



Third-quarter 2026 revenue

Edenred reports sound growth in the first nine months of 2026 and confirms its guidance for the full year

For the nine months ended September 30, 2026, Edenred delivers sustained commercial performance with +7.6% operating revenue intrinsic¹ growth:

- Operating revenue of €2,027 million, up 1.1% as reported (up 0.6% like for like) versus first nine months of 2025
 - In third-quarter 2026, operating revenue of €667 million, stable as reported and down 1.2% like for like versus third-quarter 2025, corresponding to +6.6% intrinsic¹ growth reflecting:
 - Double-digit like-for-like growth in Mobility
 - Mid-single digit intrinsic¹ growth in Benefits & Engagement
- Other revenue of €171 million, flat compared to first nine months of 2025
 - Minimum €210 million now expected for full-year 2026
- Total revenue of €2,198m, up 1.0% as reported and 0.6% like-for-like versus first nine months of 2025

Edenred executes Amplify²⁵⁻²⁸ strategy with discipline, as evidenced by:

- **Attract:** strengthening SME reach thanks to a new promising distribution partnership for Benefits & Engagement in France leveraging Edenred+, the Group's new best-in-class multi benefits platform
- **Enrich:** developing cross-sell potential in Mexico and seizing upsell opportunity in Japan

On the back of sound third-quarter revenue growth, Edenred confirms its guidance for FY 2026, a rebasing year in the context of a Meal & Food regulatory reset in Italy and Brazil:

- Like-for-like EBITDA decline by between 10% and 7% (equivalent to an EBITDA of between ~€1,220 million and ~€1,260 million, updated to take into account scope effects of transactions closed in Q3 2026²)
- Free cash flow/EBITDA conversion rate equal or above 35%

¹ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

² Vs. a range of ~€1,230m and ~€1,270m given at H1 2026 publication: revised range includes scope effect of transactions closed in Q3 2026 and is based on exchange rates as of June 30, 2026

Edenred can rely on a unique combination of assets to take advantage of a fast-evolving world:

- The appeal of its digital services reinforcing purchasing power, increasing employee engagement and favoring a more efficient mobility
- Its unique positioning on large, growing and vastly underpenetrated markets
- Its business model that has proven efficient:
 - A multi-local footprint and diversified business mix bringing recurring revenues
 - A cutting-edge, highly flexible, digital platform to foster innovation and seize new business opportunities such as cross-sell initiatives, new distribution partnerships and the development of sophisticated B2C offerings
 - A solid free cash flow generation fueling a strong investment capacity in Product & Tech, including Data & AI, to provide increasingly efficient and user-friendly solutions

Beyond 2026, Edenred will resume its sustainable and profitable growth trajectory, confirming its outlook for both 2027 and 2028:

- EBITDA expected to grow between +8% and +12% like for like
- Free cash flow/EBITDA expected conversion rate $\geq 65\%^3$, confirming the Group's ability to maintain robust cash generation

Bertrand Dumazy, Chairman and CEO of Edenred, said: *“Edenred achieved another solid performance in the third quarter and I want to thank the 12 000 employees for their tireless efforts and contributions. On the one hand, our Mobility business continues to grow at double-digit, illustrating the success of our multi-solutions offering. On the other hand, excluding the impact of Meal & Food regulatory changes in Brazil and Italy, our Benefits & Engagement business has recorded mid-single digit intrinsic growth. With such commercial traction across our well-diversified portfolio, we reconfirm our guidance for the full year. In a challenging macro environment, we propose adequate solutions to our clients to increase the purchasing power of their employees and foster their engagement as well as to manage and control the expenses related to the use of their vehicle fleets more efficiently.*

The execution of our Amplify²⁵⁻²⁸ strategy is well under way and we are on track to resume strong EBITDA growth from 2027 onwards. In the meantime, our tech, data and AI investments are proving everyday more instrumental to consolidate our leadership. For instance, the global roll-out of our new disruptive Edenred+ digital platform appears decisive to develop cross-sell initiatives, build new distribution partnerships and enable innovative B2C offerings.”

