



**Edenred, the world leader in prepaid services**

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Edenred 2013 Annual Review



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Executive Officer



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2013 Annual Review Corporate Brochure

Group news and publications available online at edenred.com

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## 2013 Annual Review

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# Agility, speed and innovation, the key success factors for Edenred's growth

**Jacques Stern,**  
Chairman and Chief Executive Officer of Edenred

After enjoying a good year in 2013, Edenred is facing the future with confidence. The Group has many opportunities for growth in the new "Invent 2016" phase of its strategic plan.



## How would you sum up the past year?

**Jacques Stern:** In two words: growth and performance. We had a very good year with organic growth of +11.8% in issue volume and +10.9% in EBIT. This was due first and foremost to the performance of our sales teams, who were behind last year's 5% increase in the number of beneficiaries, as well as to the commitment of our 6,000 employees, who enabled us to achieve a financial management performance<sup>(1)</sup> of more than 50% for the first time since 2010. Our performance was more mixed on a reported basis, however, due to the severe weakness of emerging market currencies.

## What were the highlights of 2013?

**J. S.:** A number of real advances were made during the year in line with the strategic objectives announced in 2010. First, we opened a third new country – Colombia – after Japan and Finland, lifting to 40 the number of countries in which we have operations. Second, more than thirty new solutions were developed, accounting for over

2% of volume growth for the first time since 2010. Lastly, paperless solutions accounted for more than 58% of issue volume at year-end 2013, compared with 30% at the beginning of 2010.



## What growth opportunities does Edenred have?

**J. S.:** There are many. First – and this is very good news – in our core Employee benefits segment, which continues to offer significant potential for expansion especially by increasing penetration rates<sup>(2)</sup> that are still below 20% in our major markets. In Expense management too, few companies use solutions that enable them to optimize their vehicle fleet and business travel expenses. The 17% growth recorded in this segment in 2013 gives an idea of the untapped potential. Our innovation process is also creating growth opportunities. Examples include the NutriSavings™ program in the United-States, which allows companies to offer their employees cashback incentives or discount e-Coupons for healthy food purchases.

**+ 11.8%**  
growth  
in issue volume  
in 2013

“The shift to digital involves much more than shifting from paper-based to digital solutions. It also creates an incredible opportunity to reshape the Group's profile.”

(1) Operating flow-through ratio.

(2) The penetration rate is defined as the ratio between the number of beneficiaries of a service voucher and the eligible active population, which depends on the applicable regulations in the country concerned.



## ▶▶▶ How will the shift to digital open up new areas of growth?

**J. S.:** For Edenred, the shift to digital involves much more than shifting from paper-based to digital solutions. It also creates an incredible opportunity to reshape the Group's profile. Thanks to digital services, we are very quickly transforming ourselves from a company that manages transactions into a company focused on information. This provides us with significant opportunities to increase contact with our clients, affiliates and beneficiaries. It is enabling us, for example, to enrich our portfolio with new services and to improve the user's experience by leveraging the potential of mobile communication devices.

## Acquisitions seemed to pick up speed in 2013; what role do they play in Edenred's strategy?

**J. S.:** It is indeed true that we picked up the pace of acquisitions in 2013. After three years in which we focused on organic growth projects, in particular by accelerating the shift to

digital, launching new solutions and opening new countries, the Group is now ready to focus more fully on integrating new companies. We are guided by a number of goals. These include increasing our market share in the Employee benefits segment, developing our Expense management activities, moving to new geographic regions and integrating new functions into our value chain.

## How do you envision Edenred's future?

**J. S.:** We are confident. We firmly believe that the strategic initiatives launched in the past four years will enable us to uncover new opportunities for growth. That is why we recently raised our objectives for organic growth in issue volume to 8 - 14% per year, for the next three years. The commitment of our 6,000 employees will enable us to become even more agile, responsive and innovative with the goal of driving strong, sustainable growth and becoming the preferred partner for our clients, affiliates and beneficiaries.

“The strategic initiatives launched in the past four years will enable us to uncover new opportunities for growth.”

1	2	3
4	5	
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11	12	13



## The executive team

The executive committee is composed of 13 members, representing the Group's operational functions and support functions.

**1 – Jacques Stern,**  
Chairman and Chief Executive Officer

### Operational Functions

**2 – Jean-Louis Claveau,**  
Hispanic Latin America  
and North America

**3 – Gilles Coccoli,**  
Brazil

**4 – Laurent Delmas,**  
France

**5 – Arnaud Erulin,**  
Central Europe  
and Scandinavia

**6 – Graziella Gavezotti,**  
Southern Europe

**7 – Laurent Pellet,**  
Asia-Pacific

**8 – Bernard Rongvaux,**  
Northern Europe,  
Middle East and Africa

### Support Functions

**9 – Gilles Bonnin,**  
Technology and Strategic  
Information Systems

**10 – Philippe Dufour,**  
Alternative Investments

**11 – Antoine Dumurgier,**  
Strategy and Development

**12 – Loïc Jenouvrier,**  
Finance and Legal Affairs

**13 – Jeanne Renard,**  
Human Resources and CSR

## The Board of Directors

The Board of Directors reflects the highly international nature of Edenred's markets. The skills and experience represented on the Board cover such key areas as finance, digital technologies and human resources. The Board has 10 members, of whom 70% are independent.

### It is composed of:

**Jean-Paul Bailly\***  
Former Chairman of the Paris  
Transit Authority (RATP) and  
Honorary Chairman of the French  
Post Office (Groupe La Poste).

**Anne Bouverot\***  
Director General of GSMA, the  
international association of  
mobile network operators.

**Philippe Citerne\***  
Vice-Chairman of the Edenred  
Board of Directors.

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

**Françoise Gri\***  
Chief Executive Officer of the Pierre  
& Vacances – Center Parcs Group.

**Jean-Romain Lhomme**  
Principal and Co-Head of Colony  
Capital Europe.

**Bertrand Meheut\***  
Chairman of the Groupe Canal+  
Executive Board.

**Nadra Moussalem**  
Principal and Co-Head of Colony  
Capital Europe.

**Roberto Oliveira de Lima\***  
Chairman of the Board  
of Directors of Publicis  
Worldwide Brazil.

**Jacques Stern**  
Chairman and Chief Executive  
Officer of Edenred.

\* Independent directors



# Focus on the Group

The leader in prepaid corporate services, Edenred enjoyed another year of solid growth in 2013. This performance was driven by the employees' engagement and their in-depth understanding both of client needs and of the specific features of local markets. Today, Edenred is accelerating its transformation into a digital company, introducing more innovations that respond to emerging client needs and habits, and stepping up its development to capture new markets.





Nearly  
**640,000**  
corporate and  
public sector  
clients



**1.4**  
million  
affiliated  
merchants



**40**  
million  
beneficiaries



**6,000**  
employees



**40**  
countries



**17.1**  
billion in  
issue volume,  
of which  
almost **60%**  
generated  
in emerging  
markets  
**+ 11.8%**  
growth in issue  
volume

# Meeting the development challenge: Edenred delivers

With operations in 40 countries, Edenred continued to move forward in 2013, winning new clients, signing strategic partnerships and making targeted acquisitions. A driver of the Group's growth strategy, development above all requires determination, commitment and relationship-building at all levels.



**“We are a multi-local company whose teams are in close contact with their markets.”**



**+ 30,000**  
new clients  
and 2 million beneficiaries

“Edenred's strategy is first and foremost about **conquest and development**. This strategy is backed by powerful drivers: shifting our solutions to digital, opening new countries through acquisitions and partnerships, winning new clients in existing markets and innovating. Our ability to push back boundaries and attract new clients is due in large part to the excellence of our employees, their intense commitment and their close-to-the-customer mindset. We are a multi-local company whose teams are in close contact with their markets

and fully responsible for their business. In addition, they share one of Edenred's core values, an entrepreneurial spirit. Driven by the same passion, **we are constantly exploring new areas of growth to prepare for the future**, with a focus on providing the right response – meaning the simplest and most efficient – at the right time and in the right place.”

**Graziella Gavezotti**,  
Chief Operating Officer for  
Edenred Southern Europe.



## Close-up on business wins

In 2013, Edenred solutions were delivered to no fewer than 30,000 new client companies and 2 million additional beneficiaries, reflecting **our strong sales dynamic in all of our host countries**.

This performance amply demonstrates our sales teams' ability to listen and position themselves as partners capable of delivering solutions aligned with their clients' needs.

