

pluxee

**Capital
Markets Day**



pluxee

Global player in Employee benefits and Engagement



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Key risk factors for consideration

The following is a selection of the key risks that relate to the Company's industry and business, operations and financial conditions, based on the probability of their occurrence and the expected magnitude of their negative impact.

In making this selection, the Company has considered circumstances such as the probability of the risk materializing on the basis of the current state of affairs, the potential impact that the materialization of the risk could have on the Company's business, financial condition, results of operations and prospects, and the attention that management of the Company would on the basis of the current expectations have to devote to these risks if they were to materialize.

The risk factors listed below should not be regarded as a complete and comprehensive statement of all potential risks and uncertainties that the Company faces.

- The Group's employee benefits products rely on favorable tax and social frameworks, and regulatory changes to such tax and social frameworks could adversely affect the Group's results of operations.
- A failure of the Group's IT infrastructure, including as a result of cyber-attacks, could adversely impact its business and results of operations.
- The Group faces risks around managing a significant volume of data and maintaining data privacy that could result in high-cost and or high-volume impacts on the Group if they materialize.
- The Group's ability to grow and maintain its profitability could be materially affected if changes in digital technology and the expectations of clients and consumers outpace its service offerings and the development of its internal tools and processes.
- Risks inherent to operating in emerging countries may adversely affect the Group's results of operations.
- The Group's business is subject to a variety of European, Brazilian and other supranational and domestic laws, rules, policies and other obligations.
- Non-compliance with anti-corruption, money laundering and terrorism financing laws could adversely impact the Group's results of operations and financial position.
- Increasing regulation relating to payment cards and services could adversely

affect the Group's results of operations and financial condition.

- The Group is exposed to financial institution counterparty risk, which could adversely impact its business and results of operations.
- The Group faces liquidity risk and may not be able to generate sufficient cash flows to meet its financial obligations.
- Unfavorable currency exchange rate fluctuations could adversely affect the Group's results of operations.
- The Group is subject to the tax laws of numerous jurisdictions; changes in tax laws or challenges to the Group's tax position could adversely affect the Group's results of operations and financial condition.
- The Company's historical financial information may not be a reliable indicator of its future results.
- The Group may not achieve some or all of the expected benefits of the spin-off, and the spin-off and the Distribution may adversely affect its business.

For a complete and comprehensive statement of all potential risks and uncertainties that the Company faces, prospective investors should read the Prospectus.

Today's speakers



Didier Michaud-Daniel
Executive Chair



Aurélien Sonet
Chief Executive Officer



Viktoria Otero del Val
Chief Strategy, Product and Customer Experience Officer



Stéphane Lhopiteau
Chief Financial Officer



Laure Pourageaud
Chief Human Resources Officer



Gabriel Rotella
Chief Information Officer



Béatrice Bihr
General Counsel



Thierry Guihard
Brazil CEO



Anish Sarkar
India CEO



Burcin Ressamoglu
UK CEO



Said Layadi
Digital Factory Director



Pauline Bireaud
Head of Investor Relations



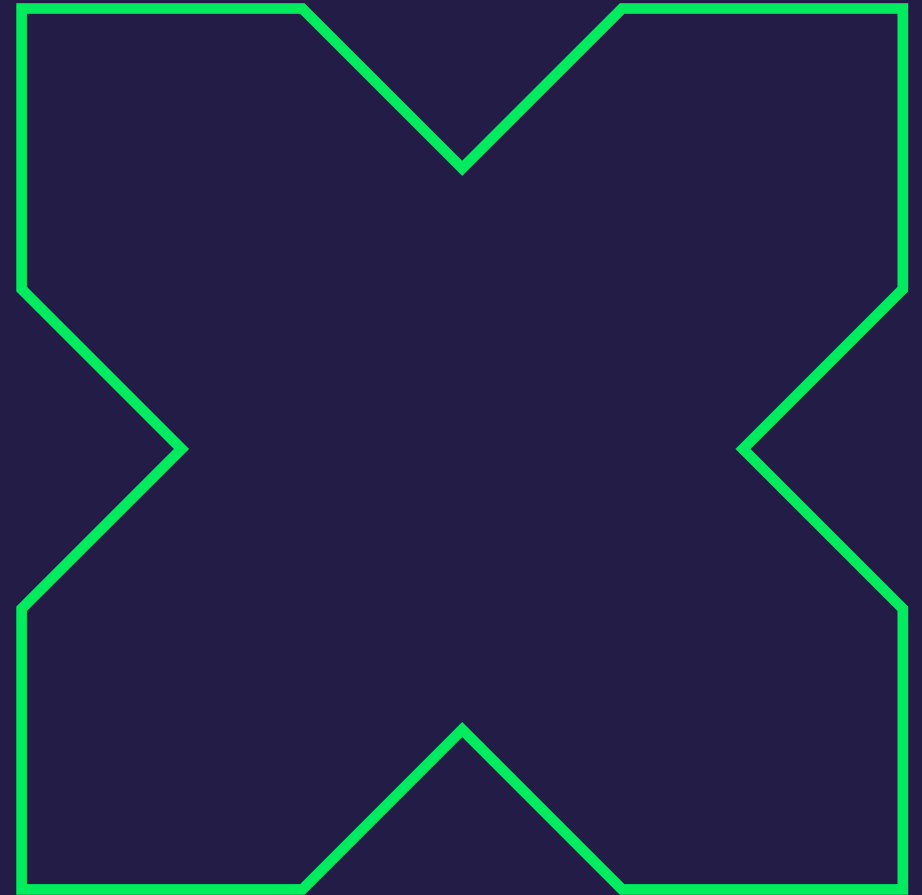
Agenda

Time	Section	Speakers
2.00pm	Opening remarks Introducing Pluxee	Didier Michaud-Daniel, Aurélien Sonet
2.25pm	Market & Regulatory dynamics	Viktoria Otero del Val
2.40pm	Product, Sales & Marketing	Viktoria Otero del Val, Anish Sarkar, Thierry Guihard
3.10pm	Q&A session	
3.40pm	Break	
3.55pm	Digital & Tech	Gabriel Rotella, Said Layadi
4.15pm	People & Sustainability	Laure Pourageaud, Béatrice Bihr, Burcin Ressaymoglou
4.35pm	Break	
4.50pm	Strategy	Aurélien Sonet
5.10pm	Financial overview	Stéphane Lhopiteau
5.55pm	Q&A session	
6.25pm	Wrap-up and closing remarks	Aurélien Sonet



Didier Michaud-Daniel

Executive Chair



01

Introducing Pluxee

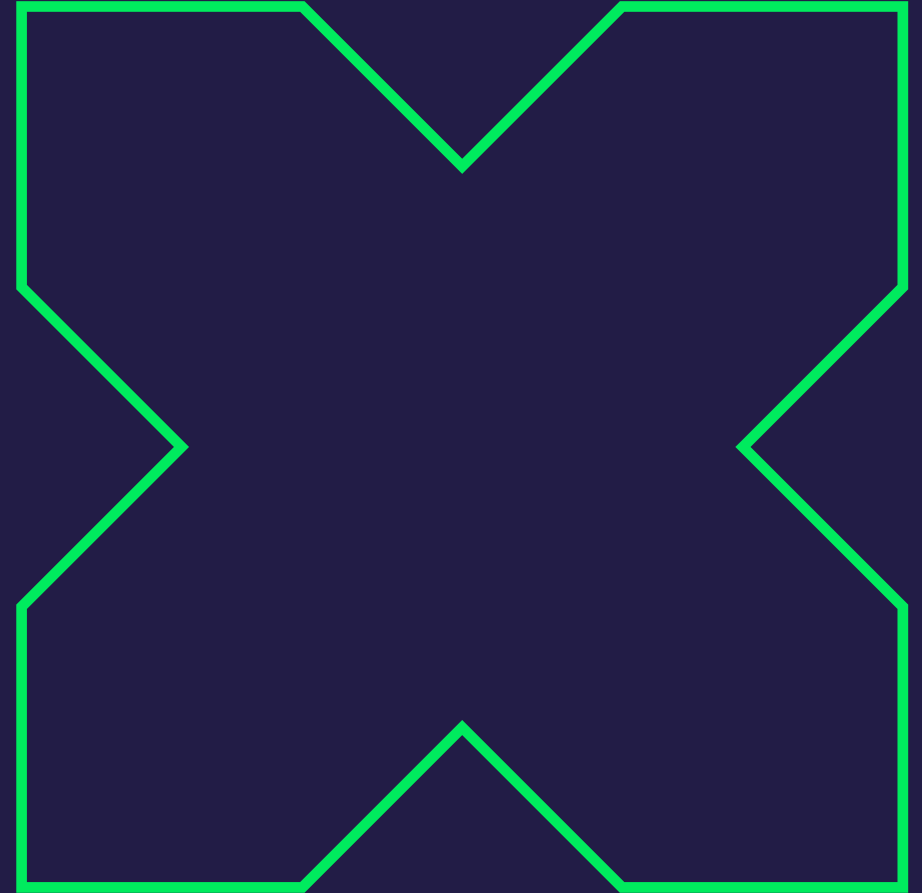


01 Introducing Pluxee



Aurélien Sonet

Chief Executive Officer



Pluxee – A profitable growth story



Leading global provider of employee benefits and engagement solutions



Highly cash-generative and scalable B2B2C ecosystem serving +36m consumers



Operating in a large and growing market



Clear strategy powered by technology, talent and targeted M&A



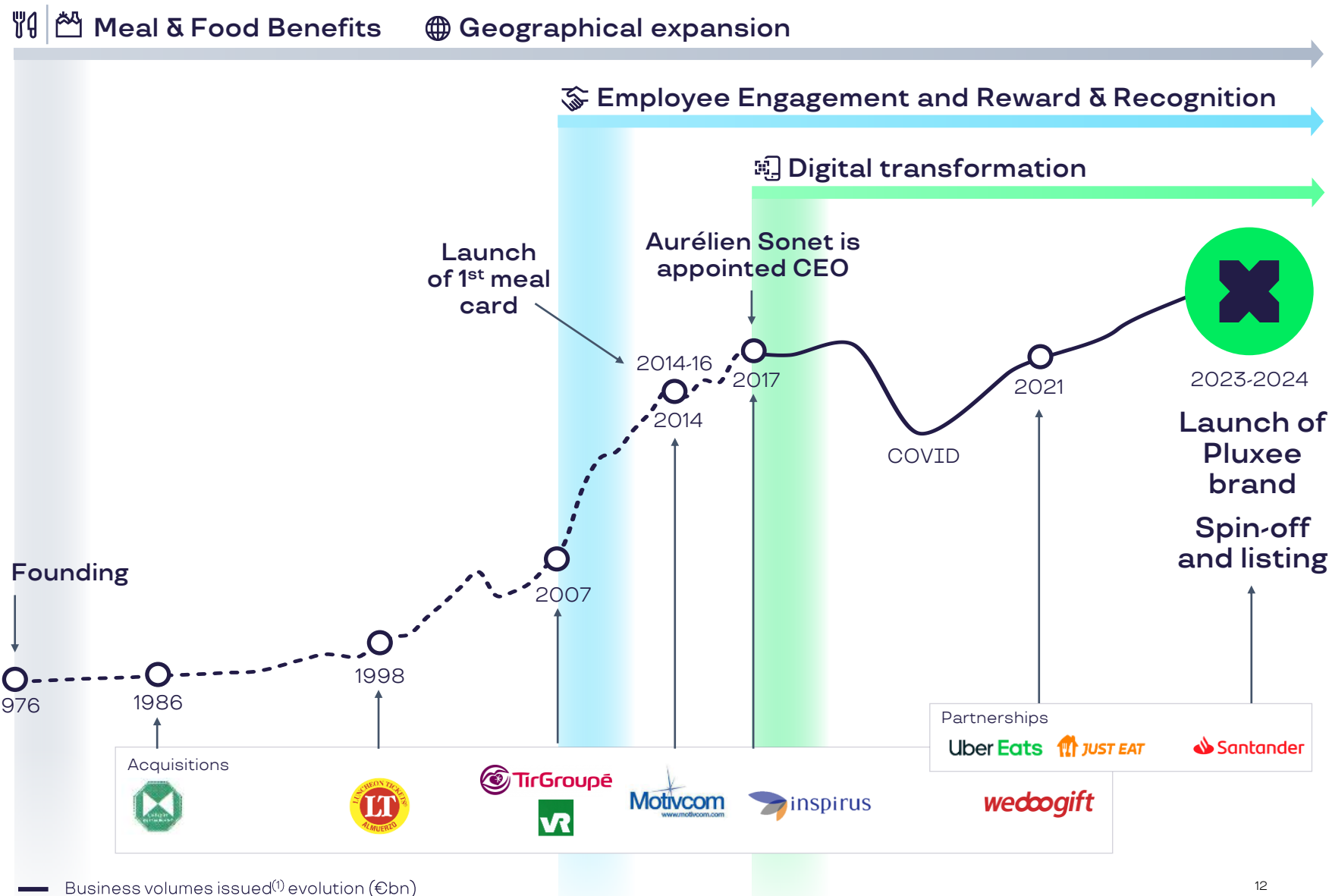
Leadership team committed to deliver profitable growth ambitions

45 years of growth on a global scale

- ✓ Sustainable growth through-the-cycles
- ✓ Strong track record of constantly adapting to customer needs
- ✓ 90% digitalized business volume⁽¹⁾
- ✓ Continued strategic and investment support from the Bellon family

Source: Company information.
Note: (1) Cumulative value of benefits issued on behalf of clients.

Milestones & growth journey



Pluxee brings to life a
personalized and
sustainable employee
experience at work
and beyond



Full suite of employee benefits and engagement solutions

Employee benefits

83% of FY 2023 revenues



Other products & services

17% of FY 2023 revenues⁽²⁾



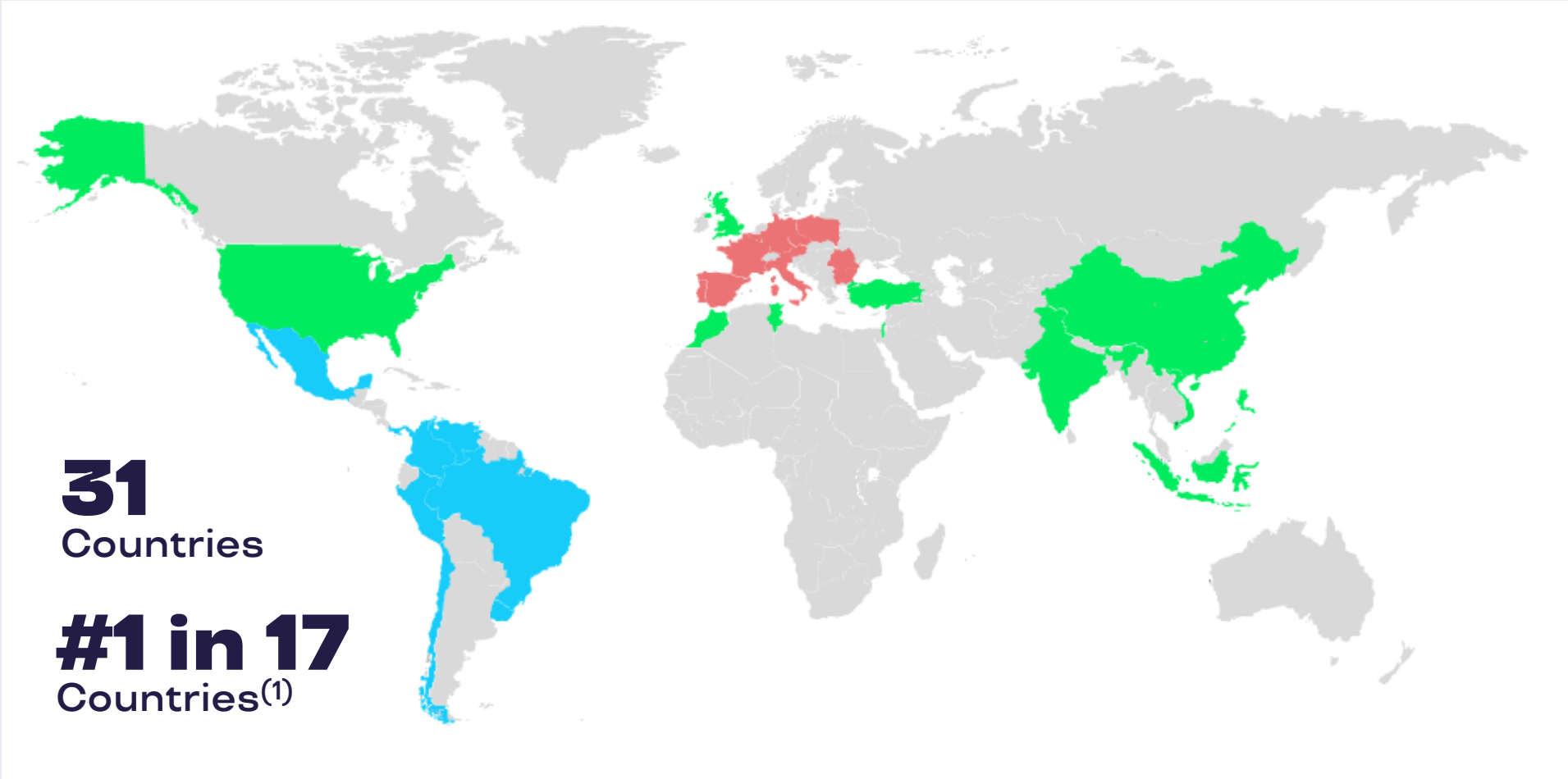
From service provider to trusted HR partner

Leveraging relevant expertise

Source: Company information as of Fiscal Year August 2023

Notes: (1) Including childcare, hybrid work, learning and development, uniform. (2) Including fuel and fleet management.

Global footprint with strong market positions in every region



Continental Europe



Latin America



Rest of the world

Source: Company information as of Fiscal Year 2023. Fiscal 2023 Revenues in millions of Euros and percentage of Total Revenues.
Notes: (1) Countries where Pluxee is market leader in at least 1 vertical locally.

At the heart of a highly interconnected B2B2C ecosystem

 **+1.7m**

Merchants

Beyond a traffic booster,
a valued business partner

 **+500k**

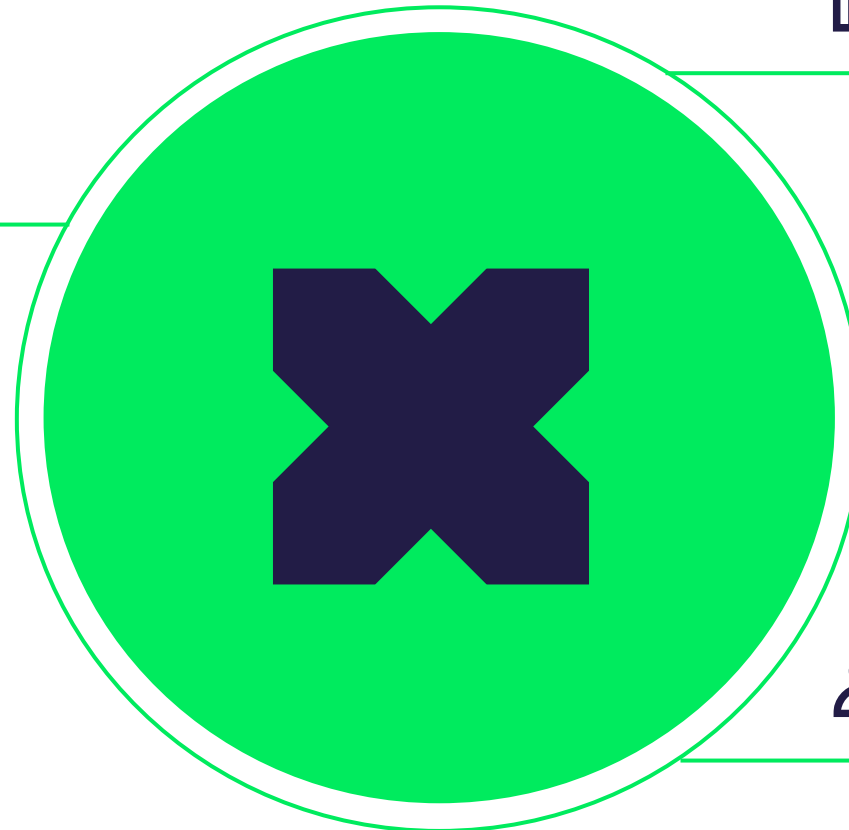
Clients

Beyond a generalist benefit
provider, a tech-enabled HR partner

 **+36m**

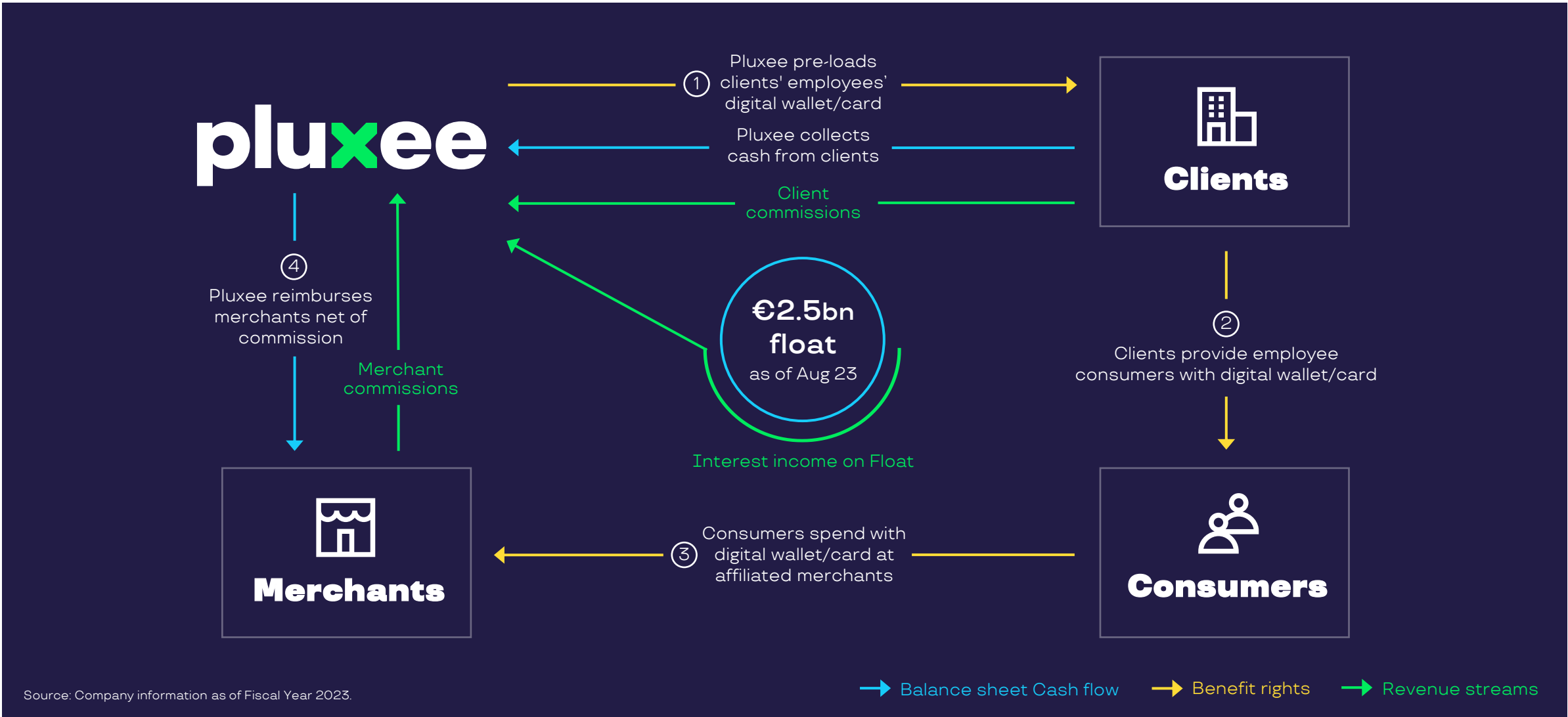
Consumers

Beyond a transaction enabler, an
enhancer of employee experience



Source: Company information as of Fiscal Year 2023.

Highly cash generative and scalable business model



Source: Company information as of Fiscal Year 2023.

Attractive financial profile with outstanding recent performance

Significant scale

FY 2023

€22.8bn

Business volumes
issued⁽¹⁾

€1,052m

Total revenue

€363m

Recurring EBITDA margin⁽²⁾
34.5%

Double-digit growth

FY 2023

+17%

Growth in business
volumes issued

+25%

Total revenue organic
growth⁽³⁾

+42%

Recurring EBITDA growth

Strong cash conversion and balance sheet

FY 2023

80%

Recurring cash
conversion⁽⁴⁾

€859m

Net cash position

Continuous growth momentum

Q1 FY 2024

€266m

Revenue

20%

Revenue organic growth

Source: Company information as of Fiscal Year August 2023.

Notes: FY refers to fiscal year ending in August, e.g. FY 2023 ends in August 2023. (1) Business volumes issued: Cumulative value of benefits issued on behalf of clients and of which €16bn of Employee Benefits Business Volume; (2) Recurring EBITDA: Recurring Operating Profit (ROP), plus depreciation and amortization, minus lease payments; (3) Organic growth: The increase in revenue, calculated using the exchange rate for the prior fiscal year; and excluding the impact of business acquisitions (or gain of control) and divestments. (4) Recurring cash conversion: Recurring Free Cash Flow divided Recurring EBITDA restated for positive impact from the change in regulation in Brazil in FY 2023 (€191m).

Large and growing employee benefits and engagement market

Growing Meal & Food Benefit market

7% to 9%

CAGR 23-26E

Total Meal & Food direct market estimated to €53bn⁽¹⁾

Large employee benefits and engagement market

> €1,000bn

Total addressable employee benefits and engagement market⁽²⁾

- ▶ Penetration rate⁽³⁾ still low, especially among SMEs
- ▶ Solid regulatory environment
- ▶ Macro tailwinds

Source: Company information.

Notes: (1) Meal & Food Benefit direct market: Aggregate BV captured by local or international Meal & Food Benefit providers. (2) Meal & Food addressable market: Aggregate BV of all companies that are eligible to provide to Meal & Food services, incl. those that do not offer these services to their employees. (3) Total addressable Employee benefit and Engagement market: Aggregate BV of all companies that are eligible to provide employee benefits, incl. those that do not offer these services to their employees.