³ At constant regulations and methodologies

9-MONTH AND THIRD-QUARTER 2026 TOTAL REVENUE

(in € millions)	First nine months 2026	First nine months 2025	% change (like-for-like)	% change (reported)
Operating revenue	2,027	2,006	+0.6%	+1.1%
Other revenue	171	171	+0.1%	+0.3%
Total revenue	2,198	2,177	+0.6%	+1.0%

(in € millions)	Third-quarter 2026	Third-quarter 2025	% change (like-for-like)	% change (reported)
Operating revenue	667	667	-1.2%	+0.0%
Other revenue	58	59	-2.0%	-0.8%
Total revenue	725	726	-1.3%	+0.0%

- **9-month total revenue: €2,198 million**

For the first nine months of the year, total revenue came to €2,198 million, up 1.0% as reported and up 0.6% like for like compared with the same period in 2025. Total revenue as reported includes a negative scope effect of 0.5% reflecting the accounting of Edenred Pay North America under the equity method since August 1, 2026 as a result of the partnership forged with Abry Partners in July 2026. It also includes a positive 0.8% currency effect.

In the third-quarter 2026, total revenue came to €725 million, stable as reported and down 1.3% like for like compared with third-quarter 2025. Reported growth includes a negative scope effect of 0.9% and a favorable currency effect of 2.1% mainly related to currencies in Latin America.

- **9-month operating revenue: €2,027 million**

For the nine months ended September 30, 2026, operating revenue amounted to €2,027 million, a rise of 1.1% as reported (up 0.6% like for like). It includes a negative 0.5% scope effect and a positive 0.9% currency effect. Adjusted to take account of the impact of Meal & Food regulatory change in Italy and Brazil, Edenred delivered steady 7.6% intrinsic⁴ growth in operating revenue versus the first nine months of 2025.

In the third quarter of 2026, operating revenue amounted to €667 million, stable as reported (down 1.2% like for like) versus the third quarter of 2025. This performance includes a negative 0.9% scope effect, more than offset by a favorable 2.2% currency effect. Operating revenue intrinsic⁴ growth reached 6.6% in the third quarter of 2026, reflecting double-digit growth in Mobility and mid-single digit intrinsic⁴ growth in Benefits & Engagement.

Edenred continues to execute with discipline its Amplify₂₅₋₂₈ strategy aimed at combining an increasing number of users with a higher revenue per user.

⁴ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

Thanks to an efficient go-to-market strategy, adding indirect distribution channels to its own sales teams, Edenred is attracting more and more new customers, in particular in the SME segment. In Benefits & Engagement, Edenred+, the Group's new best-in-class multi benefits platform, full cloud and full API, unlocks new business opportunities, facilitating the technical integration of distributing partners. For instance, Edenred has recently signed a partnership with Silae, the number one HR Information System provider in Europe, for them to distribute Edenred Benefits solutions to their 950,000 SME corporate clients in France, via a network of 6,000 chartered accountants.

In parallel, Edenred is increasing its revenue per user by capitalizing on upselling and cross-selling opportunities. In Japan, for example, after the government decided to more than double the maximum legal face value of meal vouchers as from April 2026, Edenred has been able to raise the amounts granted by employers to their employees leading to a more than 50% growth in operating revenue in the first nine months of the year. In Mexico, Edenred has successfully extended the number of solutions provided to its client Grupo Bimbo, the largest baking company in the world: while Grupo Bimbo has grown from just a Fuel card solution to three Mobility solutions, adding EV⁵ charging and Own-yard offers and thus leading to an increase of its revenue per vehicle by more than 20%, Grupo Bimbo has also become a Meal & Food client, for its more than 80,000 employees.

