



2019
Integrated
Report



Our shared values

Passion for customers

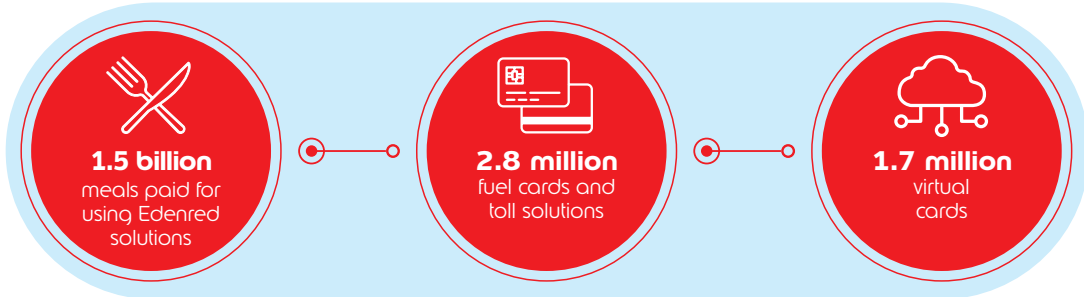
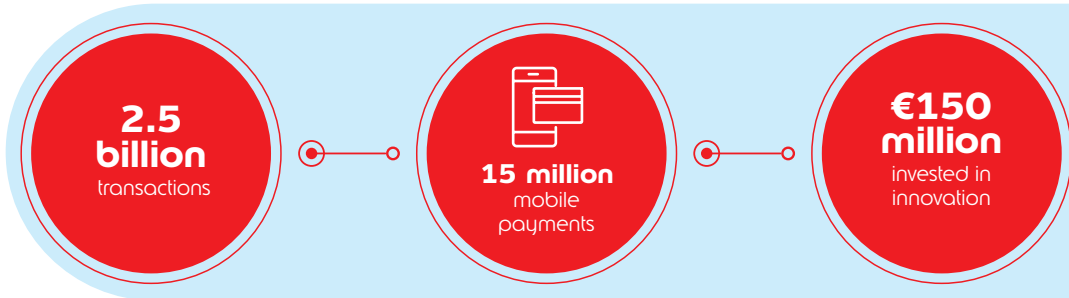
Respect

Imagination

Simplicity

Entrepreneurial spirit

Edenred, the global leader in payment solutions for the working world



2018 figures

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Editorial

• Our sustainable and profitable growth would be meaningless if we couldn't share it with all of our stakeholders.



An ecosystem is a delicate balance, whose continued existence depends on a virtuous interplay between participants and their environment.

Edenred operates at the heart of many ecosystems, covering 46 diverse countries and bringing together 47 million employees aspiring to a better quality of life, 830,000 companies of all sizes constantly striving for greater efficiency, and 1.7 million merchants looking to develop their business. Within this network, Edenred, the global leader in payment solutions for the working world, focuses every day on building and maintaining strong, trust-based relationships.

Since the invention of the Ticket Restaurant program, we have continuously reinvented our lineup, which stretches from employee benefits to mobility solutions and expense management, and now extends into the high-potential corporate payment services market. By constantly rethinking our portfolio, we have been able to design a full range of solutions that make the working lives of our users, corporate clients and partner merchants simpler and more pleasant, giving them the opportunity to enjoy a balanced meal at lunchtime, easily fill their vehicles' gas tank all over the world and pay suppliers in just a few clicks, among many examples.

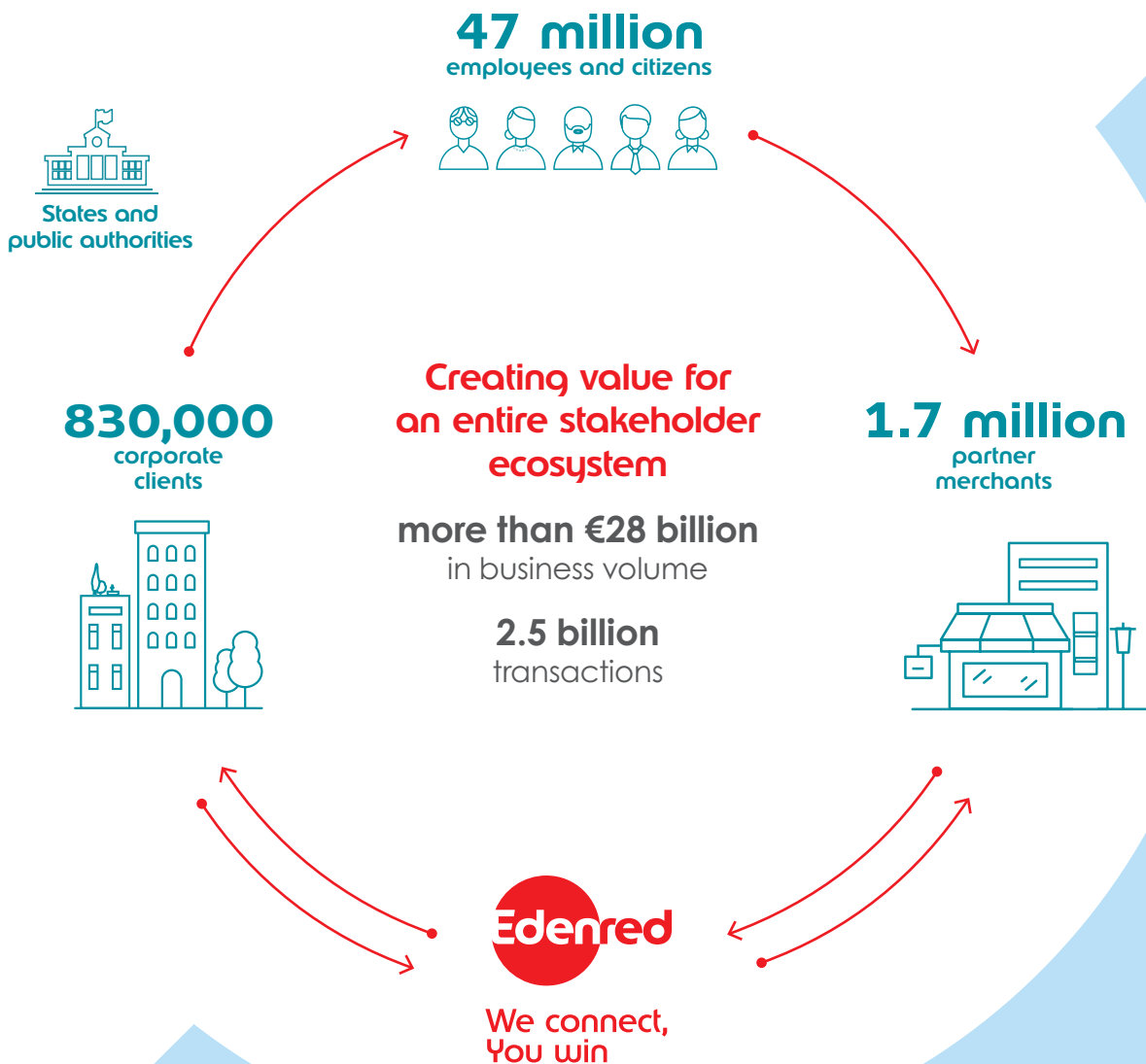
As a digital leader, we draw on our global technology platform to develop secure services worldwide and forge strategic partnerships with the most innovative players operating today, from mobile payment solution providers, such as Google Pay, Apple Pay or Samsung Pay, to meal delivery platforms, including Deliveroo or Uber Eats, and major e-commerce companies, like Veepee or Jumia. But managing an ecosystem optimally also means ensuring its growth. So, as part of an open innovation strategy, we help the most promising initiatives flourish, regardless of whether the ideas come from within our ranks or from start-ups shaking up our markets.

As our results attest, we create more value year after year. However, this sustainable and profitable growth would be meaningless if we couldn't share it with all of our stakeholders. In tune with local communities and our environment, we are committed to being a responsible leader. We are now surer than ever of where we want to go and what we want to be: the everyday companion for the working world. This goal underpins our entire strategy. As you will see, this new edition of our integrated report provides proof beyond doubt of our ambition, passionately and enthusiastically embodied by our 8,500 employees and their many achievements.

Bertrand Dumazy
Chairman and Chief Executive Officer
of the Edenred Group

Edenred's business model

Edenred, the global leader in payment solutions for the working world, connects and enables an extensive trust-based ecosystem. Attentive to the needs of its environment, the Group leverages its global technology platform to design solutions that make employees' lives easier, increase companies' efficiency and boost merchants' revenues. In this way, Edenred's operations create value for its entire ecosystem.