Driving growth by addressing fundamental employer and employee needs



Global shortage
of talent



Flexible ways
of working



Focus on total
well-being
outcomes



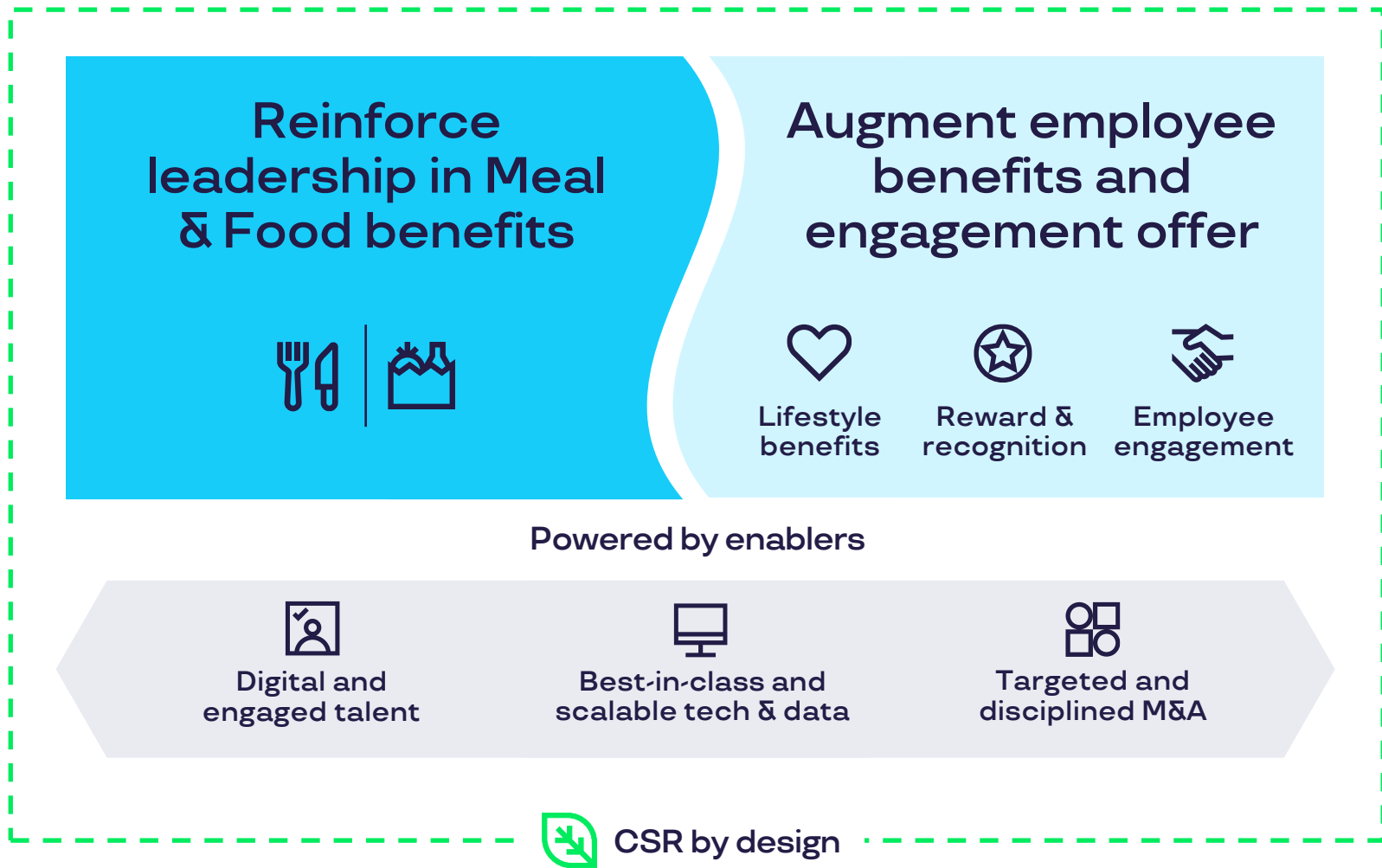
Salary and
purchasing
power



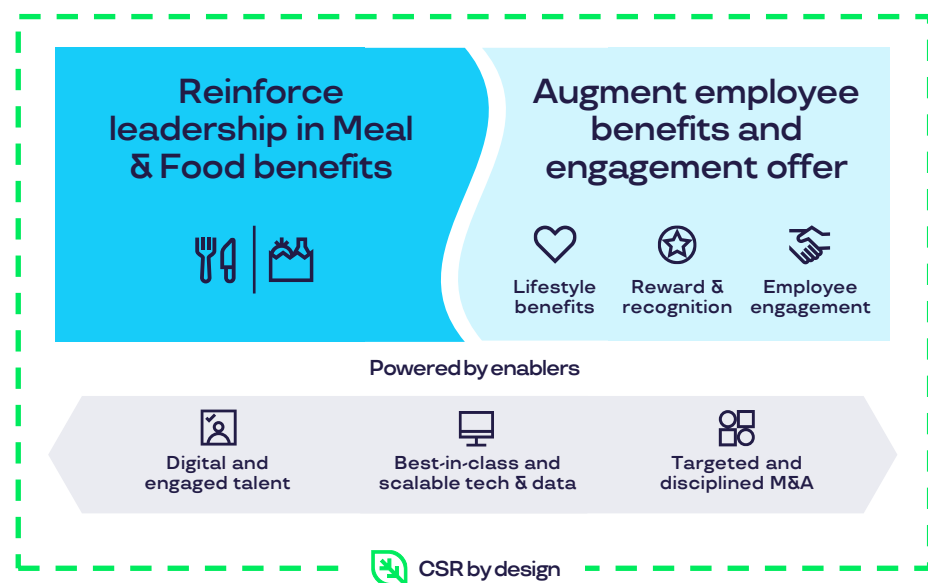
Employee focus
on purpose

Source: Company information.

Clear strategy to sustain profitable growth



Achieve ambitious strategy thanks to six key strategic initiatives



- 1 Elevate benefit offering**
Address evolving client and consumer needs
- 2 Expand merchant engagement**
Reinforce win-win partnership
- 3 Scale up existing presence**
Address untapped opportunities in Engagement and Reward & Recognition
- 4 Acquire new clients**
With focus on small and medium enterprises, through segmented sales and marketing strategy
- 5 Unlock full client potential**
From existing clients through upselling and cross-selling
- 6 Drive profitability**
Pursue efficiency gains and benefit from operating leverage

Clear strategy to deliver ambitious financial results

FY 2024

Organic revenue growth objective⁽¹⁾
Low double digit

Recurring EBITDA margin forecast⁽²⁾
**At least stable,
absorbing standalone costs**

Mid-term FY 2026

Organic revenue growth objective⁽¹⁾
Low double-digit per year

Recurring EBITDA margin forecast⁽²⁾
c.37% for FY 2026

Cash conversion objective⁽³⁾
Above 70% on average over FY 2024-2026

At constant currency rates and perimeter

Source: Company information.

Notes: (1) Organic growth: The increase in revenue for a given period (the "current period") compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year and excluding the impact of business acquisitions (or gain of control) and divestments. (2) Recurring EBITDA: Recurring Operating Profit (ROP), plus depreciation and amortization, minus lease payments; (3) Recurring cash conversion: Recurring Free Cash Flow divided Recurring EBITDA.

02

Market & regulatory dynamics

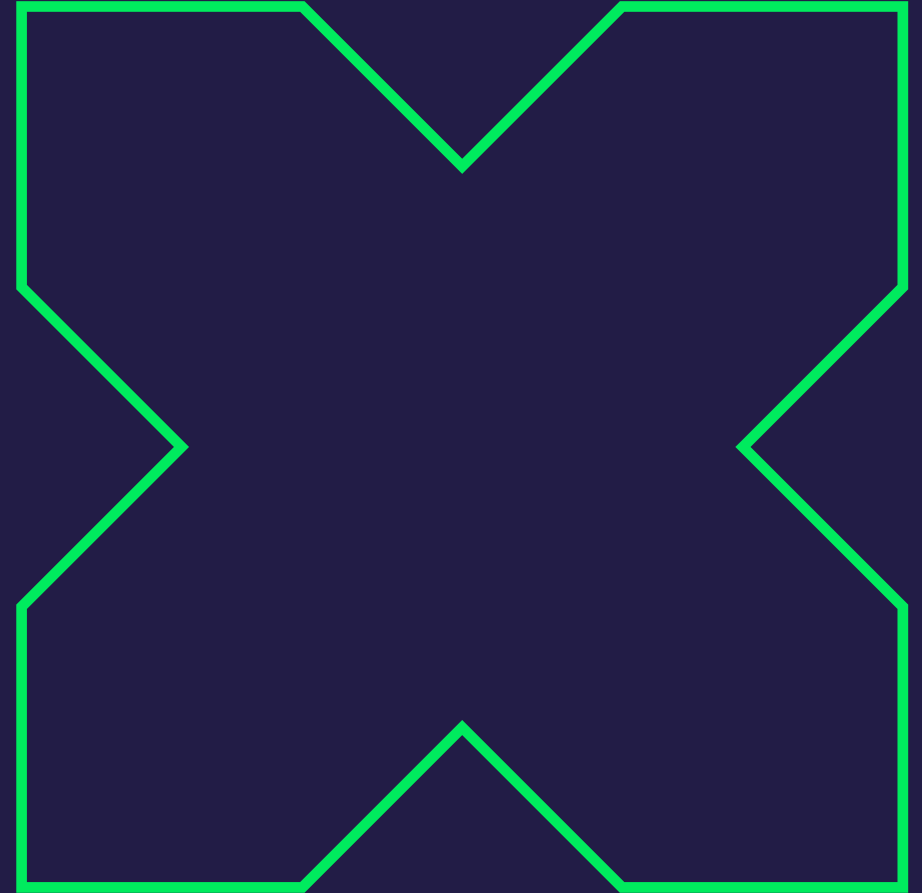


02 Market & regulatory dynamics



Viktoria Otero del Val

Chief Strategy, Product and
Customer Experience Officer



Sizeable and underpenetrated market with robust growth underpinned by supportive regulatory environment



Sizeable and
underpenetrated
market



Robust market
growth profiting from
macro tailwinds



Supportive regulatory
environment and
favorable mega trends

Source: Company information.

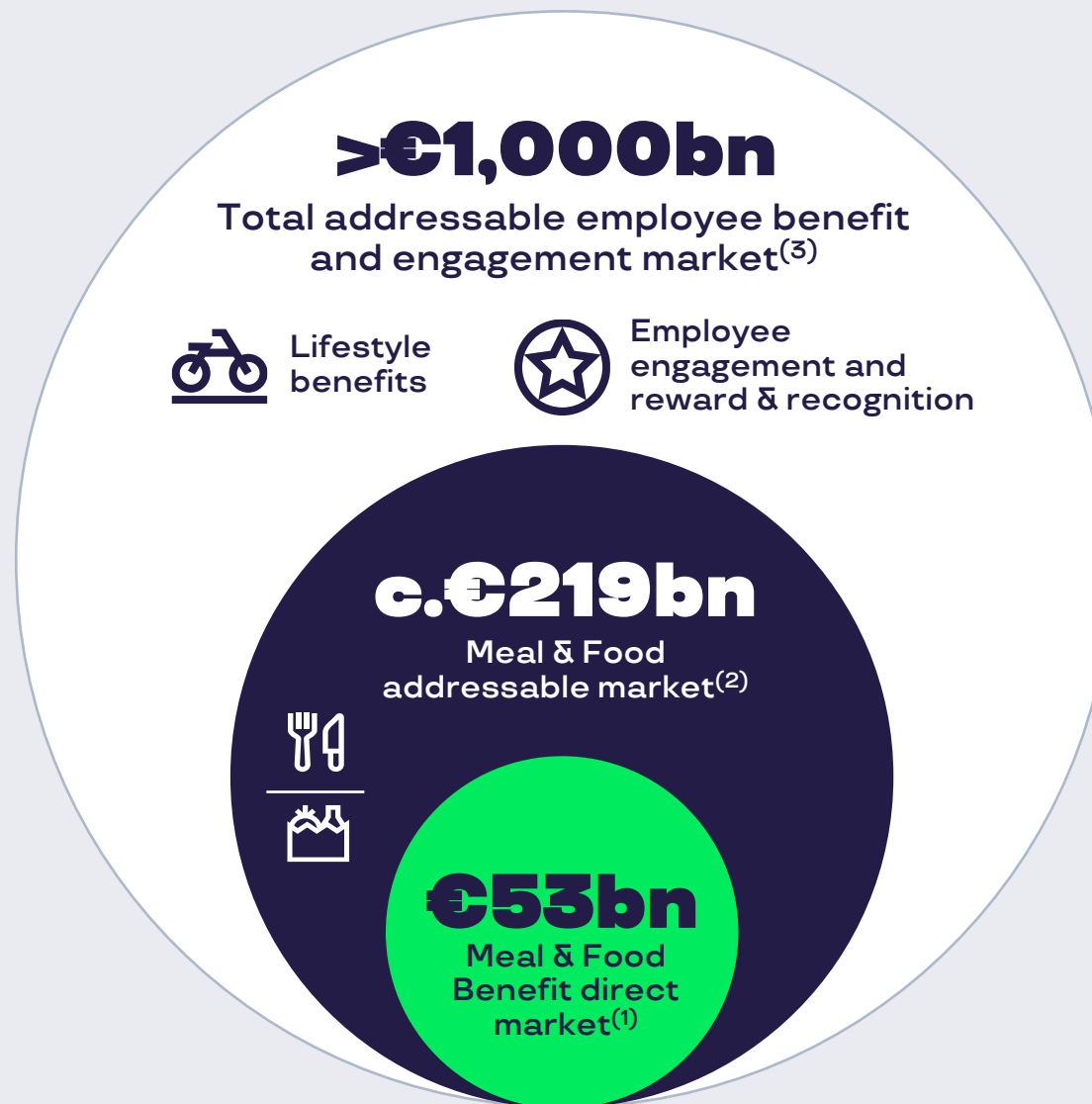
Attractive and under-penetrated market

Key market facts

- ✓ Very large market opportunity
- ✓ Small & medium enterprises represent big untapped potential
- ✓ Meal & Food Benefit market penetrated at c. 25% overall

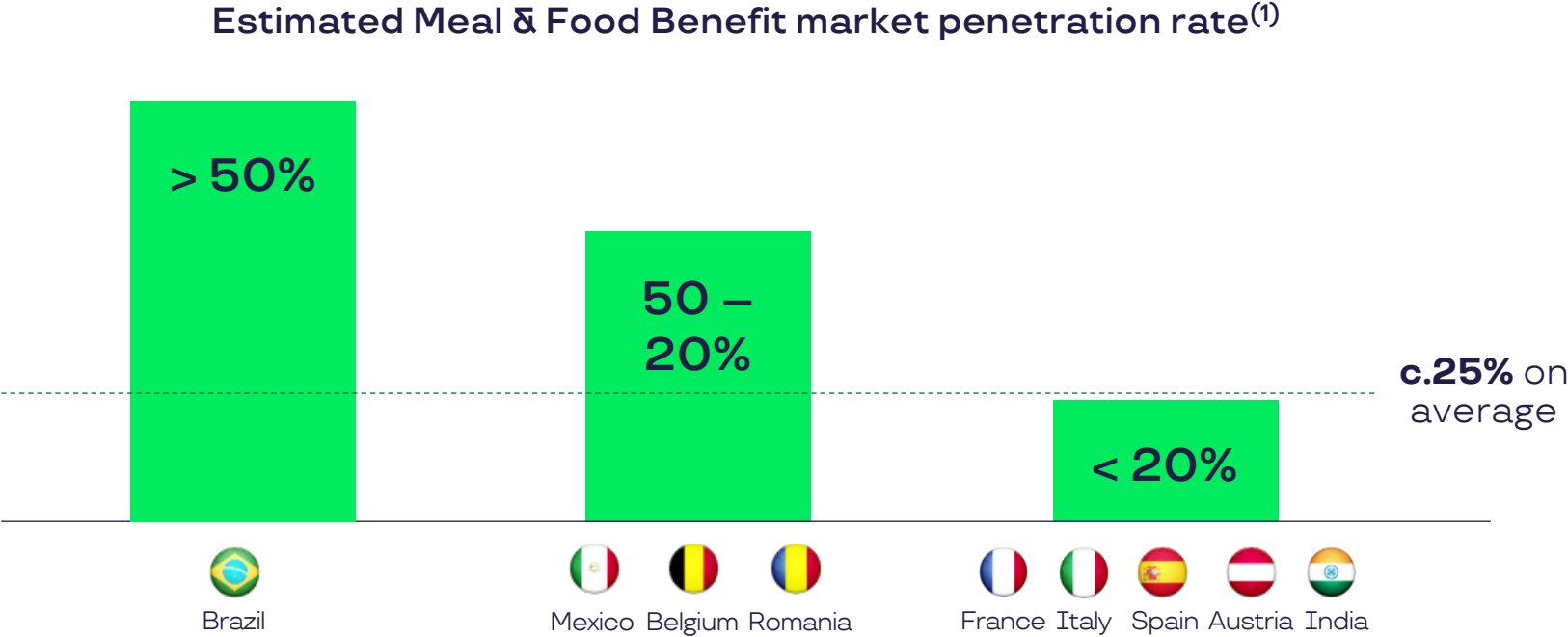
Source: Company information.

Notes: (1) Meal & Food Benefit direct market: Aggregate BV captured by local or international Meal & Food Benefit providers. (2) Meal & Food addressable market: Aggregate BV of all companies that are eligible to provide Meal & Food services, incl. those that do not offer these services to their employees. (3) Total addressable Employee benefit and Engagement market: Aggregate BV of all companies that are eligible to provide employee benefits, incl. those that do not offer these services to their employees.



Significant upside even in larger and more established benefit markets

Focus on selected markets



Source: Company information.
Notes: (1) Penetration rate: Meal & Food Benefit Direct market divided by Meal & Food addressable market.

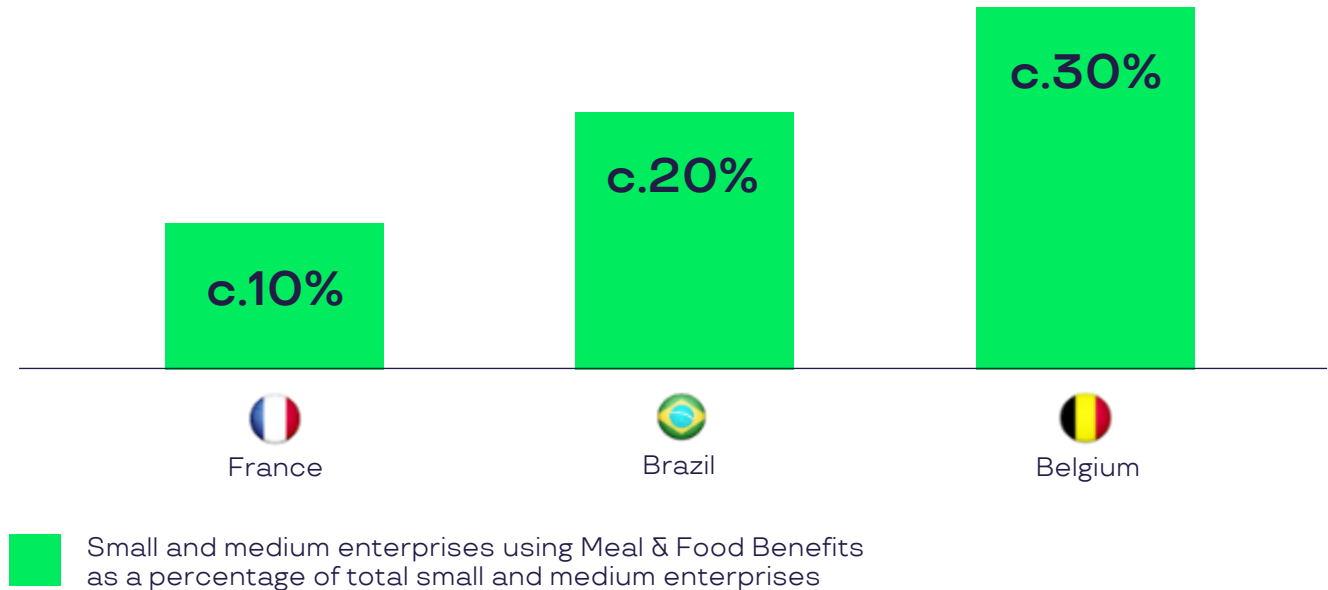
Significant growth potential in untapped SME segment

Main drivers for accelerated penetration

- ✓ **Meal benefit offer**
To adapt to hybrid working norm
- ✓ **Lifestyle benefits and engagement solutions**
To meet evolving employee expectations
- ✓ **Self-service buyer journeys**
To allow for more efficient decision making thanks to digitalization
- ✓ **Card-based or fully virtual solutions**
To simplify management

Small and medium enterprises segment penetration

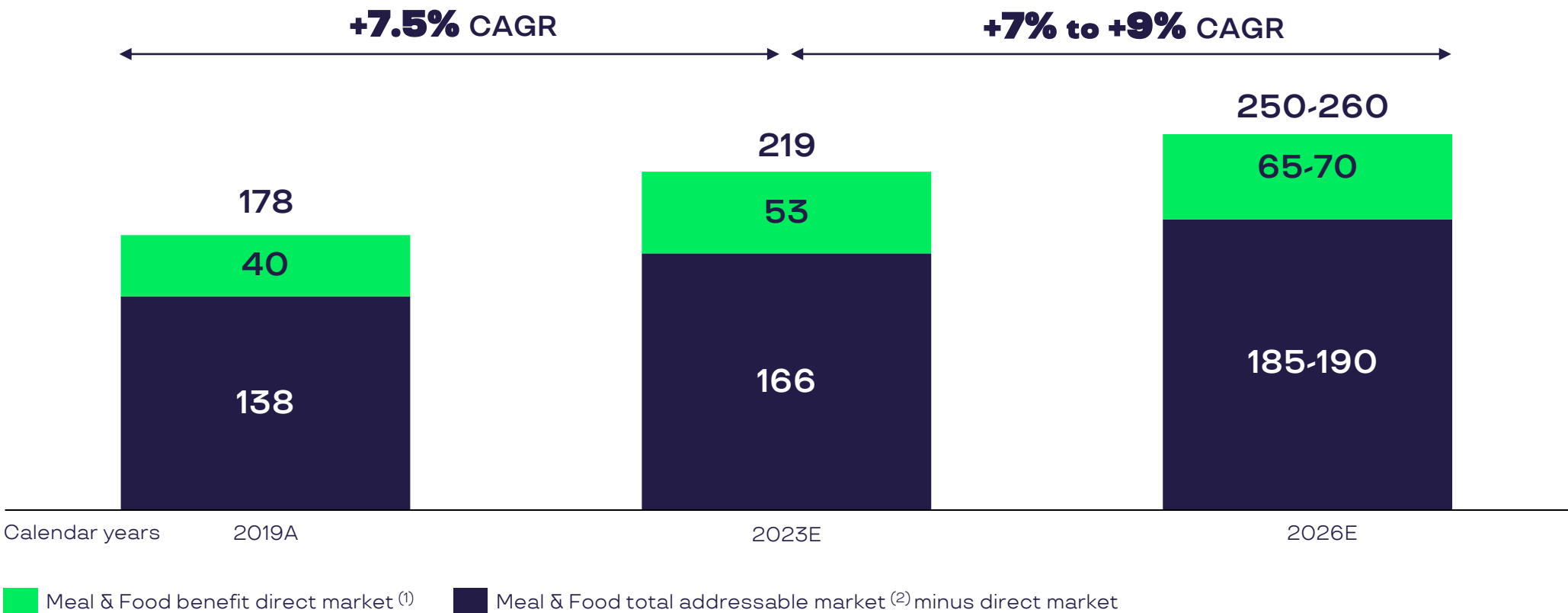
Examples in selected geographies, 2022



Source: Company information.

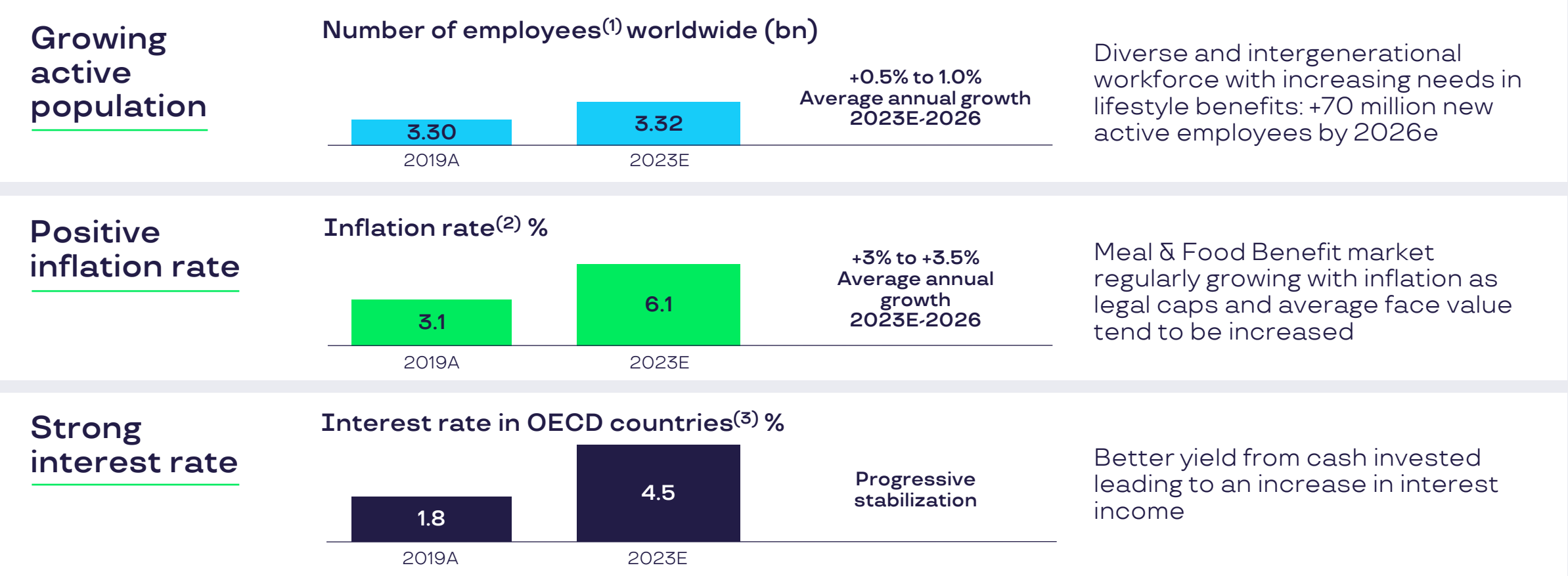
Robust growth in Meal & Food Benefit market

Meal & Food Benefit market in business volume (€bn)



Source: Company information.
Notes: (1) Meal & Food Benefit direct market: Aggregate BV captured by local or international Meal & Food Benefit providers. (2) Meal & Food addressable market: Aggregate BV of all companies that are eligible to provide to Meal & Food services, incl. those that do not offer these services to their employees.

Employee benefit market growth supported by positive macro trends

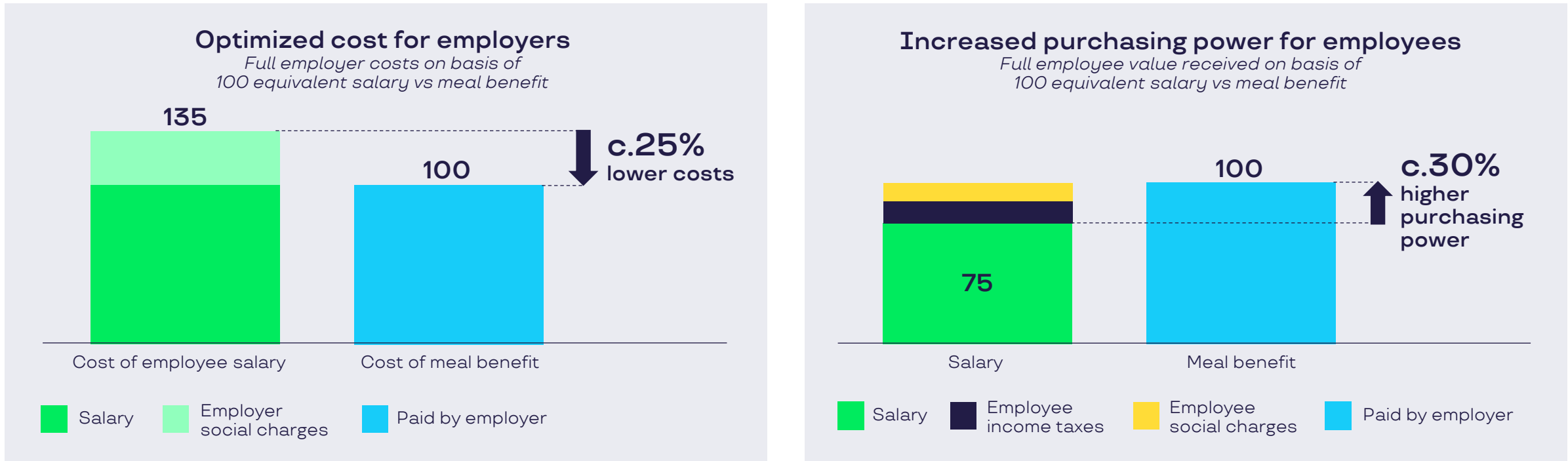


Employee Benefits market growth historically outpacing GDP growth

Source: Company information.
Notes: (1) Meal & Food Benefit direct market: Aggregate BV captured by local or international Meal & Food Benefit providers.
(2) Meal & Food addressable market: Aggregate BV of all companies that are eligible to provide Meal & Food services, incl. those that do not offer these services to their employees.