• Operating revenue by business line

(in € millions)	First nine months 2026	First nine months 2025	% change (intrinsic ⁶)	% change (like-for-like)	% change (reported)
Benefits & Engagement	1,311	1,350	+6.9%	-3.4%	-2.9%
Mobility	575	507	+11.0%	+11.0%	+13.4%
Payment Solutions & New Markets	141	149	+2.3%	+2.3%	-5.3%
Total	2,027	2,006	+7.6%	+0.6%	+1.1%

(in € millions)	Third-quarter 2026	Third-quarter 2025	% change (intrinsic ⁶)	% change (like-for-like)	% change (reported)
Benefits & Engagement	424	445	+5.8%	-5.9%	-4.5%
Mobility	202	173	+10.7%	+10.7%	+16.3%
Payment Solutions & New Markets	41	49	-0.5%	-0.5%	-15.8%
Total	667	667	+6.6%	-1.2%	+0.0%

In the **Mobility** business line, accounting for 28% of Edenred's business, operating revenue came to €575 million, up 13.4 % as reported (up 11.0% like for like) for the nine months ended September 30, 2026 compared with the same period in 2025.

⁵ Electric Vehicle

⁶ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

In third-quarter 2026, operating revenue came to €202 million, up 16.3% as reported (up 10.7% like for like) versus the third quarter of 2025.

Mobility maintained double-digit growth quarter after quarter, with a robust performance in its legacy fuel card business, such growth being marginally supported by the fuel price increase.

Beyond Fuel solutions posted double-digit growth in the third quarter, demonstrating the efficiency of Edenred's state-of-the-art platform and the relevance of Edenred's Mobility offering, which includes fleet management services, toll collection and EV charging, as well as maintenance and freight payment in Brazil and VAT recovery in Europe.

For the first nine months of 2026, operating revenue for **Benefits & Engagement**, accounting for 65% of Edenred's total operating revenue, amounted to €1,311 million, down 2.9% as reported (down 3.4% like for like) compared to the same period in 2025. Adjusted for the impact of Meal & Food regulatory change in Italy and in Brazil, the intrinsic⁷ growth in operating revenue reached 6.9%.

Operating revenue for Benefits & Engagement came to €424 million in third-quarter 2026, down 4.5% as reported (down 5.9% like for like) versus third-quarter 2025. Revenue was impacted by regulatory changes for the meal vouchers activity both in Italy and in Brazil:

- In Italy, third quarter year-on-year growth has been impacted until the end of August by the merchant fee cap implemented as of September 1, 2025.
- In Brazil, third quarter year-on-year growth was fully impacted by the merchant fee cap implemented as of end-February 2026 and the opening to open-loop arrangement as of May 11, 2026.

Excluding these impacts, Benefits & Engagement recorded sustained 5.8% operating revenue intrinsic⁷ growth. This reflects good sales in Meal & Food in Latin America and Southern Europe, fueled by numerous client wins, notably in the SME segment. This performance was hampered by a high basis of comparison in Italy, due to the one-off effect of inflated orders placed by our clients during the summer 2025, before the implementation of the new regulation, which is less favorable for them. Beyond Food solutions also contributed to the performance of the business line, with a steady growth, notably in Latin America.

The **Payment Solutions & New Markets** business line generated operating revenue of €141 million for the nine months ended September 30, 2026, up 2.3% like for like (down 5.3% as reported) compared with the same period in 2025. Reported growth includes the negative scope effect linked to the accounting of Edenred Pay North America under the equity method since August 1, 2026 as a result of the partnership forged with Abry Partners in July 2026. The business line accounted for 7% of the Group's total operating revenue.

In the third quarter of 2026, operating revenue for Payment Solutions & New Markets came to €41 million, down by 0.5% on a like-for-like basis (down 15.8% as reported including the above-mentioned scope effect) compared with third-quarter 2025.

The business line's like-for-like growth has been supported by the consistent double-digit growth of Edenred's digital gift vouchers offering in Taiwan, fully offset by the continued impact of the Middle East conflict on Edenred's activities in the United Arab Emirates and the tail effect of the exit from the B2C business with fintechs (Banking as a Service).