- Belgium: Federgon, The Belgian federation of temporary employment agencies.**  
Enabling temporary workers to be issued with Ticket Restaurant® cards that can be used regardless of the company in which they are working.  
**+ 150,000 additional beneficiaries**
- Brazil: Nestlé, the world's leading nutrition, health and wellness company.**  
Providing a satisfactory solution with a value-added services offering comprised of Ticket Restaurante®, Ticket Alimentação® and Ticket Transporte®.  
**+ 27,000 additional beneficiaries**
- France: Carrefour Market, a subsidiary of the Carrefour group, the world's second-largest retailer.**  
Strengthening relations with the Carrefour group by deploying the Ticket Restaurant® solution in its Carrefour Market subsidiary in France.  
**+ 13,000 additional beneficiaries**
- Mexico: PanAmericano Brinks, secure transporter of cash and valuables.**  
Ensuring highly efficient logistics for the distribution of Ticket Vale Despesas® cards and paper vouchers to a wide range of users on more than 80 sites while complying with prevailing trade union legislation.  
**+ 11,000 additional beneficiaries**

# An intense focus on strengthening positions

To accelerate the Group's development, we set up alliances and made a number of targeted acquisitions in 2013. Through these initiatives, Edenred increased its market share in the Employee Benefits segment, expanded its offering in Expense Management and opened a new country – Colombia – its 40<sup>th</sup>.

## Two strategic alliances in Europe

In 2013, we joined forces with two major companies to create undisputed leaders in the **Employee benefits** market. The alliance with **Banco Espírito Santo**, Portugal's largest listed bank, enhanced the Group standing in a fast-growing segment that has benefited from a recent change in local legislation. It was the same picture in Bulgaria, where we became partners with **VM Finance Group**, one of the country's largest conglomerates, and its Menew subsidiary. These joint ventures combine Edenred's international expertise with our Portuguese and Bulgarian partners' solid positions in their respective markets.



## Repom: a major acquisition



In 2013, we completed the acquisition of **Repom**, which has been Brazil's leading provider of **expense management solutions for independent truckers** for over twenty years and currently holds a 60% market share. The transaction is enabling us to accelerate our development in a high-potential market that is expected to grow at the rate of around 30% a year between now and 2016.

## A faster pace of targeted acquisitions

In 2013, Edenred acquired three leaders in the **Employee benefits markets** in Brazil, Finland and Mexico. The synergies with these companies should drive rapid market share gains. In Brazil, acquisition of the **Bonus** client portfolio, with its 70,000 beneficiaries, will strengthen our position in the country's SME sector, while the experience and skills of **OPAM**, an issuer of 100% paperless food vouchers in Mexico, have made Edenred a benchmark player in the country and enhanced our services' added value. In Europe, we rose to the no.1 position in Finland's Employee benefits market with the acquisition of **Nets Prepaid**, issuer of the **Lounas** meal voucher and of recreational vouchers to 120,000 beneficiaries. The transaction creates a win-win situation – thanks to its digital strategy, the Group is providing real value-added to Nets Prepaid, in exchange for access to the country's largest network of affiliated merchants.



## Ongoing geographic expansion

“With its very dynamic economy, Colombia is one of the countries that we couldn't afford to overlook. **BigPass**, is the second-largest local operator in the **Employee benefits** market and a major player in **Incentive and rewards** solutions. Our top priority with this acquisition is to shift to digital our programs with the goal of increasing our market share. The shift to a card saves time for our clients, generates additional revenue for merchants and allows us to better understand the purchasing habits of employee beneficiaries. The second priority is to restructure and revitalize our offering and develop new solutions for our clients, especially in **Expense management**. ”

**Caio Bittencourt**,  
Chief Operating Officer for Edenred Colombia

# Fostering and accelerating innovation

Edenred has made innovation one of the drivers of its growth strategy. We are deploying an Open Innovation approach both internally, by capitalizing on ideas from employees, and externally, by investing in fast-growing companies, in order to create differentiated solutions for clients, beneficiaries and affiliated merchants and gain recognition as a preferred partner.



**“We are engaged in a fundamental process to transform Edenred into a digital company.”**

“At Edenred, innovation is part of our corporate DNA. We are constantly investing with the goal of developing new value-added services for our clients, beneficiaries and affiliated merchants. To do this, **we are leveraging Edenred’s strong culture of innovation based on people, technology supporting new types of use, and the systematic testing** of new solutions before they are developed on an industrial scale. In 2013, for example, we introduced NutriSavings™, a breakthrough solution that helps employees in the US to eat better by providing them with information about the nutritional

value of the food they purchase. In addition to these new services, we are engaged in a fundamental process to transform Edenred into a digital company. This means rethinking our methods of working and communicating to make them simpler and more free-flowing. What’s more, we regularly invest in start-ups that gravitate around our ecosystem so that we can take advantage of innovation whenever and wherever it emerges.”

**Antoine Dumurgier,**  
Executive Vice President, Edenred Strategy and Development.



**300**  
people involved in Edenred’s business development



**+ 30**  
new solutions launched since 2010



**58%**  
digital issue volume (with an objective of 75% in 2016)



**40**  
million cards managed by PrePay Solutions

## Innovation: a collective dynamic

Enhancing solutions to align them more fully with client needs is a top priority for Edenred employees. Because of their contact with clients, employees are at the heart of the innovation process and the Group is committed to uniting and mobilizing its teams and to stimulating their ideas and creativity. **That is why employees are provided with regular access to documentation centers, expert communities,**

### discussion forums and exchange platforms.

In 2010, we set up an internal collaborative system designed to communicate and exploit new service ideas and track their progress. Today, more than 300 employees from across the organization are supporting this innovation process and sharing their knowledge and expertise, as well as feedback from the frontline, with the entire organization.





## New technologies for new types of use

With 58% digital issue volume at year-end 2013, we are increasingly focusing on digital solutions to drive our innovation strategy. Our two authorization platforms – **PrePay Solutions and Watts** – represent important technological assets. As well as processing transactions involving Edenred solutions in Europe and Latin America, respectively, they allow us to provide clients with new offerings featuring customized acceptance networks and management rules. Leveraging the shift to digital solutions, **we are reinventing our stakeholder relations**, moving towards greater responsiveness, simplicity and reliability. The digital shift represents an opportunity to more effectively differentiate client solutions, improve the beneficiary's experience and develop service offerings for affiliated merchants. Now that digital solutions are everywhere, **developing technological platforms is a priority** for the Group.



**Philippe Dufour**,  
Executive Vice President, Edenred  
Alternative Investments.

### “External innovation allows us to respond proactively to emerging market trends.”

“Innovation is part of our genetic code and one of our corporate values. Alongside our internal innovation process, we are developing an investment strategy through **Edenred Partners**, a structure created by the Group, and through our stake in the **Partech Ventures** investment fund. **This twin-track external innovation process allows us to anticipate and validate emerging market trends and to explore opportunities in activities that run parallel to our core business.**

We are investing in start-ups and developing companies dedicated to value-added services that we can adapt for our clients, beneficiaries and affiliated merchants, as well as in companies involved in e-commerce, the Internet and information services and technologies. **The main objective is strategic: accelerate the pace of our own innovations in our 40 host countries while supporting Edenred's long-term growth.**”



# A culture that sets us apart

The Edenred business is part of millions of people's everyday lives. It requires active listening and responsiveness to our clients. This close-to-the customer mindset, combined with our teams' engagement and entrepreneurial spirit, characterize the corporate culture that drives our Group's performance.



**“Edenred continues to approach the market with the mindset of a start-up. It's a market where nothing is set in stone and everything is possible.”**

“At Edenred, people represent a unique asset and as such are treated with the greatest respect. That's the goal of our Best Place to Work program, which once again this year enabled our team members to work in new environments that have received quality-of-work life certification. We can also claim cultural diversity as a key asset because our **6,000 employees share the same passion and motivation**, which is to improve the efficiency of our clients and to enhance purchasing power of individuals. This mission is inseparable from **our social responsibility program**

– **Ideal** – to which our teams are deeply committed. Backed by 50 years of experience, we continue to approach the market with the mindset of a start-up. It's a market where nothing is set in stone and everything is possible. **Called Customer Inside, our corporate culture helps to set us apart** and to maintain a close relationship with our “customers”. For all of these reasons, working for Edenred is a source of challenge and fulfillment.”

**Jeanne Renard,**  
Executive Vice President, Edenred  
Human Resources and Corporate  
Social Responsibility

## HR initiatives that support growth and excellence

In 2013, the Group continued to develop its employee relations and managerial practices by focusing on people, in particular with initiatives in the areas of wellbeing in the workplace and recognition.



