



December 2018

Seven reasons to invest in the Edenred Group

- Position as a global leader in relatively untapped markets with excellent development prospects
- A strategy of profitable and sustainable growth
- A business model generating strong cash flows
- Considerable technological expertise and strong innovation capacity in payments
- A generous shareholder value policy based on a solid financial position
- 8,000 employees driving forward a Group committed to society
- A responsible governance structure that creates value

For more information, visit the following pages

- **Position as a global leader in relatively untapped markets with excellent development prospects**

A world leader in Employee Benefits and a key player in Fleet & Mobility Solutions, Edenred brings together a unique network of 770,000 corporate clients, 1.5 million partner merchants and 44 million employee users. In 2017, the Group managed more than 2 billion transactions and €26 billion in business volume through payment ecosystems that create value for all of its stakeholders, across 45 countries.

The Group's 8,000 staff are responsible for contributing to employee well-being, vitalizing the economy and local employment and strengthening companies' efficiency. They achieve this through three business lines:

- Employee Benefits (food, well-being, leisure, culture and financial services)
- Fleet & Mobility Solutions (vehicle fleet and business travel expense management)
- Complementary Solutions, including corporate payment services (management and settlement of accounts payable, virtual payment card issuing and private payment networks), incentives and rewards (gift cards, platforms and incentive programs) and public social programs.

Thanks to its agile, innovative approach, leading-edge technological expertise and close contact with each local ecosystem, Edenred seizes opportunities for development in all countries and all of its business lines. These offer significant potential, as the Group operates in underpenetrated markets and benefits from favorable demographic and social fundamentals, such as the formalization of the economy and increasing numbers of people in work worldwide.

To find out more, click on the following links

- [Registration Document – “Unique expertise and positioning”](#)
- [Registration Document, pages 7 to 10 – “A global player operating in promising markets”](#)
- [Registration Document, pages 19 to 22 – “Strategic vision, investment strategy and outlook”](#)



• A strategy of profitable and sustainable growth

Through its three business lines, Edenred works at the center of a virtuous ecosystem by providing all of its stakeholders with tangible solutions, including:

- Tools to incentivize teams and optimize the performance of corporate clients keen to be attractive employers;
- Simple, practical solutions to make daily life easier for employees looking to improve their purchasing power and optimize their business expenses;
- Additional recurring revenue for partner merchants in the Edenred network who want to boost customer loyalty and secure their transactions;
- Traceability of funds allocated by public authorities to improve the effectiveness of their social and economic policies.

Building on this unique positioning in promising markets, the Group follows a strategy for profitable and sustainable growth, aiming to:

- Seize growth opportunities that result from increased digitalization of **Employee Benefits** in order to develop new services and reinforce Edenred's market-leading position;
- Become a global leader in the **Fleet & Mobility Solutions** market, mainly by expanding its presence in Europe and Latin America;
- Capitalize on the Group's technological expertise and know-how to develop value-added solutions for emerging B2B transactional ecosystems such as **Corporate Payment**.

This strategy has proven highly effective, with the Group **substantially outperforming year after year its annual organic growth targets** set for three key indicators:

- Like-for-like operating revenue growth of more than 7%
- Like-for-like operating EBIT growth of more than 9%
- Like-for-like growth in funds from operations (FFO) of more than 10%

To find out more, click on the following links

- Integrated Report, pages 10 and 11
- Registration Document, pages 20 to 22 – “Fast Forward”
- Press release on the first-half 2018 results
- Press release on the 2017 annual results



• A business model generating strong cash flows

Edenred's business model is underpinned by a profitable and sustainable growth profile with significant operating leverage. Its operations are not capital-intensive and generate substantial cash flows.

What makes the model unique is that the majority of the solutions developed by Edenred are prepaid, which leads to a structurally negative working capital requirement.

As a result, over the last three years, the Group has recorded like-for-like growth in funds from operations before other income and expenses (FFO) of 12.5%, 15.4% and 21.8%, respectively, exceeding its annual target of more than 10%.