OUR THREE BUSINESS LINES

Employee Benefits

Fleet & Mobility Solutions

Complementary Solutions:

- Corporate Payment Services
- Incentive & Rewards Solutions
- Public Social Programs

OUR RESOURCES

Human

- 8,500 employees who share a strong corporate culture and a core set of values
- A multicultural, multilocal organization spanning 46 countries

Strategic and operational

- A broad network that connects companies, employee users and partner merchants
- Targeted investments and acquisitions to enrich the Group's ecosystem
- Innovative partnerships to develop new offers

Technological

- A world-class fintech
- A global technology platform for authorizing, managing, tracing and securing payment flows

Financial

- A company delivering sustainable and profitable growth
- A highly cash-generative business model, with €435 million in free cash flow in 2018
- A solid financial position and carefully managed debt position: "Strong Investment Grade" credit rating (BBB+)

OUR RESULTS AND IMPACT

Edenred employees

- €426 million in compensation paid to employees (including employer payroll taxes)
- 83% of employees given training
- 35% growth in the number of employees between 2016 and 2019

Group, investors and shareholders

- €1.38 billion in total revenue, representing average annual growth of 9% since 2016
- €461 million in EBIT, representing an average annual increase of 15% since 2016
- Total increase in yield: 37% (reinvested dividends) for shareholders in 2018 (105% increase since 2016)

Partner merchants

- €28 billion in revenue delivered to merchants
- Greater loyalty and visibility

Corporate clients

- Increased performance and attractiveness
- Optimization of costs related to business expenses

Employees and citizens

- Improved purchasing power and well-being
- More than 1.5 billion meals paid for using Edenred solutions
- 2.8 million Edenred fuel and toll cards

Communities and the environment

- 8% decrease in greenhouse gas emissions
- 16% of solutions produced in eco-designed formats
- More than 1,000 days of volunteering
- 6.4 million employee users and partner merchants sensitized to sustainable and healthy food

Public authorities

- Increased efficiency and traceability of social and economic policies
- Formalization of the economy: job creation and social security contributions and tax payments

Growth trends in the working world

- Increasing share of the services sector
- Formalization of the economy
- Control of business expenses
- Increased employee mobility
- Greater need for employee motivation and retention
- Search for better work-life balance

An inspiring and auspicious environment

Edenred's operations and solutions place it at the center of an ecosystem connecting employees, merchants and public and private organizations. It reconciles their diverse needs as part of a virtuous cycle that benefits everyone involved. This position requires Edenred to closely monitor social and economic trends so that it can adapt to new practices and thereby meet the needs and expectations of businesses and users.

Just like other global organizations, Edenred needs to take into account the mutually reinforcing macrorends that are currently transforming the world faster than ever before.



DEMOGRAPHICS⁽¹⁾

Global population in 2018: **7.6 billion**
 In 2050: **9.8 billion**
 with people over 60 representing 22% of the total population vs. 11% today



Reallocation of food resources
 Longer life expectancy
 Development of human services
 Improved access to healthcare



URBANIZATION⁽²⁾

55% of the global population lives in urban areas (vs. 30% in 1950)
68% of the global population will live in urban areas in 2050



Changing mobility practices
 Increased environmental protection
 Democratization of leisure and culture



DIGITIZATION⁽³⁾

51% of the global population uses the internet
 More than **8 billion** mobile phone subscriptions worldwide



Faster innovation
 Shift to digital services
 Increased use of smartphones
 Strengthened information systems security



GLOBAL ECONOMIC BALANCE⁽⁴⁾

The Emerging 7 (E7) countries – **China, India, Brazil, Russia, Mexico, Indonesia and Turkey** – could account for **50%** of global GDP in 2050 (vs. 20% for the G7)



More flexible business models
 New market segments
 Emergence of new middle classes
 Increase in international flows of money and people

(1) Source: 2017 Revision of World Population Prospects, United Nations; World Health Organization.

(2) Source: 2018 Revision of World Urbanization Prospects, United Nations.

(3) Source: International Telecommunications Union.

(4) Source: The World in 2050 – The Long View: How Will the Global Economic Order Change by 2050?, PwC.

 In addition to these global trends, Edenred's operations are informed by a number of social and economic trends that are specific to the professional world.

Lifestyles and work methods are rapidly evolving

- Development of middle classes in emerging economies
- Aspirations for a healthier, simpler lifestyle thanks to new technologies
- New generations with different expectations accessing the working world
- Need for companies to motivate and retain their employees
- Growing desire for a healthy work-life balance

Contribute to employee well-being

Page 16



Communities are trying to maintain economic vitality and protect local employment

- Formalization of the economy, need to combat informal work
- Globalization
- Service sector growth
- New consumer trends driven by digital technology
- Rise of e-commerce, search for new growth drivers in brick-and-mortar retail

Vitalize the economy and local employment

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Companies want to be increasingly agile

- Rise in employee mobility
- Cost reduction and organizational optimization
- Growing number of digital processes
- Desire among companies for more methodical and secure management

Increase companies' efficiency

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Continuous innovation is a key competitiveness factor

- Growing expectations among clients for more personalized solutions specifically adapted to their needs
- Faster pace of innovation, driven by changing practices and new technologies
- Closer cooperation between large companies and their various stakeholders (such as employees, customers and start-ups) when designing and developing new products and services

Invent the solutions of tomorrow through co-construction

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A strategy with strong growth potential

Since 2016, Edenred has been implementing an ambitious strategic plan known as "Fast Forward". Based on transformation, innovation and a more balanced business profile, this plan has put Edenred firmly on track to achieve sustainable and profitable growth, as illustrated by the solid financial results achieved by the Group over the past three years.

🔗 **Capitalizing on the structural growth potential of B2B transactional ecosystems and the development opportunities associated with digital innovations, the Group is driving progress on its 2016-2019 strategic plan via three key objectives:**

1

Seize the growth opportunities offered by digitization

In Employee Benefits (food, well-being and human services), digital technology enables Edenred to stand out from the competition, satisfy and retain clients, optimize resources and speed up growth.

In 2018, Edenred continued to transition its Employee Benefits solutions to digital formats in order to consolidate its leadership position and further enhance its performance. In line with new practices, mobile payment is now available in 12 countries. As a result, nearly 15 million payments were made by mobile phone in 2018. Overall, the Group's objective is to increase the portion of digital solutions to 85% of its portfolio by 2020.

2

Become a global leader in Fleet & Mobility Solutions

Edenred's second growth engine is Fleet & Mobility Solutions, which cover the management of mobility-related expenses (via fuel card, vehicle maintenance and toll solutions, for example), as well as other business expenses.

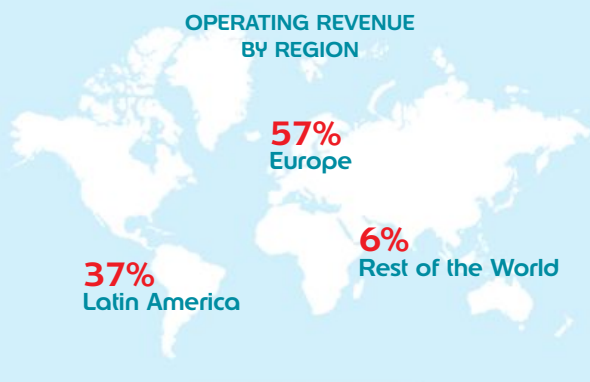
This vast and still relatively untapped market offers significant growth potential for Edenred, which is able to capitalize on its historic expertise in payment platforms and merchant acceptance networks and also adapt its solutions to suit each region's specific needs, thereby developing the most appropriate offering in Latin America, Europe and Asia. In 2018, Fleet & Mobility Solutions accounted for 25% of Edenred's operating revenue.

3

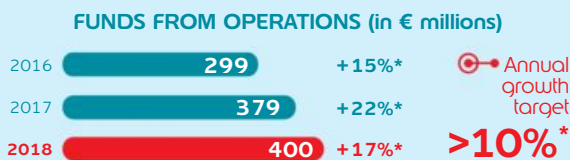
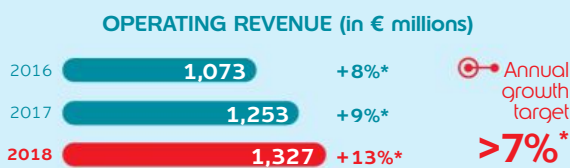
Expand into new, adjacent ecosystems

Financial flows between companies represent a global market worth more than \$120 trillion. They also create numerous challenges in terms of efficiency, fluidity, traceability and transaction security. This market represents a particularly attractive opportunity for Edenred, which is able to leverage its global technology platform and more particularly its capacity to issue virtual payment cards – expertise that has already been tested in the hotel, e-commerce and travel segments.

Edenred intends to make Corporate Payment Services its third growth engine, while continuing to develop its other Complementary Solutions (Incentives & Rewards and Public Social Programs).