UNITED KINGDOM

### A digital initiative to reward “Brand Champions”

Through its Ewards, the Group recognizes employees who stand out for their contribution and commitment. In 2013, an additional initiative was launched in the United Kingdom. From their online benefits platform, **employees can now nominate those co-workers they feel perfectly embody Edenred's five core values through their day-to-day actions.** As part of this project developed to showcase and reward outstanding performance, the winners are designated by managers and receive gift cards, one of the Group's flagship solutions in the Incentive & rewards market.



**6,000**  
employees



**51%**  
women  
**49%**  
men



**53%**  
all employees  
are under 35



**76%**  
of employees  
participated in at least  
one training course  
during the year

**Portrait**

**Youssef El Hamouchi**

Edenred Belux

Head of business development and innovation for Edenred Belux, Youssef El Hamouchi joined the Group in 2008 as a marketing intern. Five years later, Youssef received an Eward <sup>(1)</sup> in recognition of his day-to-day commitment, his “developer/inventor” mindset and his rapid career advancement.

“I believe that our mission is a public service. Every day, we work to invent solutions that enhance employees’ purchasing power and motivation. I’m very proud to work at Edenred.”

“The slogan ‘For an easier life’ is not just a promise we make to stakeholders. It’s an experience that we live every day at work.”

“In a way, I was born at Edenred. I began my career here and, from the outset, my manager gave me responsibilities. With our focus on innovation and empowerment, what we call ‘intrepreneurship’ has an important role to play at Edenred and I feel fully engaged.”



(1) Ewards are presented to employees who stand out for their talent and commitment.

**Wellbeing in the workplace:  
remarkable results in Latin America**

Today, six out of ten employees work in an environment that has been certified to quality-of-work life standards defined by the Group or a unit actively involved in obtaining certification. For the third year in a row, **Edenred Uruguay was top-rated** in the annual listing by the Great Place to Work Institute, while **Edenred Brazil rose to second place and Edenred Venezuela was seventh** in the national listing.



**63%**  
of employees

work in a certified environment or in a unit actively involved in obtaining certification for quality of life in the workplace.

**Corporate values**

- simplicity
- sharing
- innovation
- entrepreneurial spirit
- performance

## Customer Inside: a source of pride for our employees

In 2010, Edenred introduced a unique managerial approach designed to support its development strategy. With Customer Inside, the goal is to adapt offerings and the way in which they are delivered in order to increase the satisfaction and loyalty of Edenred's customers so that they recommend the brand.

### Edenred France elected "Best Customer Service of the Year"



FRANCE

With 500,000 client interactions a year, Edenred France is constantly working to **improve the quality of its services and the satisfaction of its client companies and beneficiaries** in all areas, from telephone contact to the use of its websites and mobile phone applications. This strategy was honored with a "Best Customer Service of the Year" award\* in recognition of the day-to-day commitment of the Customer Relations Center.



\*In the Prepaid Corporate Services category, based on the results of a study conducted by Inference Operations and Viséo Conseil from May through July 2013. Using the "mystery client" method, the study involved 210 contacts by phone, e-mail and online.

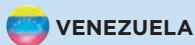


"During the tests that preceded the voting, the mystery clients were particularly impressed by the friendliness and efficiency of Edenred's employees

as well as by their ability to adapt to the degree of understanding of the person on the other end. Whether by phone or e-mail, the responses received show a level of service quality superior to both current standards and to the industry average."

**Ludovic Nodier,**

President of Viséo Conseil and founder of the price elected "Best Customer Service of the Year".



VENEZUELA

### Los Narices Mágicas: a unique experience

In Venezuela, Edenred launched a meaningful project designed to bring employees and their clients closer together. With its *Los Narices Mágicas* volunteer program, the subsidiary's Customer Inside initiative is a powerful driver of commitment and social cohesion with and between its customer. Since the program was extended to include employees of client companies in 2012, 150 additional volunteers have joined forces with the 100 Cestaticket\* employees. In four years, 66 healthcare establishments have welcomed *Los Narices Mágicas*. **A total of 5,200 hospitalized children and 700 adults have benefited from the program, which has become one of the country's leading community outreach initiatives. It has had a powerful impact on the quality of worklife for employees in Venezuela, who recently gave their workplace environment a 95% rating on the Great Place to Work index.**



"Our relationship with Cestaticket\* involves much more than just business. Its *Los Narices Mágicas* volunteer program is a truly people-oriented project.

Meeting patients and making them smile gives us another vision of life. All in all, it's a highly gratifying experience."

**Armando Perez,**  
Vice President, Human Resources,  
Venezuelan Social Security Institute

\*Edenred's subsidiary in Venezuela



**100%**

**senior managers**

took part in a special training course on behavior

**+ 600**

**people**

received managerial training

**+ 1,000**

**employees**

are involved in Customer Inside projects

### Customer Inside presented to Human Resources professionals

Through its partnership with the HR Congress, a key event for the human resources community in France, Edenred took part in the 25<sup>th</sup> edition, addressing the issues of **company creation, the managerial approach and change management.**

Approximately 100 participants learned about the principles of Customer Inside at a roundtable attended by Jeanne Renard\*. The presentation was reproduced and shared with more than 10,000 human resources decision makers after the event.

\*Executive Vice President, Edenred Human Resources and Corporate Social Responsibility





## With Ideal, Edenred has set its course

When Edenred was founded, discussions were held to define strategic objectives for its corporate social responsibility policy. Out of these discussions emerged the Ideal program, which guides the Group's sustainable development actions. The program was launched in 2013 with one priority objective: promoting access to healthy eating at an affordable price.

### "Promoting healthy eating habits is our key concern."

Since 80% of our business involves meal solutions, it's natural for us to focus on promoting healthy eating habits. This year, our subsidiary in Greece committed to this approach and became the 14<sup>th</sup> country to launch an Ideal meal initiative by offering clients **advice on how to adopt a healthier lifestyle.**

Regarding the environmental issue, with Ideal green, a total of 29 countries conducted initiatives for Earth Day intended to reduce the environmental impact of our healthy habits. And with Ideal care, many of our employees took part in **volunteer initiatives** that earned official recognition in several countries, such as Spain and the United Kingdom. Lastly, our reporting system was audited for the first time by a third party, thus enabling us to guarantee the reliability of our commitments while launching an improvement process for the future.

**Charlotte Malvy,**  
Edenred Corporate Social  
Responsibility Director



### Edenred recognized in SRI indexes

In 2013, the Group joined the Dow Jones Sustainability Index Europe (DJSI), which has become a benchmark in evaluating a company's social and environmental responsibility performance. Edenred is one of 23 French companies included in this index. The Group's commitment was also recognized for the third year in a row by the FTSE4Good Index series.



Dow Jones  
Sustainability Indexes



FTSE4Good

#### Ideal meal



**14**  
subsidiaries  
involved

#### Ideal green



**58%**  
of vouchers  
printed on FSC-  
certified and/or  
recycled paper

#### Ideal care



**4,416**  
hours  
devoted to  
corporate  
philanthropy  
initiatives

# Launch of Ideal meal to promote healthy eating



With the support of its 6,000 employees, 640,000 corporate and public sector clients and 1.4 million affiliated merchants, the Group is taking action to improve the eating habits of its 40 million beneficiaries around the world. With the Ideal meal program, Edenred has introduced initiatives to promote access to healthy, balanced food at an affordable price. In 2013, the program was launched on a larger scale, with the goal of supporting an Ideal meal project in each of the Group's host countries by 2016.

## Ideal meal Day: an event that promotes "good eating"

On October 16, 2013 – to celebrate World Food Day – Edenred organized the first Ideal meal Day, designed to unite employees around the theme of "What's the 'Ideal' recipe in your country?". Teams in India submitted recipes evaluated by Ticket Restaurant® affiliated establishments, while the Brazilian subsidiary raised awareness among its clients of the importance of not wasting food. The initiative involved preparing tasty dishes made with 100% of all ingredients including vegetable peels.



### Special Edenred dishes

A selection of 33 balanced dishes prepared by Edenred employees for Ideal meal Day were published in a special **Recipe book that reflects the culinary diversity of the Group's host countries.**



"I'm proud to work for a company that is committed to improving people's understanding of their eating habits and raising their ethical awareness."