⁷ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

- **Operating revenue by region**

(in € millions)	First nine months 2026	First nine months 2025	% change (intrinsic ⁸)	% change (like-for-like)	% change (reported)
Europe	1,195	1,204	+5.0%	-0.4%	-0.7%
Latin America	632	600	+12.2%	-0.1%	+5.3%
Rest of the world	200	202	+9.3%	+9.3%	-0.9%
Total	2,027	2,006	+7.6%	+0.6%	+1.1%

(in € millions)	Third-quarter 2026	Third-quarter 2025	% change (intrinsic ⁸)	% change (like-for-like)	% change (reported)
Europe	385	392	+2.9%	-2.2%	-1.7%
Latin America	221	208	+13.6%	-1.9%	+6.2%
Rest of the world	61	67	+6.6%	+6.6%	-8.6%
Total	667	667	+6.6%	-1.2%	+0.0%

For the nine months ended September 30, 2026, **Europe**, representing 59% of the Group's operating revenue, recorded operating revenue of €1,195 million, down 0.7% as reported (down 0.4% like for like) versus third-quarter 2025. Adjusted for the impact of the Meal & Food regulatory change in Italy, operating revenue intrinsic⁸ growth reached 5.0%.

In third-quarter 2026, operating revenue came to €385 million, down 1.7% as reported (down 2.2% like for like) versus third-quarter 2025. Adjusted for the impact of the Meal & Food regulatory change in Italy, operating revenue intrinsic⁸ growth reached 2.9% in the region.

Benefits & Engagement recorded a sustained commercial performance, despite a high basis of comparison in Italy, due to the one-off effect of inflated orders placed by our clients during the summer 2025, before the implementation of the new regulation, which is less favorable for them. In Mobility, double-digit growth was fueled by a strong performance in Germany and France. Edenred Finance also contributed to the performance with consistent double-digit growth.

In **Latin America**, operating revenue amounted to €632 million for the first nine months of the year, up 5.3% as reported and down 0.1% like for like compared with the same period of 2025. Excluding the impact of the new regulation on Meal & Food in Brazil, intrinsic⁸ operating revenue growth reached 12.2% compared to the first nine months of 2025. Latin America represented 31% of the Group's operating revenue in the first nine months of 2026.

In the third quarter of 2026, operating revenue amounted to €221 million, up 6.2% as reported (down 1.9% like for like) on the third quarter of 2025. Adjusted for the impact of the Meal & Food regulatory change in Brazil, Latin America operating revenue intrinsic⁸ growth reached 13.6% in third-quarter 2026.

⁸ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

This performance was driven by a double-digit intrinsic⁹ growth in Benefits & Engagement with good sales in Mexico and Brazil. Mobility also delivered double-digit growth in the region, notably supported by the good traction of the Beyond Fuel offering, such as maintenance, toll and freight payment services.

Operating revenue in the **Rest of the World**, which accounts for 10% of the Group total, reached €200 million for the nine months ended September 30, 2026, up 9.3% on a like-for-like basis and down 0.9% on a reported basis, which includes the negative scope effect linked to the change of accounting of Edenred Pay North America (equity method since August 1, 2026).

In third quarter 2026, operating revenue came to €61 million, an increase of 6.6% on a like-for-like basis (down 8.6% based on reported figures including the above-mentioned scope effect) compared with the third quarter of 2025.

The performance of the region was notably driven by the double-digit growth generated in Japan, Taiwan and Turkey, but hampered by the slowdown of Edenred's activities in the United Arab Emirates due to the conflict in the Middle East.

○ **9-month other revenue: €171 million**

For the nine months ended September 30, 2026, other revenue came to €171 million, stable as reported (up 0.1% like for like) compared to the same period in 2025.

In the third quarter of 2026, other revenue amounted to €58 million, almost stable as reported (-0.8%) and down by 2.0% like for like compared to the third quarter of 2025. In the period, other revenue has been supported by the float increase in Benefits & Engagement (except in Brazil due to the impact of the new Meal and Food regulation), higher than anticipated interest rates, offset by the lower float in PSNM due to the ongoing BaaS B2C exit.

Based on the revenue recorded in the first nine months of 2026 and on our anticipation for the final quarter, Edenred is now expecting other revenue to reach a minimum of €210 million at year-end.

⁹ Like-for-like growth, excluding impact from Meal & Food regulatory change in Italy and Brazil

OUTLOOK

Through the successful roll-out its Amplify²⁵⁻²⁸ strategy, Edenred demonstrates, quarter after quarter, the attractiveness of its well-diversified portfolio of solutions and the robustness of its highly-recurring and geographically diversified business model.