In 2018, the Group exceeded its annual medium-term organic growth targets set for three key indicators:



A closely monitored strategic plan

Measuring the progress made toward achieving the Group's strategic objectives in its 46 host countries is a key factor in ensuring that all growth drivers are leveraged to the full. For this reason, Edenred has adopted a shared methodology for conducting strategic reviews, so that all business units embrace the Fast Forward plan and contribute to its implementation. Each year, the country management committees analyze local performance via shared key performance indicators. The priorities for action are defined, in close cooperation with Group management, in order to achieve ambitious but realistic three-year objectives. The local action plans are then consolidated at the global level and shared with all General Managers.

Acceleration of growth in 2018

Edenred reported another record year in 2018, with double-digit organic growth in all regions and in all business lines. This performance reflects the Group's ability to win new clients, develop innovative solutions and boost the development of recently acquired companies.



A performance that reflects both Edenred's business excellence and its technological leadership, a differentiating factor for retaining existing clients, winning new clients and enhancing its range of solutions.



A product of the successful integration of newly acquired companies over the past three years, which accounted for much of the organic growth, and of the successful strategy of European expansion in this business line, with a focus on offering more services for both trucks and light vehicles.



Results that confirm the strong ramp-up of Corporate Payment Services, an innovative offering organically launched in 2016.

* Like-for-like.

Commitments in support of responsible development

Alongside the Fast Forward strategic plan and in line with stakeholder expectations, Edenred has decided to give fresh impetus to its corporate social responsibility policy, "Ideal", by mapping out an action plan for 2030.

🔗 A materiality assessment was carried out in 2017 by crosschecking the Group's strategy against the expectations of its main stakeholders. To more effectively address the seven key issues, Edenred has drawn up a new corporate social responsibility policy structured around three priorities:

idealpeople

Edenred's goal is not only to improve quality of life for the users of its solutions but also to make life easier for all of its stakeholders. This people-focused ambition is broken down into three underlying objectives:

- being an employer of choice, providing a favorable environment for professional development and respecting diversity but also human rights;
- promoting well-being through healthy and sustainable nutrition;
- contributing to local development by sharing the benefits of growth with those in need.

idealplanet

The environmental priority of Edenred's "Ideal" policy defines tangible objectives that actively contribute to protecting the environment.

For the Group, this involves:

- reducing its carbon footprint, its consumption of resources, and its waste;
- designing eco-services for mobility and food waste;
- managing the impact of solutions during their lifetime.

idealprogress

Edenred is committed to creating value responsibly, by:

- ethically developing its activities and partnerships throughout its value chain;
- ensuring IT security and data protection;
- meeting the expectations of its stakeholders while involving them in its digital transformation.



idealpeople

Improve quality of life

Edenred is committed to improving quality of life for the 47 million employee users of its solutions, the citizens in its host countries worldwide, and its 8,500 staff members.

Being an employer of choice

Employees are a key focus of Edenred's corporate social responsibility approach. To assess the effectiveness of its current policies and the relevance of its strategic objectives for the future, the Group conducted its first global employee engagement survey in 2018, **Edenvoice**. The areas of concern brought to light by the survey led to the creation of various global and local action plans, coordinated at the Group level to optimize their consistency and performance.

Various recruitment and skills development initiatives are also implemented by the Group, including:

- **Edenstep**, a Volunteering for International Experience (VIE) program for young graduates;
- **Talent Week**, a skills development initiative for young talents;
- **Edenred Executive Academy**, a program deployed in partnership with prestigious French business school HEC to prepare high potentials for future career development.

In 2018, the Group also launched the **Edenred Digital University** (EDU) e-learning platform, which enables all employees to access shared training resources. Each country will be able to add e-learning modules adapted to local needs.

Promoting balanced nutrition

Aware that it plays a key role in many employees' lunch break via its Ticket Restaurant solutions, Edenred invests in initiatives aimed at promoting a healthy, balanced diet. In addition to the FOOD program launched in 2009 (see page 19), local solutions have also been developed, including:

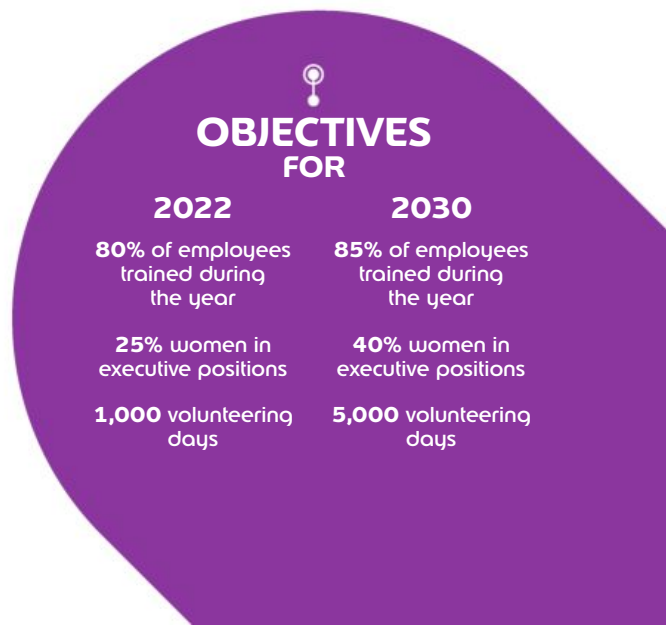
- **NutriSavings**, an all-digital solution developed by Edenred in the United States to improve employees' eating habits by promoting nutritionally balanced products and offering financial incentives;
- **Ticket Fit**, an app launched by Edenred Brazil to encourage good habits when it comes to healthy eating, exercise and well-being.

Contributing collectively to the local community

Numerous initiatives give Edenred employees the opportunity to contribute to the local community. Through **Edenraid**, for example, they can participate in the Group's connected sporting challenge. Employees run, walk, cycle or swim and the distance covered is then converted into donations for non-profit organization Make-A-Wish® which grants the wishes of seriously ill children.

An international day of actions for the community, **Idealday**, is also organized for Edenred's employees and other stakeholders worldwide. In 2018, 62 initiatives were organized with local communities. In India, for example, more than 100 employees took part in the "Feed a mouth" campaign, which consisted in collecting food supplies and redistributing them to disadvantaged families living in shelters in Thane, Delhi and Chennai.

 **A signatory of France's Diversity Charter, Edenred actively promotes diversity to go beyond regulatory requirements and combat all forms of discrimination in the working world.**



idealplanet

Preserve the environment

Through its in-house initiatives as well as its solutions, Edenred takes practical action to protect the environment. The Group has established itself as an environmentally responsible player at all stages in the value chain.

Reducing the environmental footprint of operations

The shift to digital solutions enables Edenred to significantly reduce its paper use. Paper vouchers have been widely replaced by cards, mobile apps and online platforms, so that most of the Group's business volume today is generated via digital media. Several Edenred subsidiaries have also adopted an ISO 14001-based environmental management system, which includes measures to reduce energy use and improve energy efficiency.

Examples of actions taken in France include:

- an IT equipment recovery and recycling system set up with a sheltered workshop;
- the FBI program, which raises employee awareness of the environmental impact of printing on paper;
- Cosicar, a car-pooling platform for employees.

Designing eco-services

Many of Edenred's solutions encourage employees to adopt more environmentally friendly behaviors. Its digital Ticket Restaurant solution, for example, enables users to pay the exact amount of their purchase in accordance with their needs, rather than spending the total value of a prepaid meal voucher. Created in Belgium at the request of the public authorities, Ticket EcoCheque increases employees' purchasing power but can only be used to purchase environmentally friendly goods and services. The Group also promotes cleaner mobility solutions. Its Commuter Benefits card in the United States, for example, give employees an incentive to use public transportation. And the Cycle to Work solution developed by Edenred in the United Kingdom allows employers to reduce their social charges by subsidizing the purchase of bicycles for their employees. Lastly, Ticket Log's Carbon Credit program in Brazil generates carbon credits when traditional fuel is replaced with ethanol in vehicles. Fourteen Ticket Log corporate clients currently employ this unique solution, which has generated more than 26,000 metric tons of CO₂ equivalent in carbon credits since 2012.

Managing the impact of solutions during their lifetime

Working with an outside firm, Edenred conducted in 2016 a comparative study of the environmental impact of its Ticket Restaurant program (paper vouchers and cards) in France. The assessment helped identify tangible ways to reduce the environmental footprint of payment vouchers, at Edenred and across the entire industry. As a result, Edenred was the first issuer to introduce a card collection and recycling system. When employees receive a new card, they are also provided with instructions on how to return their old, expired card. The plastic (98.4%) and metal (1.6%) recovered during the card destruction process is used to make new products.