**Sergio Vitale,**  
Web Marketing Manager,  
Edenred Italy



CHILE

## Edenred Chile awarded for its Gustino program

"In December, the government of Chile presented us with an award for the most innovative initiative to promote a healthy lifestyle. The award recognizes the results of a two-year study of company employees and restaurant operators. The study shows the **program's positive impact on changing eating habits** with an average increase of 20% in healthy foods ordered in partner restaurants. The local program is called Gustino and it has a red, tomato-shaped mascot."

**Philippe Blécon,**  
Chief Operating Officer, Edenred Chile



CZECH REPUBLIC

## Ticketka, a mobile application to promote balanced nutrition

Featuring a calorie counter and menus tailored to user profiles, the application introduced by the Group's subsidiary in the Czech Republic received **220,000 visitors in 2013**. It even has a function for geo-locating restaurants that participate in the FOOD\* programme. Eating healthy and well has never been easier!



\*Edenred is the coordinator of the European FOOD programme. The latest news about the program is available at [www.food-programme.eu](http://www.food-programme.eu)

**4.67 million**  
beneficiaries have been informed of the program

**+ 237,000**  
affiliated merchants sensitized worldwide



# Ideal green: preserving the environment



Ideal green is the environmental component of the Ideal social responsibility approach. Through its actions, Edenred is demonstrating a commitment to improving its environmental performance in all its host countries.

## Our employees gear up for Earth Day 2013

For the fourth year, over 2,000 employees learned about the environmental impact of their eating habits. For the event, the subsidiary in Greece gave seeds to its team members to grow scented plants that they would then care for in the office. In France, around 20 volunteers spent two days planting fruit and vegetables with people enrolled in a social rehabilitation program.



## ISO 14001-certified subsidiaries in the main host countries

Edenred's environmental management system is based on ISO 14001 certification, which has already been obtained by the subsidiaries in **France, Brazil and the United Kingdom**. Today, one-third of all employees work for a subsidiary that has been officially recognized for its commitment to preserving the environment.

**2,800**

employees informed about environmental stewardship

# Ideal care: supporting local communities

Ideal care, our employees' community outreach commitment, involves donating vouchers, food and clothing to associations and devoting time to skill-sharing and outreach initiatives.



## Eden for All: a day support to 40 associations

The fourth Eden for All event involved nearly 4,000 employees in 31 countries. The purpose was to support local communities through donations or activities carried out with partner associations. In Bulgaria, 150 kg of food was collected



for a Red Cross home while in Hong Kong, employees gave Christmas presents to children through the Hope Worldwide NGO.



SPAIN

## Edenred Spain honored for its contribution to the fight against child malnutrition

In 2013, Edenred Spain received an award for its fund-raising campaign organized for **Action Against Hunger**.



"This project shows that two complementary organizations like Edenred Spain and Action Against Hunger can achieve a lot when they work together. We are very proud of this award for our subsidiary, which has been involved with the humanitarian organization for more than ten years."

**José María Martínez,**  
Marketing Manager, Edenred Spain

**€805,000**  
in direct donations  
to associations-backed projects

**330**  
associations  
supported



# Focus on our solutions

This year, Edenred's four solutions families benefited from new programs and additional services that improved the efficiency of 640,000 client companies and enhance the purchasing power of 40 million beneficiaries around the world.



### Employee benefits

Innovative solutions for companies willing to motivate their employees and improve their purchasing power in many areas such as meal, food, transportation, childcare, training and personal services.

**€14,221**

million  
in issue volume

**83%** of total Group  
issue volume

### Expense management

Easy to use solutions for companies looking to transparently and cost-effectively manage their business expenses related to vehicle fleets, business travel (airfare, trains, hotels and restaurants) and other expenses on specific markets.

**€2,078**

million  
in issue volume

**12%** of total Group  
issue volume

### Incentive and rewards

Customized solutions through reward programs and relationship marketing campaigns for companies seeking to boost individual or collective motivation of their teams, the performance of their distribution networks or the loyalty of their customers.

**€599**

million  
in issue volume

**4%** of total Group  
issue volume

### Management of public social programs

Secure solutions to enable local authorities and public institutions to deliver specifically allocated public funds to underprivileged or dependent citizens and support the development of young people.

**€221**

million  
in issue volume

**1%** of total Group  
issue volume

# Employee benefits

Edenred implements a wide range of Employee benefits solutions related to food and quality of life. Boosted by the rise in digital technologies and the addition of new clients, the Group has asserted its leadership position and enhanced its solutions with new services, including the self-service benefits platforms and mobile applications it has developed.



**“The rise in digital technology enables us to enhance our offering.”**

“Edenred is the world leader on the Employee benefits market, where we posted +11.4% growth in 2013! This is proof that in spite of the difficult context, this historic activity is still attracting just as many companies wanting to meet the needs of their employees on the lookout for purchasing power. Moreover, **we are currently developing benefits platforms for these companies**, particularly in Central Europe and in the United Kingdom, to facilitate the management of Employee benefits and

promote their HR policies. The rise in digital technology enables us to enhance our offering with additional services such as mobile apps and websites through which employees can directly receive partner promotions. In addition, the shift to digital has improved our knowledge of their consumption habits, allowing us to develop more targeted solutions to improve their daily lives as well as differentiating solutions for companies.”

**Arnaud Erulin**,  
Chief Operating Officer for Edenred  
Central Europe and Scandinavia

## Barometer

**Well-being at work central to the motivation of European employees**

**Baromètre**  
Edenred-Ipsos 2013

Such was the conclusion of the eighth Edenred-Ipsos barometer on the well-being and motivation of employees in Europe <sup>(1)</sup>. This observatory for the job market revealed three major trends:

- employees are concerned about their future.

**Employment and purchasing power expectations remain their primary concerns;**

- secondly, given the economic context, **they avoid risk-taking and remain loyal to their employers “by default”;**

- lastly, the capacity to keep employees motivated is unequal between countries. With a **pronounced imbalance between the feeling of commitment and recognition**, frustration is high in half <sup>(2)</sup> of the surveyed countries.

This barometer demonstrates **the significance of developing active and targeted employee policies especially in the area of well-being at work.**

(1) Survey conducted from February to March 2013 among 7,200 employees in six countries: Germany, Belgium, Spain, France, Italy and the United Kingdom.

(2) Spain, France and Italy.



**€14,221**

**million**  
in issue volume,  
including 53%  
on digital format



**83%**  
**of total Group**  
issue volume



**+11.7%**

**growth**  
in issue volume for  
food-related benefits

**+9.2%**

**growth**  
in issue volume for quality of life benefits



# FOOD-RELATED BENEFITS

## Areas of activity

- Meal 
- Food 

### Ticket Restaurant® continues its shift to digital



The Ticket Restaurant® solution is Edenred's **flagship Employee benefit**. **A symbol of lunch breaks and direct participation in the purchasing power of employees**, it has been recognized as a factor in motivation and efficiency. Providing an alternative to company canteens, this solution is still extremely popular among companies and especially SMEs, experiencing continuous growth in Europe and in France, where Ticket Restaurant® was created 50 years ago. Originally developed on paper, **Ticket Restaurant® is now available in card format** in many countries and is starting to be developed on mobile devices. Committed to simplifying the administrative management and logistics of companies and affiliates and securing beneficiary transactions, Edenred is continuing to adapt and enhance its services to satisfy all of its stakeholders. **With Ticket Alimentación®**, the other star Employee benefits solution particularly tailored to the needs of emerging markets which can be used to purchase groceries in supermarkets, 54% of the volume issued through food-related benefits is now in paperless form.



### Clients, beneficiaries, affiliates: all endorse Ticket Restaurant®



FRANCE



"The Ticket Restaurant® program offers high value when it comes to employee purchasing power and services.

This is a fairly recent solution in our company. We only use the paper format for now, but the fact that Edenred is moving towards digital solutions with electronic cards is appealing. It is a decidedly modern company!"

**Ange Ciappara,**  
Head of Labor Relations,  
Carrefour Hypermarket



ROMANIA



"We strongly supported the introduction of meal vouchers in Romania. Distributing these vouchers to

employees is a way of ensuring their food security. This is vital for a population with primarily modest incomes and the benefits for restaurant owners and the food industry are undeniable. The Ticket Restaurant® solution is particularly relevant in a difficult economic context!"

**Bogdan Hossu,**  
President of Cartel Alfa, the Romanian  
Trade Union Confederation



FINLAND



"In Finland, lunch is the most important meal of the day. Our association of restaurant owners, MaRa, is convinced that meal vouchers

and cards are an excellent way to motivate and take care of employees. These vouchers and cards give them access to balanced meals made by professionals. For restaurant owners, they are a fast and secure means of payment that allows them to offer high-quality food service, even during the rush hour."