Benefiting from a unique combination of assets, which encompasses a world-class digital offering that meets basic corporate needs and its proven ability to tap still large, growing and vastly underpenetrated markets, Edenred is well-positioned to seize the opportunities that arise on these markets. Edenred leverages its unrivalled, highly flexible, digital platform, which is full cloud, full API, to drive product and technology innovation, foster convergence and expand connections with its ecosystem to distribute third parties' solutions and have its solutions distributed by partners. By investing in Data & AI, Edenred moves from incremental to transformational and unleashes the power of data and AI to extend its competitive edge.

Despite slower economies, the current macro environment should provide further opportunities, as it enhances the attractiveness of Edenred's solutions, which enable employers to effectively boost their employees' purchasing power and engagement, and fleet managers to better control their spending.

Confident in its outlook for the final quarter of the year, Edenred confirms its FY 2026 guidance, namely:

- a decline in EBITDA of between 10% and 7% like for like, equivalent to a range of ~€1,220 million to ~€1,260 million, updated to take into account the effect of transactions closed in Q3 2026¹⁰ ;
- a free cash flow/EBITDA conversion rate of $\geq 35\%$.

As a reminder, the above guidance includes the impact of the Meal & Food regulatory change in Italy and Brazil.

Once the ongoing Meal & Food regulatory reset has been completed, Edenred will quickly resume its sustainable and profitable growth trajectory. The Group confirms its targets set for both 2027 and 2028:

- annual EBITDA growth of between 8% and 12% like for like;
- annual free cash flow/EBITDA conversion rate of $\geq 65\%$ ¹¹, confirming the Group's ability to maintain robust cash generation.

¹⁰ Vs. a range of ~€1,230m and ~€1,270m given at H1 2026 publication: revised range includes scope effect of transactions closed in Q3 2026 and is based on exchange rates as of June 30, 2026

¹¹ At constant regulations and methodologies

SIGNIFICANT EVENTS IN THE THIRD QUARTER

- **Appointment of Fabrizio Ruggiero as Chief Operating Officer, Benefits & Engagement**

On September 2, 2026, the Group announced the appointment of Fabrizio Ruggiero as Chief Operating Officer, Benefits & Engagement and a member of Edenred's Executive Committee. Since 2021, Fabrizio Ruggiero had been General Manager of Edenred Italy.

As Chief Operating Officer for Benefits & Engagement, Fabrizio Ruggiero's mission will be to strengthen Edenred's leadership as the most trusted global Benefits & Engagement digital platform.

- **Share buyback mandate**

On July 31, 2026, as part of the extension of its share buyback operation, announced on December 3, 2024, for a total amount of up to €600 million until November 2027, Edenred announced it had entered into a new share buyback agreement with an investment services provider (ISP).

This mandate, for an initial total maximum amount of €50 million, will run until October 31, 2026, with the intention of extending it until November 30, 2027 for an amount corresponding to €100 million less the amount actually bought back under the terms of this mandate.

- **Edenred and Abry Partners forge a strategic partnership to support the next phase of Edenred Pay North America's development**

On July 31, 2026, Edenred and Abry Partners, a leading North American investment firm, announced a strategic partnership aimed at unlocking the full potential of Edenred Pay North America (formerly CSI).

Under this agreement, Abry Partners will invest in Edenred Pay North America and drive the next phase of development of this market-leading B2B payment automation platform in the United States, with the ambition to maximize value creation for both partners.

UPCOMING EVENTS

March 2, 2027: Full-year 2026 results

April 22, 2027: First-quarter 2027 revenue

May 11, 2027: General Meeting

July 26, 2027: First-half 2027 results

October 19, 2027: Third-quarter 2027 revenue

About Edenred

Edenred is the global leader in Benefits & Engagement and Mobility. With more than 1 million client companies across 44 countries, Edenred's platform gives more than 60 million users access to the services and products of more than 2 million partner merchants.