Employee benefits regulation attractive for both employers and employees

Illustrative case of meal benefit 100% financed by employer⁽¹⁾



Pluxee adapts its approach to grow in countries where opportunities exist regardless of regulatory framework

Source: Company information. Notes: (1) Illustrative figures: Precise calculation depending on each local regulatory framework, specific client and employee individual fiscal situation.

Strong long-term benefits for Public Authorities to sustain regulation

Regulatory framework rationale



Preserve the purchasing power of employees and citizens



Help companies attract and retain talent



Stimulate local economy and create job opportunities



Formalize the informal economy contributing to tax collection, improving traceability of funds

Range of levers for Public Authorities



Strong tax & social incentives for both employers and employees



Maximum face value cap
No cap decrease in deflation context



Stable and yet adaptable regulatory framework over time



Expansion of frameworks beyond Meal & Food Benefits



Push towards digitalization

Source: Company information.

Shift to new model for work driving growth of employee benefit market



Global shortage
of talent



Flexible ways of
working



Focus on total
well-being
outcomes



Salary and
purchasing
power



Employee focus
on purpose



HR leaders focus on reward philosophy and employee benefits to deliver an enhanced employee experience reflecting company goals

85%

HR leaders recognize need for personalized benefits to attract and retain talent⁽¹⁾

600m

Remote workers by 2024⁽²⁾

>70%

Of individuals becoming more attentive to their well-being⁽³⁾

(1) Mercer: Global Talent Trends, 2022 (2) Gartner Report, 2021 (3) Workforce Institute @UKG Global Survey 2023

Digitalization of Pluxee's ecosystem driving further market growth



Technology
& Data



Automation



Digital
acceptance



Clients

Process and administration, data analytics

97%

of the Fortune 500 companies acknowledge the pivotal role of Digital Solutions to manage, retain and engage employees⁽¹⁾



Consumers

Usage

89%

digital-payments penetration rate in the US in 2022⁽²⁾



Merchants

Omnichannel visibility, payment flexibility

13%

CAGR by 2030 for global online meal and food delivery market⁽³⁾

Sources:

(1) JobScan Report, 2022. (2) McKinsey "Consumer trends in digital payments", in the US in 2022. (3) Merchant Machine Report 2022.

03

Product, sales & marketing

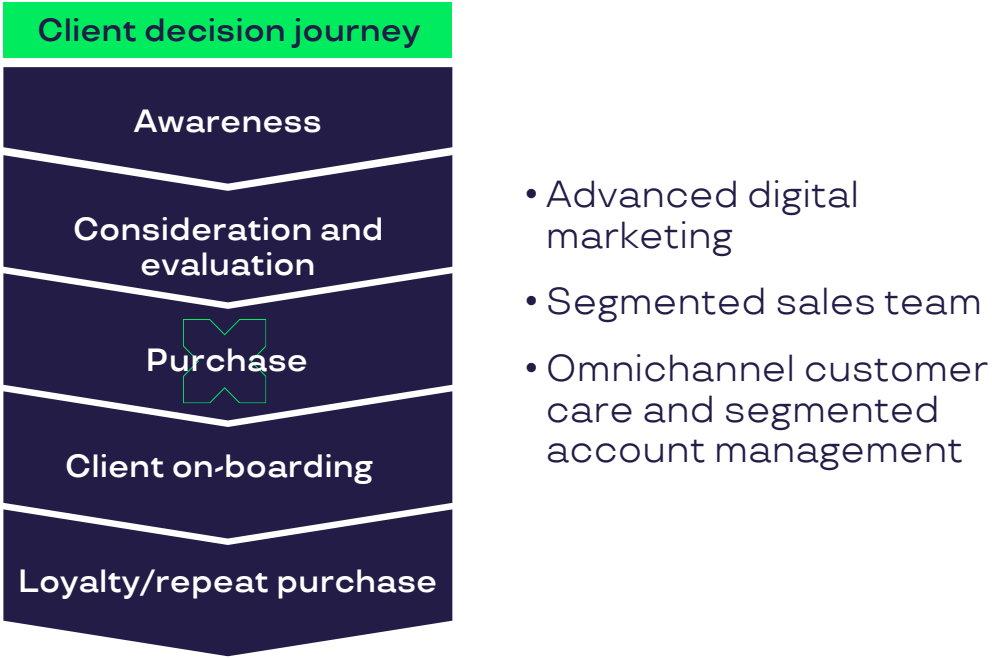


Delivering unique value proposition through a powerful commercial engine

Pluxee value proposition



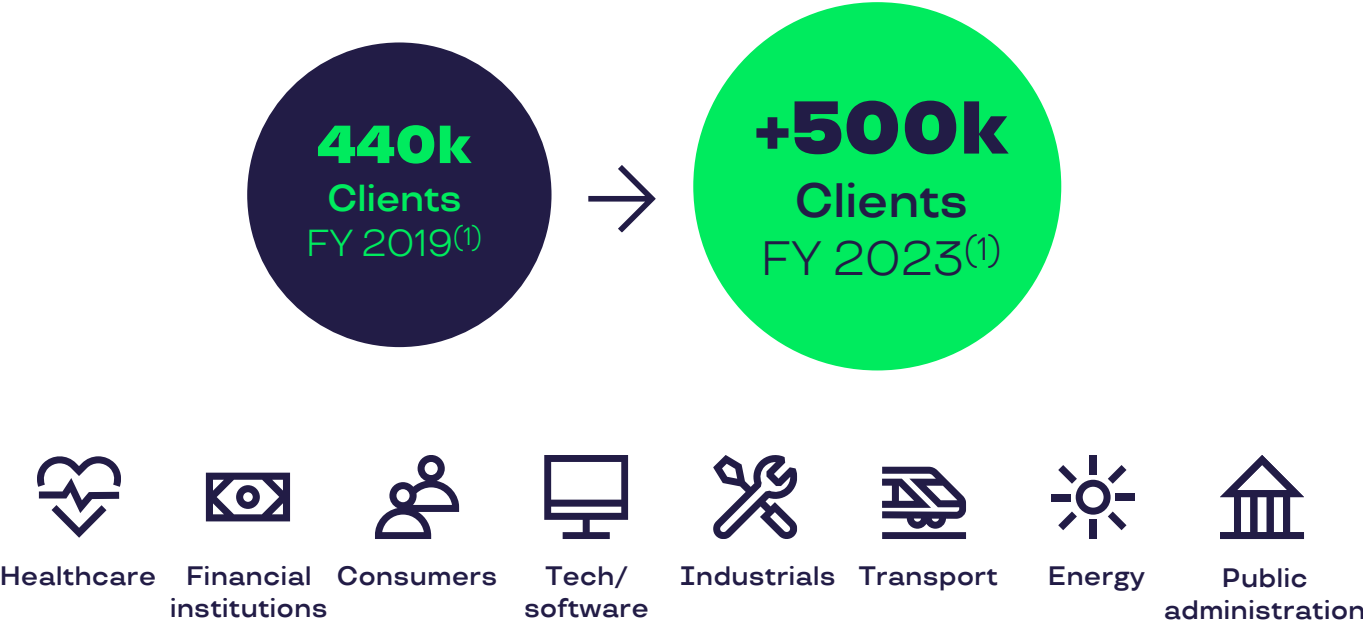
Pluxee commercial engine



Powered by **digital & data**

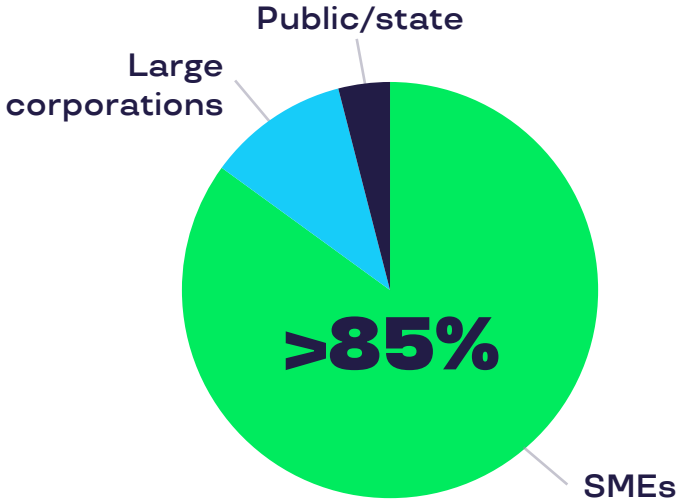
Fast-growing and diversified client base with strong presence among SMEs

Growing client base from diverse set of sectors



Strong SME client base

Illustrative number of clients by size/type



Source: Company information.
Note: (1) End of Fiscal year.

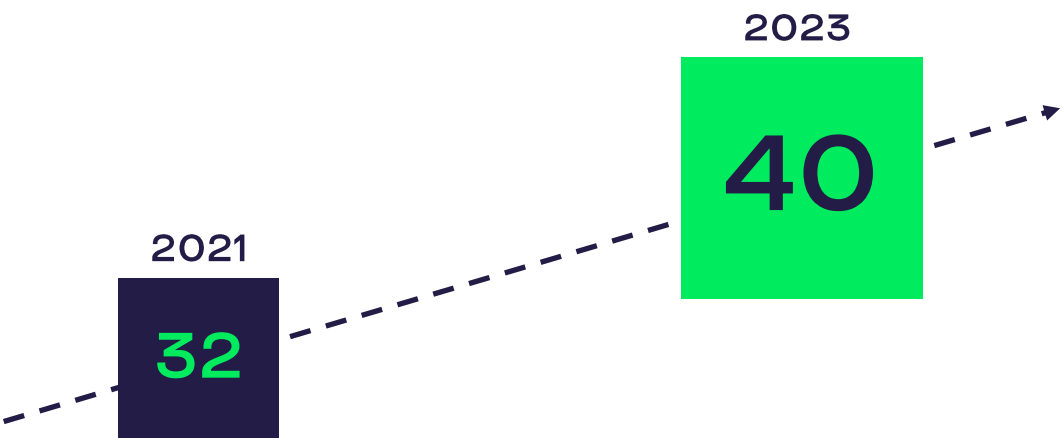
Providing global clients with global solutions adapted to local needs

Multi-country client examples



Pluxee's client-focused culture driving high client satisfaction

Increasing NPS® score⁽¹⁾



+7 pts

Pluxee NPS® vs.
B2B sector average⁽²⁾

82%

Client satisfaction with
Pluxee customer care as
measured within NPS®

Recognized for customer service excellence



Spain 2023 : 2-time award winner



Turkey 2023 : 4-time award winner



Tunisia 2023 : 3-time award winner

Source: Company information.

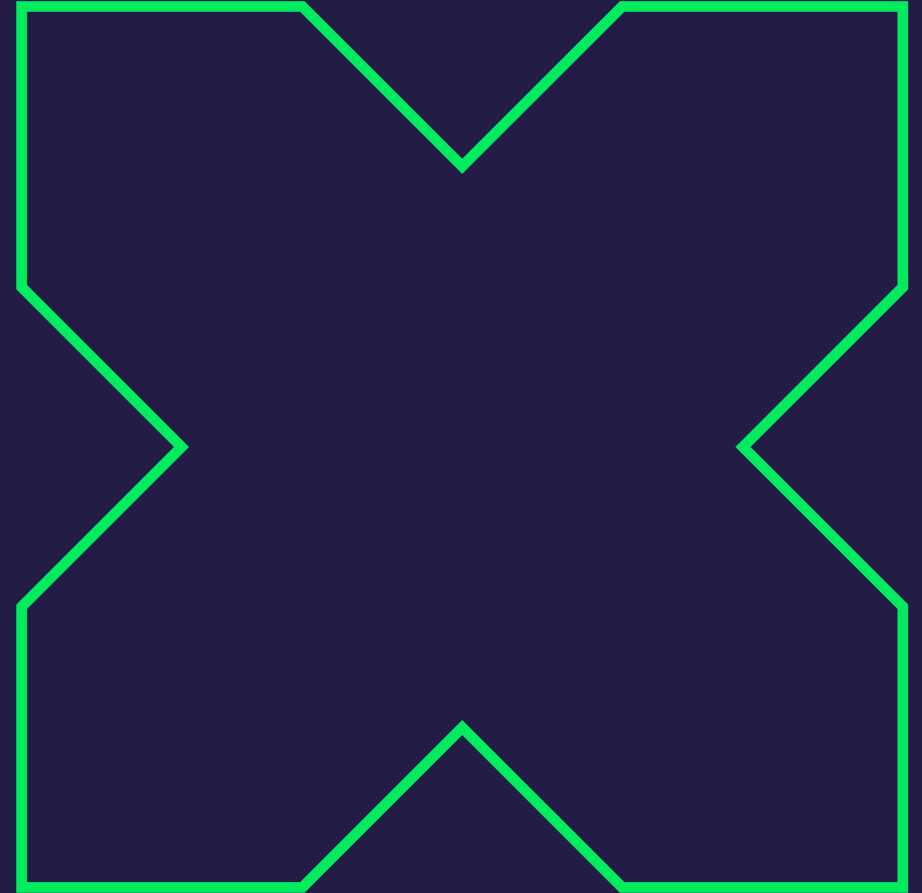
Notes: (1) NPS® Source: Surveys conducted by Ipsos on 21 countries (incl. a focus on Top 10). From Jan 18 to Feb 2, 2021. Among 10.255 respondents. And from Jan 18 to Feb 16, 2023. Among 10.318 respondents. (2) Average NPS® on B2B sector made in 2022 on a similar country scope as Pluxee.

03 Product, sales & marketing



Thierry Guihard

Brazil CEO



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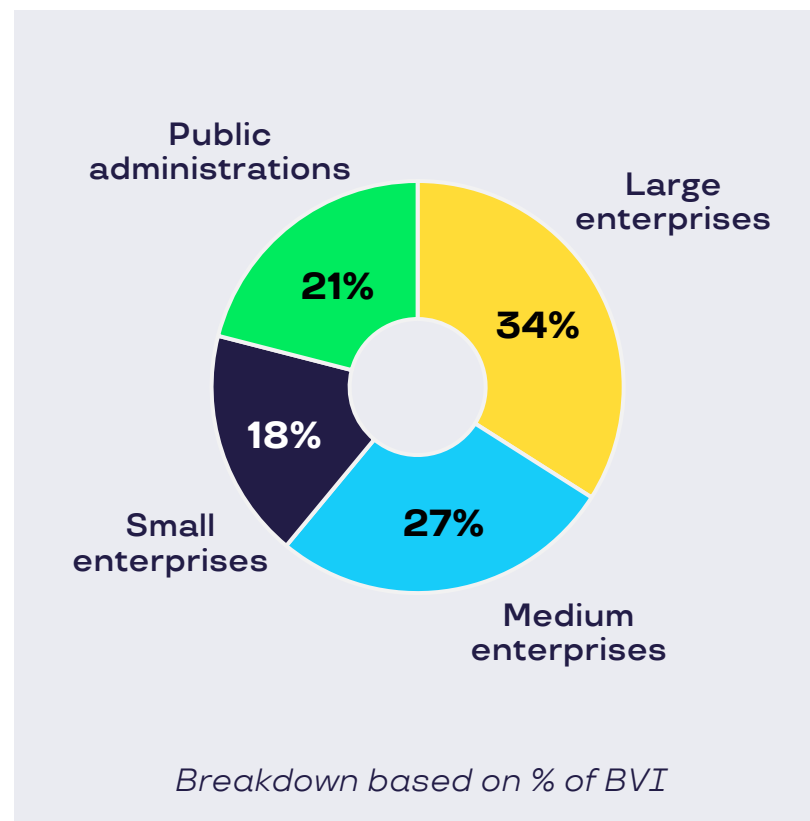
Brazil: Proven track record in leveraging loyal client base

 **40-year**
Presence in Brazil

 **>140k**
Clients FY 2023 ⁽¹⁾

 **6.5m**
Consumers FY 2023 ⁽¹⁾

Large and diversified client base



Recognized by Brazilian market for client focus

Customer experience



96%

Account management satisfaction



66

Client NPS®

Customer awards



Notes: ⁽¹⁾ End of Fiscal Year.

Programmatic deployment of range of benefits leveraging digitalization

	From Core benefits	To Lifestyle benefits					To Employee Engagement & Communication	
	Meal & Food	Gift	Mobility	Health & well-being	Other: Holiday & culture...	New benefits: Hybrid work, Learning & development...	Employee Reward & Recognition	Employee engagement & communication
Pluxee playbook: "Fill in the matrix"	✓	✓	✓	✓	✓	✓	✓	✓
Key country examples								
India	✓	✓	✓	✓	✓	✓	✓	✓
France	✓	✓	⊙	⊙	✓	✓	✓	✓
Belgium	✓	✓	⊙	✓	✓	✓		
Brazil	✓	✓	✓	⊙	✓	✓	✓	⊙
Mexico	✓	✓	✓	⊙		✓	✓	
Entry products			Products added over past 5 years			Products added more recently		

Source: Company information.

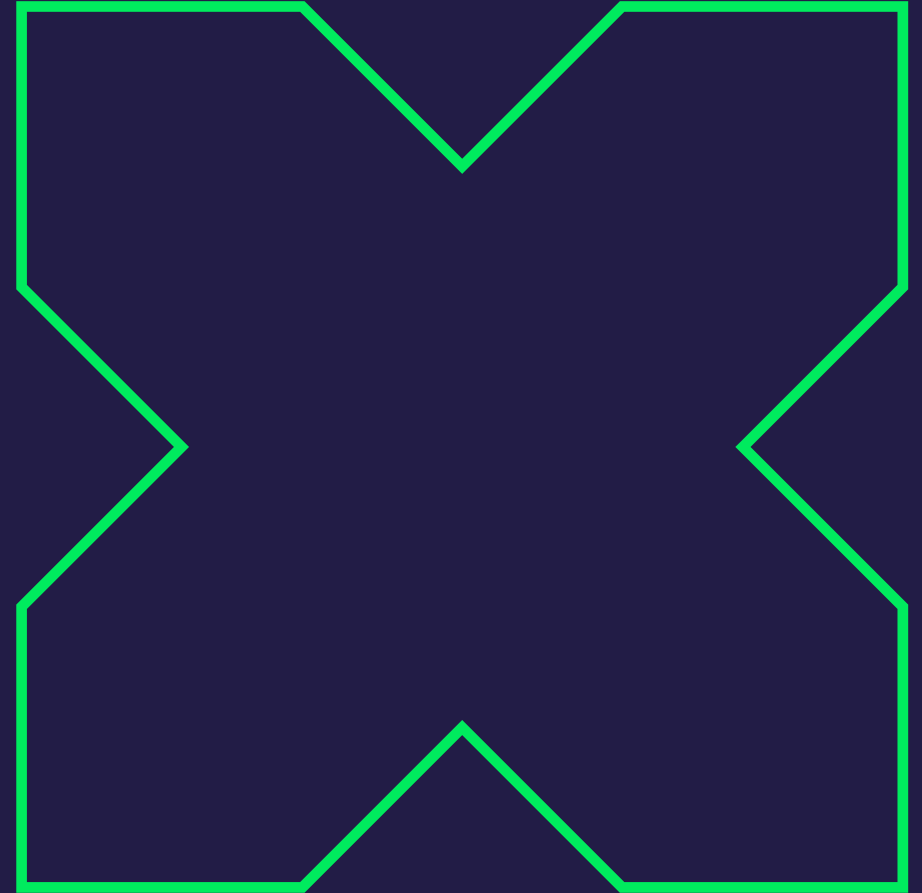
✓ Solutions provided in-house ⊙ Solutions provided through partnerships

03 Product, sales & marketing



Anish Sarkar

India CEO



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India: Leading digital multi-benefits platform addressing the needs of clients and consumers

 **27-year**
Presence in India

 **>11k**
Clients FY 2023 ⁽¹⁾

 **3.5m**
Consumers FY 2023 ⁽¹⁾

#1 Player in multi-benefits

✓ **+10** benefits on one HR platform, a broad range of lifestyle benefits


✓ Flexible benefits administration and robust compliance

 **100%** Digital issuance since 2018

✓ **30%** clients using 4 or more benefits on the platform

Market driven by consumer choice

✓ Enhanced digital consumer experience with multiple payment options

✓ Increased consumer engagement enabled through value-added services



60

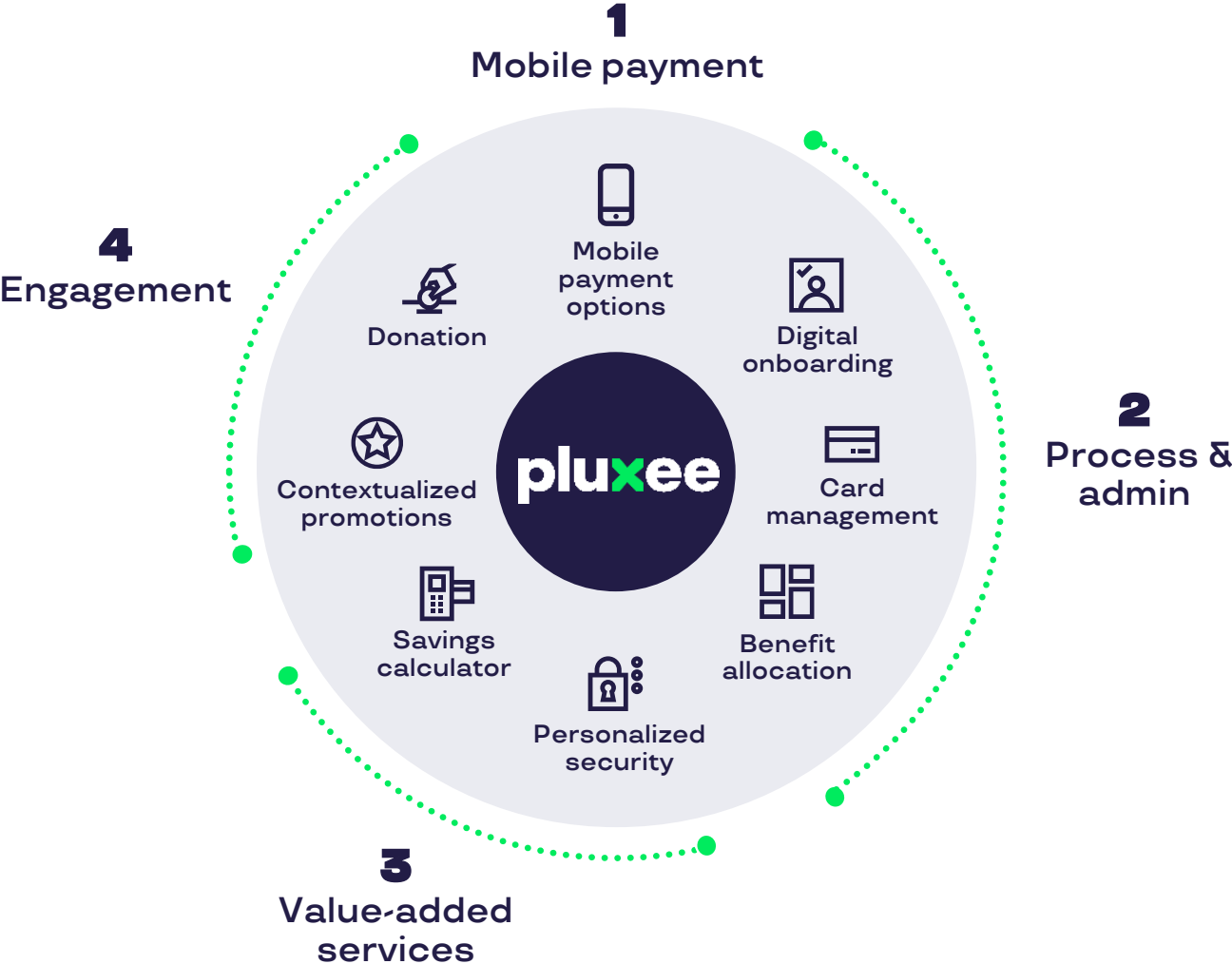
Consumer NPS® in 2023



India 2023 Best B2C Experience

Notes: ⁽¹⁾ End of Fiscal Year.

Personalized in-app features to enhance consumer experience



Source: Company information.

🇷🇴 Romania case study



More than 1m monthly active consumers



100% digital



Offer consumers freedom of choice across large range of benefits and payment means



Further engage with consumers through personalized digital experience

73

FY 2023 Consumer NPS® vs. 55 in FY 2022

4.6/5

FY 2023 App rating

c.7-8

Average monthly visits per user in FY 2023

Expanding diverse merchant network thanks to strong value proposition

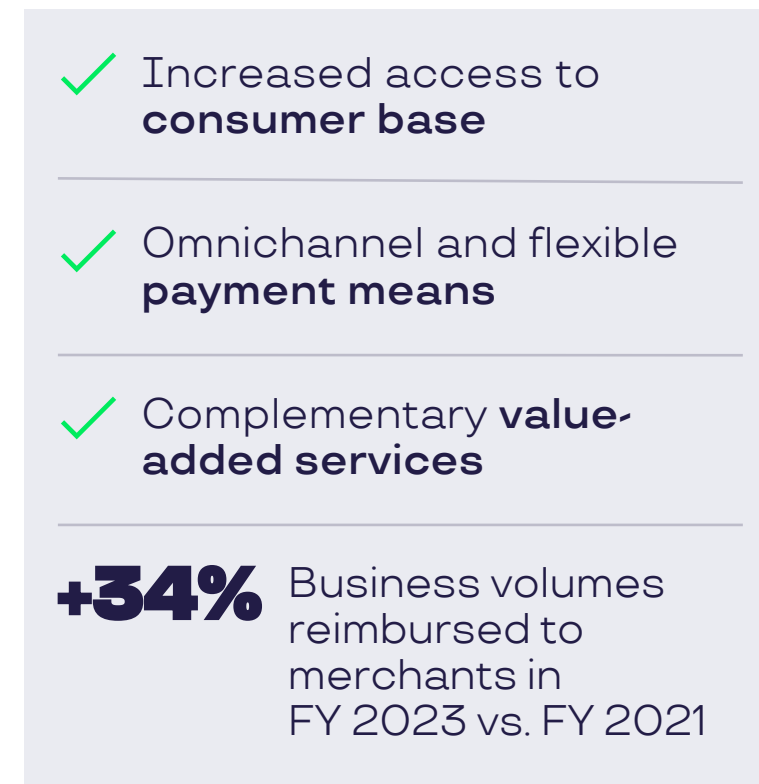
Expanding network of affiliated merchants



Active partner to small & medium merchants



Strong value proposition



Source: Company information.