**Heli Satuli,**  
Communication Manager for MaRa,  
the Finnish hotel association



USA



### Encouraging employees to eat healthy food

Accompanying employees on the path to balanced nutrition and rewarding them based on the quality of food purchased: **such were Edenred's goals in the US with NutriSavings™, an original solution launched in 2013.** In addition to benefiting from company incentives, the program's member employees receive e-coupons they can use to purchase healthy food products. Lunched on the **booming market of health and well-being**, NutriSavings™ is a way for companies to reduce employee absenteeism, increase their productivity and most importantly lower health care costs generated by chronic diseases related to malnutrition such as obesity.





# QUALITY OF LIFE RELATED BENEFITS



BRAZIL

## Guaranteeing access to culture for everyone

An original solution in Brazil, Ticket Cultura® is the **first Employee benefit for the purchase** of cultural goods. Taking advantage of regulations that exempt companies from payroll and other taxes, **Edenred Brazil is the first player to be authorized by the government** to issue this solution on a promising market. Nothing could be more legitimate for the subsidiary, which has been an official partner of Ticket Culture & Sport Week in São Paulo for the past seven years!



## Areas of activity

- Childcare
- Commuting and mobility
- Culture, sports and wellness
- Healthcare
- Personal services
- Eco-friendly purchasing



FINLAND

## Ticket Duo®: one card, two benefits

Ticket Duo® is **an original solution that combines Finland's two most popular solutions** on the same card: the Ticket Lounas® meal voucher and the Ticket Mind&Body® sports and culture voucher. Edenred, market leader, is thus offering companies a single dedicated platform with **simplified administrative management tailored to corporate needs**.

Thanks to its mobile app, employees can access their accounts at any time and can easily find one of the 10,000 affiliated restaurants or 4,500 cultural and sports facilities.



GERMANY

## A winning bet for Ticket Plus® Card!

Performance is the keyword for Ticket Plus® Card, Edenred Germany's multibrand solution. One year after the regulated establishment of a €44 employer contribution exempt of payroll and other taxes to give employees even more purchasing power every month, over 1,800 companies have already adopted it. **Benefiting from a unique concept**, the 100% customizable card can be used to **fill up on gas, buy groceries or go shopping in 13,000 affiliated merchants**. Offering more than just purchasing power, Ticket Plus® Card is a **new tool to attract and retain employees** and already has 90,000 beneficiaries.



## Testimonial

“Since October 2012, nearly 800 employees at federal level have benefited from Ticket Plus® Card as an additional form of compensation. The high acceptance level in our staff proves that we made the right decision. The card is easy to manage, which has also convinced us. Our partnership with Edenred Germany has been fruitful and smooth.”

**Frank Reiss,**  
HR Manager in the payroll department of Große Vehne

## New self-service platforms making social policies easier to manage



**Truly innovating in the management of Employee benefits**, Edenred is enhancing its solutions by offering **additional services allowing employees to choose their benefits** from a wide range offered by their companies. Available as a web interface customized by the employer, these services reduce administrative tasks, optimize HR processes and make employees' needs more visible. Easy to use, they also boost employee motivation and productivity by **providing insight into the company's social policy**.

Already offered in four countries\*, this new generation of services will be rolled out in some fifteen subsidiaries by the end of 2016.

\*China, Czech Republic, United Kingdom and Slovakia.



### Testimonial



"I was really impressed by the service quality and flawless support of the Edenred team. It offered us really advantageous employee solutions in terms of flexibility and choice. We have observed a significant improvement in employee satisfaction

and are currently well-positioned to attract, motivate and retain top talent."

**Rebecca Scarr**,  
Wellbeing Advisor,  
City Health Care Partnership



## Affiliates and beneficiaries: a winning relationship



**Connecting 1.4 million affiliated merchants to 40 million beneficiaries** to develop the business of the former and increase the purchasing power of the latter: this is **one of the new challenges that Edenred wants to take up by 2016**. Having started with web platforms that give employees access to specially designed benefits with **Beneficio Club®** and **MyWorkOffers®**, the Group is now developing other unique interactions between its beneficiaries and affiliates through new digital channels such as **Ticket Up®**, a Brazilian mobile solution through which restaurant owners can send push notifications to Ticket Restaurant® beneficiaries to let them benefit from exclusive offers.



# Expense management

Efficient and transparent expense management is a significant driver for companies looking to improve their performance. Boasting twenty years' experience in this area, Edenred continues to expand its solutions to meet the needs of its target markets. The Group launched additional services for vehicle fleets and travel expenses in 2013, allowing companies to monitor expenses more efficiently, cut costs and optimize reporting processes.



**“Edenred has its sights set high on this market in terms of growth, as reflected by our development in 2013.”**

“The Expense management market has enormous potential, estimated at over €1,000 billion. Edenred has its sights set high in terms of growth, as reflected by our development in 2013. **We have consolidated our positions on fuel and fleet management markets** in Latin America by offering new services and adding new features to our solutions. This has been true in Mexico for example, with vehicle maintenance and on-board assistance services.

We also have comprehensive solutions intended for European SMEs for the **management of pre-trip, on-trip and post-trip expenses**, for example with our ExpendiaSmart® solution in Italy. Lastly, we are able to meet **specific market needs**, for example in Brazil, where we are active in the segment of business expenses dedicated to independent truck drivers with Repom.”

**Gilles Coccoli,**  
Chief Operating Officer for Edenred Brazil

## Areas of activity

- Fuel and fleet related expenses
- Travel and entrainment related expense
- Expense management on specific markets (freight, payroll cards, work apparel cleaning & buying, insurance claims, refund etc.).



**€2,078**

**million**  
in issue volume, including  
95% on digital format



**12%**

**of total Group**  
in issue volume



**+17.3%**

**growth**  
in issue volume



**2.5**

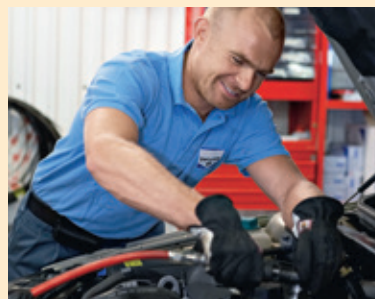
**billion**  
liters of fuel



# FUEL AND FLEET EXPENSES

## Ticket Car®: new services for new needs

Launched in the 1990s in Latin America, Ticket Car® was initially used by companies **to manage fuel expenses for their light vehicle fleets**. Since then, the Group's solution has changed considerably and now **also covers the heavy vehicle segment and maintenance expenses**. Ticket Car® boasts enhanced features (history of online transactions, geolocation of low-cost service stations, detailed statistics, etc.), making it a **real fleet management tool**. Furthermore, **some services are available as stand-alone solutions**. For example, Edenred's Brazilian and Mexican subsidiaries have launched maintenance solutions to **meet the specific rolled-out needs** of companies. The solution, which channeled 2.5 billion liters of fuel in 2013, is starting to be rolled-out in other Group countries.



### Testimonials



MEXICO



"Ticket Car® is hands-down a precious ally in that it provides us with all the information we need to monitor and manage fuel across the Mexican territory. Over the past six years, the assistance of Edenred experts and the technology invested by the Group to upgrade the solution have

allowed us to optimize our productivity and employees work hours, identify abuses and cut costs by 20%!"

**Elba Román Ibarra,**

General controller, Praxair México, S. de R.L. de C.V.



BRAZIL

"The Ticket Car® Manutenção solution has allowed us to improve our vehicle maintenance process, which was previously decentralized. Thanks to this service, we can now monitor the status of our maintenance operations in real time, view their history and produce detailed monitoring reports. On top of that, the downtime of our vehicles has been drastically reduced!"

**Peterson Soares Ribeiro,**

Head of the Transportation and Services Department, Companhia Estadual de Distribuição de Energia Elétrica



TURKEY



## Edenred brings Ticket Business® Fuel into the ring

Ticket Business® Fuel, introduced in Turkey, is a way for companies and primarily SMEs to **optimize the fuel expenses of their vehicle fleets and monitor them more efficiently**. The solution combines a **traditional gas card with a ring system** in which a ring directly placed on the vehicle's fuel tank transfers all of its data to the company when the tank is filled. With complete expense control, secure and simplified transactions and an advanced monitoring system, the client advantages are undeniable. To develop this solution, **the subsidiary teamed up with OMV Petrol Ofisi** which, with 1,900 service stations in Turkey, is the country's **leading fuel distribution company** and has helped strengthen Edenred's leading position on the Turkish market.



