companies, excluding new beneficiaries under existing contracts.*

H1 2013 Operating Revenue: €483m

+7.4%	Like-for-like €34m
+1.4%	Scope[1] €7m
-5.0%	Currency €(23)m
+3.8%	Reported €18m

Operating Revenue Growth (L/L)



	Q1 12	Q2 12	Q3 12	Q4 12	FY 12	Q1 13	Q2 13	H1 13
With IV [2]	*+9.4%*	*+9.2%*	*+8.2%*	*+9.2%*	*+9.0%*	*+8.0%*	*+8.1%*	*+8.1%*
Without IV	+0.3%	-4.3%	+6.5%	+2.8%	+1.0%	+4.8%	+1.0%	+3.1%

Currency effect[3]

	H1
BRL	-3.4%
VEF[4]	-1.4%
Other	-0.2%
TOTAL	-5.0%

H1 2012 average rate	H1 2013 average rate	Change (in %)
2.41	2.67	-10.6%

(1) *Of which +2.2% from the acquisitions of Comprocard in Brazil and Barclay Vouchers in Japan (both consolidated from July 2012); Big Pass in Colombia (consolidated from February 2013) and Repom in Brazil (consolidated from March 2013); and -0.8% from the disposal of Tintelingen (no issue volume business) in the Netherlands in January 2013.*
(2) *IV: Issue Volume.*
(3) *See exchange rates on slide 33.*
(4) *Devaluation impact presented on slide 34.*

H1 2013 Operating Revenue Growth

Operating Revenue L/L Growth by Type of Revenue

	Q1	Q2	H1
With issue volume	+8.0%	+8.1%	+8.1%
Without issue volume[1]	+4.8%	+1.0%	+3.1%
TOTAL	**+7.5%**	**+7.2%**	**+7.4%**

Operating Revenue with IV[2] L/L Growth by Region

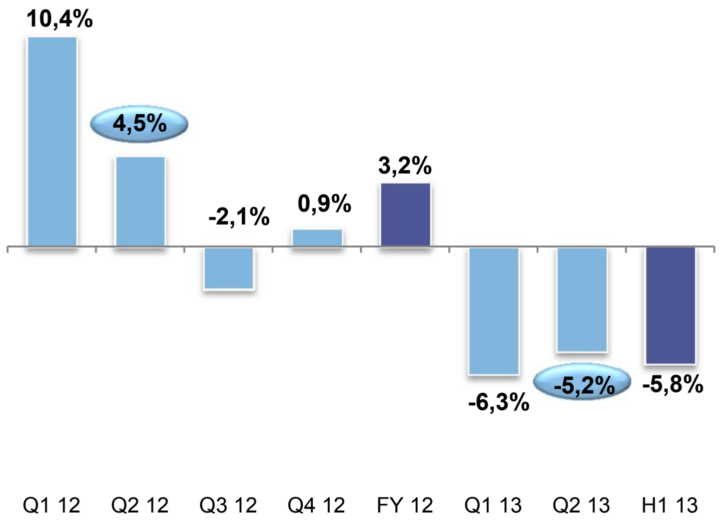
	Q1	Q2	H1
Latin America	+15.0%	+11.8%	+13.4%
Europe	-0.1%	+3.4%	+1.6%
Rest of the world	+7.4%	+10.7%	+9.1%
TOTAL	**+8.0%**	**+8.1%**	**+8.1%**

Good performance of operating revenue with issue volume growth
A 2.9-pt difference with issue volume growth in H1, due to various mix effects (products, countries and contract sizes)

(1) Corresponds to revenue generated by value added businesses such as incentive programs, human services, and event-related services.
(2) IV: Issue Volume.

H1 2013 Financial Revenue: €42m

Financial Revenue Growth (L/L)



Financial Revenue L/L Growth

	Q1	Q2	H1
Latin America	-0.6%	+10.6%	+4.7%
Europe	-10.7%	-16.3%	-13.4%
Rest of the world	-4.0%	-10.4%	-7.3%
TOTAL	-6.3%	-5.2%	-5.8%

Financial revenue decreased by -5.8% L/L in H1,
reflecting the impact of lower market reference rates in most countries