OBJECTIVES FOR

2022	2030
Reduce greenhouse gas emissions by 26%	Reduce greenhouse gas emissions by 52%
Offer 20 eco-services	Offer 1 eco-service per country
Increase the portion of eco-designed or recycled solutions to 35%	Increase the portion of eco-designed or recycled solutions to 70%

idealprogress

Create value responsibly

Edenred aims to conduct its operations and drive value creation while guaranteeing ethical practices throughout its value chain, ensuring data protection, and leveraging its digital transformation for the benefit of its stakeholders.

Edenred's Charter of Ethics

Available on the corporate website, this Charter enshrines the main principles that guide the development of its operations. It is intended for all the Group's employees, business partners, subcontractors and suppliers, enjoining them to adopt business practices and human rights standards that are aligned with Edenred's values. Managers help apply the Charter's principles, cascade them to their teams and maintain constant awareness of their importance

Ensuring IT security and data protection

The Group IT Security Department helps management define the IT security policy, which represents an essential safeguard for Edenred, its clients and the users of its solutions. Data protection is a key concern for the Group. Edenred makes every effort to ensure full compliance with the European Union's General Data Protection Regulation (GDPR), which came into effect in 2018. It has therefore established an organization, tools and a series of processes in order to provide support to its business units. Edenred's widely disseminated data protection policy is notably based on the principle of privacy by design.

Involving stakeholders in the digital transformation

Edenred intends to leverage the digital transformation to meet its stakeholders' expectations even more effectively, particularly by offering them the best possible service but also by promoting financial, technological and social inclusion. The Group strongly encourages its subsidiaries to monitor quality. As a result, 14 countries, representing more than 40% of the total workforce, were ISO 9001-certified in 2018. This quest for excellence has been recognized via various accolades, with Edenred receiving the Customer Service of the Year Award in France and Spain and PrePay Solutions garnering an Emerging Payments Award. Edenred also develops inclusive solutions such as a platform in France, dedicated to people who are deaf or hard of hearing.



OBJECTIVES FOR

2022

Ethics Charter **100%** endorsed by employees

100% of employees educated about personal data protection

50% of subsidiaries certified for quality management

2030

Inclusion on the list of the World's Most Ethical Companies

Implementation of strict internal rules and certifications

85% of subsidiaries certified for quality management

Governance securing the Group's performance

Edenred's various governing bodies ensure that all decisions are in line with the Group's commitments and contribute actively to its performance.

The Board of Directors

Comprising eleven directors and one Board observer, all from countries where the Group operates and each recognized for their financial and digital expertise, notably acquired internationally, the Board of Directors is founded on the values of gender balance (40% women), diversity and independence. With the exception of Bertrand Dumazy, Chairman and Chief Executive

Officer of Edenred, and Jean-Bernard Hamel, who represents employees, the directors are all independent⁽¹⁾. Each member is required to adhere to the principles of conduct set out in the Director's Charter drawn up by Edenred and undertakes to act at all times in the Company's best interest. The Board of Directors met six times in 2018, with an average attendance rate of more than 90%.

Jean-Paul Bailly
Honorary Chairman of La Poste Group

Anne Bouverot
Director of companies

Philippe Citerne
Board observer

Sylvia Coutinho
Country Head of UBS Group Brazil

Dominique D'Hinnin
Chairman of the Board of Directors of Eutelsat Communications SA

Bertrand Dumazy
Chairman and Chief Executive Officer of Edenred

Gabriele Galateri di Genola
Chairman of Assicurazioni Generali S.p.A.

Maëlle Gavet
Chief Operating Officer of Compass

Françoise Gri
Chief Executive Officer of Françoise Gri Conseil and Lead independent Director

Jean-Bernard Hamel
Senior Vice President, Treasury and Financing of Edenred

Jean-Romain Lhomme
Founder and Manager – Lake Invest Sarl – venture capital

Bertrand Meheut
Director of companies

Committees to ensure responsible growth

The following three committees assist the Board of Directors with its decisions:

• Audit and Risks Committee

The Audit and Risks Committee ensures that the accounting policies and preparation processes used for financial information are appropriate and applied consistently from one period to the next. In particular, it monitors the accuracy of the financial information provided, to ensure the reliability of the Group's parent company and consolidated financial statements and reduce its exposure to risks.

• Compensation and Appointments Committee

The Compensation and Appointments Committee makes recommendations on the determination of executive directors' compensation and benefits, on the Group's policy with respect to stock option plans and on changes to the membership of its management bodies.

• Commitments Committee

Created voluntarily by Edenred in the absence of any regulatory requirements in this regard, the Commitments Committee issues recommendations on transactions that may impact the Group's strategy or lead to a material change in its business base.

(1) As defined by the AFEP-MEDEF Corporate Governance Code.





The Executive Committee

It comprises thirteen members, including the functional managers and operational representatives of the major regions where Edenred does business.

1/ Jacques Adoue

Executive Vice President, Human Resources and Corporate Social Responsibility

2/ Gilles Coccoli

Chief Operating Officer, Americas

3/ Dave Ubachs

Executive Vice President, Digital and IT

4/ Arnaud Erulin

Chief Operating Officer, Europe, Middle East and Africa

5/ Philippe Relland-Bernard

Executive Vice President, Legal and Regulatory Affairs

6/ Patrick Bataillard

Executive Vice President, Finance

7/ Laurent Pellet

Chief Operating Officer, Asia-Pacific

8/ Graziella Gavezotti

Chief Operating Officer, Southern Europe and Africa

9/ Elie du Pré de Saint Maur

Executive Vice President, Marketing and Strategy
Chief Operating Officer, Corporate Payment Services

10/ Bertrand Dumazy

Chairman and Chief Executive Officer

11/ Antoine Dumurgier

Chief Operating Officer, Fleet & Mobility Solutions

12/ Diego Frutos

Chief Operating Officer, Hispanic and North America

13/ Philippe Dufour

Executive Vice President, Alternative Investments





Contribute to employee well-being

📍 The global leader in employee benefits, Edenred offers solutions for companies seeking to make their employees' lives easier and increase their purchasing power in a variety of areas, including meals, food, transportation, healthcare, training, environmentally-friendly products and culture or human services.

Improving quality of life

Ever since the creation of the Ticket Restaurant program, Edenred's business model and its corporate social responsibility objectives have been intrinsically related. The performance of the Group's Employee Benefits business depends specifically on the development of solutions that all aim to facilitate access not only to food and meals but also to healthcare or culture.



Meal vouchers: 50 years of virtuous innovation

Introduced in 1962 and enshrined in law in 1967 in France, where Edenred was the first issuer, meal vouchers celebrated 50 years of existence in early 2018. The anniversary solicited praise from the government, trade unions, employers and employees for a time-tested system used by more than 4 million employees, via 140,000 companies and local authorities, and representing more than €6 billion in business volume each year. For Edenred, the Ticket Restaurant program is the symbol of its Employee Benefits offering, on which the Group's win-win approach was built. Based on tax and social security contribution exemptions for both companies and their employees, the solution enables users to significantly reduce their lunch budget. For minimum wage earners, for example, the savings can be as much as 50%⁽³⁾.

In addition to being economically virtuous, meal vouchers also play an important role in promoting healthy, balanced nutrition and increasing employee productivity, by encouraging lunch breaks and facilitating access to meals.

Over the past 50 years, Edenred has continuously innovated to simplify and modernize the use of its Ticket Restaurant solution. Having shifted from paper vouchers to cards, and most recently gone fully digital via integrated mobile payment, Ticket Restaurant is more than ever the market leader, in France and in most of the countries in which it has been rolled out.

In Belgium, **87%**⁽¹⁾ of employees of SMEs are satisfied with the meal voucher system.

66%⁽¹⁾ of employees in Italy and **59%**⁽¹⁾ in Spain believe that the meal voucher system has a positive impact on the work environment.

In the Czech Republic, meal voucher users take a lunch break **53%**⁽²⁾ more often than non-users.

Making life easier for employees outside work hours

In line with local laws and regulations, Edenred offers a variety of solutions that enable companies to provide their employees with additional benefits. In Brazil, for example, Ticket Cultura facilitates access to cultural products, such as books, cinema and theater tickets. Companies in the United States can use Commuter Benefits Solutions to finance part of their employees' transportation costs and the Ticket Guardería solution in Spain enables employees to save on social contributions for childcare during work hours, which also helps women return to work faster. In Italy, Edenred has developed FlexBenefits, a fully digital platform that enables employees to convert an amount allocated by their employer into tax-exempt benefits. Employees can use their credit to purchase goods or services for themselves or their families, in such areas as health, culture, leisure and well-being, from a network of more than 18,000 merchants – the largest of its kind in Italy.



72% of employees in Europe believe that a company can contribute to the nutritional health and well-being of its employee⁽⁴⁾ (up 43 points versus 2016).