GREECE



## A unique fuel card on the market

Accepted in all MasterCard® network service stations, **Ticket Car® Fuel Card**, Edenred Greece's **prepaid multibrand fuel card**, is the first of its kind on the market. Intended for companies, the solution has a web platform to help them better manage and monitor their employees' fuel expenses, while reducing logistics related to expense reports.

# TRAVEL AND ENTERTAINMENT EXPENSES



## Online travel services: ExpendiaSmart® innovates

ExpendiaSmart®, Edenred's innovative and unique solution on the Italian market, can be used to manage the full business travel cycle – pre-trip, on-trip and post-trip – from ticket booking to the automatic reimbursement of employee expenses. In 2013, **the subsidiary joined forces with Amadeus, a leading provider of travel software and technology solutions for global travel industry**, to enhance and supplement its solution with an online booking tool. This new feature allows client companies to **compare and book, at the best rate, all types of services** (hotels, flights and rental cars) in real time. Its customized platform can be used by employees to **plan and modify their trips in complete autonomy, in accordance with the company's policy**, and then pay for their travel expenses with the solution's card.

### Testimonial

"Our company wanted to reduce the administrative burden related to travel expense management ExpendiaSmart® helped us control this expense item more efficiently. I can now delegate travel planning to employees and verify its compliance with the company's policy upstream, thanks to its particularly well-designed online platform."

**Cristina Di Lorenzo**,  
Accounting Assistant, Servino Italia Srl



## Barometer

### Business travel: a growth driver for companies

This was a finding in the most recent European American Express Business Travel <sup>(1)</sup> survey conducted in 600 companies.

- **Cost control remains, more than ever before, the main area of intervention** for 87% of them, resulting in the development of pre- and post-travel expense optimization strategies. **This visibility requirement** is particularly salient with the return of 'best-buy' searches for the lowest price with online booking tools.
- **The second priority** for companies: **employee safety while travelling**, for which they invest in solutions to **geolocate** <sup>(2)</sup> them at any time.

**Control, visibility and safety are the keywords that define companies' major priorities for 2014.**

(1) 2013 European American Express Business Travel barometer, 23<sup>rd</sup> edition, prepared by Concomitance Group.

(2) 65% of the surveyed companies rolled out solutions and tools for this purpose.



### An innovative solution for professional meal allowances



**With the Ticket Restaurant® Dietas solution**, Edenred Spain is providing companies with an innovative and advantageous solution to manage the meal expenses of their employees travelling on business. The solution gives companies access to employee cards and an online platform on which they can individually configure each card, indicating the amount of the meal allowance and the authorized days and times. In addition to **decreasing administrative burdens**, this solution offers substantial savings. With Ticket Restaurant® Dietas, instead of giving their employees a fixed allowance, companies **only have to cover the actual expenses incurred by their employees** within a ceiling set by the law and are **exempted from payroll taxes**. Not only do employees not have to advance meal expenses, but they also benefit from **the largest network of Edenred-affiliated restaurants** in the country.





CHILE



## With Edenred, companies can take a taxi too

**Ticket Taxi®** is the first web and mobile solution to optimize taxi Expense management from a smartphone, and has more than one advantage. It lets companies **cut their management costs by 15% to 20% and closely monitor taxi fares** each month. As for mobile app, users can easily and safely pay for their taxi trip from

their phone. Linked to a **geolocation system**, the program also lets them monitor, in real time, their taxi as it nears or find the closest taxi thanks to the **2,000 drivers affiliated with Safer Taxi, Edenred Chile's partner**. And for users who do not have the application on their smartphone, the dedicated website offers fast online reservations.

# EXPENSE MANAGEMENT ON SPECIFIC MARKETS



BRAZIL

## Repom, on the road to impressive growth

The leader in the Expense management segment for independent trucker drivers in Brazil, Repom has been Edenred's latest asset since 2013. Bolstered by over twenty years' experience, Repom offers a comprehensive solution for managing the electronic payment of freight services and expenses. A unique online management platform integrated into companies' logistics systems can be used by clients to **manage, in complete transparency and in real time, each process related to the delivery of goods**. At the same time, **independent truck drivers have a prepaid card they can use in over 900 service stations, toll stations and merchants in the MasterCard® network to pay for expenses incurred while traveling, receive their wages and withdraw money**. With an improved management process, alternatives to freight contracts, cost-cutting and compliance with the Brazilian legislation, the advantages are multiple for Repom activity, which grew +28% in 2013. To date, Repom has a 60% market share on a market, where penetration is still low and estimated at €35 billion.



### Testimonial

"The Repom solution is essential to our whole transportation process. It gives us greater control over contract management and the payment of freight services and allows us to monitor deliveries of goods. Simple and reliable, it has easily been integrated into the company's management system, thus making it easier for us to monitor and identify payments and providers."

**Luiz Alcantara,**  
President of Ritmo Logística



FRANCE



## Impeccable cleaning and maximum safety with Ticket Clean Way® EPI

This professional dry-cleaning card offered by Edenred France, dedicated to the **cleaning of work wear and personal protective equipment**, is a way for companies to **comply with the law, prevent occupational risks and control their cleaning and safety budget**. Less than two years after it was launched, Ticket Clean Way® EPI has proven successful with revenue multiplied by three in 2013. Some fine commercial successes are worth noting, such as the partnership with the company Loomis, the leading cash-in-transit company in France, which trusted the subsidiary to distribute 2000 dry-cleaning cards to its employees.



# Incentive and rewards

Over the past years, Edenred has developed specific expertise on the market of incentives and relationship marketing. The Group currently assists organizations in their development by devising innovative solutions and customized programs tailored to their market that retain their customers and stimulate their sales forces, simply and efficiently.



**“Our added value is our ability to offer marketing services in conjunction with our reward programs.”**

“Companies are looking for sophisticated solutions to win their customers’ loyalty and stimulate their sales forces. Aside from our extensive gift expertise, our added value is our ability to offer marketing services in conjunction with our reward programs.

**We assist companies not only in optimizing their relationships with consumers thanks to loyalty programs but also in animating their distribution networks.**

Data processing and analysis are crucial. Edenred has developed

expertise in the analysis of data and works with its clients to develop customized strategies with targeted solutions. **We provide them with online platforms to oversee their campaigns,** including on social networks, manage their solutions and optimize their customer relations, simply and efficiently.”

**Laurent Pellet,**  
Chief Operating Officer  
of Edenred Asia-Pacific

## Areas of activity

- Reward programs: gift cards, gift vouchers, e-vouchers, gift boxes, on- and off-line gift catalogs.
- Marketing services in the design and management of campaigns for employee recognition and incentives, sales force and distribution networks incentives, and customer loyalty programs.



## Stimulating, retaining, rewarding

Over 20 Edenred subsidiaries offer this reward solution that was developed over ten years ago. Previously issued in paper format, **Ticket Compliments®** has evolved and is now available on cards and as e-coupons that can be used in stores and online merchants.



**€599**  
million

in issue volume, including 45% on digital format



**4%**  
of total Group  
issue volume



**+5%**  
growth  
issue volume



TAIWAN

## A 100% digital solution for instant rewards



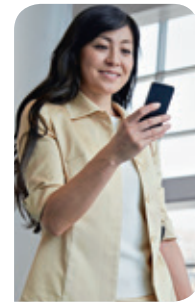
After South Korea and Hong Kong, Edened signs in Taiwan with Ticket Xpress® a major innovation in the area of Incentive and rewards: a digital solution enabling corporates to send electronic vouchers from various famous retail brands to the end-users of their choice. This 100% digital solution can be used as a marketing and sales promotional instant reward or incentive for their customers, partners or employees. The user receives via e-mail, SMS or Passbook the electronic voucher that he can instantly redeem against a given product at specific branded merchant's retail outlets. **Offering reliability, traceability and a low cost** compared to physical gifts, Ticket Xpress® has countless advantages. Accepted in 1,600 outlets and 20 affiliated partner chains, the solution has already been adopted by 60% of Taiwan's major banks.

### Testimonial



"Ticket Xpress enabled us to make an efficient incentive campaign for our customers, with controlled budget and very smooth operations for us. We appreciate Edened professionalism, and the ongoing support from the team who made everything simple: from the conception of a campaign to the management of operations and analysis of results. Our customers also liked Ticket Xpress as the very high redemption rate shows it!"