Reinforcing merchant partnerships through value-added services

Brazil: Expertise in cross-selling



Wide range of value-added services:

- Express reimbursement⁽¹⁾
- Assistance⁽²⁾
- Insurance⁽³⁾



Segmented sales & marketing approach:

- c.200-person merchant team

India: Empowering small & medium merchants



Wide range of value-added services:

- Unified payment solutions⁽⁴⁾
- Knowledge forums⁽⁵⁾
- Corporate cafeterias⁽⁶⁾



Segmented sales & marketing approach:

- c.50-person merchant team

>60% Of merchants choosing at least one additional service

1/3 Meal business volume reimbursed to small and medium merchants

(1) Accelerated merchant reimbursement with a service fee, increasing Pluxee's profitability. (2) Facilities services for merchant's day-to-day needs, such as: locksmiths, cleaning, hydraulic assistance, water tank cleaning. Focus on small & medium merchants. (3) Life insurance for employees and owners. (4) Providing an efficient and cost-effective single point of acceptance for small & medium merchants for all transactions across payment options like credit cards and QR codes, apart from the Pluxee cards. (5) Engaging the small & medium merchant community by sharing knowledge on market trends / best practices through various initiatives like webinars. (6) Enabling access to the corporate cafeteria market for small & medium merchants through referrals to our large client base.

Strong commercial engine to drive additional sales and client loyalty



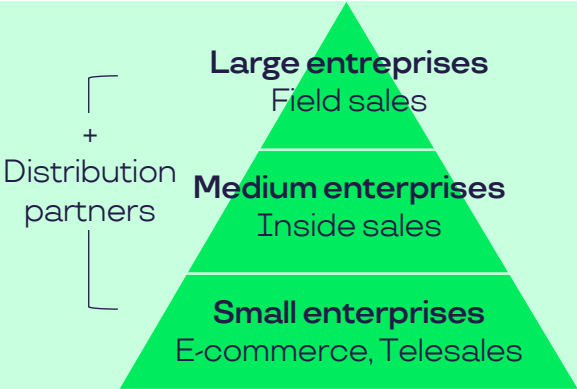
1 Advanced digital marketing

- Orchestration using automated data flows and in-depth marketing analytics
- Personalized messaging

► **+30%**
Leads generated in FY 2023 vs. last year

2 Segmented sales team

- Rigorous sales performance management using global tools and analytics



► **40%**
Sales & marketing teams of total employees

3 Omnichannel customer care and segmented account management

► **4.6/5**
Customer satisfaction post-interactions in top 10 countries

Source: Company information.



Brazil: Strong results from implementation of Pluxee commercial engine in a strategic market



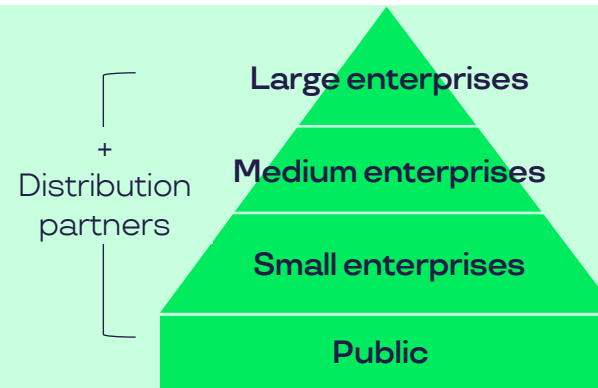
1 Advanced digital marketing

- Digital marketing process optimization
- Continuous engagement of target audience
- Toolbox: personalization, influencer marketing / gamification

► **x2**
Leads conversion
Q1-Q4 FY 2023

2 Segmented sales team

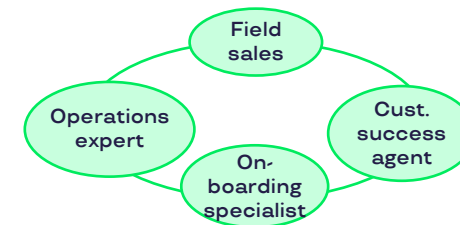
- Efficient sales approach
- Different channels per client persona
- Relevant sales content per segment



► **300+**
Internal sales
FTEs FY 2023

3 Omnichannel customer care and segmented account management

- Cross-functional teams: faster & better response



► **30**
Cross-functional
teams, optimizing
sales efficiency



Brazil: Game-changing strategic partnership with Santander

pluxee



Strategic partnership

25 years

Exclusive distribution agreement⁽¹⁾

Integration of Ben's expertise⁽²⁾



Santander network

4,000

Sales FTEs from Santander network
of which **+2,500** focused on SMEs

1.4m+ clients

Santander's B2B client portfolio



Combined Employee
Benefits activities

145,000 clients

6.5m consumers

750,000 merchants

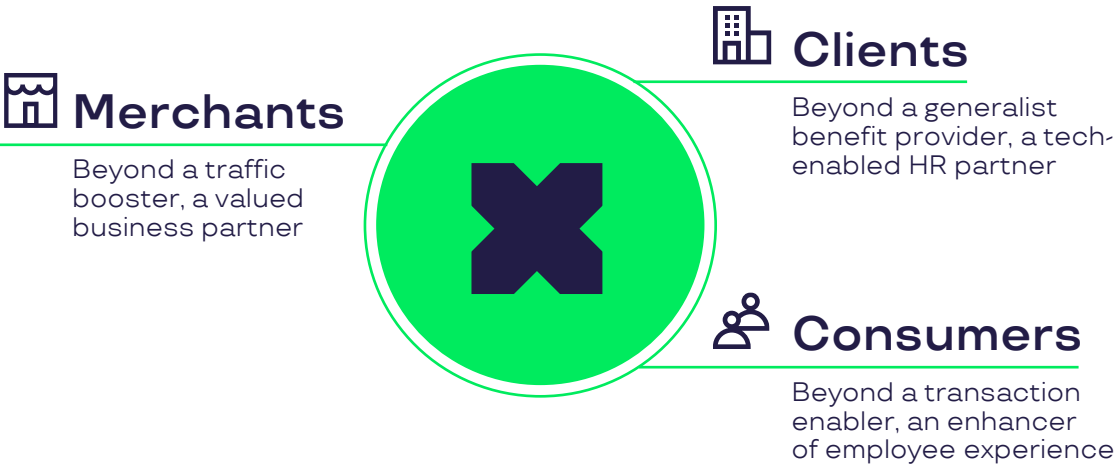
Expanding Pluxee's leadership position in Meal & Food Benefits in Brazil incl. accelerating SME penetration
Combine benefit offer with financial services to retain and attract clients

Source: Company information.

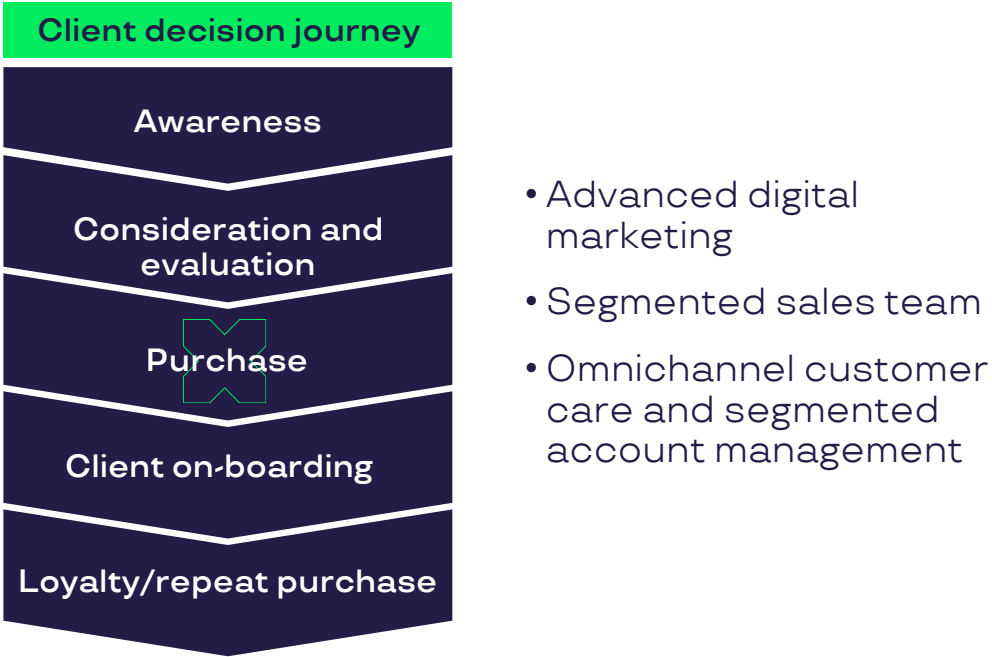
Notes: (1) Pluxee's employee benefit solutions distributed in Santander network. (2) Santander's employee benefits activity.

Delivering unique value proposition through a powerful commercial engine

Pluxee value proposition



Pluxee commercial engine



Powered by **digital & data**

Q&A



Break



pluxee

**Capital
Markets Day**



04

Digital & Tech

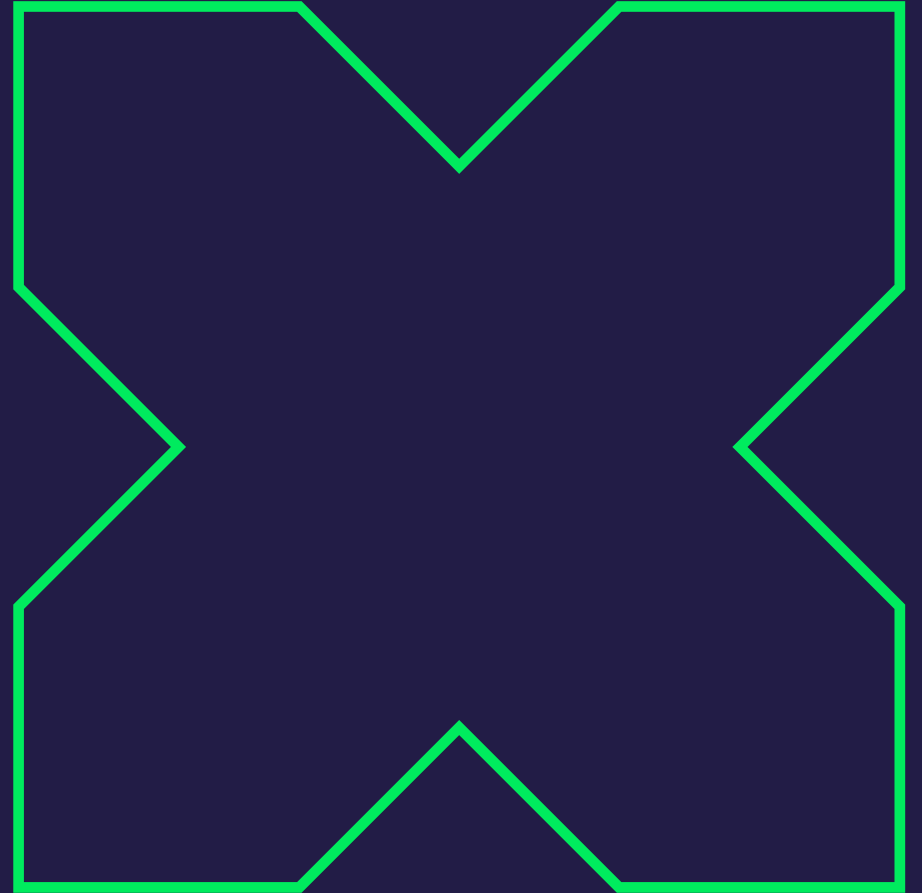


04 Digital & tech



Gabriel Rotella

Chief Information Officer



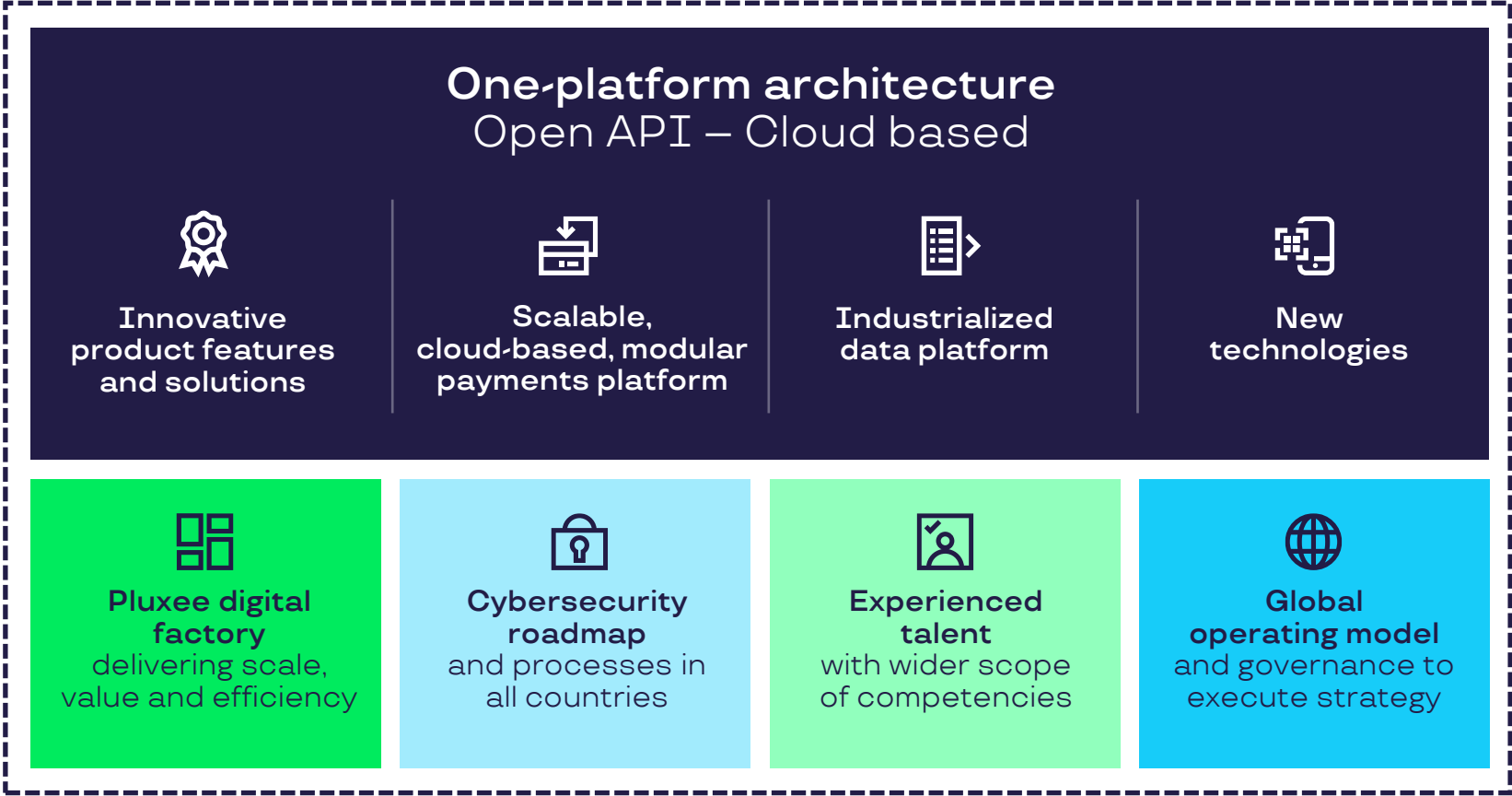
Delivering value with best in class and scalable technology capabilities

 **Drive growth**
Quality and fast time-to-market delivery

 **Boost efficiency**
Automation and cost-disciplined delivery

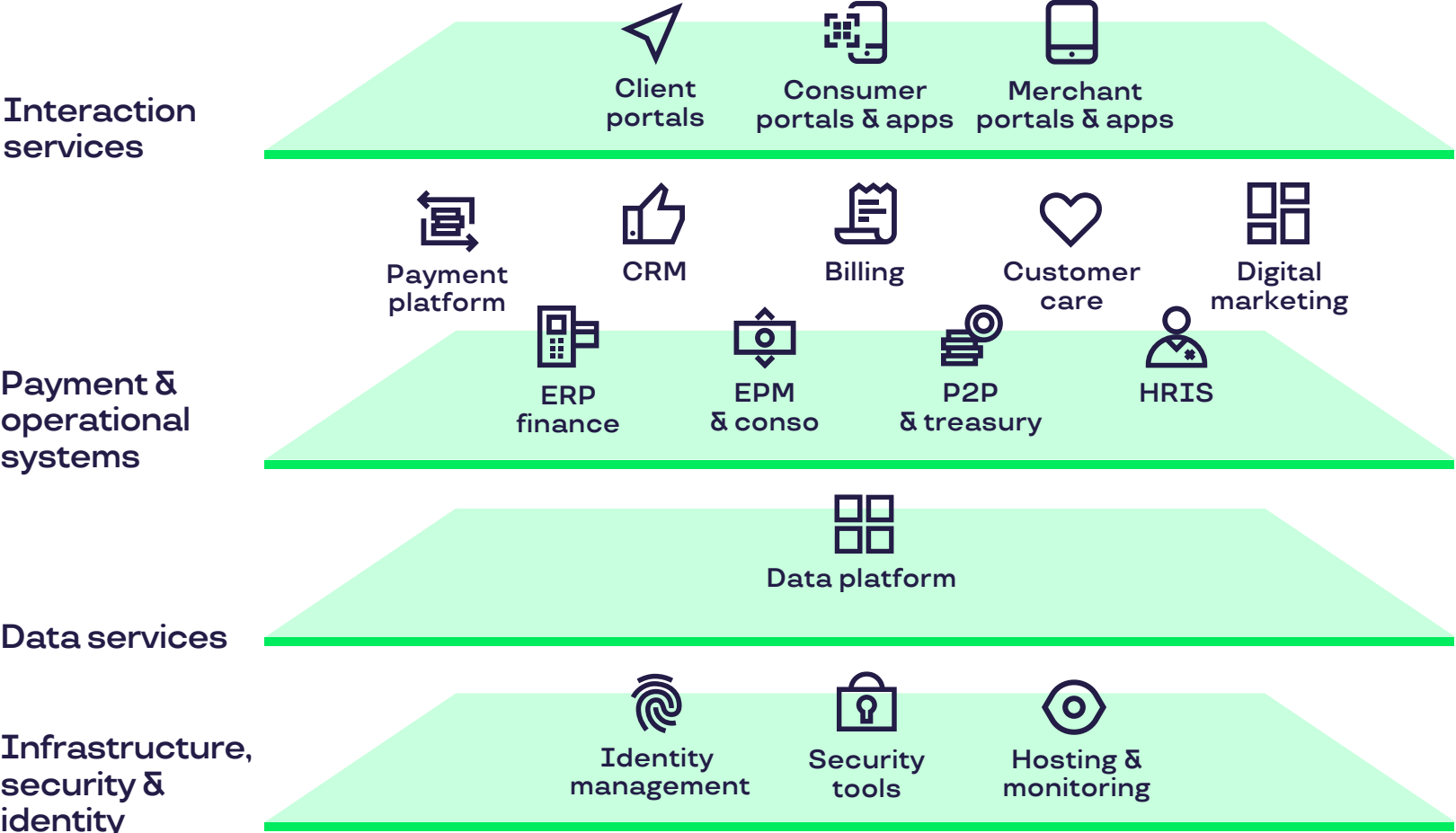
 **Be a trusted partner**
Cybersecurity and CSR

Technology capabilities



Source: Company information.

Scalable one-platform architecture covering stakeholders' journeys

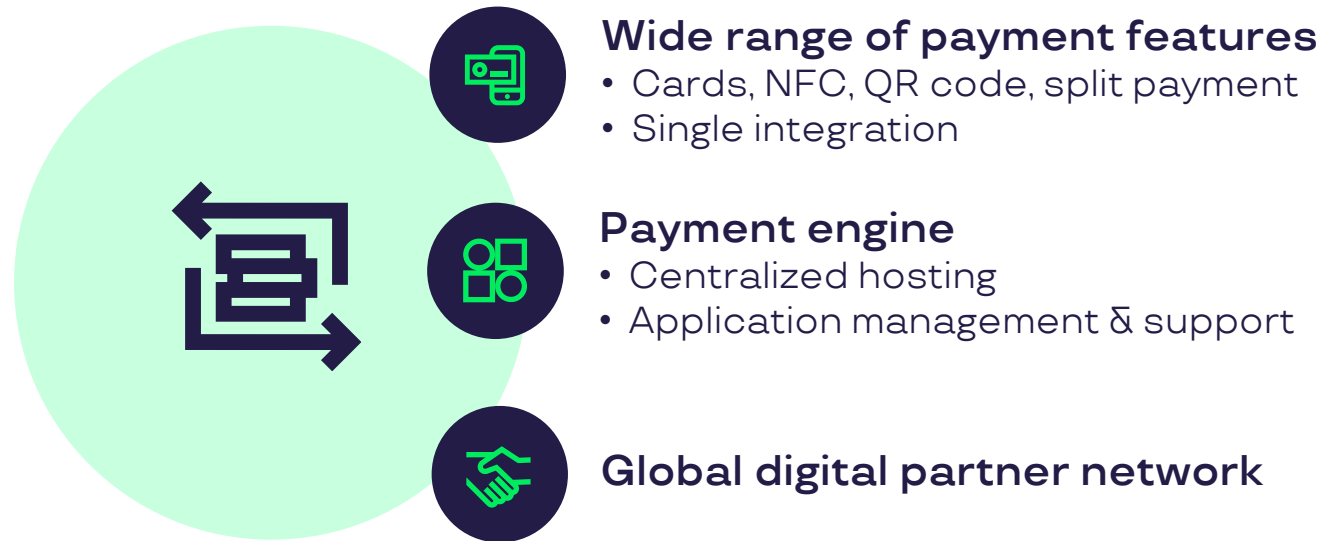


- ✓ Cloud-native new assets
- ✓ Open API-based architecture
- ✓ Common cybersecurity tools deployed
- ✓ Fostering M&A integration

Source: Company information.

Payment Platform: Scalable and modular suite of cloud-hosted services

Single API-based middleware



Austria case study

Deploying digital meal payment solution

From 20K to 180K employees

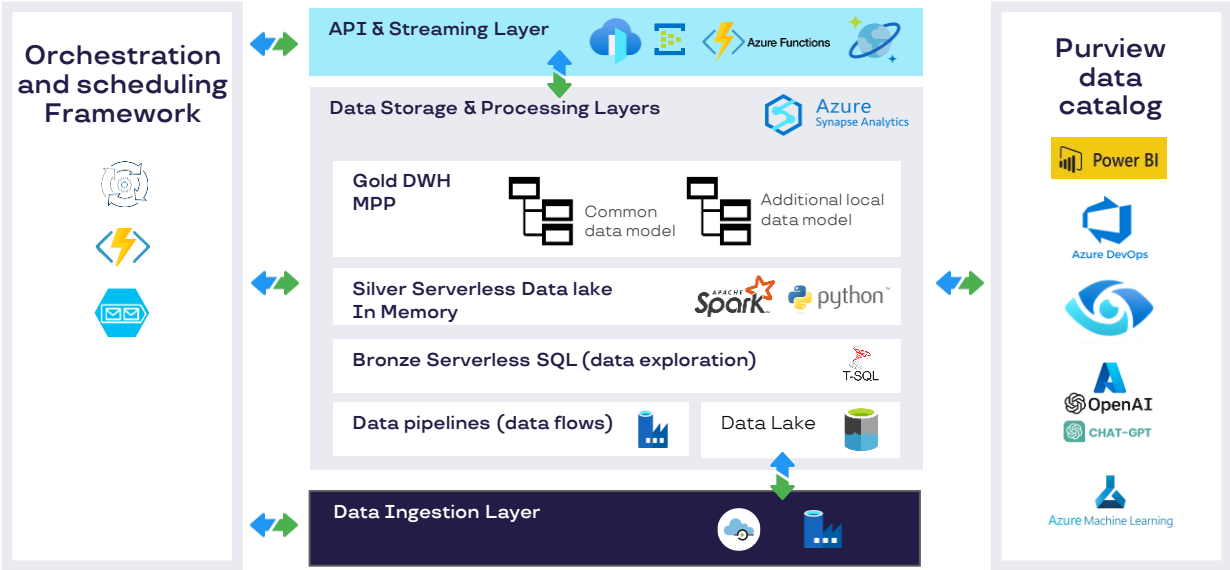
- ✓ Leveraging global expertise and implementing tailored features
- ✓ Mobile payment integration - Android and ApplePay
- ✓ 4-month delivery from tender to Go-Live



Centralized approach to deploy global business analytics use cases



Data platform:
Industrialized, distributed and GDPR-compliant



65 Data analytics use cases programmatically delivered in FY 2023

180 Different data sources integrated

Belgium case study

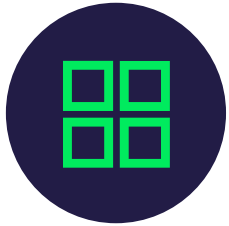
B2M DataMart Project 360° view on Merchant operations and data

- ✓ Better target consumer recommendations
- ✓ Reinforce online merchant network to address consumers' needs
- ✓ Improve merchant journey, especially among small and medium merchants

+5,000

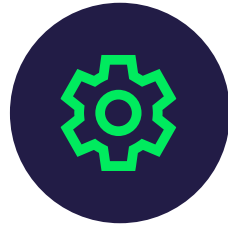
Online Merchants FY 2021-2023, increasing small and medium merchant network

Drive efficiency and business opportunities through new technologies



OPEN API

- ✓ Easily integrate new services to drive top line growth



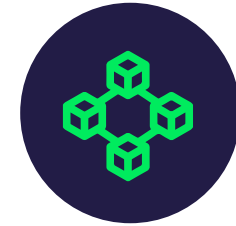
Robotic process automation

- ✓ Manage purchase-to-pay
- ✓ Enrich customer care experience



Generative AI and machine learning

- ✓ Reduce development costs
- ✓ Deploy data analytics
- ✓ Increase cybersecurity prevention and detection