(1) Source: IPSOS Barometer "Well-being and motivation of European employees", 2014.
 (2) Source: Estimation of the effect of meal vouchers programs on the State Budget in the Czech Republic, Prague School of Economics, 2009.
 (3) Source: APETR, based on a FIDAL KPMG study, 2017.
 (4) Source: 2018 FOOD survey.



Romania joins the FOOD program

Launched in 2009 at the initiative of Edenred, the Fighting Obesity through Offer and Demand (FOOD) program has been rolled out in Belgium, the Czech Republic, France, Italy, Spain, Sweden, Slovakia, Portugal, Austria and, since 2018, Romania. The initiative brings together public authorities, nutritionists, academic researchers and Group subsidiaries, which work to promote a balanced diet and combat obesity in Europe using various communication resources (brochures, videos, contests). Through its Ticket Restaurant program, Edenred communicates with employees and restaurant owners about the importance of healthy eating.



Adapting solutions to suit local needs

Operating in countries with different cultures, living standards and regulatory environments, Edenred pays close attention to local needs and practices in order to offer solutions that best suit each situation.



A seasonal solution in Mexico

Edenred has offered several value-added products in Mexico since 2011, including its seasonal Navideños program. The Federal Government of Mexico indeed offers unionized civil servants a bonus in the form of an Edenred Vale Despesas card. Fully tax-exempt, this exceptional bonus helps beneficiaries cover the additional expenses associated with the festive season. In 2018, the amount allocated per person was 12,000 pesos (around €550).



900,000
C3 cardholders
in the United Arab Emirates

Promoting financial inclusion

According to the World Bank, financial exclusion affects close to two billion people worldwide, primarily in emerging economies. To help these people access basic financial services, Edenred developed the C3 solution in the United Arab Emirates. Named best payment program financed by a government or business at the Emerging Payments Awards in London in 2017, C3 combines a card with a mobile app to enable unbanked or underbanked employees to receive their wages by wire transfer rather than in cash. Via the app, C3 users can withdraw money from automated teller machines, shop online and transfer funds, notably enabling them to send money back home. The solution constitutes an efficient tool for combating the informal economy, to protect employees' rights and above all providing access to essential banking services. Edenred intends to offer a range of this "light banking" initiative in other countries, starting in 2019.

Enhancing the offer in line with new practices

To continuously improve user satisfaction, Edenred constantly develops new solutions as well as new ways of using its services. Drawing on its technological lead, the Group is speeding up the transition of its portfolio toward an offering that is easier, more mobile and increasingly personalized.

Edenred, the leader in mobile payment solutions

Edenred entered the mobile payment segment back in 2016, successfully committing this growing trend to become the digital leader in its various markets. As a result, nearly 15 million Edenred transactions were made via smartphone in 2018. The first operator in its industry to partner with the main mobile payment platforms Apple Pay, Google Pay and Samsung Pay, Edenred now offers mobile payment in 12 countries on three continents and plans to continue the worldwide deployment of this payment method in the coming years. Edenred has also developed its own proprietary mobile payment solution, which is already available in several countries.

Employee engagement platforms for greater flexibility

Implemented in numerous European countries, such as the United Kingdom, Italy, the Czech Republic and France, employee engagement platforms can be adapted to companies' needs and local legislation to give a strong boost to employee engagement. The platforms' various modules enable companies to interact with their employees, reward them for their efforts or provide them with employee benefits. For example, funds or credits allocated by employers can be converted into donations to charity organizations or used by employees to pay for a vast range of goods and services. Employee engagement platforms are powerful tools that enable human resources teams and works councils to manage employee "accounts" in a simple and scalable manner.

ProwebCE, Edenred's flagship in this high-growth-potential segment, offers management and accounting software and an e-commerce platform to company works councils. Since acquiring an initial stake in the company in 2012 via its venture capital structure Edenred Capital Partners (see page 42).



7,000 works
councils use ProwebCE
solutions in France,
representing **5 million**
employees




Sonia Malaspina,
 Human Resources Director,
 Danone, Italy & Greece

“The platform is increasingly easy to use thanks to the constant interaction we have with the users.”

You have launched an employee welfare program, notably including an Edenred Flexible Benefits platform. What is its purpose?

The aim of our welfare plan, initiated in 2011, is to constantly improve the level of well-being of our people and their families. Thanks to the precious dialogue with our unions, we started launching a tool to support families. In the first instance, we included our welfare panel into ten concrete “rules” that help parents from an economic, psychological and cultural point of view. Over the years, we have continuously enriched our panel of choice, giving all employees – not only moms and

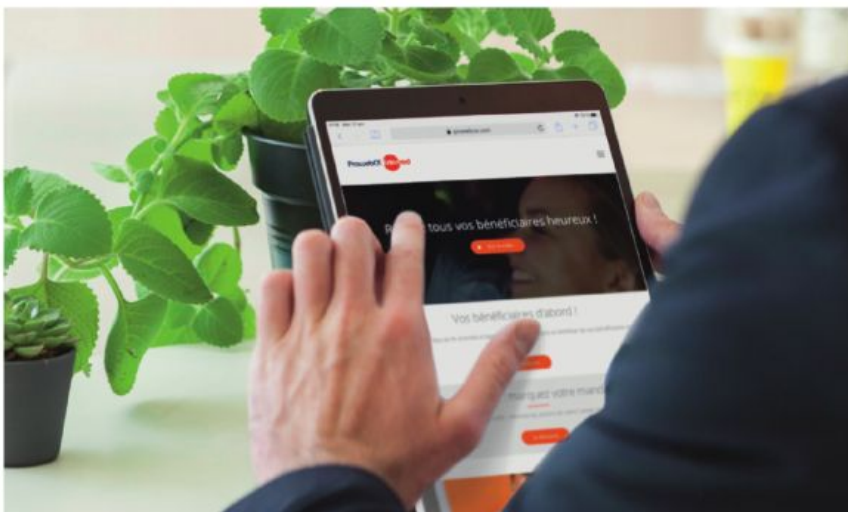
dads – the opportunity to access a tax-free contribution, through a huge selection of goods and services available on a flexible benefits platform.

How does the program work?

The contribution has been enriched economically and evolved progressively every year, also thanks to the support from the unions. At the beginning of each year, we open the platform to all our people so everyone can immediately make their choice of goods and services, in accordance with their specific needs. We used to explain the platform and the panel of choice during our town hall meetings by key points.

How do you measure employee appreciation?

Every year, after the closure of the campaign, we usually launch a survey to all our Danone people to collect their feedback and constantly improve our panel of choice. Over the years, our panel has been enriched a lot; the platform itself is increasingly easy to use. The latest survey testifies how our commitment to people’s well-being is highly appreciated: 65% of our people participated in the survey, and we received very positive comments regarding the huge choice of panel offered and the well-structured welfare plan.







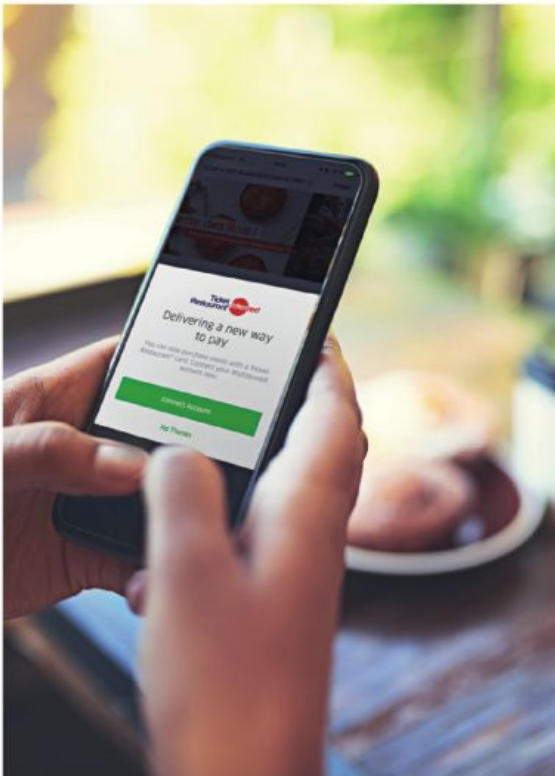
Vitalize the economy and local employment

🔗 Positioned at the center of a virtuous ecosystem, Edenred vitalizes the local economy and stimulates job creation thanks to solutions that connect companies, employees and merchants. The Group therefore plays a major role in supporting the development of its host communities.



Providing merchants with new growth drivers

Key links of a win-win ecosystem, merchants are partners of choice for Edenred. The Group's solutions are a source of further growth for local retailers, thus supporting the local economy and job creation.



Value-creating digital solutions

Aware of its role as a key partner for local businesses, Edenred develops new solutions that make life easier for both users and its partners. For the transition of its Ticket Restaurant solution from paper vouchers to cards, the Group organized trial periods at certain restaurants in order to ensure that the new system was easy to use for the merchant and readily embraced by users.