**Laurence Li,**  
Brand Manager for Taiwan Mobile



## Offering rewards all around the world

Leveraging on Edened's global network of rewards solutions, with teams located in Asia

and the USA, **Global Rewards by Edened®** is dedicated to **source and deliver personalized and cost effective rewards for multi countries programs**, aiming at employee recognition, distributors incentive or Consumer loyalty. From multinational corporation demanding global scalable gift offers across the globe to small-scale business with strong localized regional requirements, teams are able to **fit custom needs thanks to adaptive catalog on demand or web solutions, fulfillment and sourcing services**. Capitalizing on 40 years of knowhow and expertise in gifting Global rewards is the choice of major Fortune 500 companies for their international rewards needs.



FRANCE



## Ticket Kadéos® Universel marked by success

One year after it was launched in France, the Ticket Kadéos® Universel gift card, which supplemented the range of rewards and services intended for the subsidiary's client companies, has been a total success. It has a number of strengths: its three-year, non-transferable card can be reloaded and can be used in the whole MasterCard® network, in France and abroad. Already the leader on the Incentive and rewards market, Edened France has gained further ground with this original solution, becoming the only player **with a comprehensive rewards solution tailored to the needs of French corporate clients**.



Its success has been reflected in its performance, with 30,000 cards sold the first year. The range is also available as part of incentive and motivation campaigns through Stim&Go®, providing customized turnkey platforms that have met with great success.



CHINA

## Innovative marketing services



Since 2001, Edened China\* has been designing and operating over 300 loyalty, recognition and reward programs across all Asia Pacific, advising clients on how to **maximize project efficiency, rewards impact and data usage for Employee related (ERM), Partners centric (PRM) or Consumer focused (CRM) programs**.

In the fast developing Asian environment, Edened provides innovative solutions to clients, integrating social media, web and mobile, from one shot instant reward campaign to multi million members loyalty programs. Starting with strategic program design and ending with day-to-day operational management, the solutions are adapted to each local communication and rewards cultures. Supported by proprietary relationship marketing tools, Edened drives innovation and motivation into everyday life of millions of consumers, employees and distributors across Asia Pacific.

\*based in Hong Kong, Beijing and Shanghai



# Management of public social programs

Edenred implements solutions in fifteen countries to make the social programs of governments and public authorities more efficient. In a context of greater budgetary rigor, these solutions ensure the traceability of allocated funds and guarantee they are used for their intended purpose.



**“Our programs ensure that funds allocated to citizens are used for their intended purpose.”**



“In 2013, public authorities expressed a growing need to distribute their social aid to vulnerable populations **with even more efficiency, security and traceability**. It was in this context that they turned to Edenred for its expertise. This aid is primarily intended for the most **underprivileged or dependent populations, such as children, elderly people and disabled people**. Usually governed by a legislative framework, the programs

we offer ensure that funds allocated to citizens are used for their intended purpose, for example to purchase food or access transport services, healthcare, culture or training. **These easy-to-use, flexible solutions** increase the transparency of fund distribution and are an **efficient alternative to allowances offered in cash or in kind.**”

**Laurent Delmas,**  
Chief Operating Officer for Edenred France

## Areas of activity

- Meal and food
- Staple goods
- Education and training
- Commuting and mobility
- Personal services
- Healthcare
- Agriculture
- Sport and culture



**€221**

million  
in issue volume

**+ 10**

fields  
of action



**1%**

of total Group  
issue volume

**+ 40**

tailor-made solutions  
in + 15 countries







## Social aid: Edenred on the front line in Paris

Guaranteeing the effectiveness of social aid, controlling costs and promoting social policies are just some of the challenges specific to the urban community of Paris. Edenred has met these challenges with an original solution that combines Ticket® CESU Social and the **Domiphone® remote management system**. Ticket® CESU Social is a prepaid voucher intended to offer access to personal services, while the remote management system can be used to monitor, in real time, the services of 5,000 agents in the homes of nearly 20,000 beneficiaries. **Combining the two solutions on the same platform not only offers the opportunity to manage all forms of aid but also to have an overview of expenses, share information between stakeholders\* and simplify administrative procedures.** By awarding Edenred with the largest French remote management and CESU contract for the next four years, the Department and City of Paris have confirmed Edenred's position as an expert in solutions for social action and local authorities.

\* Beneficiaries, funding authorities, in-home service structures and agents.



## Edenred, spearheading social services



**“Reshaping services for a changing society”** was the theme of the 21<sup>st</sup> European Social Services Conference, organized in June 2013 by the European Social Network, which brought together public authorities from 32 countries. **As a six-year partner** of this annual event that promotes the development of high-quality social policy, **Edenred coordinated two of its workshops.**

Its Italian, French and Belgian subsidiaries presented various service voucher solutions meeting the needs of local authorities related to childcare and the control of poverty and exclusion.



### Testimonial

“Promoting person centered solutions for people (to use the services they need) and having effective management systems to deliver

this is important for today's social services which is why the European Social Work is very happy to work in partnership with Edenred over a number of years sharing ideas and supporting innovation.”

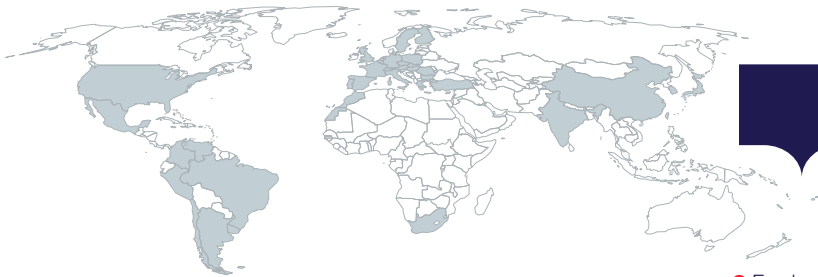
**John Halloran,**  
Director of the European Social Network



## Putting agricultural aid to good use

In 2013, Edenred introduced **Ticket Agri™** in Burundi to ensure that the funds allocated by the Ministry of Agriculture and Livestock, with the co-financing of international funders, reach their correct destination. For the first season, **250,000 beneficiaries** therefore had secure and traceable access to fertilizers that they could purchase directly from farming stores, helping to **improve the country's long-term food security.** This operation, which instilled energy in the sector, was successful. A new season has already been launched.





# Edenedred worldwide

- Employee benefits
- Expense management
- Incentive and rewards
- Management of public social programs

## AFRICA AND MIDDLE EAST

### BURUNDI

Since 2013  
Based in Gitega  
Flagship solution:  
Ticket Agri™

### LEBANON

Since 2001  
Based in Beirut  
Flagship solutions:  
Ticket Restaurant®  
Carte Auto  
Ticket Auto®  
[www.edenedred.com.lb](http://www.edenedred.com.lb)

### MOROCCO

Since 2007  
Based in Casablanca  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
[www.edenedred.ma](http://www.edenedred.ma)

### SOUTH AFRICA

Since 2005  
Based in Johannesburg  
Flagship solutions:  
Compliments®  
Compliments® Select  
Compliments® Exclusive  
Marketing Services  
[www.edenedred.co.za](http://www.edenedred.co.za)

## AMERICAS

### ARGENTINA

Since 1988  
Based in Buenos Aires  
Flagship solutions:  
Ticket Car®  
Ticket Mantenimiento de Flota®  
Restaurant Card®  
Ticket Premium Electrónico®  
Beneficio Club®  
[www.edenedred.com.ar](http://www.edenedred.com.ar)

### BRAZIL

Since 1976  
Based in São Paulo  
Flagship solutions:  
Ticket Restaurante®  
Ticket Alimentação®  
Ticket Transporte®  
Ticket Car®  
Ticket Cultura®  
Repom  
Accentiv' Mimética™  
Ticket Parceiro®  
Presente Perfeito®  
Webcentiv™  
[www.edenedred.com.br](http://www.edenedred.com.br)

### CHILE

Since 1998  
Based in Santiago  
Flagship solutions:  
Ticket Restaurant™  
Ticket Restaurant™ Junaeb  
Ticket Sala Cuna™  
Ticket Compliments®  
Ticket Vestuario™  
Ticket Experiencia  
[www.edenedred.cl](http://www.edenedred.cl)

### COLOMBIA

Since 2013  
Based in Bogotá  
Flagship solutions:  
Big Pass® Alimenticio  
Big Pass® Auto  
Big Pass® Regalo  
Big Pass® Dotación  
Big Pass® Plus  
[www.edenedred.co](http://www.edenedred.co)