Edenred offers digital solutions dedicated to employees (meal vouchers, commuting, gift cards, wellness, rewards, and preferential offers), fleet managers (multi-energy solutions including EV charging, maintenance services, VAT refund services, tolls, and parking), and corporate payments (virtual cards).

Guided by the Edenred's purpose, "Enrich connections. For good.", these solutions enhance employees' well-being and purchasing power and simplify the lives of professional drivers. They promote access to healthier food, more environmentally friendly products, and more sustainable mobility. Finally, they improve the attractiveness and efficiency of businesses while vitalizing the employment market and local economies.

Edenred's 12,000 employees are committed to making the world of work a connected ecosystem that is safer, more efficient and more responsible every day.

In 2025, thanks to its unique technology platform, Edenred generated a business volume of €49 billion, mainly through mobile applications, online platforms, and cards.

Edenred is listed on the Euronext Paris stock exchange and included in the following indices: CAC Next 20, CAC Large 60, Euronext 100, Euronext Tech Leaders, FTSE4Good, DJBIC Europe Index and DJBIC World index.

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Operating revenue

	Q1		Q2		Q3		9 months	
In € millions	2026	2025	2026	2025	2026	2025	2026	2025
Benefits & Engagement	446	450	441	455	424	445	1,311	1,350
Mobility	176	165	197	169	202	173	575	507
Payment Solutions & New Markets	51	52	49	48	41	49	141	149
Total	673	667	687	672	667	667	2,027	2,006

	Q1		Q2		Q3		9 months	
In %	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L
Benefits & Engagement	-1.0%	+0.2%	-3.1%	-4.6%	-4.5%	-5.9%	-2.9%	-3.4%
Mobility	+6.7%	+10.0%	+17.0%	+12.3%	+16.3%	+10.7%	+13.4%	+11.0%
Payment Solutions & New Markets	-1.0%	+6.2%	+0.7%	+0.8%	-15.8%	-0.5%	-5.3%	+2.3%
Total	+0.9%	+3.1%	+2.2%	+0.0%	+0.0%	-1.2%	+1.1%	+0.6%

Other revenue

	Q1		Q2		Q3		9 months	
In € millions	2026	2025	2026	2025	2026	2025	2026	2025
Benefits & Engagement	52	51	52	50	54	54	158	155
Mobility	1	1	-1	n.m	n.m	n.m	n.m	1
Payment Solutions & New Markets	4	5	5	5	4	5	13	15
Total	57	57	56	55	58	59	171	171

	Q1		Q2		Q3		9 months	
In %	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L
Benefits & Engagement	+1.8%	+5.4%	+3.1%	-0.2%	+0.2%	-0.9%	+1.7%	+1.4%
Mobility	n.m	n.m	n.m	n.m	n.m	n.m	n.m	n.m
Payment Solutions & New Markets	-15.2%	-11.4%	-5.0%	-6.0%	-9.7%	-11.6%	-10.2%	-9.7%
Total	-0.4%	+3.2%	+2.3%	-0.8%	-0.8%	-2.0%	+0.3%	+0.1%

Total revenue

	Q1		Q2		Q3		9 months	
In € millions	2026	2025	2026	2025	2026	2025	2026	2025
Benefits & Engagement	498	501	493	505	478	499	1,469	1,505
Mobility	177	166	196	169	202	173	575	508
Payment Solutions & New Markets	55	57	54	53	45	54	154	164
Total	730	724	743	727	725	726	2,198	2,177

	Q1		Q2		Q3		9 months	
In %	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L	Change reported	Change L/L
Benefits & Engagement	-0.7%	+0.7%	-2.5%	-4.2%	-4.0%	-5.4%	-2.4%	-2.9%
Mobility	+6.5%	+9.8%	+16.9%	+12.2%	+16.3%	+10.6%	+13.3%	+10.9%
Payment Solutions & New Markets	-2.4%	+4.5%	+0.2%	+0.2%	-15.3%	-1.5%	-5.8%	+1.2%
Total	+0.8%	+3.1%	+2.2%	+0.0%	+0.0%	-1.3%	+1.0%	+0.6%