

Shareholders' Newsletter

| November 2019

Dear fellow Edenred shareholder,

In this fall 2019 edition of our newsletter, I am pleased to present our new strategic plan, Next Frontier 2019-2022, which we recently unveiled at our Capital Markets Day in London last October.

The strategic plan opens up ambitious new prospects for our Group going out to 2022. It is built on robust foundations laid thanks to the Group's radical transformation since 2016. The successful execution of the Fast Forward plan over three years saw Edenred increase in scale and unlock fresh growth momentum. Our successful technological transformation has positioned the Group among the leading digital players in our various markets, generating business volume of nearly €30 billion in 46 countries.



Bertrand Dumazy,
Chairman and Chief
Executive Officer

"Our 10,000 employees are poised to unleash the full potential of our unique digital platform to the benefit of a broader client base."

The Next Frontier plan reflects Edenred's vision of being an everyday companion for people at work, through programs covering the food, mobility, well-being and payment segments. Our unique intermediation platform for specific-purpose services and payments allows Edenred to connect close to 50 million employee users with 2 million partner merchants via 830,000 corporate clients.

Next Frontier 2019-2022 will spark a new cycle of business excellence, innovation and acquisitions for Edenred. We have set ourselves three new, more ambitious annual financial targets for 2019-2022, reflecting the Group's profitable and sustainable growth profile. At the same time, our capital allocation strategy is evolving, with the introduction of a progressive dividend policy.

Our 10,000 employees are poised to unleash the full potential of our unique digital platform to the benefit of a broader client base. Our positive momentum was already visible in the first nine months of 2019, with Edenred recording double-digit growth across all of its regions and in each of its three business lines.

Thank you for your confidence and loyalty.

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A radically transformed Group 2016-2018

Change in SCALE and new growth profile

The successful execution of the Fast Forward strategic plan since its launch three years ago in 2016 has changed Edenred's scale and given it a new growth profile.

At the same time, the Group's market capitalization has **tripled**, standing at more than **€11 billion** today.

REPORTED FIGURES in €M

TOTAL REVENUE

1,069

2015

1,378

2018

TOTAL EBIT

341

2015

461

2018

NET PROFIT GROUP SHARE

177

2015

254

2018

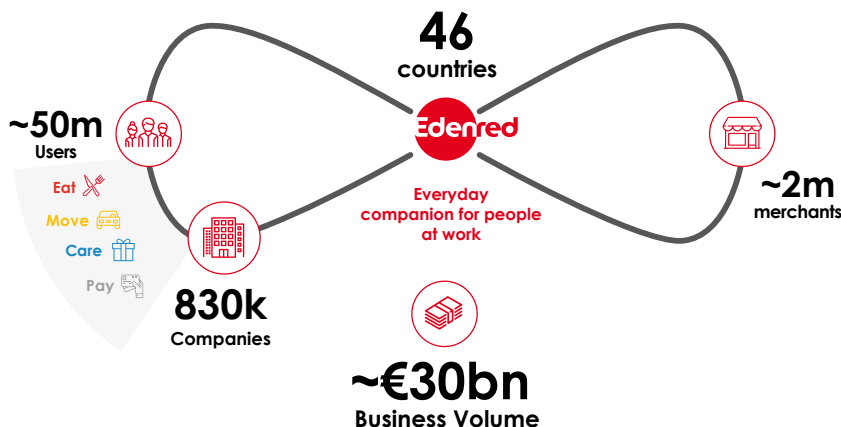
REPORTED GROWTH 2015 - 2018 (in %)

+29%

+35%

+44%

The everyday companion for people at work



- **A trusted partner** connecting 50 million employees with 2 million partner merchants via 830,000 companies as part of a virtuous circle.

For employees

For Corporate clients

For partner merchants

For public authorities

- **An intermediation platform** for innovative specific-purpose services and payments.

- **250 programs** in the workplace meals, fleet and mobility, employee well-being and corporate payment segments.

Three business lines

EMPLOYEE BENEFITS

65%⁽¹⁾

FLEET & MOBILITY

25%⁽¹⁾

COMPLEMENTARY SOLUTIONS

10%⁽¹⁾

More than 100 programs:

- ▶ Meal and food
- ▶ Well-being
- ▶ Culture

More than 80 programs:

- ▶ Fuel cards
- ▶ Toll and parking services
- ▶ VAT refund services
- ▶ Maintenance

More than 50 programs:

- ▶ Corporate payment services
- ▶ Incentive and rewards
- ▶ Public social programs

