

Co-option of Augustin de Romanet to Edenred's Board of Directors

On the recommendation of the Compensation, Appointments and CSR Committee, Edenred's Board of Directors has decided on October 23, 2025, to co-opt Mr. Augustin de Romanet as a director, effective immediately. According to the Board of Directors' independence criteria, which are based on the AFEP/MEDEF Code, Augustin de Romanet is considered an independent director.

This co-option follows the resignation of Mr. Thierry Delaporte, announced on October 9, 2025.

The process for co-opting Augustin de Romanet was initiated on the basis of criteria relating to individual experience, skills, and expertise, as defined by the Compensation, Appointments, and CSR Committee and by the Board of Directors. The Board also sought to ensure the balance of its composition in terms of gender and international experience.

Augustin de Romanet will bring to the Board his extensive experience, both as Chairman & CEO and director of listed companies and as a former senior civil servant.

The ratification of Augustin de Romanet's co-option for the remainder of Thierry Delaporte's term of office, i.e., until the close of the General Meeting to be held in 2028, will be submitted to the General Meeting on May 7, 2026.

The Board of Directors is thus composed of 13 members, including two employee-representative directors. It includes 45.5% (5/11) of women and 81.8% (9/11) of independent directors (employee-representative directors are not taken into account for the calculation of independence and gender balance, in accordance with the applicable legal provisions and the AFEP/MEDEF Code).



Augustin de Romanet, 64, a French national, is a graduate of the *Institut d'Études Politiques* (IEP) in Paris and a former student of the *École Nationale d'Administration* (ENA), from which he graduated in 1986 (Diderot class).

From 1986 to 1997, he held positions within the French Ministry of the Budget and, from 1999 to 2002, at Oddo et Cie. He held positions in various French ministerial offices between 2002 and 2005: Chief of Staff to Alain Lambert, Deputy Budget Minister; Deputy Chief of Staff to Francis Mer, Minister for the Economy, Finance, and Industry; Chief of Staff to Jean-Louis Borloo, Minister for Employment, Labor, and Social Cohesion; and Deputy Chief of Staff to Prime Minister Jean-Pierre Raffarin. From June 2005 to October 2006, he served as Deputy Secretary General to the President of the French Republic.

In 2006, he became Deputy Chief Financial Officer of Crédit Agricole SA and a member of its Executive Committee. From March 2007 to March 2012, he was CEO of Caisse des Dépôts et Consignations and chaired the *Fonds stratégique d'investissement* from 2009 to 2012.

From 2012 to February 2025, he served as Chairman & CEO of Groupe ADP.

Since June 2025, he has been an advisor to the general management of Eight Advisory.

Augustin de Romanet has also been Vice-Chairman of the Board of Directors and Chairman of the Sustainable Development Committee of SCOR since 2015. He has also been Chairman of the Board of Directors of the Paris Europlace association since 2018.

He is an Officer of the Legion of Honor and has been awarded the French National Defense Medal.

Edenred is a leading digital platform for services and specific purpose payments, and the everyday companion for people at work, connecting more than 60 million users and more than 2 million partner merchants in 45 countries via 1 million corporate clients.

Edenred offers digital services for food (such as meal benefits), engagement (such as gift cards and engagement platforms), mobility (such as multi-energy solutions, including EV charging, maintenance, toll and parking) and corporate payments (such as virtual cards).

True to the Group's purpose, "Enrich connections. For good.", these solutions enhance users' well-being and purchasing power. They improve companies' attractiveness and efficiency, and vitalize the employment market and the local economy. They also foster access to healthier food, more environmentally friendly products and sustainable mobility.

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 2024, thanks to its global technology assets, the Group managed close to €45 billion in business volume, primarily carried out via mobile applications, online platforms and cards.

Edenred is listed on the Euronext Paris stock exchange and included in the following indices: CAC 40, CAC 40 ESG, CAC Large 60, Euronext 100, Euronext Tech Leaders, FTSE4Good, DJSI Europe Index, DJSI World Index, and MSCI Europe.

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CONTACTS

Communications Department

Emmanuelle Châtelain
+33 (0)1 86 67 24 36
emmanuelle.chatelain@edenred.com

Media Relations

Matthieu Santalucia
+33 (0)1 86 67 22 63
matthieu.santalucia@edenred.com

Investor Relations

Cédric Appert
+33 (0)1 86 67 24 99
cedric.appert@edenred.com

Noé Del Pino
+33 (0)1 86 67 22 15
noe.del-pino@edenred.com

Individual Shareholder Relations

Lucie Morlot
(Toll-free number from France): 0 805 652 662
relations.actionnaires@edenred.com