Blockchain

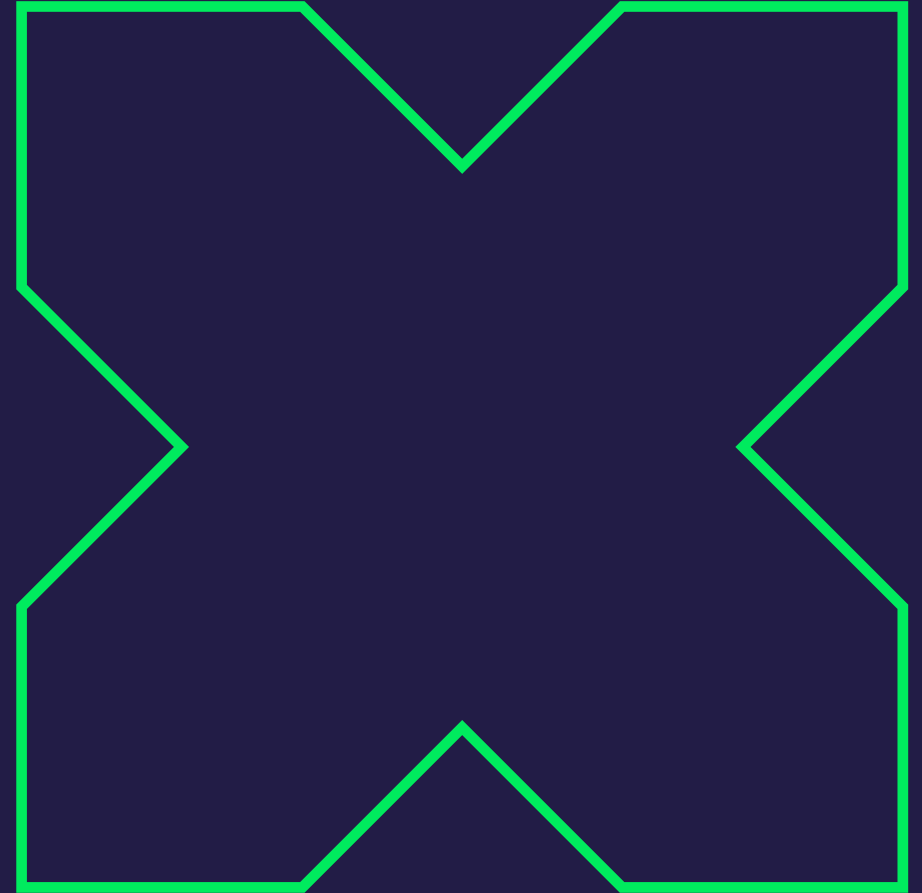
- ✓ Pluxee as the first player in our industry running benefit programs on Blockchain

04 Digital & tech



Said Layadi

Digital Factory Director



Digital factory: Scale to drive efficiency gains

Lean Agile Centre of Excellence - LACE



- ✓ Agile operating model
- ✓ Common methodologies and standards
- ✓ Lean delivery process

Main objectives



Implement global governance



Increase productivity and optimize costs



Scale to B2B, B2C, B2M



Anchor and automate processes



Reduce carbon footprint through green software development

FY 2023 achievements

+12%

Savings on global assets in FY 2023

x2

Increase in development effectiveness

100%

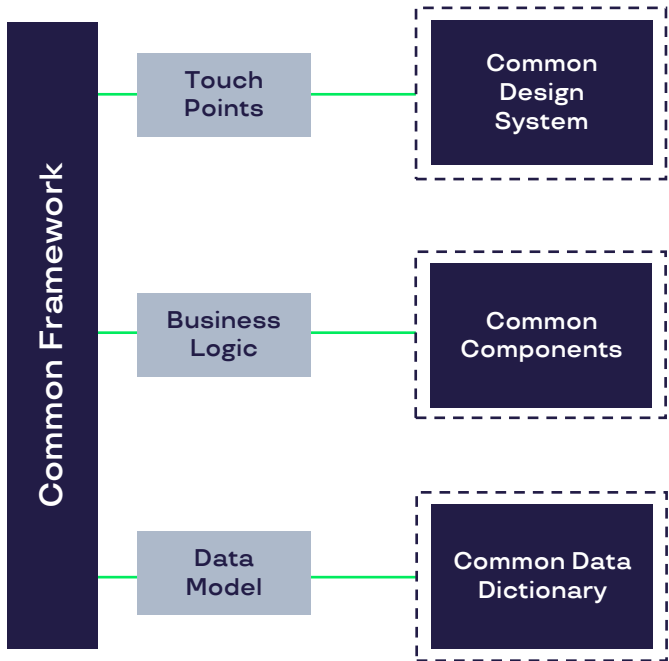
Non-regression tests fully automated

Source: Company information

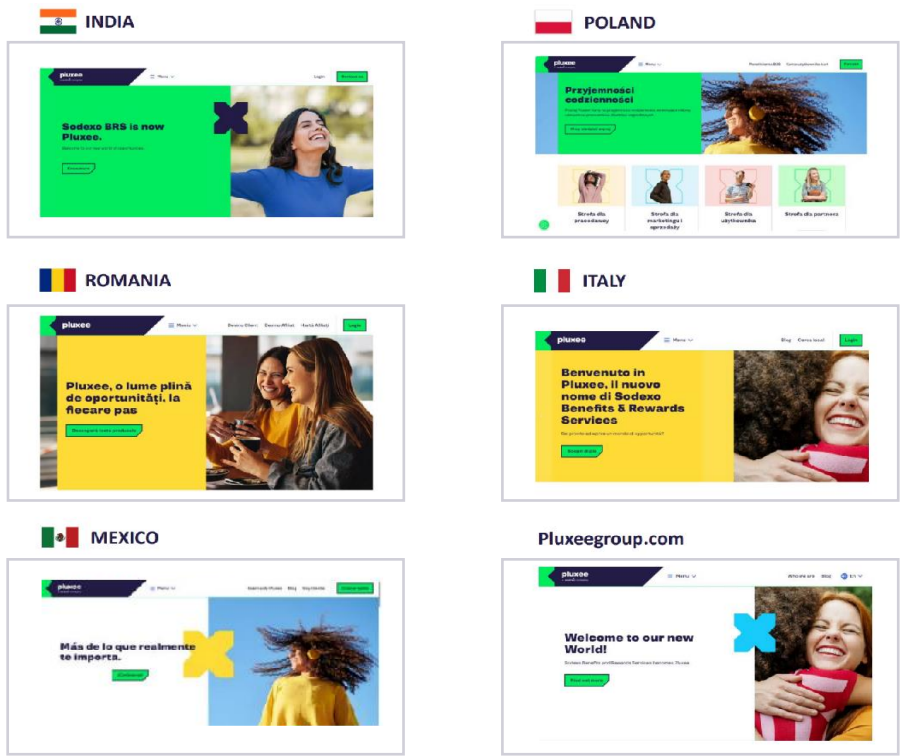
Digital Factory: Deploy to rapidly roll out Pluxee web portal worldwide

Composable architecture

Reduce time to develop and deploy



Web portals deployed in only three months in almost all countries



✓ Industrialized Pluxee web site factory

✓ 40 building blocks to create personalized websites

✓ Consistent look and feel, design and build

Trusted partner: Cybersecurity by design



Cybersecurity **roadmap** and processes
implemented in all countries



State-of-the-art set of **common**
security tools deployed



Coordination across **global security**
operations center, regions and countries



Security by **design approach**



100%
deployment
of cybersecurity tools
in FY 2023

Global operating model to continuously improve organizational efficiency

Strong global team fueled by network of experts

- ✓ Recruited experienced tech leaders
- ✓ Reinforced and internalized key tech competencies
- ✓ Enlarged field of competencies in key areas – DevOps, QA, Data, Cyber, Cloud

770

IT internal FTEs⁽¹⁾
FY 2023

c.50%

IT internal FTEs growth
FY 2021-2023

Globalized governance to drive tech strategy

- ✓ Vertical IT organization to ensure consistent decision-making
- ✓ Globalized teams with distributed model to ensure market proximity, and increase efficiency
- ✓ Shared assets allowing rapid local deployment

70%

Mutualized digital assets by FY 2026
vs. 36% FY 2023

(1) Internal only.

€550m⁽¹⁾ invested over FY 2021-2023 focused on value creation

Clear strategic criteria

- ✓ **Drive growth**
Quality and fast time to market
- ✓ **Boost operational efficiency**
Automation and cost disciplined delivery
- ✓ **Act as a trusted partner**
Cybersecurity and CSR
- ✓ **ROI-driven roadmap**

Investment mix evolution

Total Capex &
Opex invested

c.€140m
FY 2021

c.€240m
FY 2023

Shift investment from IT
backbone to product
development

Investment principles and FY 2026 targets

70% Capex spent on
customer-facing
solutions

Multi-benefits solutions, payment,
data, CRM, Marketing automation

70% Capex spent on multi-
country capabilities

10% Of annual Revenue
spent in Capex of
which 90% invested in
Tech & Data

Source: Company information.
Note: (1) Tech Capex and Opex.

05

People & sustainability

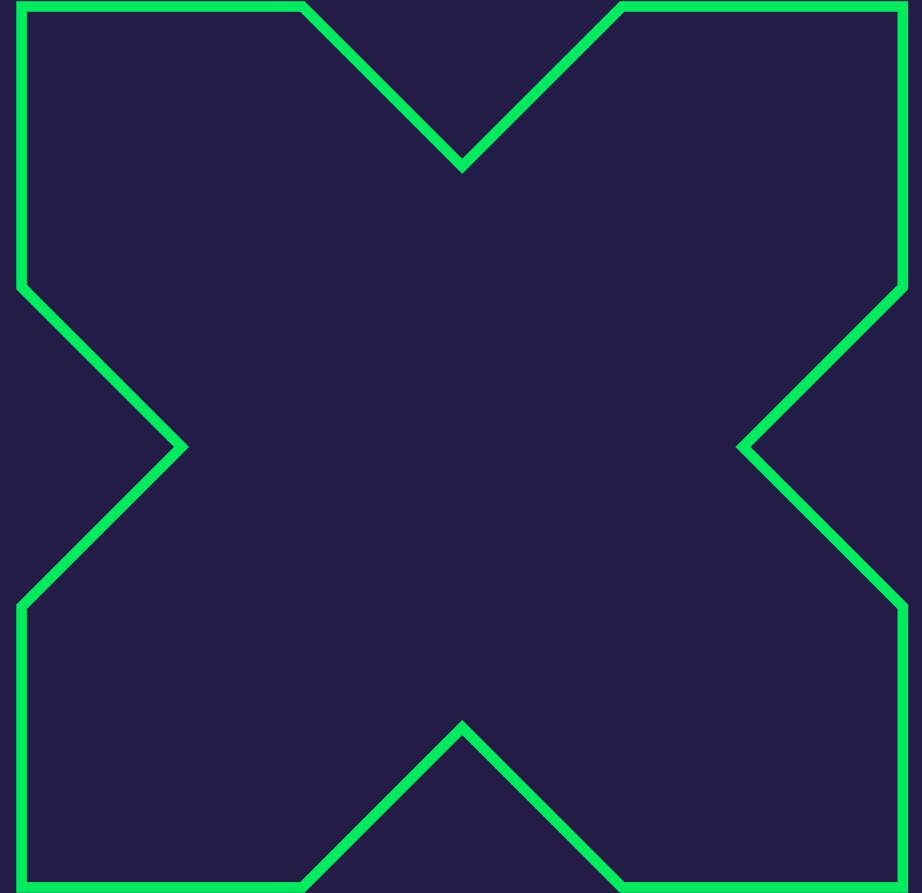


05 People & sustainability



Laure Pourageaud

Chief Human Resources Officer



Positively impacting the employee experience of tomorrow

People

Sustainability

Impact

Grow

Inspire

Attracting highly skilled and diverse talents

- In-house global talent acquisition team
- Fully digital onboarding & journey



+5,000
Employees



+1,000
New talents
FY 2023



c. +40%
LinkedIn followers
FY 2023 vs. FY 2022

And the chance to grow in step with Pluxee

People

Sustainability

Impact

Grow

Inspire

Continuous training and upskilling

- Annual people reviews and personalized development plans for 100% of teams
- Global, multidisciplinary and multilingual learning platform
- Dedicated Pluxee Data Academy to embed high-functioning data culture
- Learning by doing



>76,000

Training hours
FY 2023



>80%

People trained on
data FY 2023

Inspiring others and taking inspiration from new perspectives

People

Sustainability

Impact

Grow

Inspire

Maintaining high level of engagement and retention

- Fully digital employee experience making processes more accessible, user-friendly and customizable
- Global minimum benefits package - ie parental and care leave, life insurance, access to support
- Enrich Pluxee employee experience by providing our own benefit and engagement solutions



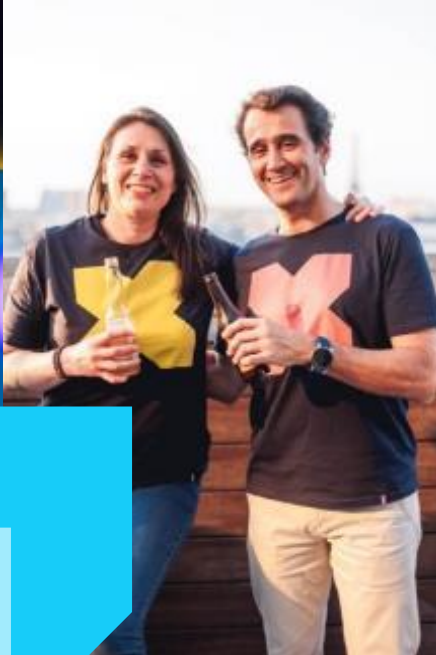
89%

Employee retention
rate FY 2023



35.9

Employer NPS®
FY 2023

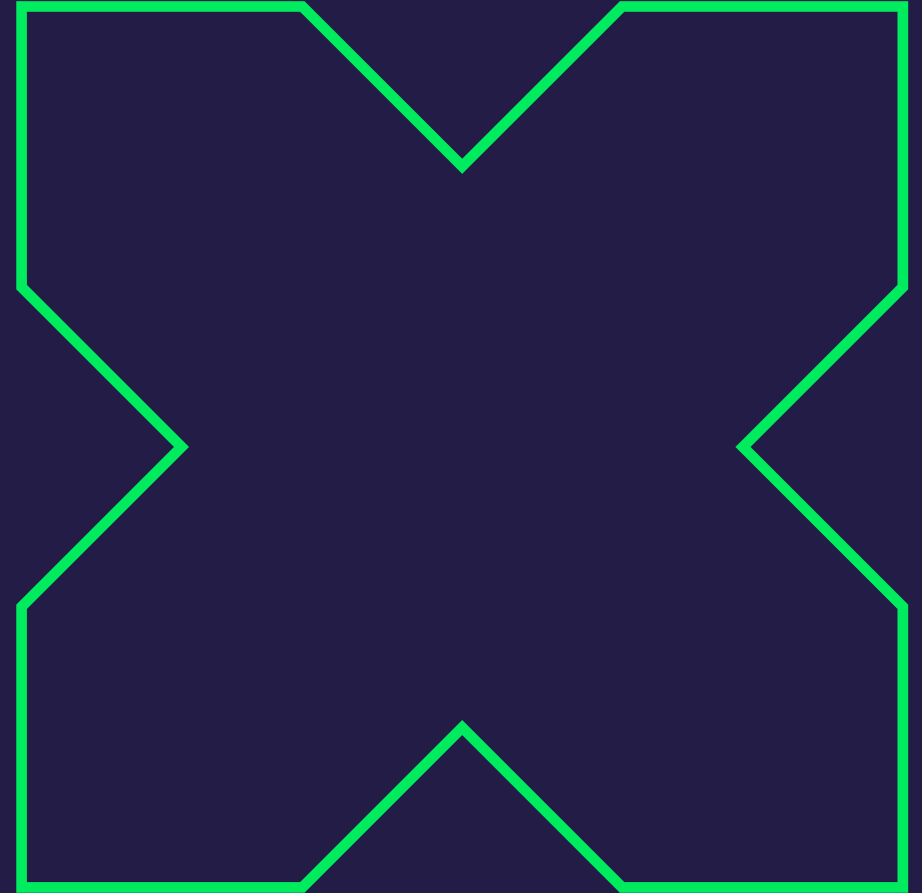


05 People & sustainability



Béatrice Bihr

General Counsel



Origins of Pluxee's strategic focus on ESG

People

Sustainability



Legacy

14 years of contribution
to Sodexo Sustainability
Roadmap



2020

Material targets
across 4 focus
areas



2022

Net zero trajectory
for 2035



2023

UN Global Compact
to support the
Sustainable
Development Goals

ESG strategy aims for positive ecosystem impact

People

Sustainability



Be a trusted partner

Anchor business integrity and transparency while protecting data of all stakeholders

**Employees trained on
Responsible Business conduct⁽¹⁾**

FY 2023 = **94%** → FY 2026 = **100%**



towards individuals

Improve people's well-being and promote inclusion to contribute to engagement

Women in Leadership Position⁽²⁾

FY 2023 = **39%** → FY 2026 = above **42%**



local communities

Support local communities' development and vulnerable populations

**Business volume reimbursed benefiting
small & medium merchants**

FY 2023 = **€5.7bn** → FY 2026 = **€8bn**



and the environment

Contribute to a positive environmental impact

Carbon emissions reduction vs 2017⁽³⁾

FY 2023 = **-16%** → 2035 = **Net Zero**

Source: Company information.

Notes: (1) Only qualified employees: Sexual harassment, anti-corruption/anti-bribery, data privacy. Conflict of Interest for Senior Leaders.

(2) Across all countries. (3) Across Scope 1, 2 and 3.

Clear action plan to Net Zero

Awareness

- **66% employees*** completed Net Zero module
- **90 suppliers*** upskilled on carbon measurement

Governance & monitoring


- **100% countries*** with validated action plans
- **Top 15 countries*** Net Zero committees
- Dedicated Global Climate Impact manager

*FY 2023 data Source: Company information;


Actions

Direct operations

Scope 1

-  **Company cars**
 - Optimize car fleet
 - Transition to EV

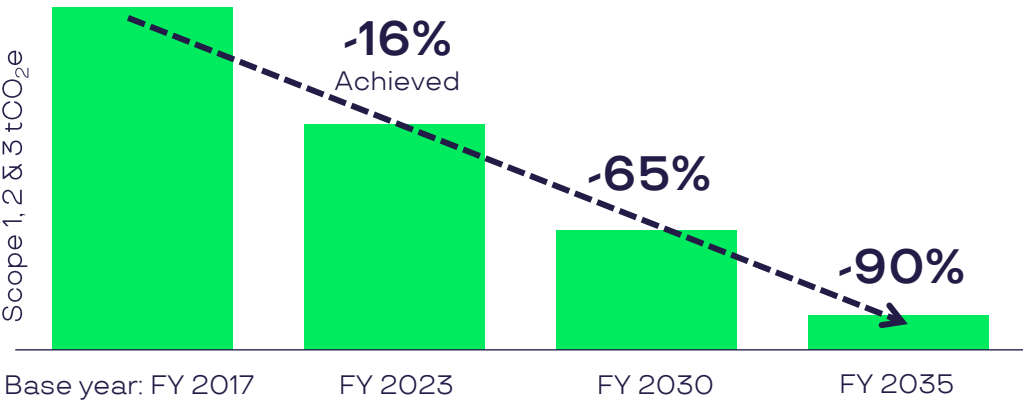
Scope 2

-  **Energy consumption**
 - 100% clean electricity by 2025
 - Energy efficiency

Corporate value chain

Scope 3

-  **Products & payment**
 - Product digitalization
-  **Mobility**
 - Employee incentive
 - Travel policy
-  **Digital assets & IT**
 - Eco-design and hosting
 - Extend lifetime
-  **Supplier engagement**
 - Carbon emissions as part of RFP screening
 - Reporting on decarbonization embedded in contracts



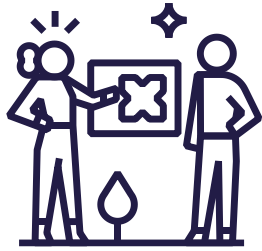
2035 Net Zero trajectory approved by SBTi in December 2023.

Governance and processes to ensure strong ESG performance

People

Sustainability

CSRD disclosure



Double materiality:
Engage stakeholders to
prioritize Impacts, Risks
and Opportunities

FY 2030 targets



Align long-term targets
and roadmap with
stakeholders

Governance



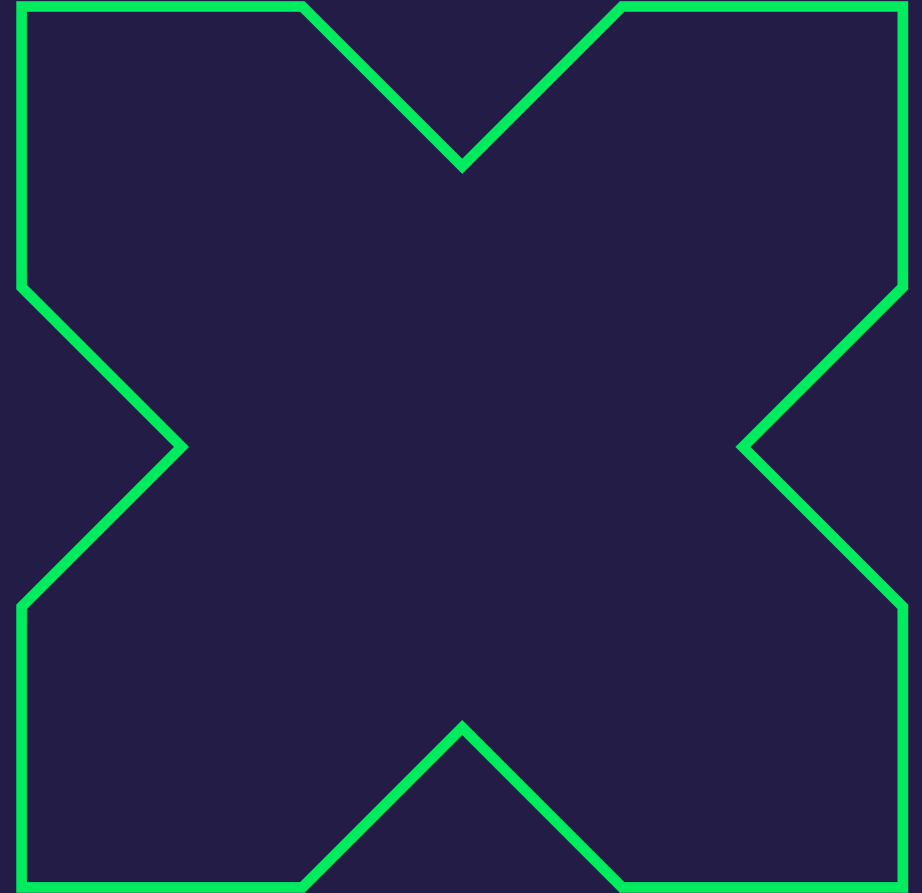
Steering Committee,
Executive Committee and
Board of Directors

05 People & sustainability



Burcin Ressamoglu

UK CEO



UK CSR: Focus on people at the core of the business strategy

A longstanding and deeply rooted best-in-class DE&I approach

Diversity

- ✓ Job shadowing diverse profiles
- ✓ Empowering women

50%

Women in leadership in FY 2023

Equity

- ✓ HR processes promoting pay and opportunities equality

5 points

Of improvement in gender pay gap FY 2022 vs FY 2023

Inclusion

- ✓ Leadership development
- ✓ Recognition program

>1/3

Of employees in UK Leadership Mentoring program in FY 2023

Delivering an enhanced employee value proposition

To an engaged and diverse team



40

Employee NPS® in FY 2023

88%

Employee engagement rate in FY 2023

Leading to product innovation and client recognition

#1

Provider of B2B rewards in the UK in FY 2023



38

Partner NPS® in FY 2023

Break



pluxee

**Capital
Markets Day**



06

Strategy

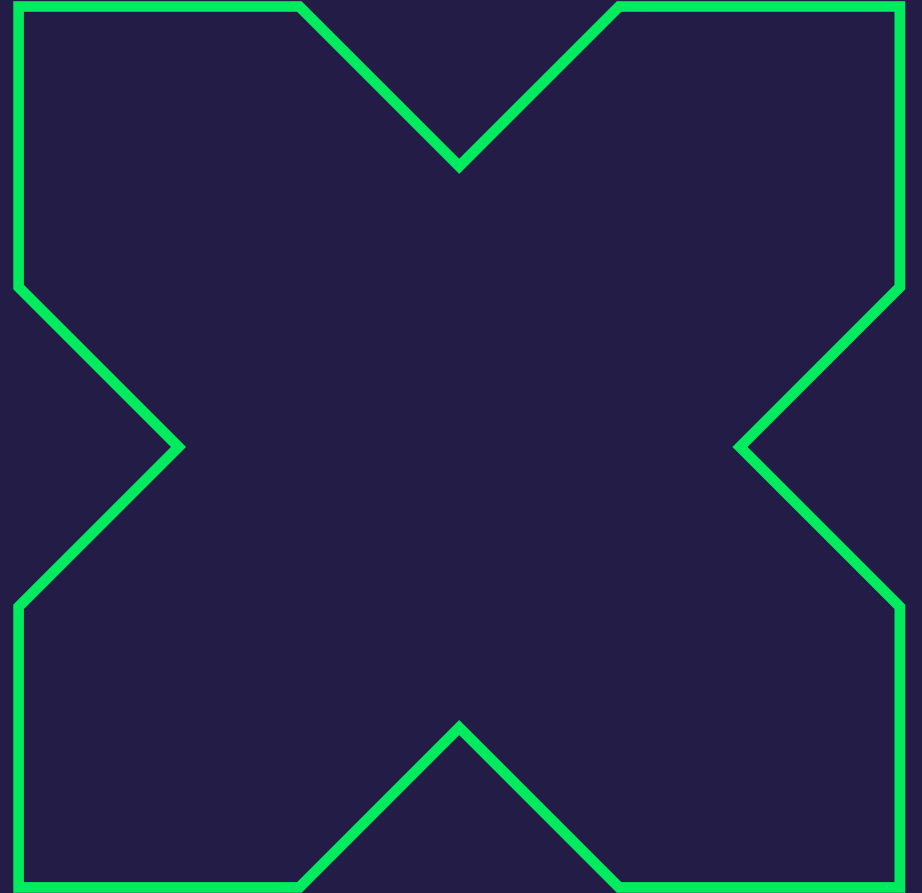


06 Strategy




Aurélien Sonet

Chief Executive Officer



Pluxee's footprint: A major competitive advantage






**Global and
scalable model
anchored in
deep local roots**

At global level

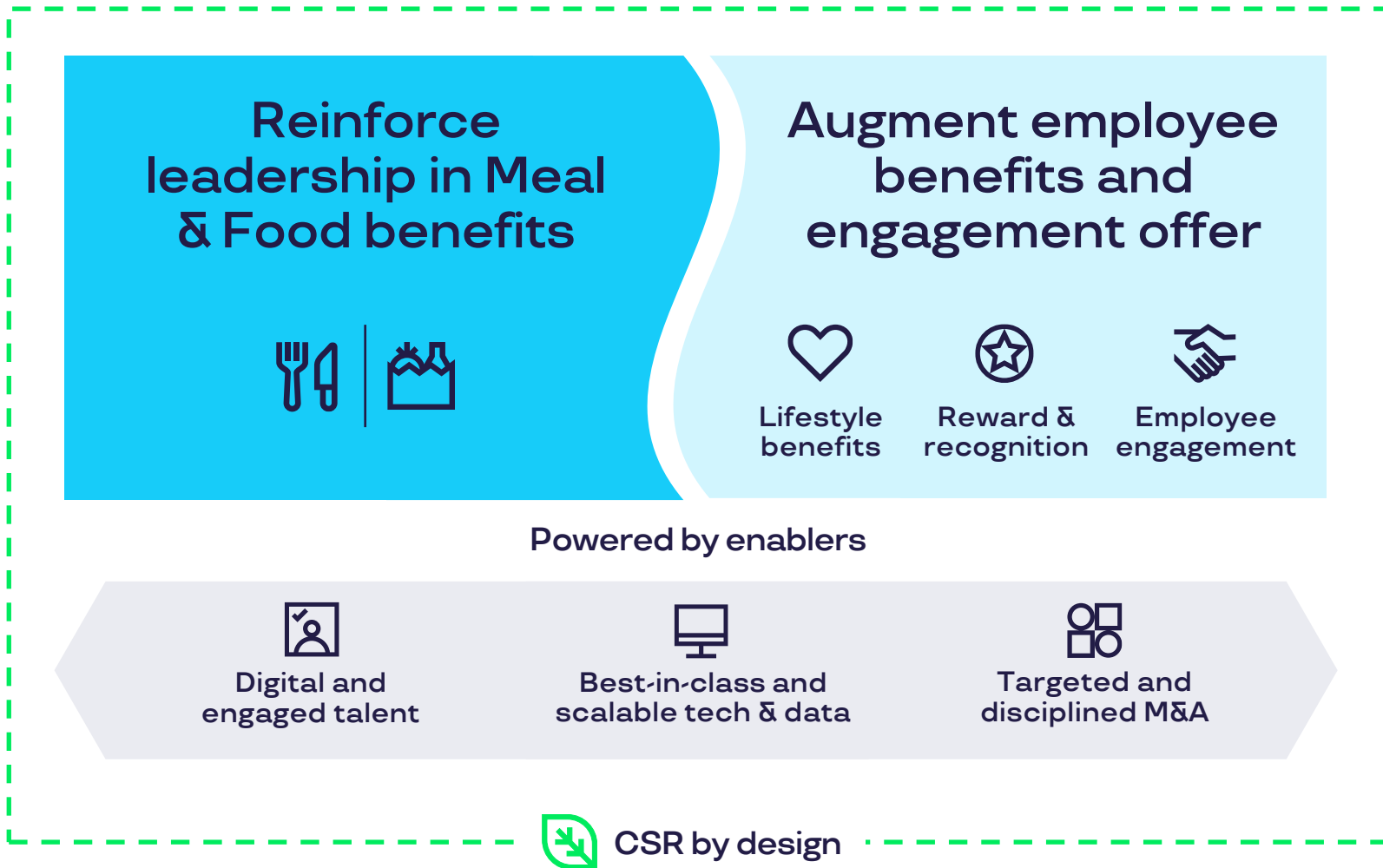
-  Scale to serve global clients (know-how, footprint, tech & data)
-  Diversification across verticals and geographies
-  Access to M&A opportunities and ability to build partnerships
-  Ability to control, report and ensure compliance

At local level

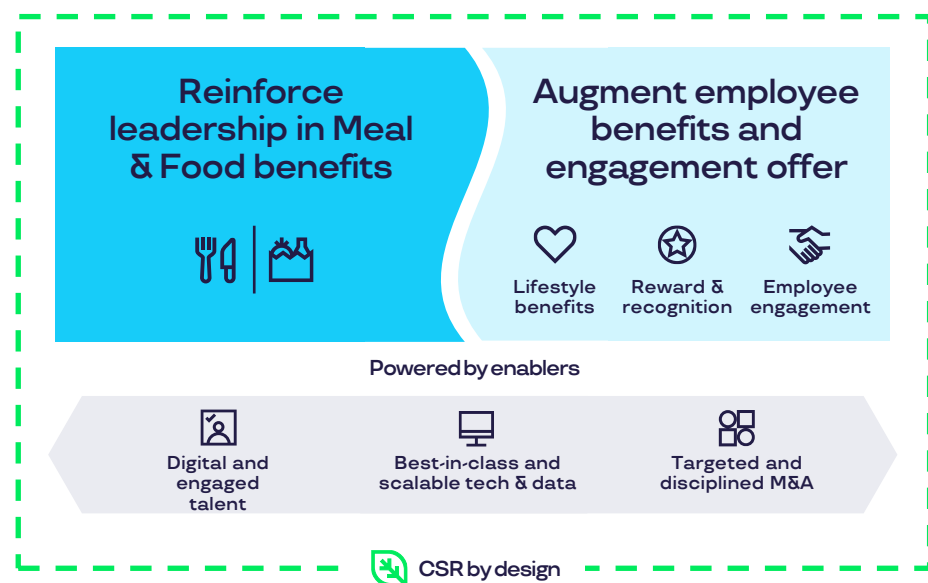
-  Local expertise and significant investment creating powerful network effect
-  Dense affiliate merchant network
-  Large in-field client and merchant sales teams

Source: Company information.