### MEXICO

Since 1981  
Based in Mexico City  
Flagship solutions:  
Ticket Vale Despensas®  
Ticket Restaurante®  
Ticket Car®  
Ticket Regalo®  
Ticket Uniforme®  
Ticket Premium®  
[www.edenedred.com.mx](http://www.edenedred.com.mx)

### PERU

Since 2003  
Based in Lima  
Flagship solutions:  
Ticket Alimentación®  
Ticket Alimentación® Electrónico  
Ticket Compliments® Regalo  
Ticket Regalo® Card  
Ticket Combustible®  
[www.edenedred.com.pe](http://www.edenedred.com.pe)

### URUGUAY

Since 1987  
Based in Montevideo  
Flagship solutions:  
Ticket Restaurant®  
Ticket Alimentación®  
Ticket Transporte®  
Ticket Navidad®  
Ticket Compliments®  
Ticket Bienestar®  
[www.edenedred.com.uy](http://www.edenedred.com.uy)

### USA

Since 1985  
Based in Newton, MA  
Flagship solutions:  
Commuter Check®  
Wired Commute®  
NutriSavings™  
[www.edenedredusa.com](http://www.edenedredusa.com)

### VENEZUELA

Since 1990  
Based in Caracas  
Flagship solutions:  
Ticket Alimentación®  
Ticket Alimentación Electrónico®  
Ticket Guardería®  
Ticket Juguete®  
Ticket Plus®  
[www.cestaticket.com](http://www.cestaticket.com)

## ASIA - PACIFIC

### CHINA

Since 2000  
Based in Shanghai  
Flagship solutions:  
Accentiv'®  
E Card  
Flexbenefit®  
Marketing services  
[www.edenedredchina.com](http://www.edenedredchina.com)

### INDIA

Since 1997  
Based in Mumbai  
Flagship solutions:  
Ticket Restaurant® Meal Vouchers  
Ticket Compliments® Gift Vouchers  
Accentiv'®  
Ticket Service™  
[www.edenedred.co.in](http://www.edenedred.co.in)

### JAPAN

Since 2012  
Based in Tokyo  
Flagship solutions:  
Ticket Restaurant®  
Ticket Gift®  
[www.edenedred.jp](http://www.edenedred.jp)

### SINGAPORE

Since 1999  
Based in Singapore  
Flagship solutions:  
Accentiv'™  
Ticket Max™  
Relationship marketing  
[www.edenedred.com.sg](http://www.edenedred.com.sg)

### SOUTH KOREA

Since 1999  
Based in Seoul  
Flagship solutions:  
Accentiv'™  
Ticket Xpress™  
Ticket Max  
Relationship marketing  
[www.edenedred.co.kr](http://www.edenedred.co.kr)

## TAIWAN

Since 2000  
Based in Taipei  
Flagship solutions:  
Ticket Xpress®  
Accentiv™  
Ticket Max®  
Relationship marketing  
[www.edenred.com.tw](http://www.edenred.com.tw)

## TURKEY

Since 1992  
Based in Istanbul  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
Ticket Business® Fuel  
Ticket Plus®  
Ticket Service®  
[www.edenred.com.tr](http://www.edenred.com.tr)

## EUROPE

### AUSTRIA

Since 1993  
Based in Vienna  
Flagship solutions:  
Ticket Restaurant®  
Ticket Service®  
Ticket Compliments® Universal  
Ticket Junior®  
Ticket Shopping® Card  
[www.edenred.at](http://www.edenred.at)

### BELGIUM

Since 1976  
Based in Brussels  
Flagship solutions:  
Ticket Restaurant®  
Ticket EcoCheque®  
Ticket Compliments® Supreme  
Award  
Ticket Compliments® Sport  
et Culture  
Accentiv®  
Ticket à la Carte®  
[www.edenred.be](http://www.edenred.be)

### BULGARIA

Since 2003  
Based in Sofia  
Flagship solutions:  
Ваучер Храна®  
Ticket Compliments®  
Compliments® Card  
Beneficio Club by Edenred®  
[www.edenred.bg](http://www.edenred.bg)

## CZECH REPUBLIC

Since 1993  
Based in Prague  
Flagship solutions:  
Ticket Restaurant®  
Benefity Café  
Ticket Benefits® Card  
Ticket Compliments®  
Ticket Profi® Card  
Ticket Service®  
[www.edenred.cz](http://www.edenred.cz)

## FINLAND

Since 2011  
Based in Helsinki  
Flagship solutions:  
Ticket® Lounas  
Ticket Mind & Body®  
Ticket Duo®  
Ticket Transport®  
Delicard®  
[www.edenred.fi](http://www.edenred.fi)

## FRANCE

Since 1962  
Based in Malakoff  
Flagship solutions:  
Ticket Restaurant®  
Ticket Kadéos®  
Ticket® CESU  
Ticket Clean Way®  
Ticket Service®  
Stim & Go®  
Domiphone®  
Beneficio Club®  
[www.edenred.fr](http://www.edenred.fr)

## GERMANY

Since 1974  
Based in Munich  
Flagship solutions:  
Ticket Restaurant®  
Ticket Plus® Card  
Ticket Shopping® Card  
Relationship marketing  
[www.edenred.de](http://www.edenred.de)

## GREECE

Since 1996  
Based in Athens  
Flagship solutions:  
Ticket Restaurant®  
Ticket Car® Fuel Card  
Ticket Compliments® Gift Card  
Ticket Compliments®  
Ticket Car®  
[www.edenred.gr](http://www.edenred.gr)

## HUNGARY

Since 1993  
Based in Budapest  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
Ticket Service®  
Ticket Wellness®  
Ticket Culture®  
[www.edenred.hu](http://www.edenred.hu)

## ITALY

Since 1976  
Based in Milan  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
ExpendiaSmart®  
Ticket Service®  
[www.edenred.it](http://www.edenred.it)

## LUXEMBOURG

Since 1993  
Based in Luxembourg  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
Accentiv®  
[www.edenred.lu](http://www.edenred.lu)

## NETHERLANDS

Since 1997  
Based in Rotterdam  
Flagship solutions:  
Ticket Restaurant®  
Ticket Clean Way®  
[www.edenred.nl](http://www.edenred.nl)

## POLAND

Since 1997  
Based in Warsaw  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments® Premium  
Ticket Culture®  
Ticket Dla Ciebie®  
Ticket Twoja Premia®  
Ticket Relax®  
Ticket Holiday®  
[www.edenred.pl](http://www.edenred.pl)

## PORTUGAL

Since 1984  
Based in Lisbon  
Flagship solutions:  
Euroticket® (meal voucher)  
Euroticket® à la card (meal  
voucher)  
Cheque Creche®  
Cheque Estudante®  
Cheque Automóvel®  
Compliments®  
[www.edenred.pt](http://www.edenred.pt)

## ROMANIA

Since 1998  
Based in Bucharest  
Flagship solutions:  
Ticket Restaurant®  
Ticket Cadou®  
Compliments®  
Ticket Vacanta®  
Ticket Asist®  
Ticket Creşa®  
[www.edenred.ro](http://www.edenred.ro)

## SLOVAKIA

Since 1994  
Based in Bratislava  
Flagship solutions:  
Ticket Restaurant®  
Ticket Compliments®  
Ticket Profi® Card  
Cafeteria solution  
Ticket Service®  
Beneficio Club®  
[www.edenred.sk](http://www.edenred.sk)

## SPAIN

Since 1976  
Based in Madrid  
Flagship solutions:  
Ticket Restaurant®  
Ticket Guardia®  
Ticket Transporte®  
Ticket Informática®  
Ticket Corporate®  
Ticket Compliments®  
Ticket Regalo®  
Ticket Regalo® Premium  
[www.edenred.es](http://www.edenred.es)

## SWEDEN

Since 1992  
Based in Stockholm  
Flagship solutions:  
Ticket Rijskuponger®  
Ticket Rijskortet®  
Delicard®  
Ticket Elevkortet®  
[www.edenred.se](http://www.edenred.se)

## SWITZERLAND

Since 1996  
Based in Lausanne - Crissier  
Flagship solution:  
Ticket Restaurant®  
[www.edenred.ch](http://www.edenred.ch)

## UNITED KINGDOM

Since 1982  
Based in London  
Flagship solutions:  
Luncheon Vouchers®  
Childcare Vouchers®  
Eyecare Vouchers®  
Employee Savings™  
Total Reward Statements™  
Flexible Benefits™  
Compliments®  
Incentive Award Card™  
Webcentiv™  
Carer Break Vouchers™  
[www.edenred.co.uk](http://www.edenred.co.uk)



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