Ticket Restaurant Edenred Ticket Plus Edenred

Ticket Edenred Ticket Edenred

CORPORATE SPENDING Edenred

Ticket Welfare Edenred

Ticket Car Edenred

Kadéos Edenred

We
connect,
you
win

(1) Contribution to 2018 operating revenue

Solid growth drivers

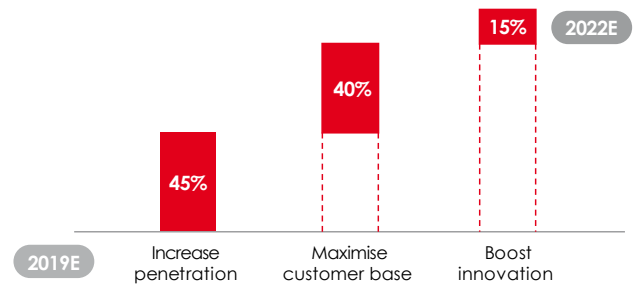
Business excellence and innovation

Edenred is strengthening its presence in existing businesses...

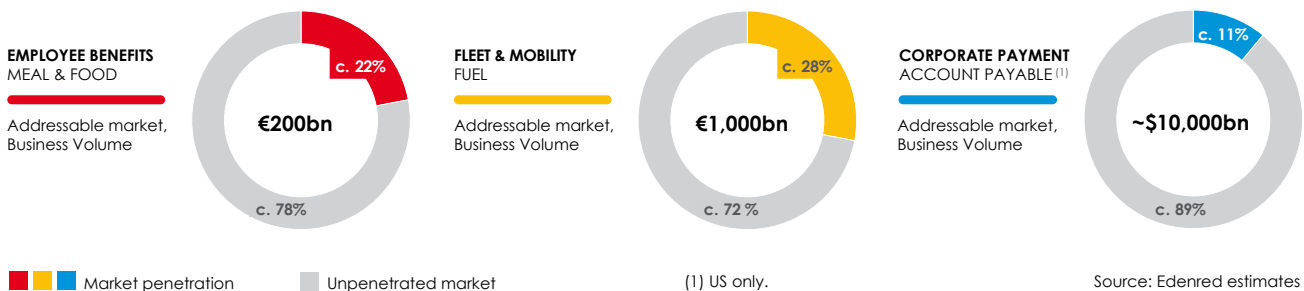
Capitalizing on the unique features specific to its digital platform, Edenred has built its new Next Frontier 2019 - 2022 strategic plan around several drivers of profitable and sustainable growth.

One of these drivers draws on the **existing client base**. The sales teams are working to **leverage this resource** using the Group's know-how in such areas as cross-selling, additional sales and the monetization of value-added services.

This business excellence already provides Edenred with **40% of its future growth in operating revenue**.



... in still largely underpenetrated markets



Most of **Edenred's existing businesses are in markets where underpenetration represents between 70% and 90% of estimated business volumes**, as shown in the diagram above. They are also in line with several expectations of players in the working world and civil society. For example, public authorities in many countries are keen to encourage the formalization of their economies as a means of increasing their tax revenues.

At the same time, the increase in declared employment automatically translates into greater needs among companies, notably in terms of transparency and tighter management of travel, corporate expenses

and employee benefits. To meet the aspirations of its various stakeholders, Edenred offers digital payment services and solutions that notably facilitate companies' administrative management and heighten the immediacy and security of transactions – all at a lower cost. This makes them suitable for SMEs, which are steadily becoming a bigger part of the Group's corporate client base. In addition, the Group's sales strategy seeks to lift the number of meetings with companies, including SMEs, to as many as 2,500 per day by 2022 so as to increase market penetration.

Edenred sees this other form of business excellence providing **45% of future growth in operating revenue**.

Boosting innovation as a driver of differentiation and source of additional growth