Clear strategy to sustain profitable growth



Achieve ambitious strategy thanks to six key strategic initiatives



- 1 Elevate benefit offering**
Address evolving client and consumer needs
- 2 Expand merchant engagement**
Reinforce win-win partnership
- 3 Scale up existing presence**
Address untapped opportunities in Engagement and Reward & Recognition
- 4 Acquire new clients**
With focus on small and medium enterprises, through segmented sales and marketing strategy
- 5 Unlock full client potential**
From existing clients through upselling and cross-selling
- 6 Drive profitability**
Pursue efficiency gains and benefit from operating leverage

1. Elevate benefit offering

Address evolving client and consumer needs



Key actions

- ✓ **Programmatically** roll-out a **wide range of employee benefits** including partnerships
- ✓ **Leverage data** and **analytics** to advise clients and inform decisions
- ✓ Deliver a **fully integrated Pluxee-branded** offering:
One administration platform, one consumer app, one payment card
- ✓ Provide **best-in-class consumer journeys**
- ✓ Boost **consumer engagement** and **activation** through data-driven **personalized marketing** actions

FY 2026 targets

+100%

Net retention rate
in business volume

+20

Countries with integrated
multi-benefit offer

Source: Company information.

2. Expand merchant engagement

Reinforce win-win partnership



Key actions

- ✓ **Expand** physical and online **network** with a focus on small merchants
- ✓ Develop further **dedicated sales & marketing** approach
- ✓ Deliver a **best-in-class digital journey**
- ✓ Roll-out **value-added services** across all countries
- ✓ Leverage data to provide:
 - **Insights** on consumer preferences to merchants
 - **Targeted promotions** and **advertisement** to consumer

FY 2026 targets

>€8bn

Business volume
benefiting small and
medium-sized merchants

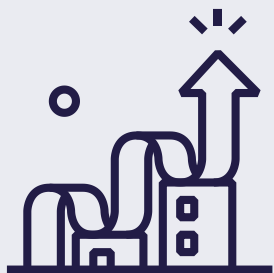
65%

Merchants choosing more
than one Pluxee service

Source: Company information.

3. Scale up existing presence

Address untapped opportunities in Engagement and Reward & Recognition



Key actions

- ✓ Invest further in a **state-of-the-art platform** leveraging Reward & Recognition expertise in UK/US and cover the **full employee experience**
- ✓ Develop partnerships to **integrate additional HR capabilities** (e.g. employee surveys)
- ✓ Establish **Pluxee as a thought leader** on employee engagement and experience
- ✓ Accelerate execution through **disciplined** and **targeted M&A**

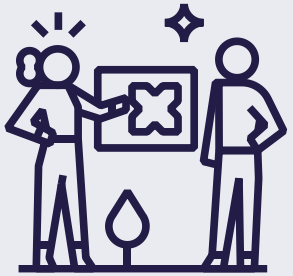
FY 2026 targets

c.10-15%
of total Capex spend
to be invested annually

Source: Company information.

4. Acquire new clients

With a focus on SMEs – through segmented sales and marketing strategy



Key actions

- ✓ Apply **segmented** and **personalized marketing actions** to move clients along their **decision journey**
- ✓ Convert **large account prospects** into signed contracts with **specialized** and **consultative selling**
- ✓ Drive sales performance through **target-setting & incentive programs**
- ✓ Use **Pluxee brand** to amplify commercial positioning

- ✓ Accelerate **SME penetration**:
 - Commercial engine **optimized for high-volume** client acquisition
 - **Dedicated offering, self-service journeys** and **digital marketing**
 - Distribution **partnerships**

FY 2026 targets

**>€1.3bn
per year**

Business volume issued
from new clients

+30%

Business volume issued
from new SME clients

Source: Company information.

5. Unlock full client potential

From existing clients through upselling and cross-selling



Key actions

- ✓ Use benchmarked data and consumer surveys to **increase face value:**
 - Digital marketing
 - Specialized sales
- ✓ Map **full client account potential** to drive **new benefit sell** to existing clients
- ✓ **Optimize pricing** to reflect value-added services
- ✓ **Boost consumer opt-in** through in-app features and personalized and targeted campaigns
- ✓ Develop **additional revenues** from consumers

FY 2026 targets

+€3bn

Average Face Value
cumulated business volume
FY 2024 – 2026

40%

Non-Meal & Food Benefit
contribution to operating
revenue growth

Source: Company information.

6. Drive profitability

Pursue efficiency gains and benefit from operating leverage



Key actions

- ✓ Benefit from **operating leverage** from scale
- ✓ Leverage **one platform architecture**
- ✓ Pursue further **digitalization**
- ✓ **Optimize costs** further through the operating model
- ✓ Continue **activity rationalization**

FY 2026 targets

+250 bps

Recurring EBITDA
margin improvement

Source: Company information.

Leverage Pluxee foundational enablers



Digital and
engaged
talent



Best-in-class
and scalable
tech & data



Targeted and
disciplined
M&A

Proven track-record of acquisitions and partnerships



Source: Company information.

Targeted and disciplined M&A as an accelerator to execute strategy

Strategic intent

-  **Volume**
-  **Offering & products**
-  **Tech**

Investment criteria

- ✓ Compelling strategic and financial rationale
- ✓ Scalable assets with potential for synergies
- ✓ Accretive to client and/or merchant base
- ✓ People and culture fit
- ✓ Clear path to value creation

How

- ✓ Dedicated and experienced M&A team
- ✓ Robust pipeline of relevant targets
- ✓ Rigorous deal execution in line with Pluxee's financial policy as well as through integration

Mix of bolt-on and build-up acquisitions

Source: Company information.

07

Financial overview

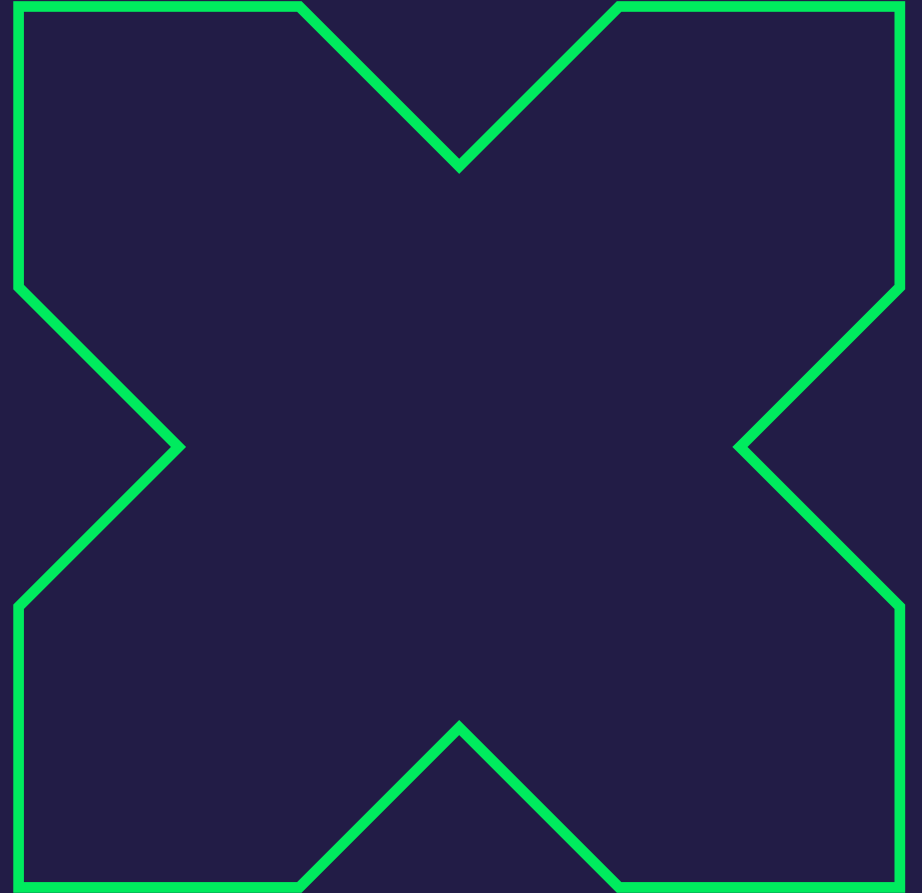


07 Financial overview



Stéphane Lhopiteau

Chief Financial Officer



Strengths of Pluxee's financial profile



Unique pre-paid business model



Demonstrated track record of growth supported by macro tailwinds



Diversified revenue streams across geographies and products & services



High and increasing margins as well as outstanding cash generation



Strong balance sheet

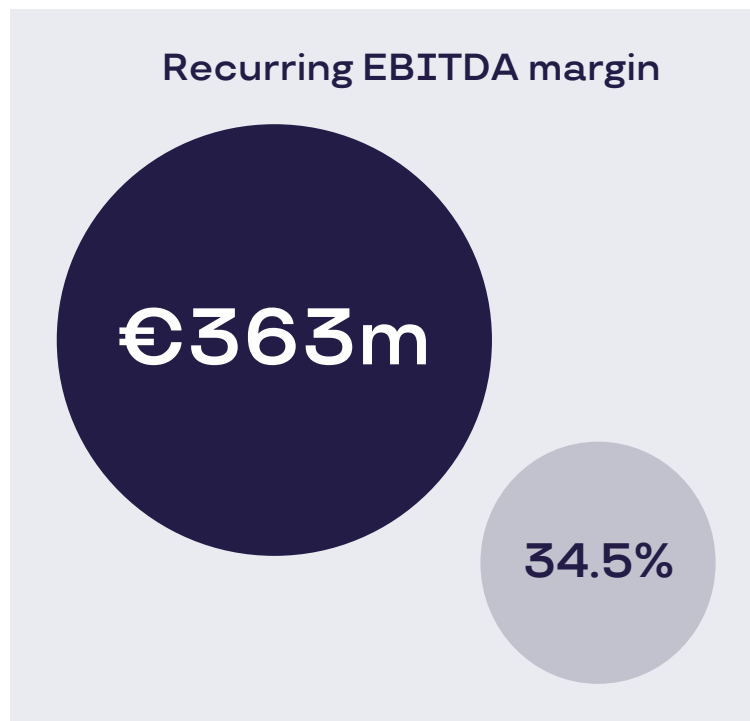
Source: Company information.

FY 2023 financial performance at a glance

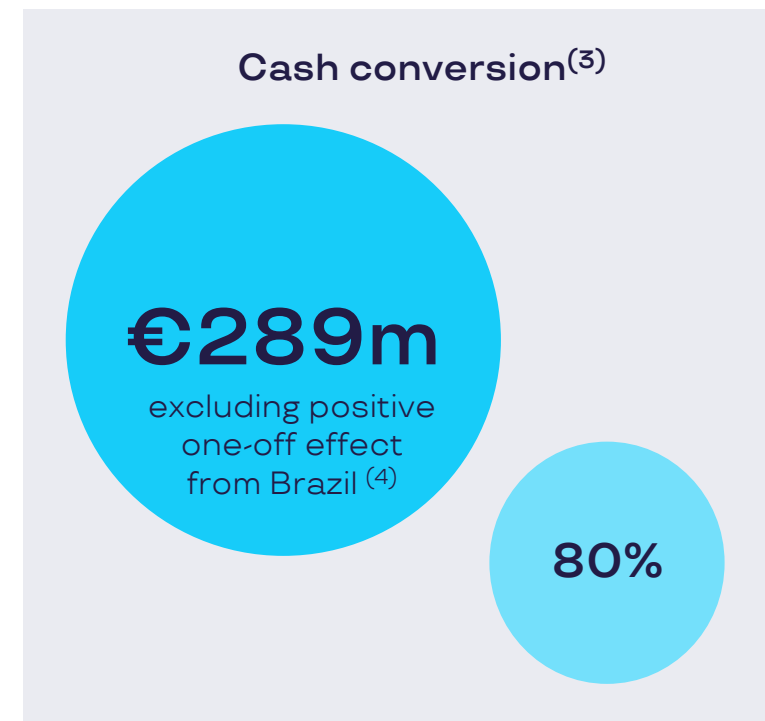
Total revenues



Recurring EBITDA⁽¹⁾



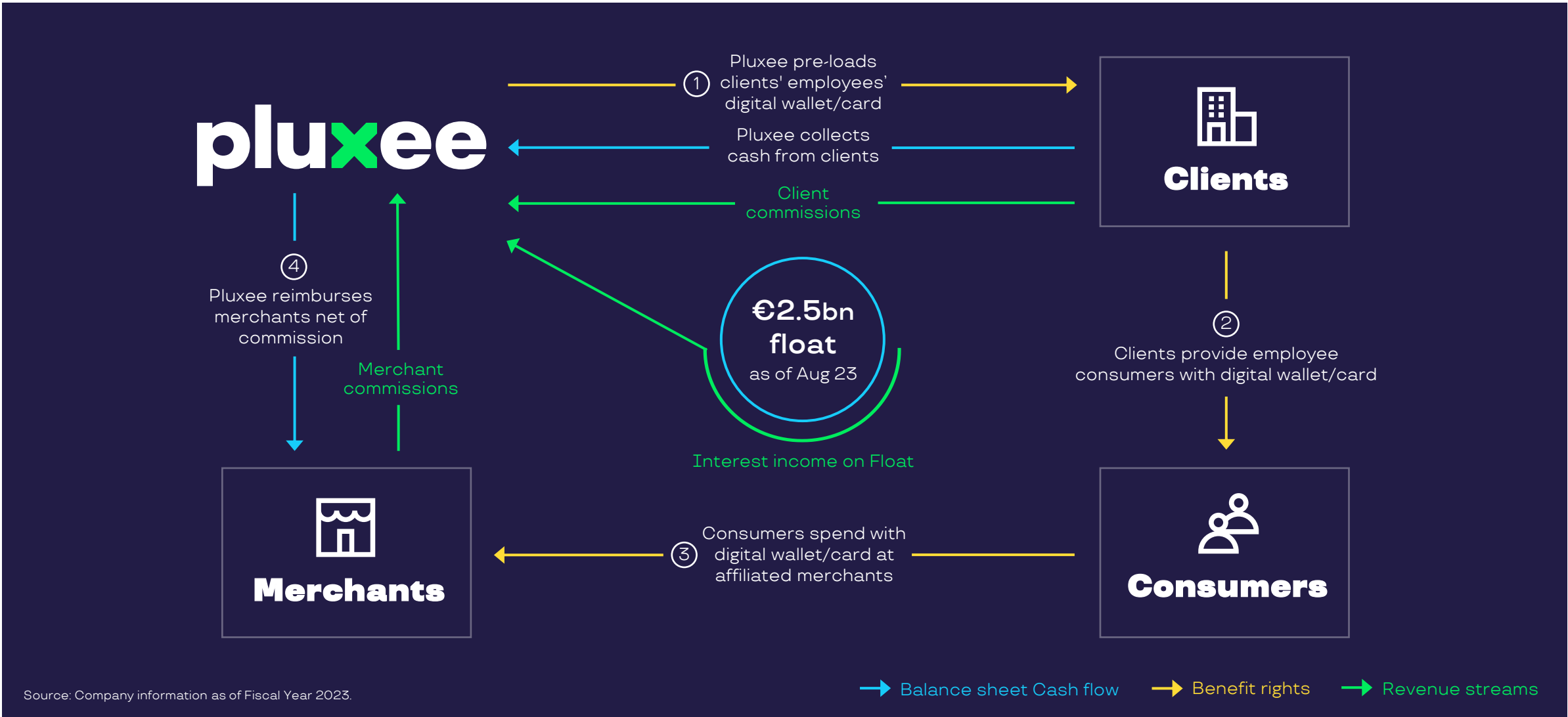
Recurring free cash flow⁽²⁾



Sources: Company information. Fiscal year ending August, 31.

Notes: (1) Recurring EBITDA: Defined as Recurring Operating Profit (UOP), plus depreciation and amortization, minus lease payments; (2) Free Cash Flow excluding other income and expenses received/paid. (3) Defined as Recurring Free Cash Flow / Recurring EBITDA. (4) Positive one-off effect from change in regulation in Brazil of €191m.