Since 2018, the Group has announced new partnerships with a number of meal delivery services. As a result, the MyEdenred App now connects directly to platforms, such as Deliveroo and Uber Eats, as well as worldwide and local players like Melchior, Dejbox, Rapidle and Nestor, providing maximum fluidity and transparency. In this way, Edenred maintains ties with restaurants, while also facilitating their administrative processes by enabling them to immediately identify the payments made. Already very popular in the evening, online meal delivery platforms are now connecting employees with merchants to grow their lunchtime business.



More than **300,000** transactions carried out in 2018 via **8** partner meal delivery platforms in France

More than **164,000** direct jobs created by meal vouchers in France

Source: APETR, based on a FIDAL-KPMG study, 2017.

An integrated experience with Deliveroo and Uber Eats

Since 2018, Deliveroo and Uber Eats French customers have been able to pay for their orders from their MyEdenred account, which is integrated directly into the platforms. These alliances represent a major opportunity for thousands of partner restaurants and for hundreds of thousands employees in France who benefit from the Ticket Restaurant card. Meal deliveries are part of the transformation that has been taking place in the food services segment in recent years, driven by new eating habits, evolving culinary trends and innovative payment methods. Through its partnerships, Edenred is supporting these changes and helping restaurants to make the most of these burgeoning business opportunities.





David Bokobza,
Co-Founder of premium fast-food chain Côme

Can you tell us a bit about Côme?

We created Côme nine years ago. Today, we have ten restaurants and five more scheduled to open in the first half of 2019, located primarily in western Paris. Côme is a fast-food concept with a premium positioning, because all of our products are homemade, using fresh ingredients.

When did you start using Edenred solutions?

On our very first day of business. Our concept is clearly targeted toward the lunch market and our customers use Edenred solutions, so we had every reason to adopt this payment method,


which drives additional business directly to us. We estimate that 30% to 40% of our customers pay with meal vouchers.

What do you think about the shift to digital solutions?

The shift from paper to cards is already a huge step forward and a real plus for us, from an administrative perspective. Once we'd configured our electronic payment terminals to accept the new method, we were able to manage these incoming payments like any other. We no longer have to stamp and record paper vouchers, which saves time and improves efficiency. Our customers got used to the new system quickly. It makes life easier for them as well.

Today, it's also possible to use Edenred payment solutions on meal delivery platforms, which are currently flourishing. I think that's a bonus for our customers and for us.

How would you describe your relationship with Edenred?

As food service providers, we sit at the crossroads between customers and Edenred. We share the same objective: customer satisfaction. 

“We estimate that 30% to 40% of our customers pay with meal vouchers.”



Creating value in the community

The Group supports its various host communities, by taking into account their specific needs and reducing the risk of fraud.

Helping farmers in Africa via Edenred's Agri program

Since 2003, Agri has been helping various agricultural ministries, agencies and NGOs – including the Food and Agriculture Organization of the United Nations (FAO) – to implement subsidy programs for agricultural inputs. Administered via Agri vouchers, these programs enable farmers to purchase bags of fertilizer at subsidized prices. The system helps combat fraud – as the vouchers have no value outside the agricultural ecosystem – and enhances the traceability of inputs and their application.

In Burundi, where it has been used to facilitate access to agricultural inputs since 2013, the Agri solution has led to improved crop yields on small-scale farms, ultimately resulting in an average increase in farmers' income of 18% in one year. In addition, the system has enabled the creation of a network of distributors throughout the country, a prerequisite for ensuring that these results continue over the long term. Agri has also been rolled out in the Democratic Republic of the Congo.

Supporting the cultural economy

Edenred offers multi-brand gift vouchers and culture vouchers that are offered in several countries, such as Kadéos in France and Ticket Cultura in Brazil. These vouchers are greatly appreciated by employees and help improve their quality of life. They also provide invaluable support to local businesses and to the cultural economy.



In France, **€142 million** worth of culture vouchers like the Edenred Kadéos Culture program were issued in 2018. Users also spent an additional **€71 million** of their own funds, for a total of more than **€200 million**, often to the benefit of local businesses such as bookstores and theaters.

Source: A3C study, 2018.





Increase companies' efficiency

🕒 Edenred constantly enhances its portfolio of solutions to help organizations of all sizes become more agile. Through its pioneering approach, the Group helps improve companies' performance.

Helping companies optimize their expenses

Edenred supports companies worldwide via tailored solutions and innovative partnerships, helping them to manage their vehicle fleets, mobility costs and other business expenses.

Mobility: a key factor in enhancing efficiency

As work methods become increasingly nomadic, companies need agile solutions. That is why Edenred's subsidiary UTA has introduced a unique multi-service card for heavy vehicle fleets that can be used by drivers at partner outlets to pay for all of their expenses, including tolls, fuel and vehicle maintenance. In addition to simplifying fleet management, the system improves driver safety by eliminating the need to carry cash, particularly during cross-border journeys.

Edenred's Fleet & Mobility Solutions for light vehicles (i.e., vehicles that weigh no more than 3.5 metric tons when loaded) enable companies to:

- filter a network of partner merchants where employees can make their purchases;
- set a maximum allowance per transaction for business travel;
- accurately track data on employee travel expenses (amounts spent, distance traveled, carbon footprint).

Thanks to these solutions and their associated management tools, companies can reduce their administrative workload, more carefully manage their expenses and increase traceability, thereby achieving significant cost savings.



Poland and the Baltic states together account for almost **35%** of the European cabotage market in terms of metric tons per kilometer.

The German toll market is forecast to represent **€7 billion** in 2022.

German Ministry of Transport forecast.



European expansion and enhanced multi-service offering

Already the leader in Fleet & Mobility Solutions in Latin America, Edenred continued its strategy of European expansion in this market in 2018. Its UTA subsidiary has extended its commercial presence to five new countries in Eastern Europe – Poland, Estonia, Latvia, Lithuania and Ukraine – and established its own operations in Bulgaria. Today, across these six countries, nearly 1,800 transportation companies use UTA solutions, which provide access to a network of more than 62,000 partner service stations and repair shops. In addition to its fuel card program, UTA announced in April 2018 that it was launching UTA One, a Europe-wide toll payment solution. Thanks to an on-board unit, truck drivers can pay via a single solution. In October 2018, the Group also acquired the client portfolio of Road Account, a key provider of toll solutions in Germany and Austria. Lastly, in late 2018 Edenred announced the acquisition of The Right Fuelcard Company (TRFC), the number four fuel card program manager in the United Kingdom, which helps 27,000 corporate clients optimize the management of their heavy and light vehicle fleets. The acquisition enabled Edenred to enter one of the main markets in Europe for Fleet & Mobility Solutions.

Growing in the expense management market

Employee business expenses often result in complicated administrative processes for companies. Edenred's solutions aim to streamline these processes and reduce the associated costs while also maximizing transparency. In Latin America, for example, the Group offers the Empresarial card, which is specifically designed to improve the management of business expenses, such as those related to travel (transportation and accommodation). The card can also be used for petty cash purchases, providing genuine value added by enabling the exact amount of the purchase to be preloaded onto the card, thereby eliminating the need for employees to carry cash. Having digitized expense claims also enhances control and simplifies tax management. Leveraging its digital payment platform, the Group can easily integrate these management tools into the clients' own systems and provide access to them via a mobile app. In all, companies that use the Empresarial solution can reduce the time and resources spent on managing business expenses by up to 30%. Empresarial was rolled out in two additional countries in Latin America in 2018 – Argentina and Chile.

Encouraging greener commuting

Fully aware that a company's performance is not just financial, Edenred also develops solutions that reduce employees' environmental footprint. This is notably the case with its solutions that optimize employees' daily commute. In Finland, for example, Edenred has developed the Työmatka card, which enables companies to allocate €300 per year to their employees to encourage them to opt for public transportation. A similar solution has also been rolled out in Belgium.





Marina Alonso,
Light Vehicle Fleet Manager at AmBev in Brazil

What type of vehicles do you manage at AmBev?

AmBev is the leading brewer in South America. As fleet manager, I supervise close to 8,000 vehicles. My job includes managing maintenance and fuel expenses, monitoring mileage and keeping track of lease agreements. Fleets are a big expense item and one that requires close and careful management, because all users are different and handle their travel arrangements – and the associated expenses – themselves.

You've been using Edenred's Ticket Log solution for ten years now. What benefits does it provide?

Thanks to Ticket Log, we can control fuel consumption. The Edenred solution is backed by a network of more than 24,500 service stations. Our drivers know where they can stop and fill up, and the coordinator has access to an administrative interface that enables us to monitor expenses, mileage and invoices and identify any fraudulent behavior. All of this information facilitates the decision-making process. It enabled us, for example, to determine the best type of fuel to use in each of the countries where we operate. In Brazil, most of our cars run on gasoline, ethanol or a combination of the two. This has resulted in significant cost savings.