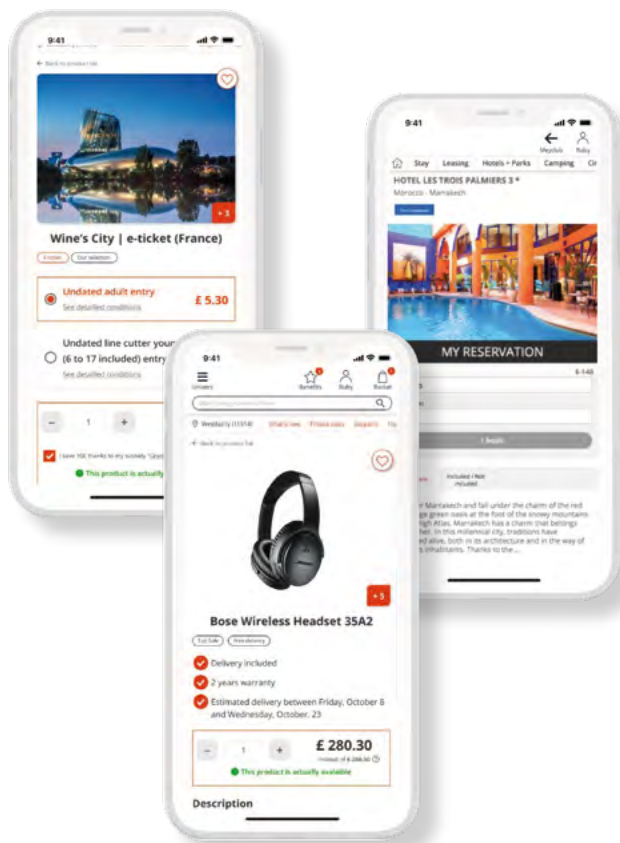
Edenred is looking ahead to new consumer behavior that may emerge from digitalization, placing the user's mobile experience and access to omni-channel consumption of its services (in stores, on mobile devices, through e-commerce) at the heart of its strategy.

By way of example, the next page showcases two recently developed adjacent businesses, namely digital employee engagement platforms and corporate payment services.

Totally digital innovations

to keep up with changes in the working world

Employee engagement platforms



Because companies are increasingly looking to recruit talent and boost the loyalty, motivation and purchasing power of their employees, Edenred is addressing this need by offering them a **wide range of benefits** via **simple and flexible digital solutions**.

Employee engagement platforms are digital tools that allow companies to offer their employees – both simply and flexibly – a number of benefits including gift cards and promotional offers within a network of e-tailers. They also enable employers to cover employees' personal expenses such as childcare.

This still largely untapped market offers bright prospects, since a growing number of corporate clients are seeking to strengthen their employees' engagement. Edenred has already positioned itself in this segment in several European countries, including France with its ProwebCE offering and Italy with Easy Welfare, but also the United Kingdom, the Czech Republic and Belgium.

The Group plans to seize opportunities in this market segment, which is adjacent to its existing Employee Benefits business, by capitalizing on the agility and efficiency of its global technology platform, its unique expertise and its capacity to carry out targeted investments that create value.

Corporate payment services

Because most payments between companies are still made by check in the United States, transactions weigh on corporate accounts: it costs local companies \$26 billion simply to issue and deposit checks. Fraud represents \$19 billion, and more than 1 million checks are written each day. Based on these figures, the B2B electronic payment market is worth \$22 trillion a year.

That is why Edenred has invested in the Corporate Spending International (CSI) platform, which can support all types of digital payments, thereby allowing corporate clients to save time and money, while also guaranteeing the reliability and security of their transactions and facilitating the reconciliation of their accounts. CSI notably offers dedicated, instant, single-use virtual card payments. This form of payment is already used by more than 40 corporate clients.



With B2B e-payments representing a global market of \$125 trillion, CSI's expertise rounds out the Group's global digital platform, allowing it to offer additional services in Europe and Africa.

Next frontier 2019 - 2022

A new phase of profitable and sustainable growth

Edenred has combined its new strategic plan with more ambitious annual financial targets...

Capitalizing on the full range of its business strengths, Edenred is pursuing its strategy of generating profitable and sustainable growth with **Next Frontier 2019-2022**, and unveiling **more ambitious annual targets for the medium term**.

Sustainable top-line growth

+

Profitable growth

+

Highly cash-generative model

L/L Annual operating revenue growth



>+8%

L/L Annual ebitda growth



>+10%

Annual FCF/EBITDA conversion rate ⁽¹⁾

>+65%

(1) Based on the current regulation on float's classification.

... and a new capital allocation policy

At the same time, Edenred has redefined its capital allocation priorities in order to secure substantial returns for shareholders through a progressive dividend policy, while maintaining a strong investment grade credit rating and the ability to finance accretive targeted acquisitions.

Building on its sound financial position, carefully managed debt and strong cash flow generation, Edenred intends to seize external growth opportunities.

(2) Cumulative dividend in 2016, 2017 and 2018, paid out in 2017, 2018 and 2019, respectively

€550M DIVIDEND PAID IN THE LAST 3 YEARS ⁽²⁾

Annual dividend
per share
In euro

0.62

0.85

0.86

2016

2017

2018

Fresh double-digit growth as of 2019

The growth potential offered by the new strategic plan is already visible in 2019, with a fresh double-digit increase in the Group's revenue over the first nine months, across all regions and in all three of the Group's business lines. The digitalization of its offering, the strength of its sales forces and the continued enhancement of its global technology platform are enabling Edenred to step up the pace of innovation

so as to provide the best possible client and user experience. This has cemented the Group's position as a digital leader in all of its markets.