Highly cash generative and scalable business model

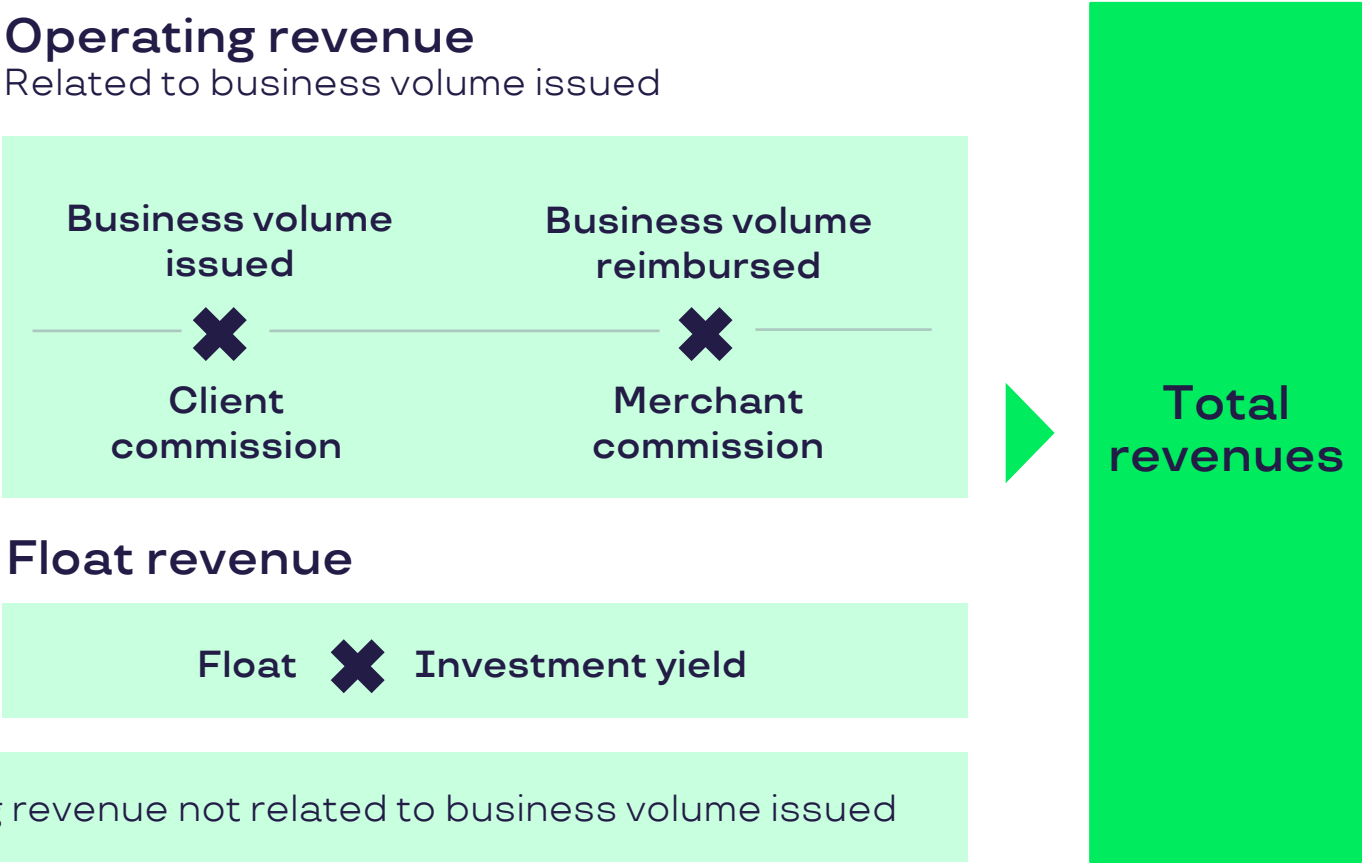


Pluxee's financial model

Drivers

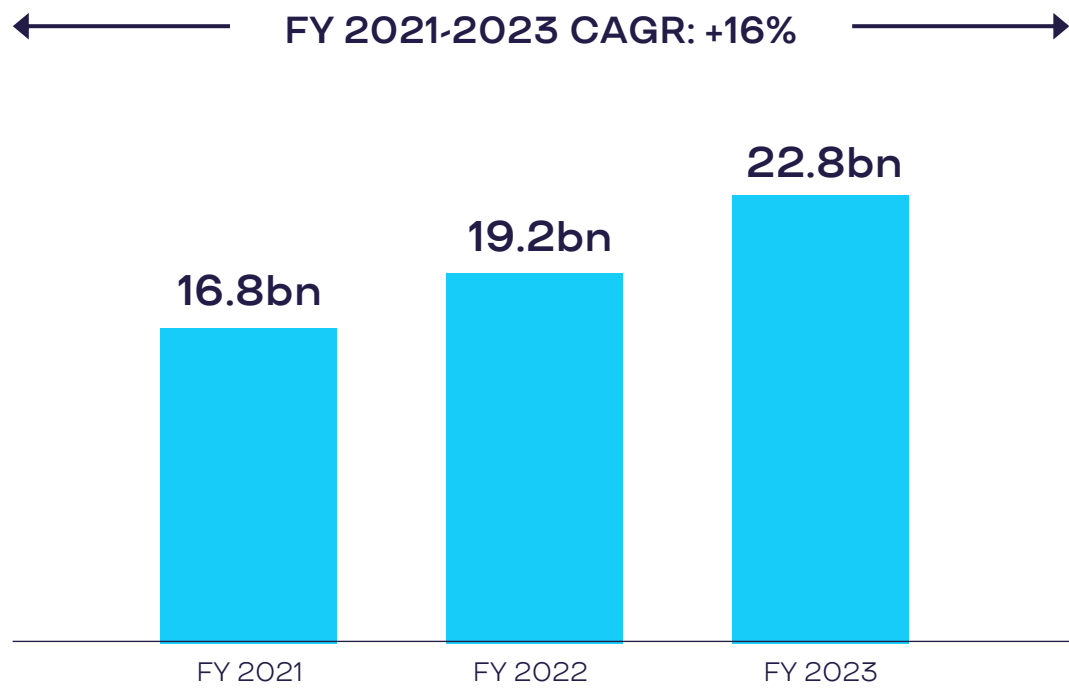


Revenues

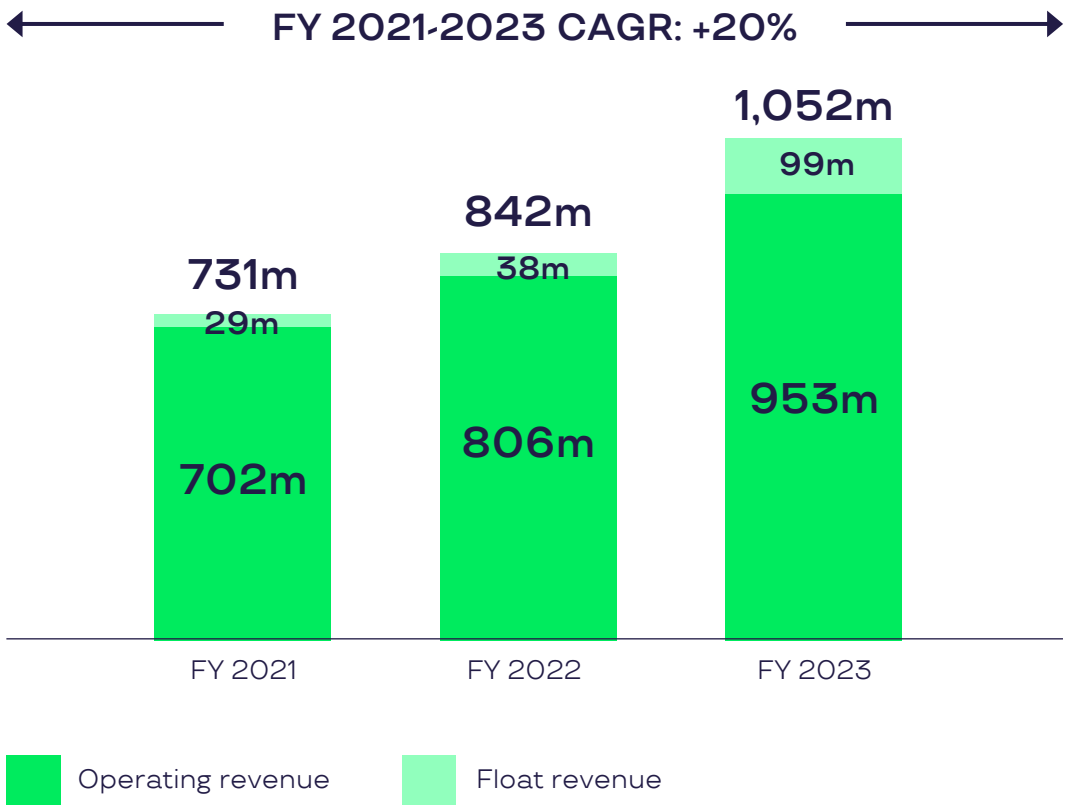


Continued track record for outstanding growth

Total business volume issued

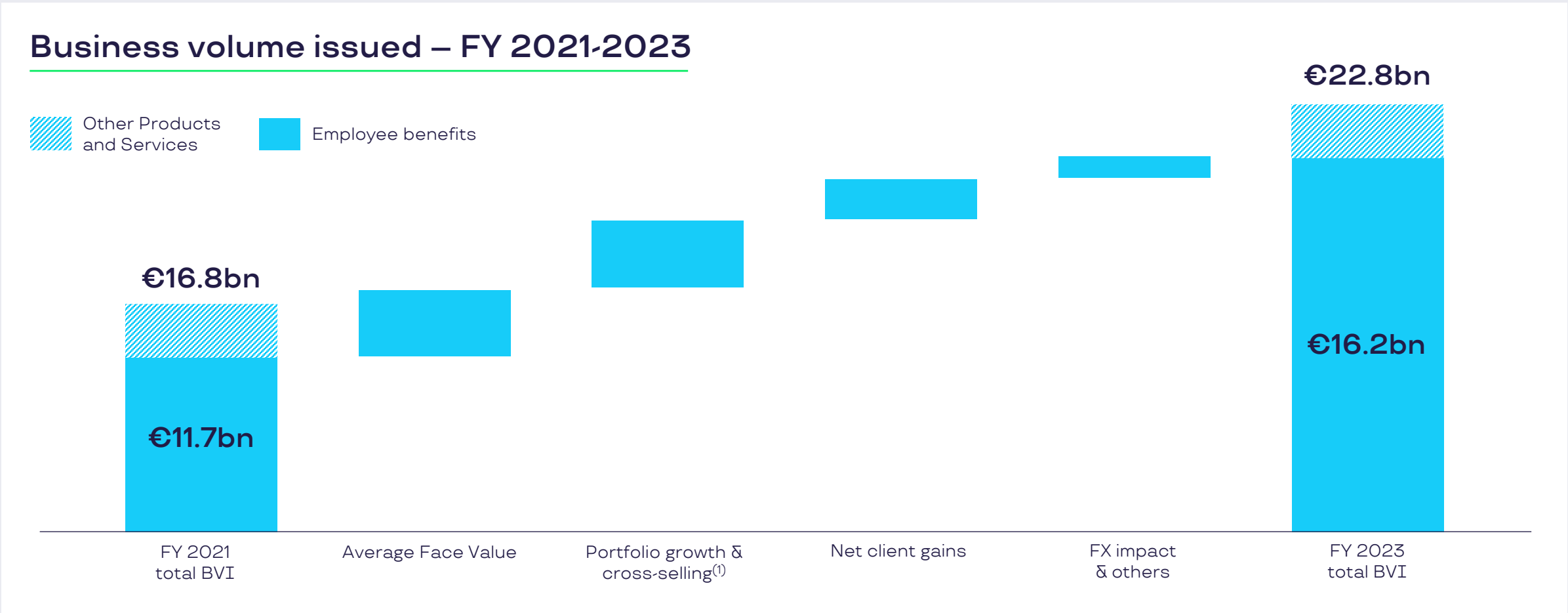


Total revenues



Sources: Company information. Fiscal year ending August, 31.

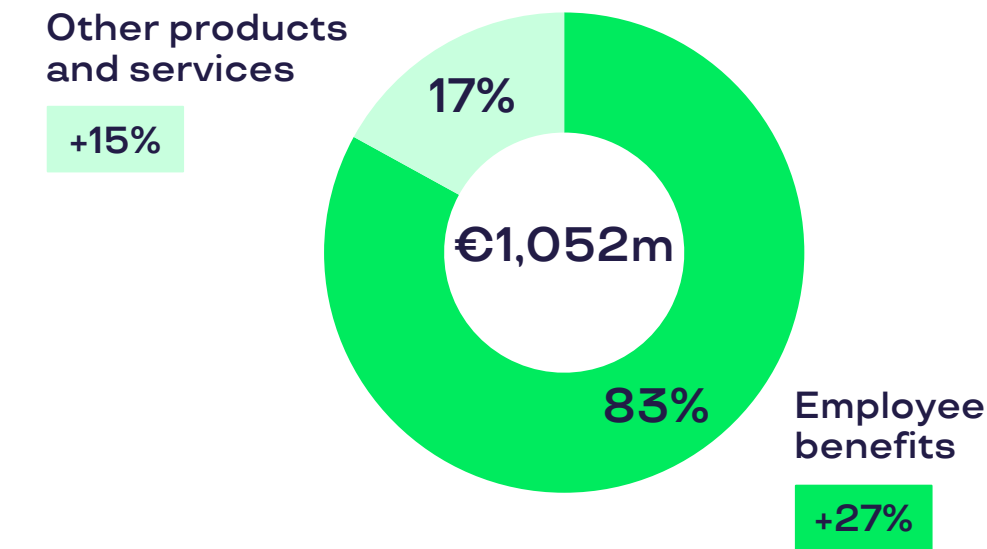
Strong growth in business volumes driven by face value increases, portfolio growth and client acquisition



Source: Company information. Fiscal year ending August, 31.
Note: (1) Portfolio growth defined as the business volume expansion resulting from the increase in employee consumers in existing client base.

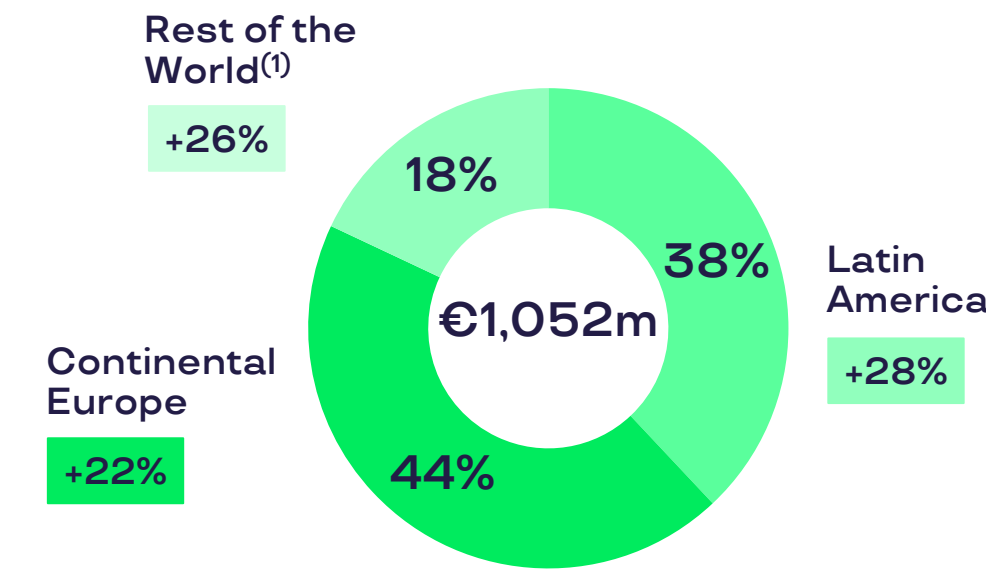
Well-balanced contribution across all lines of services and geographies in FY 2023

Breakdown of total revenues by line of services



% FY 2023 organic growth

Breakdown of total revenues by geography



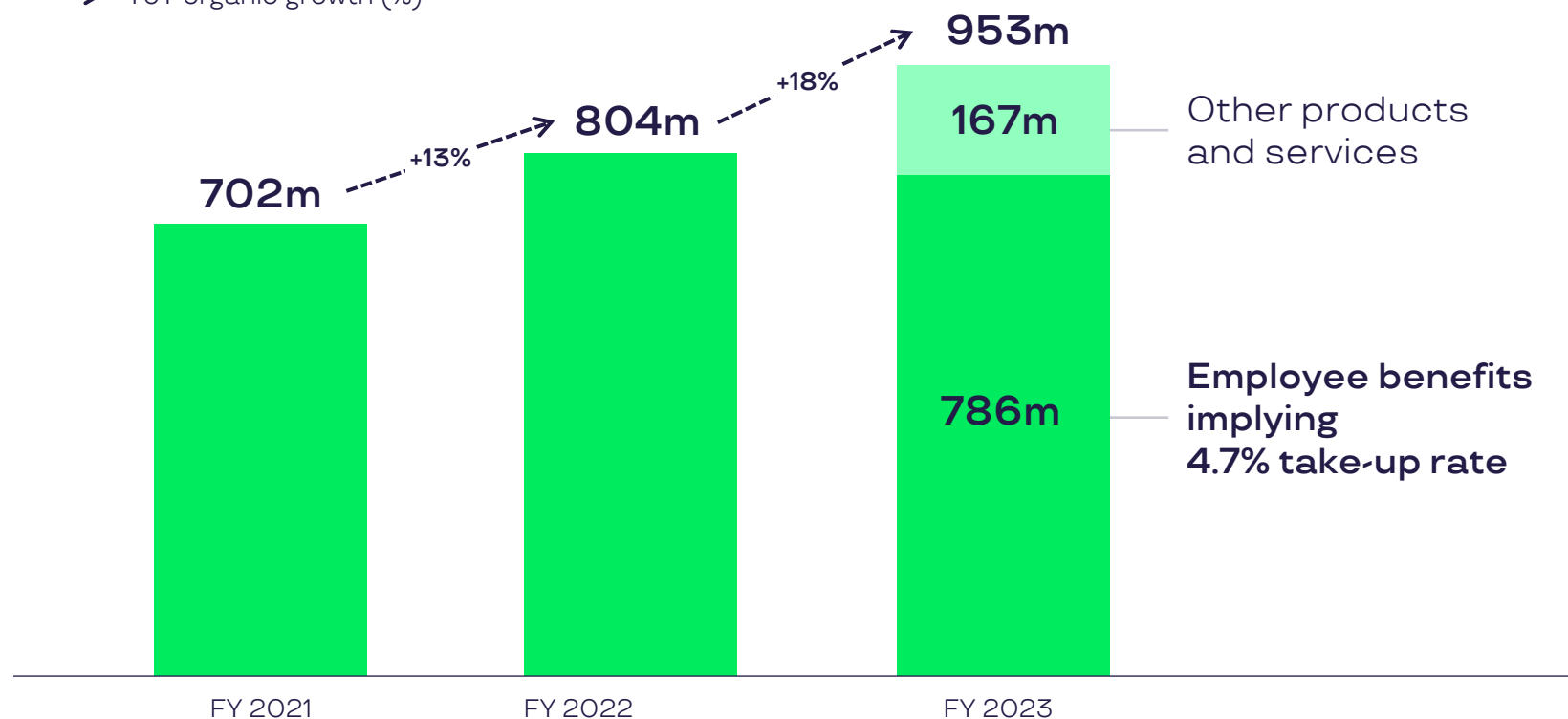
% FY 2023 organic growth

Sources: Company information.
Fiscal year ending August, 31. Notes: (1) Including the US and the UK.

Strong operating revenue growth with large contribution from employee benefits

Operating revenue evolution

-----> YoY organic growth (%)



✓ Strong operating revenue performance on the back of higher business volumes issued

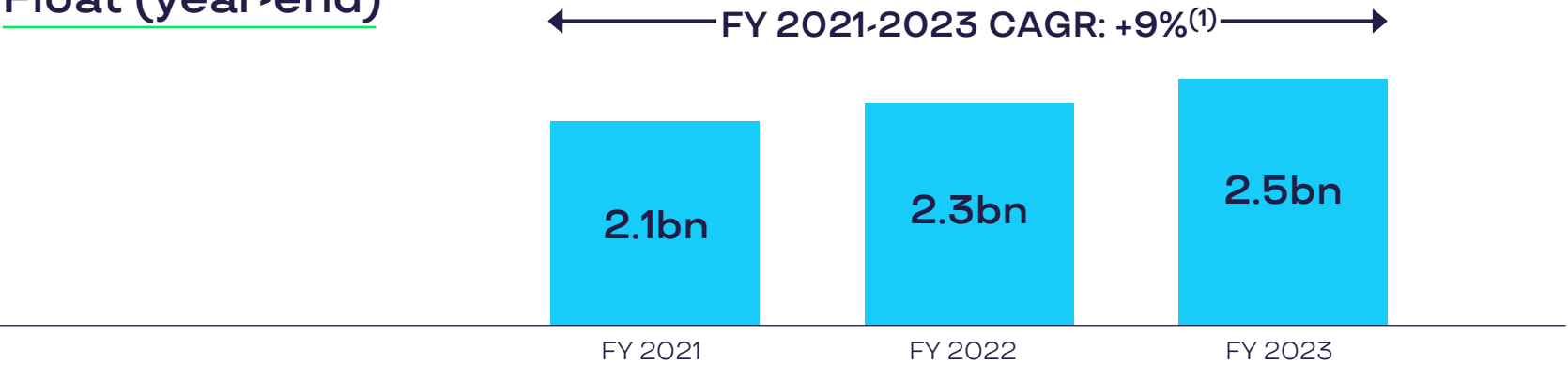
✓ Mainly driven by:

- Increase in average face value
- Net new business development

Sources: Company information. Fiscal year ending August, 31.

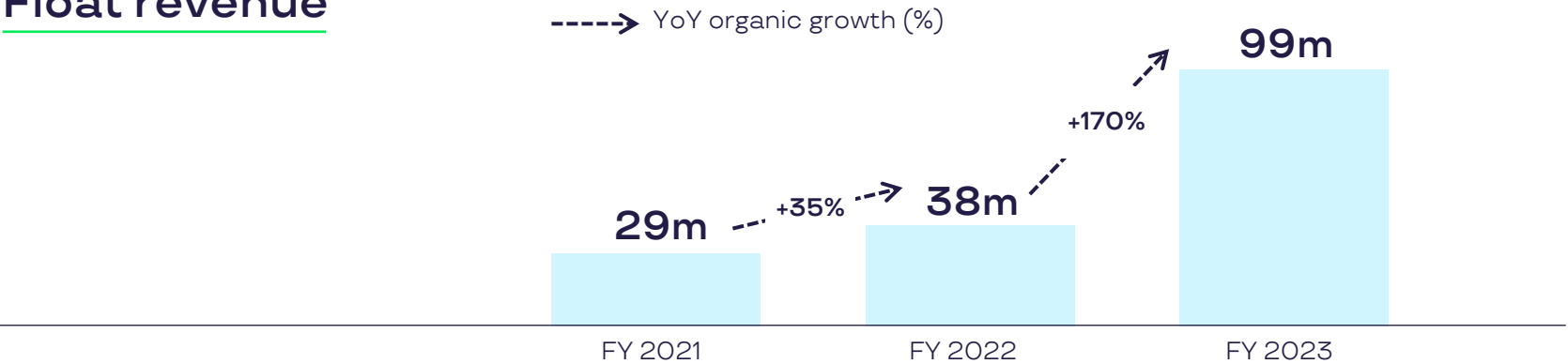
Continued contribution from Float revenue

Float (year-end)



✓ Expansion of the Float, fueled by a strong increase in business volume

Float revenue

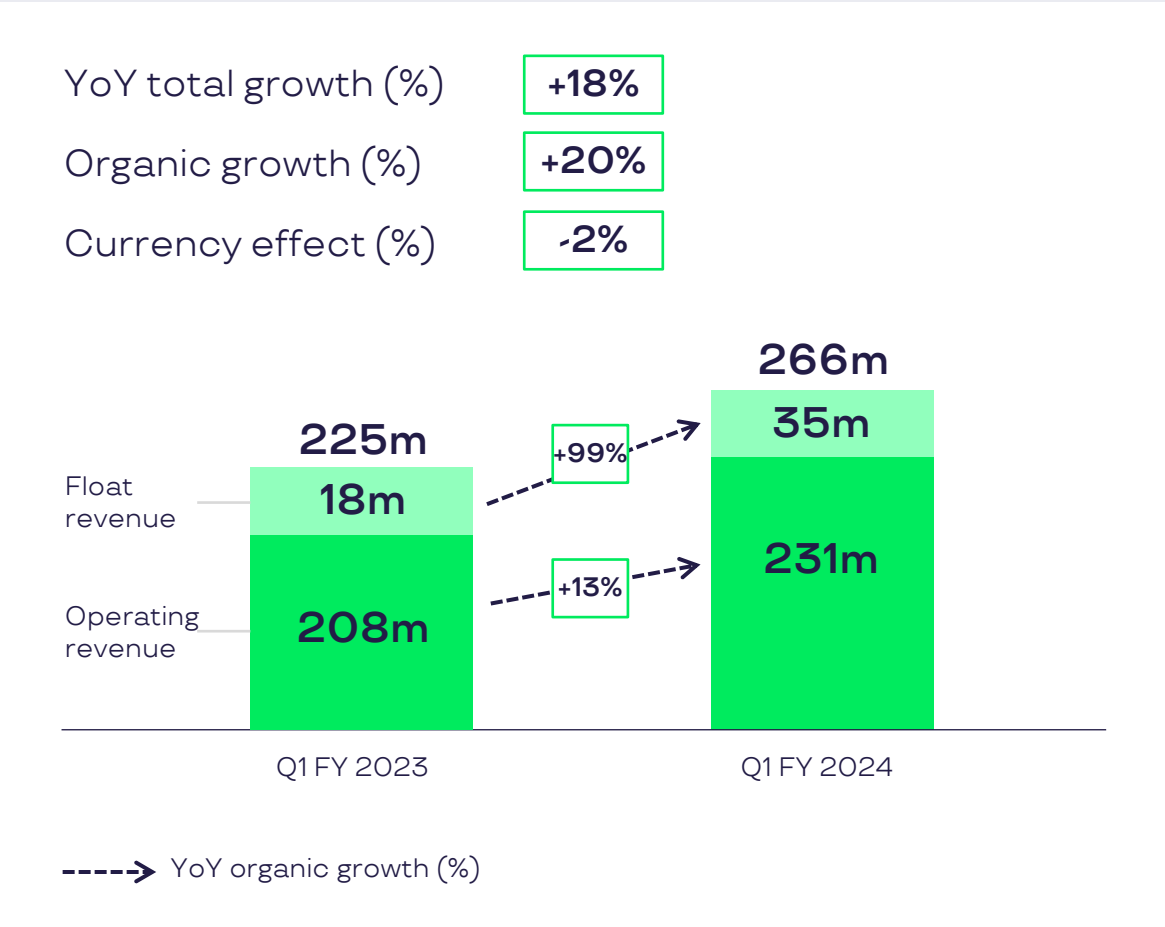


✓ Increase in Float revenue, driven by increasing interest rates

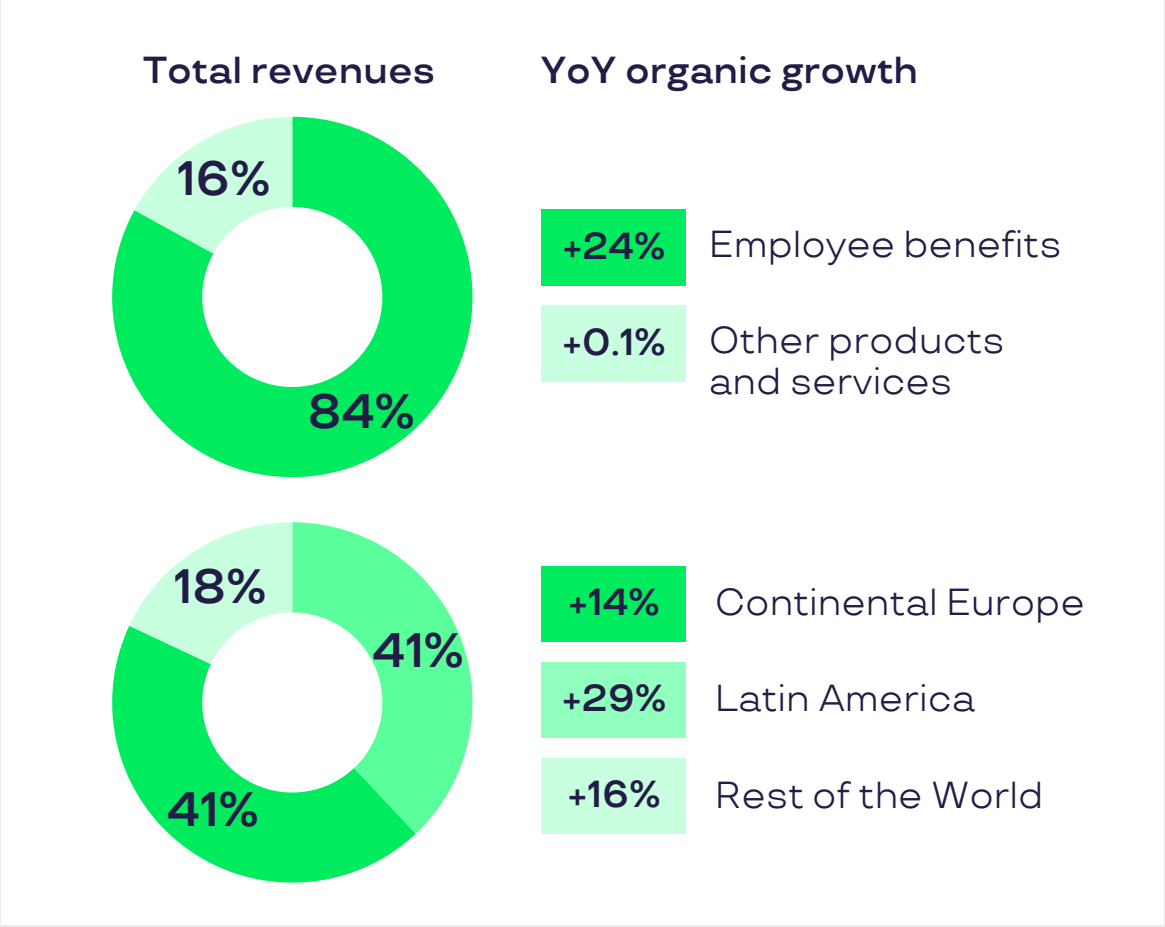
Sources: Company information. Fiscal year ending August, 31. Note: The Group's business model is supported by a positive cash cycle creating a large Float, allowing the Group to generate additional Float Revenue in the form of interest income. (1) Total growth.

Q1 FY 2024 trading update

Q1 FY 2024 total revenues evolution



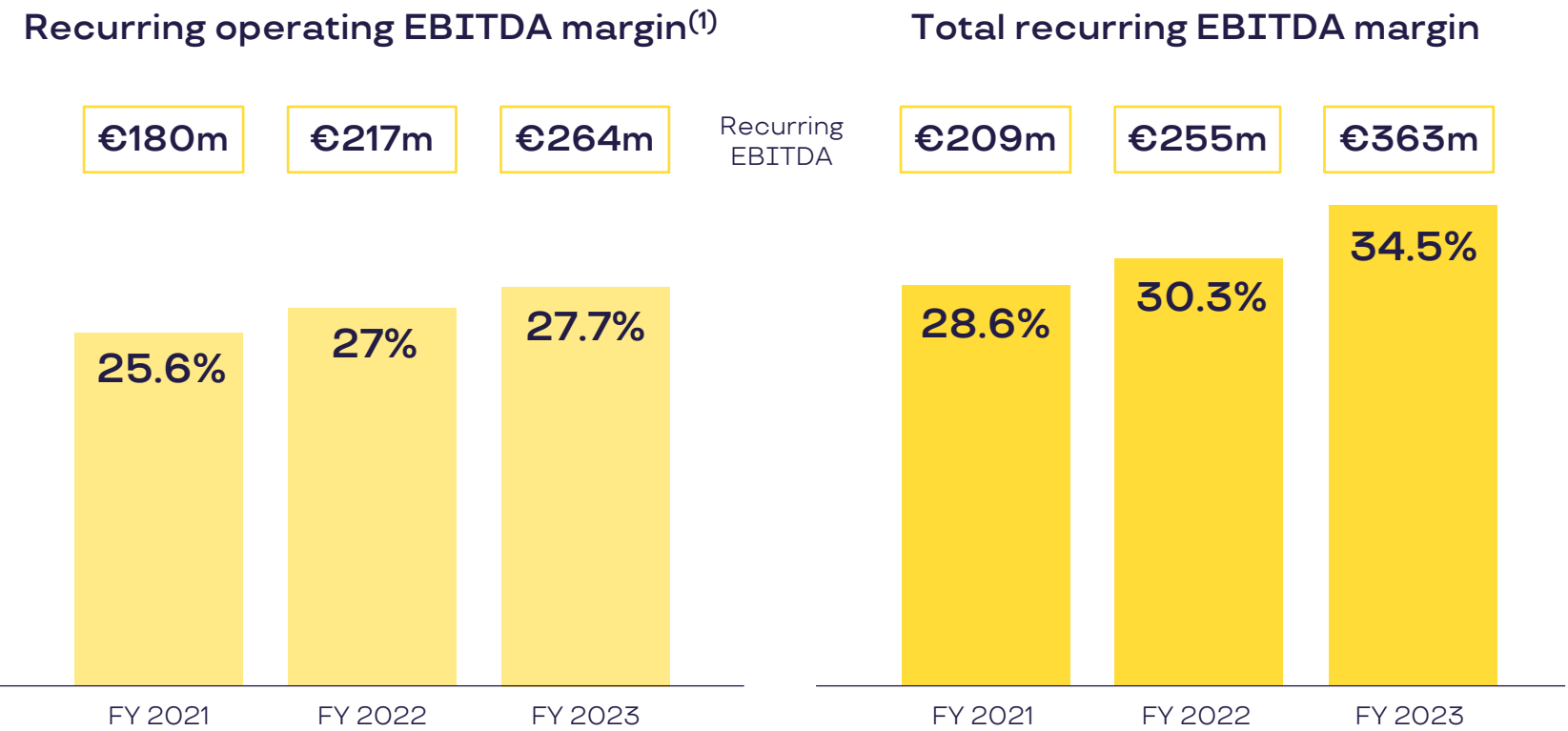
Q1 FY 2024 total revenues breakdown and organic growth



Source: Company information. Fiscal year ending August 31. Figures including the application of hyperinflationary accounting to Turkey.