This means the Group is able to apply a balanced capital allocation policy. Edenred regularly completes strategic acquisitions while taking a generous approach to shareholder return and maintaining a healthy level of debt, which has earned it a "strong investment grade" (BBB+) rating by Standard & Poor's.

To find out more, click on the following links

- [Registration Document – "Financial strategy"](#)
- [Press release on the 2017 annual results](#)

• Considerable technological expertise and strong innovation capacity in payments

As a vanguard innovator always striving to improve user experience, Edenred has developed a leading-edge global technology platform for payments. In 2017, the Group managed more than 2 billion transactions and €26 billion in business volume, mainly carried out by card, mobile or online platforms.

This technological expertise is a major competitive advantage for the Group, giving it an unparalleled capacity for innovation and a high level of agility in terms of deployment processes for value-added services, while keeping transactions made via its platforms totally secure.

The rapid international development of solutions for payments via mobile devices, APIs and online platforms is speeding up the growth of its subsidiaries as well as fintechs that use Edenred's advanced technology.

To find out more, click on the following links

- [Presentation on the first-half 2018 results, slide 11 – "Edenred's global technology platform" and the section on slide 12 on mobile payment](#)
- [Integrated Report, page 23 – "A pioneer in mobile payment" and "Technological expertise, one of Edenred's strategic assets"](#)
- [Registration Document, page 21, section 1.2.2.1, particularly the final paragraph – "Some examples of recent initiatives regarding the digitalization of such solutions"](#)

- **A generous shareholder value policy based on a solid financial position**

Edenred's ambition is to maximize value creation for all of its stakeholders, including shareholders, through a balanced deployment of capital between investments and shareholder return, in line with the Group's growth profile.

With this in mind, Edenred is committed to paying at least 80% of its net profit, Group share in dividends. A dividend of €0.85 per share in respect of 2017 was approved by the Shareholders Meeting of May 2018, an increase of 37% from the previous year.

At the same time, Edenred regularly completes strategic acquisitions with a view to reinforcing its standing as a world leader in Employee Benefits, consolidating its position as a global provider of Fleet & Mobility Solutions and developing its innovative Corporate Payment services.

To find out more, click on the following links

- Integrated Report, page 47 – share performance, dividend per share and solid financial position
- Press release from May 2018 announcing payment of the dividend
- Registration Document – “Capital allocation policy”, paragraph beginning “Drawing on its strong balance sheet, tight rein on debt and sound liquidity...”

- **8,000 employees driving forward a Group committed to society**

The 8,000 employees located across Edenred's 45 host countries adhere to a set of five shared values that underpin the Group's performance: passion for customers, respect, imagination, simplicity and entrepreneurial spirit.

Since it was founded in 1962, Edenred has also been committed to making the world of work a better place for everyone. With this in mind, the Group defined the fundamental principles of its Environmental, Social and Governance (ESG) policy, “People, Planet, Progress”, as improving the lives of individuals, preserving the planet and creating value responsibly. Edenred's employees are ambassadors for its ambitions.

To find out more, click on the following links

- Integrated Report, pages 14 and 15 – “Employees at the heart of Edenred's growth” and pages 16 and 17 – “A Group committed to society”
- Investors presentation, slides 27 to 29 on human resources and CSR measures
- Registration Document – “Human capital”

- **A responsible governance structure that creates value**

Edenred's governance bodies, selected for the various types of expertise needed to ensure its proper development, guarantee the relevance and compliance of all decisions made by the Group and actions carried out as part of its strategy.

The Board of Directors, which comprises ten members and one observer, has three committees to assist it with its decisions and ensure the Company's responsible development.

The 13-member Executive Committee brings together operational representatives from the major regions of the world, as well as functional managers who provide expertise to support operations.

In addition, Edenred's ESG initiatives, led by all of management, are co-constructed by the network of human resources and sustainable development correspondents from all subsidiaries across the 45 countries where Edenred operates.

To find out more, click on the following links

- Registration Document, pages 28 and 29 – “The management team”
- Registration Document – “Creating value for stakeholders”
- Integrated Report, particularly pages 12 and 13