H1 2013 EBIT: €172m

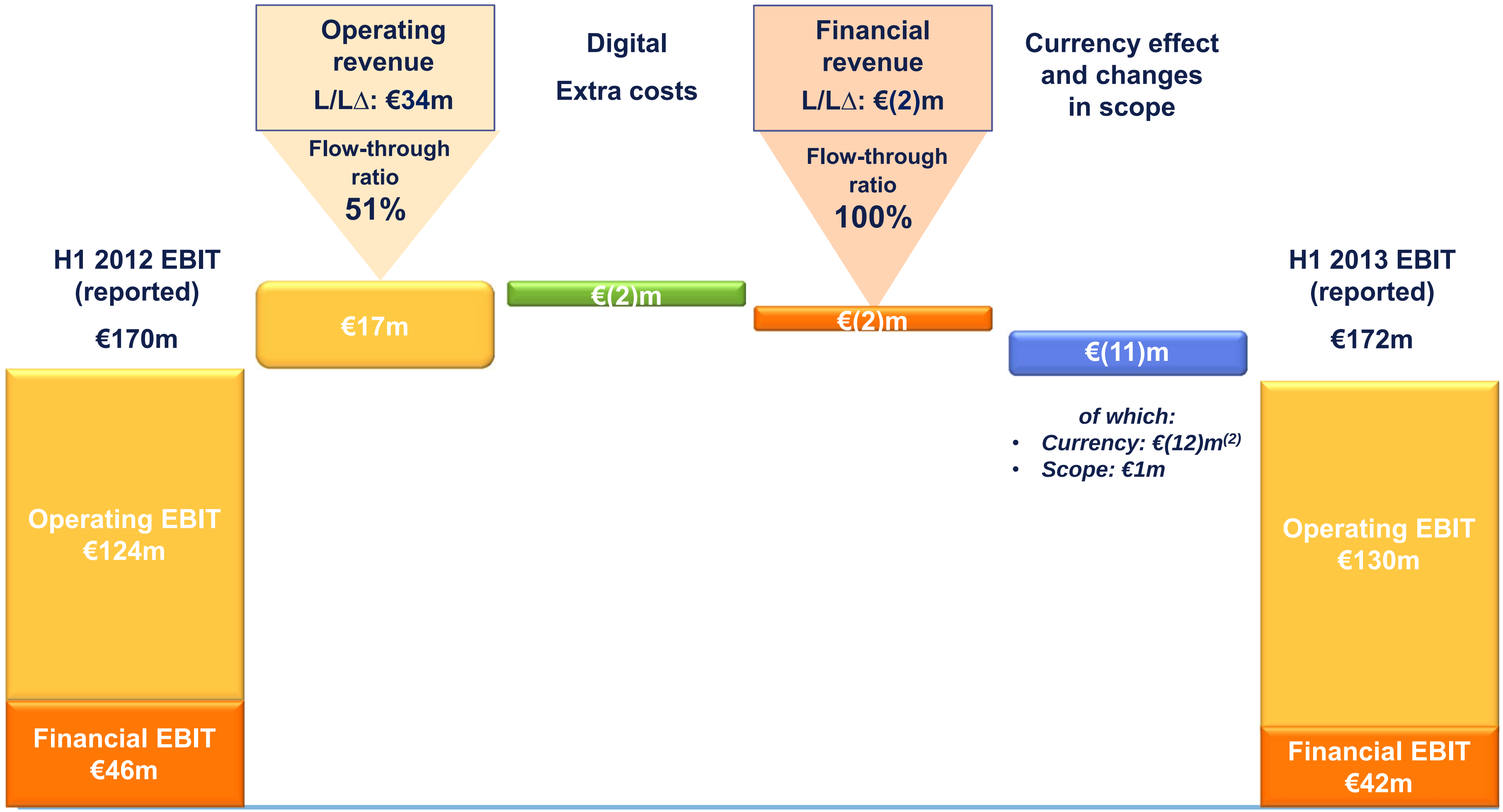
In € millions	June 2012	June 2013	Change reported	Change L/L
Operating revenue	465	483	+3.8%	+7.4%
Financial revenue	46	42	-7.6%	-5.8%
Total revenue	**511**	**525**	**+2.8%**	**+6.2%**
Operating EBIT	124	130	+4.6%	+12.5%
Financial EBIT	46	42	-7.6%	-5.8%
Total EBIT	**170**	**172**	**+1.4%**	**+7.7%**

Operating EBIT performance by region

- **Latin America, €95m:** strong performance in H1, with operating EBIT up **+13.8% L/L**
- **Europe, €43m:** good performance in H1 with **+5.5% L/L** growth, excluding the €(2) million in digital extra costs

H1 2013 EBIT increase of +7.7% L/L, reflecting good operating performance (+12.5% L/L) and despite the decrease of financial revenue (-5.8% L/L)

Flow-through ratio[1]



Operating flow-through ratio of 51% before extra short-term digital costs in line with the objective of ≥50%

(1) Ratio between the like-for-like change in EBIT and the like-for-like change in revenue.
(2) Representing -7.0% impact on H1 2013 Ebit : €(8)m from BRL and €(4)m from VEF.