Demonstrated margin improvement

Continued expansion in recurring EBITDA margin



Tech and digital capabilities driving operational efficiency



One platform ecosystem allowing for cost optimization

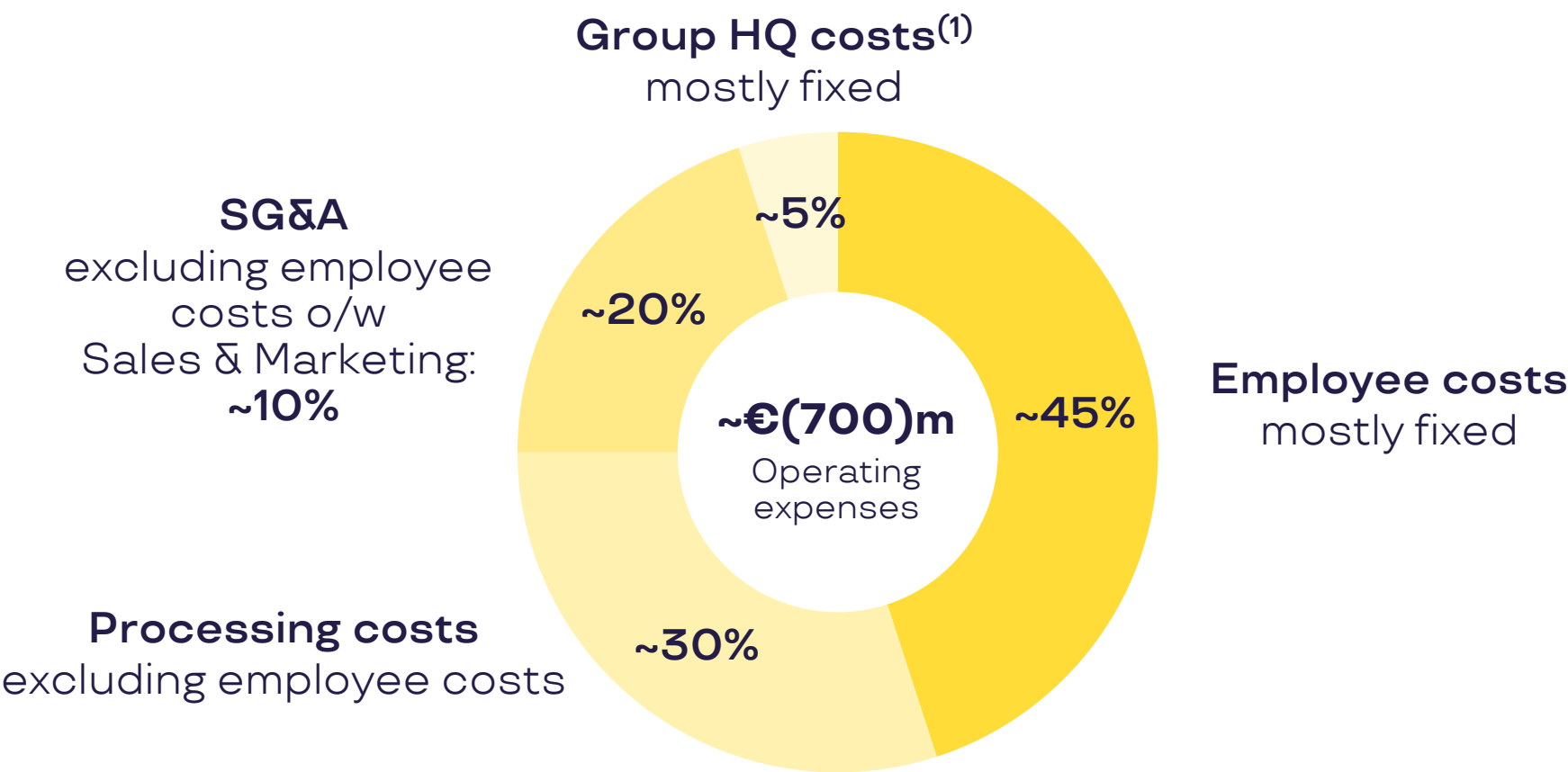


Multi-country operating model enabling scale effect

Source: Company information. Fiscal year ending August, 31. Note: (1) Recurring Operating EBITDA / Operating Revenue.

Cost structure fit for growth

Indicative operating expenses breakdown proforma of the spin-off



Source: Company information. Fiscal year ending August, 31.

Notes: (1) From Fiscal 2024 onwards, Pluxee's own stand-alone costs are estimated at c.€45m, replacing HQ costs invoiced previously by Sodexo SA.

Simplified income statement

	FY2021	FY2022	FY2023 excl. Antitrust provision	FY2023 incl. Antitrust provision
Total revenues	€ 731m	€ 842m	€ 1,052m	€ 1,052m
Operating expenses	€ (522)m	€ (587)m	€ (689)m	€ (689)m
Recurring EBITDA	€ 209m	€ 255m	€ 363m	€ 363m
Depreciation, amortization and impairment	€ (64)m	€ (66)m	€ (78)m	€ (78)m
Recurring operating profit	€ 145m	€ 189m	€ 285m	€ 285m
Other operating income/ (expense) ⁽¹⁾	€ (3)m	€ 27m	€ (23)m	€ (150)m
Financial income / (expense)	€ 10m	€ 18m	€ 28m ⁽²⁾	€ 28m ⁽²⁾
Income tax expense	€ (33)m	€ (57)m	€ (80)m	€ (80)m
Effective tax rate	22%	24%	28%	49%
Net profit for the year	€ 119m	€ 177m	€ 210m	€ 83m
<i>Of which:</i>				
Attributable to the Equity Owner of Pluxee	€ 117m	€ 174m	€ 208m	€ 81m
Attributable to non-controlling interests	€ 2m	€ 3m	€ 2m	€ 2m



o/w €(127)m provision for litigation with the French Competition Authority



To be considered post spin-off in the long run:

- Standalone costs (€45m)
- Financial expenses based on the new capital structure
- One-off transition spin-off costs in FY 2024E also to be considered (c.€60m)

Sources: Company information. Fiscal year ending August, 31.

Note: (1) Including operating expenses of €(35)m and operating income of €32m in FY 2021, operating expenses of €(29)m and operating income of €56m (mainly indemnity regarding Hungarian litigation) in FY 2022, as well as operating expenses of €(23)m in FY 2023, made mainly of spin-off-related costs and excluding antitrust provision. (2) Including financial income of €47m.

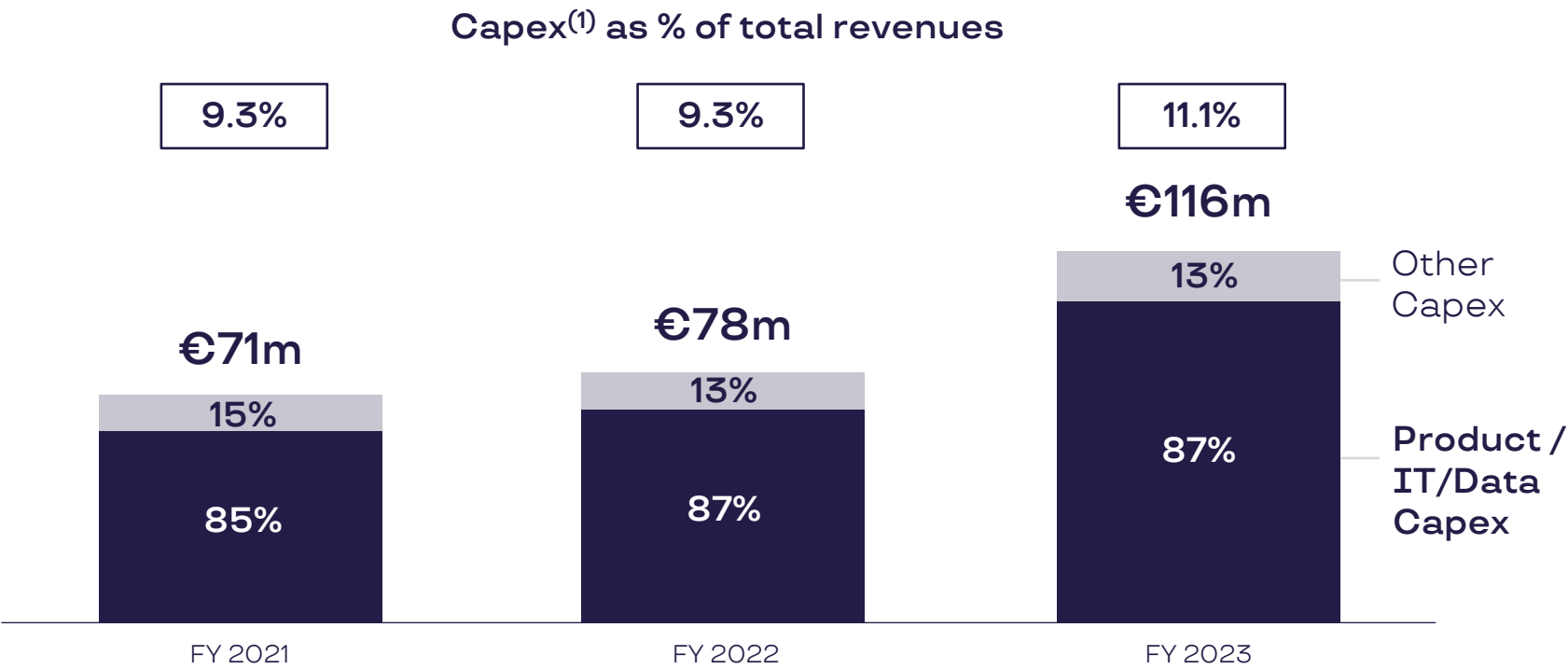
Buoyant investment policy

€265m

cumulated total Capex
FY 2021-2023

~€550m

cumulated Tech Capex and Opex
FY 2021-2023



✓ Large investments made over the past three years, especially in IT and data systems

✓ Strong increase in capex in FY 2023 in order to support Pluxee's future growth strategy

Sources: Company information. Fiscal year ending August, 31.
Note: (1) Acquisitions of property, plant and equipment and intangible assets. Excluding disposals.

Strong cash flow generation

	FY 2021	FY 2022	FY 2023
Recurring EBITDA	€209m	€255m	€363m
Gross capital expenditures	€(71)m	€(78)m	€(116)m
Change in working capital (including restricted cash variation)	€11m	€151m	€288m
Exclusion of antitrust one-off penalty payment	–	€82m	€45m
Other ⁽¹⁾	€(34)m	€(45)m	€(94)m
Recurring LGO⁽²⁾	€115m	€364m	€486m
Restricted cash variation exclusion	€(2)m	€(172)m	€(6)m
Recurring free cash flow	€113m	€192m	€480m
of which one-offs ⁽³⁾	€28m	€24m	€139m

✓ Return to normal working capital levels from FY 2021 with the gradual use of prepaid funds accumulated in FY 2020

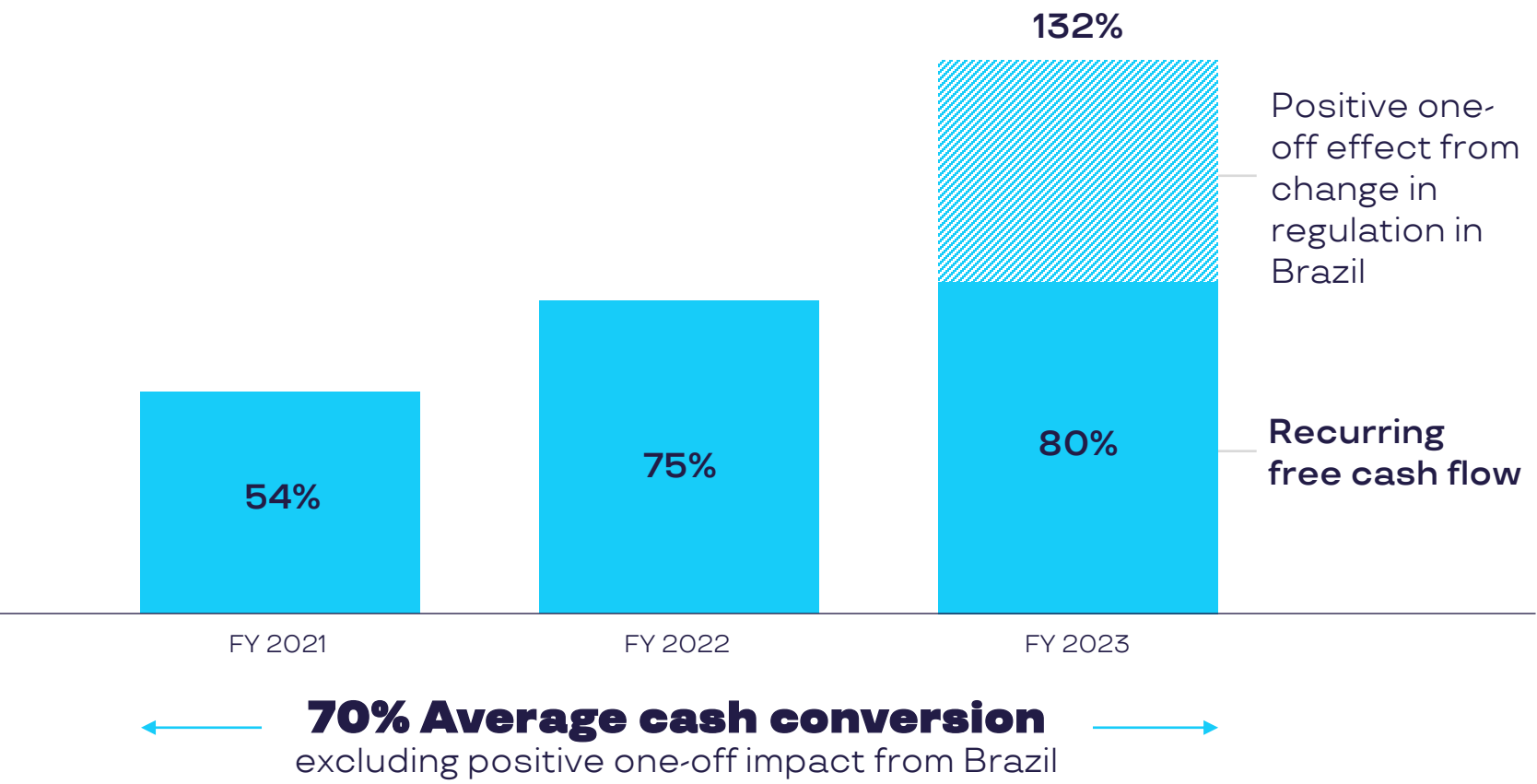
✓ Robust improvement in working capital in FY 2023 (excluding antitrust one-off) driven by positive business momentum and positive evolution in average payment terms, especially in Brazil

Sources: Company information. Fiscal year ending August, 31.

Notes: (1) Partly including capital expenditures related to leases, income tax paid, and financial result. Excluding impact from other income and expenses received/paid. (2) Recurring Liquidity Generated by Operations refers to Recurring Free Cash Flow plus the reintegration of the Change in restricted cash related to the Float (3) Including positive impact from the change in regulation in Brazil in FY 2023 (€191m), as well as the positive / negative effects from the use of factoring in Belgium over the FY 2021-23 period (negative impact of €52m in FY 2023).

Solid cash conversion

Cash conversion⁽¹⁾



✓ Upward trajectory of Pluxee’s cash conversion over the period

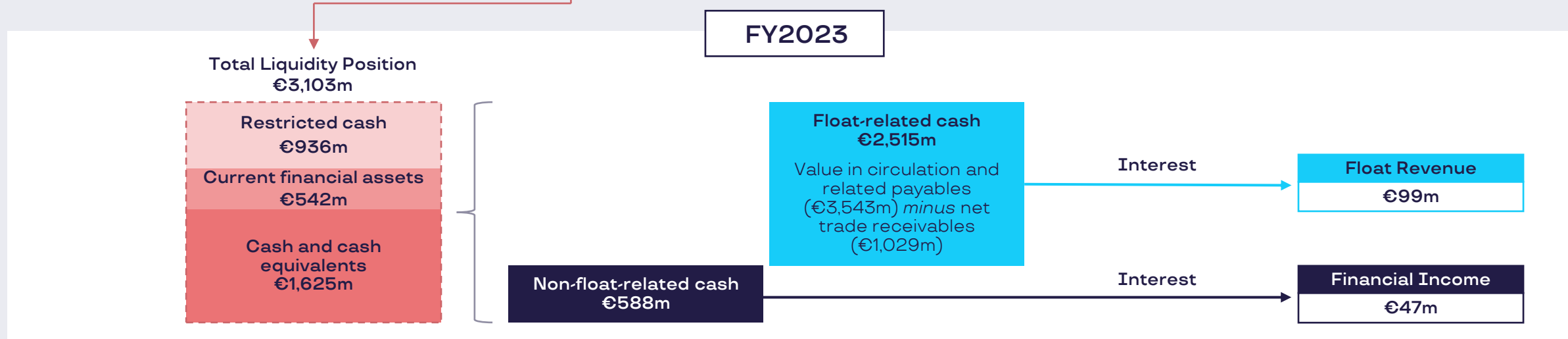
Sources: Company information. Fiscal year ending August, 31. Notes: (1) Recurring Free Cash Flow / Recurring EBITDA.

Prepaid business model highly cash-generative

In €m	Aug-22	Aug-23
Float (trade receivables, net)	1,194	1,029
Restricted cash	960	936
Current financial assets	663	542
Cash and cash equivalents	1,144	1,625
Other assets	1,335	1,541
Total assets	5,296	5,673

In €m	Aug-22	Aug-23
Total value in circulation and related payables	3,509	3,543
Short-term borrowings (including lease liabilities)	508	1,254
Long-term borrowings (including lease liabilities)	44	49
Bank overdrafts	1	5
Other liabilities	530	775
Total equity	704	47
Total equity and liabilities	5,296	5,673

Float ⁽¹⁾	
Aug-22	Aug-23
2,317	2,515



Low-levered balance sheet after debt-pushdown

In €m	Aug-22	Aug-23
Float (trade receivables, net)	1,194	1,029
Restricted cash	960	936
Current financial assets	663	542
Cash and cash equivalents	1,144	1,625
Other assets	1,335	1,541
Total assets	5,296	5,673

+

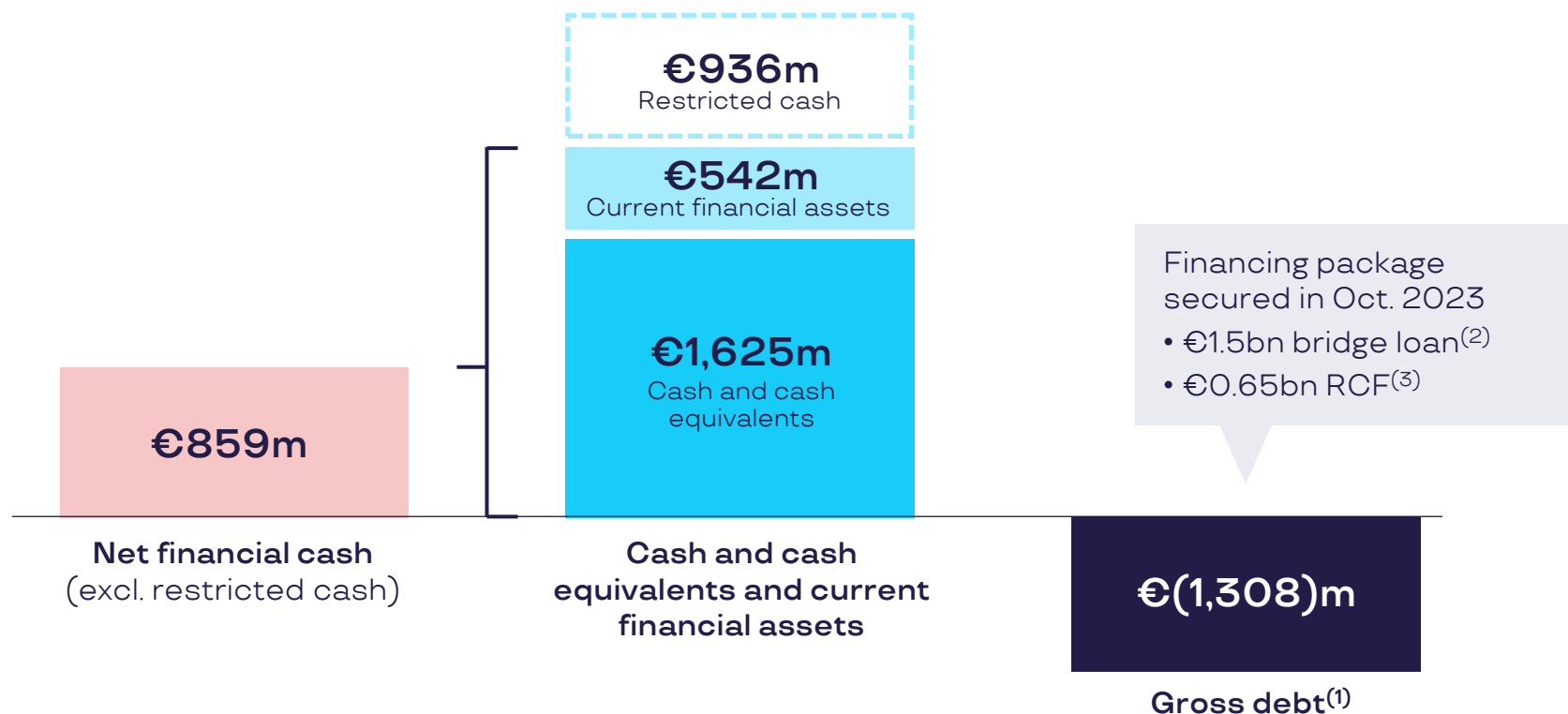
In €m	Aug-22	Aug-23
Total value in circulation and related payables	3,509	3,543
Short-term borrowings (including lease liabilities)	508	1,254
Long-term borrowings (including lease liabilities)	44	49
Bank overdrafts	1	5
Other liabilities	530	775
Total equity	704	47
Total equity and liabilities	5,296	5,673

Net cash position	
Aug-22	Aug-23
1,254	859

Source: Company information. Fiscal year ending August, 31.

Secured capital structure and financial profile

Net cash position as of August 31, 2023



✓ Strong investment grade profile post spin off

✓ €1.5bn bridge loan to be refinanced in the public markets (depending on markets conditions)

Source: Company information. Fiscal year ending August, 31.

Notes: (1) Including bank overdrafts. (2) 1-year maturity (Oct-24) – (i) extendable twice for a period of 6 months each, (ii) EURIBOR-indexed variable rate + margin. (3) 5-year maturity (Oct-28) – (i) extendable twice for a period of 1 year each, (ii) EURIBOR or SOFR-indexed variable rate + margin.

Disciplined capital allocation enabling growth ambitions

Targeted and financially disciplined approach to growth strategy

1 Invest for growth

- ✓ Average annual capital expenditure of c.10% of revenues to support strategic growth initiatives
- ✓ Tech to remain a significant focus

2 Targeted and well-executed M&A

- ✓ Focus on adding business volume, broadening offerings, enriching tech capabilities
- ✓ Leverage dedicated and well-experienced M&A team
- ✓ Integrate highly skilled people fitting with Pluxee's culture and vision
- ✓ Realize synergies thanks to robust integration execution

3 Attractive shareholder return

- ✓ At least 25% dividend payout the Net Profit, from FY 2024 onwards
- ✓ Regular revisit of shareholder return based on unfolding of M&A pipeline always preserving strong investment grade rating

Source: Company information.

Clear strategy to deliver ambitious financial results

FY 2024

Organic revenue growth objective⁽¹⁾
Low double digit

Recurring EBITDA margin forecast⁽²⁾
**At least stable,
absorbing standalone costs**

Mid-term FY 2026

Organic revenue growth objective⁽¹⁾
Low double digit per year

Recurring EBITDA margin forecast⁽²⁾
c.37% for FY 2026

Cash conversion objective⁽³⁾
Above 70% on average over FY 2024-2026

At constant currency rates and perimeter

Source: Company information.

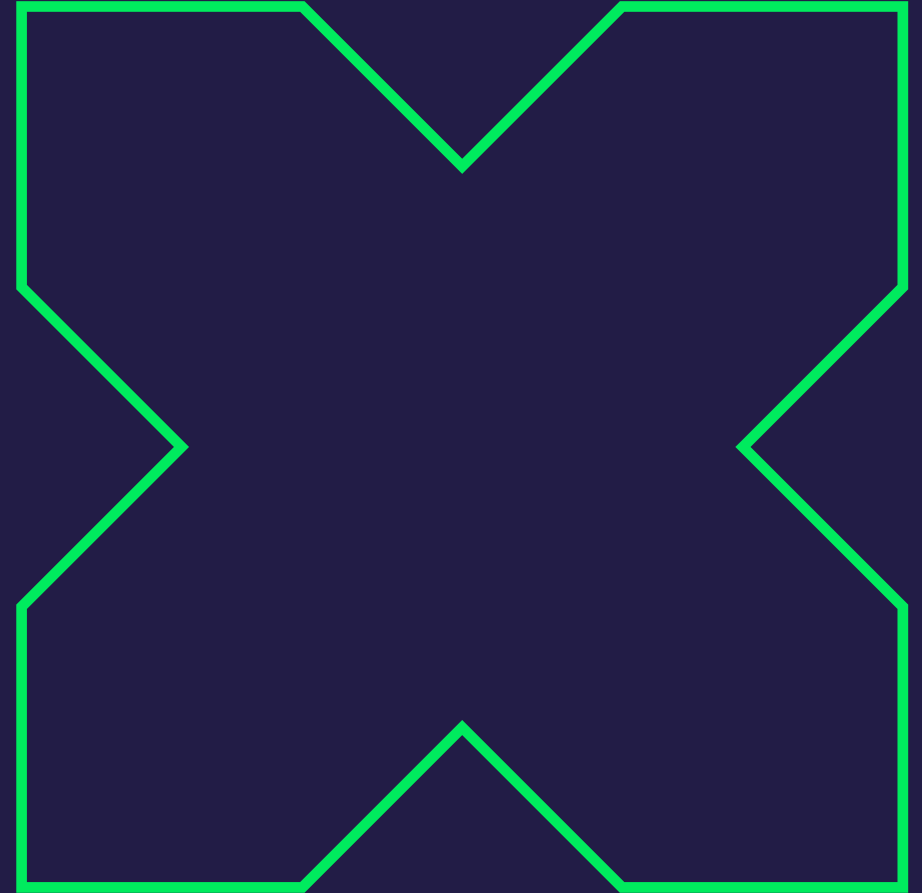
Notes: (1) Organic growth: The increase in revenue for a given period (the "current period") compared to the revenue reported for the same period of the prior fiscal year, calculated using the exchange rate for the prior fiscal year and excluding the impact of business acquisitions (or gain of control) and divestments. (2) Recurring EBITDA: Recurring Operating Profit (ROP), plus depreciation and amortization, minus lease payments. (3) Recurring cash conversion: Recurring Free Cash Flow divided Recurring EBITDA.

08 Wrap-up & closing remarks



Aurélien Sonet

Chief Executive Officer



Pluxee spin-off and listing on track



Note: (1) Subject to Sodexo's shareholders' approval and market conditions.

Q&A



08

Wrap-up & closing remarks



Pluxee – A profitable growth story



Leading global provider of employee benefit and engagement solutions



Highly cash-generative and scalable B2B2C ecosystem serving +36m consumers



Operating in a large and growing market



Clear strategy powered by technology, talent and targeted M&A



Leadership team committed to deliver profitable growth ambitions

pluxee

**Capital
Markets Day**