How would you describe your relationship with Edenred?

I've always received answers to my questions in a timely manner, in addition to our monthly meetings, which enable us to continuously improve our business relationship and the way the service is used. I see my work with Edenred as a partnership because their solution really makes day-to-day life easier, for me and for my company.

“I see my work with Edenred as a partnership because their solution really makes day-to-day life easier.”



Companies in the United Kingdom consume more than **19 billion** liters of fuel each year to keep their fleets on the road.

Facilitating corporate payments

Corporate Payment Services is a vast market experiencing fast-paced digitization, particularly in North America and Africa.

Edenred is taking up firm positions in this field, by capitalizing on its global payment platform and its capacity to improve the traceability and security of intercompany fund flows.

A new growth territory in North America

Edenred launched its Corporate Payment Services business in 2016. After two years of organic growth, notably with the IATA (see also page 40), the announcement in late 2018 of the acquisition of US-based Corporate Spending Innovations (CSI) reflected the Group's strategic decision to pursue its expansion in this fast-growing market. In the United States, two-thirds of payments between companies are still carried out by check, resulting in delays as well as high administration costs and significant risks. Thanks to CSI, Edenred now provides a payment automation platform that simplifies and streamlines the management of the entire accounts payable process. The CSI solution encompasses all of the payment methods available in the United States, from checks to virtual cards, and provides customers with a high level of security and reliability. The platform has already been integrated with more than 350 travel management and booking solutions, enabling user companies to control their supplier payments in real time.

The North American corporate payment market is valued at **\$25 trillion**, or 20% of the global market.

Source: Mastercard investor community presentation, 2017.

CSI's portfolio in 2018: **800** corporate clients, **475,000** suppliers, **\$11 billion** in payment volume, **900,000** transactions processed.

A stronger presence in Africa


The travel industry is experiencing significant growth in Africa, in large part due to the emergence of new commercial models, such as mobile payment and e-commerce, which represent a wealth of new opportunities for Edenred. In late 2018, the Group launched its Corporate Payment Services offering in Africa by teaming up with Jumia Travel, the continent's leading online hotel booking portal. As a result, Jumia Travel can pay the hotels in its network via single-use virtual cards issued by Edenred Corporate Payment. Simple and secure, this instantaneous digital payment solution combines the issuing capacity of Edenred's digital payment platform with the interface developed by CSI.

7% per year: forecast hotel revenue growth in Africa's main markets between now and 2022.





Invent the solutions of tomorrow through co-construction

 Edenred's solutions are created by anticipating the evolutions and changes in social expectations. It is supported in this by an approach based on co-construction with all of the participants in its ecosystem.



Forging partnerships to drive innovation

Alliances allow Edenred to see its markets from different viewpoints and constantly reinvent its offering. By focusing on constructive alliances and combining its expertise with its partners' industry know-how, the Group is able to imagine solutions and applications that would not otherwise have been possible.



1.6 million payments per month collected by Foncia, destined for **40,000** different accounts

Designing innovative solutions to meet specific needs

When Edenred presented its Edenred Corporate Payment solutions (read also page 35) to Foncia, the European leader in residential real estate services responded by explaining its fund collection difficulties. As the manager of condominiums and leased properties, Foncia receives more than 1.6 million payments per month for 40,000 different accounts. The situation is further complicated by the fact that most of these payments are made by check; Foncia prefers not to offer payment by wire transfer in order to avoid the risk of errors during the reconciliation process.

Edenred's experience in virtual payment solutions enabled the Group to design a completely new solution, perfectly suited to Foncia's needs, in just a few months. Thanks to a virtual IBAN attributed to each tenant and condominium owner, Edenred can redirect rental and fee payments with precision and offer accurate monitoring of the payments made. Safer, faster, cheaper and more efficient, this digital alternative to checks is set to become even more attractive with the arrival in Europe of instant transfers.

This co-construction process gave Edenred insight into the various fund collection issues that may affect many companies. While the solution deployed is a prototype for Foncia, it can obviously be replicated and adapted for other clients. In addition to enhancing its research and innovation methods, this experience also enables Edenred Corporate Payment to add fund collection solutions to its portfolio.



Itaú Unibanco:

More than **1 million** corporate clients
4,400 branches across Brazil

A partnership with the first private Brazilian bank and digital leader

For Edenred, the distribution channels used for its solutions represent another area where innovation plays a strategic role. That is why, in September 2018, the Group announced a partnership with Itaú Unibanco, the largest privately owned bank in Brazil and leader of the digital transformation in its industry. Edenred has been present for more than 40 years in Brazil, where it connects 130,000 corporate clients and 330,000 merchants via a vast offering of Employee Benefits and Fleet & Mobility Solutions. Thanks to this partnership, Itaú Unibanco will distribute Edenred's Employee Benefits solutions in Brazil – a major asset in a high-potential market, in a country experiencing an economic recovery. The aim is to outperform the Brazilian employee benefits market in the coming years and significantly increase the Group's penetration of the midsize corporate segment.



Jason Byrne,
Head of the NewGen ISS Program⁽¹⁾,
International Air Transport Association (IATA)



The IATA chose Edenred to help it enhance the efficiency of its system for payments between airlines and travel agents. Now that the partnership has been in place for over a year, how would you describe your relationship and your joint initiatives?

We've continued to build a productive relationship with Edenred over the past year. The IATA EasyPay system is an essential component of the industry transformation program NewGen ISS. There are so many variables in projects as vast that it can be difficult to find technology partners that are up to the task. Overall, Edenred has been extremely committed to this project and has provided invaluable assistance to the IATA. Throughout the process, our team members have been able to count on their contacts at Edenred to deliver solutions that benefit the industry.

What were the main accomplishments achieved during the past year?


We're currently rolling out the NewGen ISS system and the IATA EasyPay solution in the 180 plus countries and territories that use the IATA's Billing and Settlement Plan (BSP), based on a two-year schedule. It's an ambitious timetable, given the number and diversity of the countries concerned, the variety of regulatory frameworks involved and the number of travel agencies and airlines affected. 2018 was the starting point for the two-year roll-out, so it seemed like a key success factor for the entire program. Edenred played a major role in the process by enabling us to launch IATA EasyPay in more than 30 markets during the year and helping us meet our key objectives.

The partnership has evolved since it was first initiated, notably expanding to encompass other countries. Can you tell us how and why?

For me, the change reflects the level of trust and cooperation that has been established

between our teams. By working alongside Edenred, we've been able to address a number of local and regional challenges. This has allowed us to roll out IATA EasyPay in several additional countries without compromising our launch schedule or the quality of the solution. Edenred has shown great flexibility in adapting to our demanding timetable and all of our operating needs.

What are your plans for 2019?

Together, the IATA and Edenred are looking at additional features and potential improvements for the IATA EasyPay solution, to further facilitate its use by travel agencies and fine-tune the level of service provided to airlines, the members of our association. It looks like 2019 will be a very exciting year. 

“Edenred played a major role to help us launch IATA EasyPay in more than 30 markets.”



(1) New Generation of IATA Settlement Systems.



A differentiated global payment platform



Edenred's proprietary technology platform is not only a driver of the Group's solutions. Thanks to its open architecture, which is based on various application programming interfaces (APIs), it also serves as the foundation for numerous partnerships.

This strong capacity for integration makes it possible to:

- enhance the Group's solutions with functions and services provided by its partners, in the mobile payment and e-commerce segments as well as in foodtechs, with global players such as Uber Eats and Deliveroo (see also page 27) and more local operators, like Dejbox and Nestor;
- make the functions of Edenred's payment platform available to recognized fintechs in Europe, such as Monese, Revolut and Klarna.

Edenred has created a powerful tool for innovation and a key differentiating factor by developing layers of global technology that reduce costs and shorten launch times – decisive competitive advantages in today's digital world. Thanks to this open approach, Edenred fosters close ties with start-ups of all sizes, working in various areas, whose demanding standards enable the Group to cultivate the pioneering spirit that is part of its DNA. Elie du Pré de Saint Maur, Edenred's Executive Vice President, Marketing and Strategy, highlights: *"what they require of us today will be our standard practice for tomorrow."*

Edenred's payment platform won the Top IT Business Enabler award at the MuleSoft Connect conference in May 2018, for its integration of meal delivery solutions.