Net Profit

In € millions	June 2012	June 2013
EBIT	**170**	**172**
Net financial expense	(20)	(22)
Operating profit before tax and non-recurring items	**150**	**150**
Non-recurring income and expenses, net	(1)	(8)
Income tax expense	(40) [(1)]	(46)
Minority interests	(9)	(7)
Net profit, Group share	**100**	**89**

Recurring profit after tax	**101**	**97**
Recurring earnings per share (in €)	***0.43***	***0.43***

H1 2013 recurring earnings per share of €0.43

(1) Including exceptional items of which deferred tax assets recognized in 2012 in respect of historical tax losses carried forward (€7 million in the United Kingdom).

Sound Financial Position

In € millions	June 2012	Dec. 2012	June 2013
Gross debt	1,419	1,303	1,298
Other financial liabilities	141	85	244[1]
Cash and current financial assets	(1,148)	(1,473)	(1,017)
Net debt	**412**	**(85)**	**525**
Adjusted FFO/Adjusted net debt[2]	**38%**[2]	**95%**[3]	**38%**[2]

Financial profile reflecting a strong investment grade[4] rating

(1) *Which includes the Repom call option on the remaining 38% stake recognized in debt for €64m.*
(2) *Internal estimates, based on the most recent method of Standard & Poor's.*
(3) *Standard & Poor's ratio, as published in the Corporate Credit Rating Note released on March 26, 2013.*
(4) *Adjusted FFO/adjusted net debt ratio must be above 30% at all times.*

2013 Outlook

Chapter 3

FY 2013 Outlook and Guidance

H2 TOPLINE TRENDS

- **Similar trends as in H1,** in terms of business and financial revenue

CONFIRMATION OF FY TARGETS

L/L Operating EBIT:
≥50% flow-through(1)

Digital extra costs:
€(5)m

IMPACT OF CURRENCY ASSUMPTIONS

	VEF/$	BRL/€
2012 rate	5.3	2.51
2013 expected rate	6.3	2.77 (2)
EBIT estimated impact	**€(9)m**	**€(15)m**

FY 2013 EBIT target: €370m to €390m

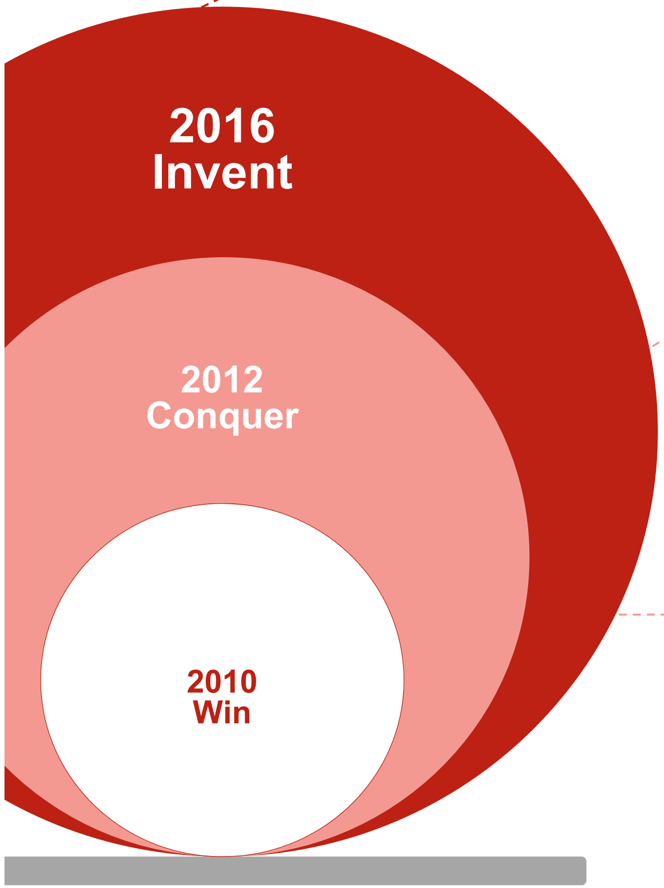
(1) Flow-through ratio before digital extra costs.
(2) Based on an average BRL/€ rate of 2.67 in H1, and an estimated average rate of 2.86 in H2.

Conclusion

Chapter 4

Edenred

Our Long-term Strategy



Invent 2016

- **Benefit solutions strategy:** enrich our benefit programs with services
- **Expense management strategy:** roll-out expense management solutions
- **A/B strategy:** develop solutions for Affiliates & Beneficiaries

Conquer 2012

- Organic Growth Strategy: Accelerate new solution and new country development
- Shift to digital strategy

Win 2010

- Creation of an independent corporate governance system and management team
- Creation of the corporate brand
- IPO and structuring of financing

"Invent 2016": New strategic phase to leverage strong and sustainable growth
Confirmation of normalized[1] medium term target

(1) Normalized target for the period 2010-2016. Normalized growth is the objective that management considers to be attainable if the number of people in work does not decline.