In light of its sustained growth performance in the first nine months of the year, Edenred confirms its full-year EBIT objective of between €520 million and €550 million, up from €461 million in 2018.

% OF 9M 2019 GROUP OPERATING REVENUE

EMPLOYEE BENEFITS

FLEET & MOBILITY

COMPLEMENTARY SOLUTIONS

L/L Operating revenue growth ⁽³⁾

+ 13.5%

+ 15.1%

+ 14.7%

Reported operating revenue growth

+ 13.0%

+ 20.3%

+ 45.8%

(3) Excluding Venezuela

Learn more on [the Investors/Shareholders section of www.edenred.com](http://www.edenred.com)

Shareholder information

From January 2016 to November 2019

Edenred closing price on December 31, 2015: **€17.45**

Edenred closing price on November 30, 2019: **€ 45.05**

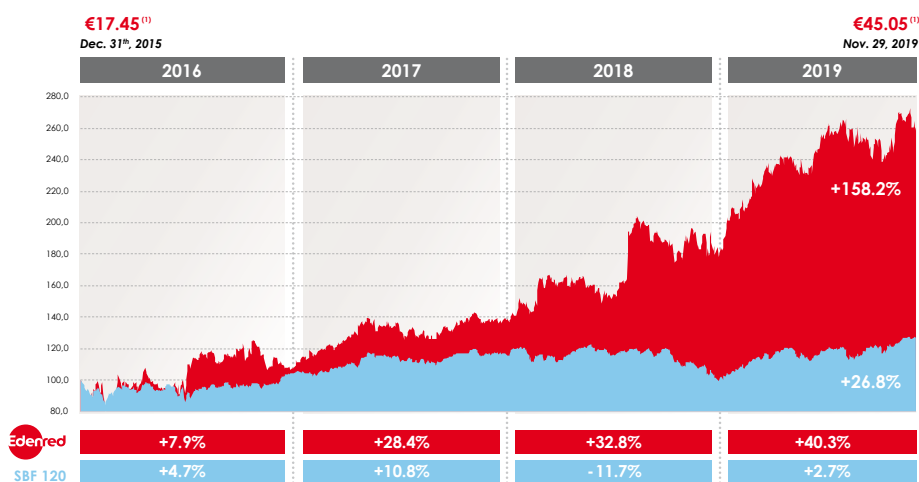
Change in the SBF 120 index: **+26.8%**

Change in the Edenred share price: **+158.2%**

In four years, Edenred has virtually tripled its market capitalization

2016: 4 billion - 2019: 11 billion

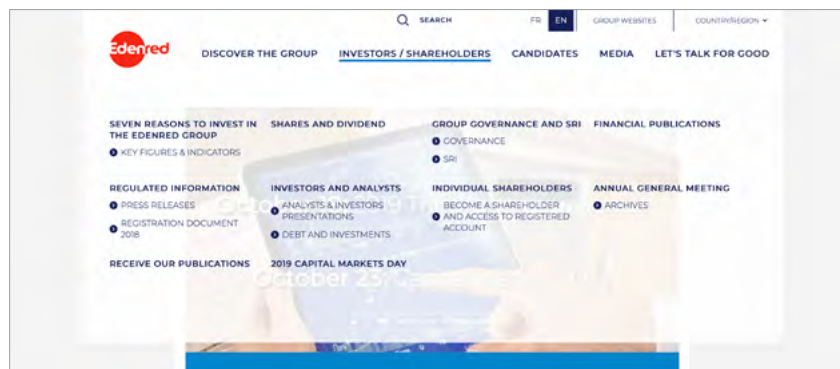
EDENRED SHARE PRICE VS SBF 120



(1) Stock price at closing

SHAREHOLDERS' AREA

You can visit the online Shareholders' area by going to the Investors/Shareholders section of www.edenred.com. The website has been optimized for viewing on smartphones and tablets.



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Share details

Listed on:

Euronext Paris
Compartiment A

ISIN code: FR0010908533

**Shares outstanding
at November 30, 2019:**
243,331,707

Main indices:

CAC Large 60, CAC Next 20,
SBF 120, FTSE4Good,
Dow Jones Sustainability Index

Registered shareholder services

Société Générale Securities Services

SGSS/SBO/CSS/BOC
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(local rates apply when calling
in France)

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Upcoming key dates

February 26, 2020:
2019 Annual Results

April 23, 2020:
Q1 2020 Revenue

May 7, 2020:
Annual Shareholders Meeting

July 27, 2020:
H1 2020 Results

October 22, 2020:
Q3 2020 Revenue

**Find all information about the Group
on www.edenred.com**