Developing open innovation

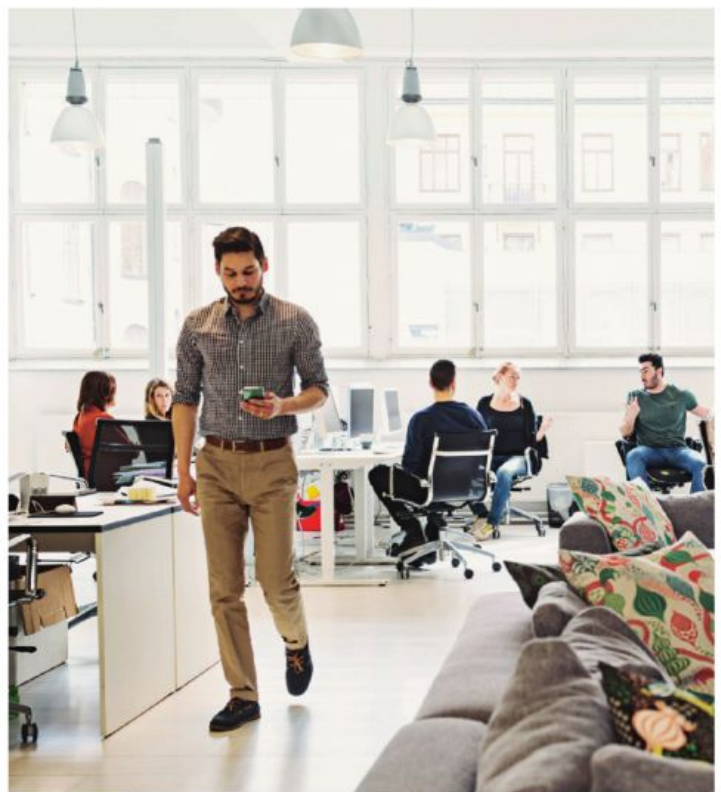
Edenred's open innovation strategy is based on three complementary pillars that enable the company to anticipate new trends and explore new models.

Enhancing the ecosystem with Edenred Capital Partners

The Group's corporate venture capital fund, Edenred Capital Partners (ECP), has supported 12 start-ups in areas related to Edenred's businesses since it was founded in 2012, illustrating the Group's strategy of enhancing its ecosystem while stimulating synergies with start-ups to drive mutual value creation. ProwebCE, in Employee Benefits, and La Compagnie des Cartes Carburant, in Fleet & Mobility Solutions, are two such success stories that now contribute actively to expanding the Group's offering.

Investing in cutting-edge technology with Partech Ventures

By partnering the Partech Ventures investment fund since 2011, Edenred rounds out its open innovation strategy and supports growing young companies focused on the digital economy and financial technologies, in such areas as new online services, ecommerce and innovative payment systems. Edenred cemented this partnership in early 2018 by investing in Partech Africa. Already present in Africa and the Middle East, Edenred is actively monitoring this fast-growing region, paying particular attention to the emergence of innovative transactional models, such as the booming mobile payment and e-commerce segments.



12
start-ups supported
by Edenred Capital
Partners (ECP) since
its creation



Nurturing employees' ideas through Edenred Factory

An indicator of the capacity for imagination among the Group's teams, the Edenred Factory intrapreneurship program gives employees worldwide the opportunity to make their start-up projects a reality. After being selected by Edenred's Executive Committee and incubated for six months, the "intra-startuppers" present their business plan in their home country. These disruptive initiatives are always aligned with the realities faced by the Group's different entities and ultimately with Edenred's businesses. The Edenred Factory program also serves as a decentralized way of identifying talent among the Group's teams worldwide.

Total amount of the two funding rounds for Beamery and Beekeeper, supported by Edenred Capital Partners: **\$28 million** and **\$13 million**



Beamery and Beekeeper: two major funding rounds

In June 2018, Edenred Capital Partners (ECP) supported Beamery, the world's leading recruitment customer relationship management (CRM) and marketing platform, in a \$28 million funding round. ECP has been supporting the UK start-up since 2015. Edenred's venture capital structure also supported the \$13 million funding round in September for Switzerland-based start-up Beekeeper, which specializes in human resources management and communication with non-desk workers. In a working world undergoing major change, these investments will enable Edenred to broaden its expertise in the area of communication between companies, employees and freelance workers.





Financial and non-financial performance

 Summary of key financial indicators

Summary of key financial indicators

Main financial indicators ⁽¹⁾

<i>(in € millions)</i>	2018	2017	Reported change	Like-for-like change
Total revenue	1,378	1,320	+4.4%	+11.9%
EBITDA	536	502	+6.7%	+16.2%
EBIT	461	429	+7.3%	+17.5%
EBIT margin	33.4%	32.5%	+0.9 pt	+1.6 pt
Funds from operations ⁽²⁾	400	379	+5.5%	+17.0%
Free cash flow	435	399	+9.2%	
Net debt	659	696		
Net debt/EBITDA ratio	1.2x	1.4x		
Net profit, Group share	254	241	+5.2%	
Earnings per share (in €)	1.07	1.03		
Dividend per share (in €)	0.86	0.85		
Payout ratio	80%	80%		

(1) All of the Group's financial information can be found on www.edenred.com.
 (2) Before other income and expenses.

Maintaining regular, transparent dialogue with the financial community

With an international shareholder base and a free float approaching 100%, Edenred places great importance in reaching out to the financial community to inform its members of changes in the Group's strategy and performance.

As a result, Edenred met some 900 representatives from 395 financial institutions worldwide in 2018. Individual shareholders receive information via regular newsletters. In 2018, the Group also participated in several meetings in regional France and organized five discussion sessions with members of the Executive Committee, on social topics related to Edenred's operations.

Edenred's award-winning financial communications

In 2018, for the second year in a row, Edenred won the Bronze Award for Best Shareholder Relations among companies in the SBF 120 index (excluding CAC 40 firms) at a ceremony organized by French investment weekly *Le Revenu*.

Share performance since Edenred's IPO (July 2, 2010)



DIVIDEND PER SHARE (in €) AND PAYOUT RATIO

2016	0.62	80%
2017	0.85	80%
2018	0.86	80%

A solid financial position: BBB+ rating

The Edenred Group has a Strong Investment Grade rating: BBB+/outlook stable according to Standard & Poor's since the Group's IPO in 2010.

This rating takes into account a ratio of adjusted funds from operations to adjusted net debt of 43% and a ratio of adjusted net debt to adjusted EBITDA of 1.2 at end-2018, demonstrating Edenred's strong financial structure.

Employee data

	France (incl. Head Office)	Europe (excl. France)	Latin America	Rest of the World	Total 2018	Total 2017
NUMBER OF EMPLOYEES	1,371	2,666	3,383	982	8,402	7,782
% under permanent contracts	90.9	91.4	99.0	97.3	95.1	95.3
% women	53.2	56.1	48.4	43.5	51.1	50.2
% men	46.8	43.9	51.6	56.5	48.9	49.8
Number of interns	54	64	122	14	254	240
Full-time equivalent	1,395	2,577	3,439	978	8,390	7,674
MANAGEMENT						
% managers	20.9	17.7	22.1	25.6	20.9	19.4
% women managers	40.6	37.6	40.0	39.8	39.4	38.0
% men managers	59.4	62.4	60.0	60.2	60.6	62.0
TRAINING						
Number of hours of training	18,887	37,848	100,634	7,517	164,886	130,596
Number of hours of training for managers	4,775	10,825	36,465	2,669	54,734	32,781
Number of hours of training for non-managers	14,112	27,023	64,169	4,848	110,152	97,815
Number of employees having attended at least one training course	798	1,795	3,745	653	6,991	6,507
Number of managers having attended at least one training course	196	377	1,037	170	1,780	1,238
Number of non-managers having attended at least one training course	602	1,418	2,708	483	5,211	5,269
HEALTH AND SAFETY						
Lost-time incident frequency rate (%) ⁽¹⁾	10.68	3.0	2.4	0.5	3.5	4.7
Severity rate (%) ⁽²⁾	0.27	0.0	0.0	0.0	0.1	0.1
Absenteeism rate (%) ⁽³⁾	4.14	3.2	0.7	1.8	2.2	2.7
Number of fatal accidents in the workplace	0	0	0	0	0	1
Number of occupational illnesses resulting in at least one day of lost time	0	1	1	0	2	5

(1) Lost-time incidents: non-fatal and fatal accidents occurring during or because of work, including commuting accidents, and involving salaried employees and all other persons working for the Edenred Group in any capacity and at any location and resulting in at least one day of absence.

(2) Days of lost time are counted in business days and not in calendar days. Severity rate: number of days of lost time following an occupational accident multiplied by 1,000 and divided by the total number of hours worked by the entire workforce over the calendar year. Days of lost time are counted in business days and not in calendar days.

(3) Absenteeism rate: total number of person-days lost to absenteeism in the period divided by the number of person-days available in the period. This includes absenteeism due to occupational accidents, commuting accidents, occupational illnesses and non-occupational illnesses.



Find the latest Edenred news at

www.edenred.com



Our 2019 publications



Integrated Report



The Essential



Registration Document

Produced by the Edenred Communications Department
and Financial Communication Department

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