

Investor Day

27 October 2021

Disclaimer

This document contains forward-looking statements that involve risks and uncertainties, including references, concerning the Group's expected growth and profitability in the future which may significantly impact the expected performance indicated in the forward-looking statements. These risks and uncertainties are linked to factors out of the control of the Company and not precisely estimated, such as market conditions or competitors' behaviors. Any forward-looking statements made in this document are statements about Worldline's beliefs and expectations and should be evaluated as such. Forward-looking statements include statements that may relate to Worldline's plans, objectives, strategies, goals, future events, future revenues or synergies, or performance, and other information that is not historical information. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2020 Universal Registration Document filed with the French Autorité des marchés financiers (AMF) on April 13, 2021 under the filing number: D.21-0303 or its Amendment filed on July 29, 2021 under the number: D. 21-0303-A01.

Revenue organic growth and Operating Margin before Depreciation and Amortization (OMDA) improvement are presented at constant scope and exchange rate. OMDA is presented as defined in the 2020 Universal Registration Document. All amounts are presented in € million without decimal. This may in certain circumstances lead to non-material differences between the sum of the figures and the subtotals that appear in the tables. 2021 objectives are expressed at constant scope and exchange rates and according to Group's accounting standards.

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Opening remarks and strategic ambition

Gilles Grapinet, *CEO*
Marc-Henri Desportes, *Deputy CEO*

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La Défense, Paris

A transformed Worldline ideally positioned in a dynamic market

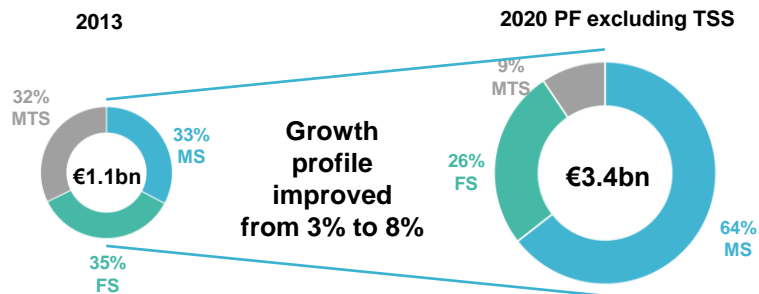
Gilles Grapinet, *CEO*

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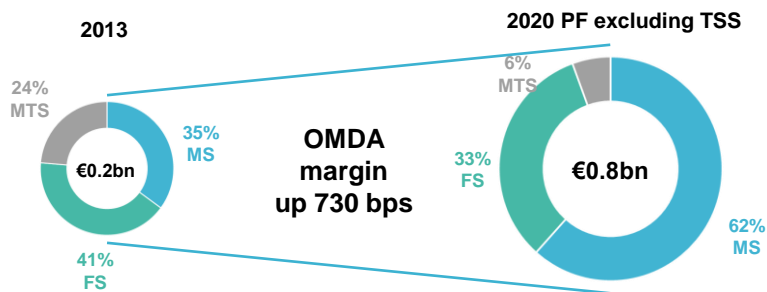
La Défense, Paris

Successful transformation journey since IPO

Revenue development (IPO – 2020PF)



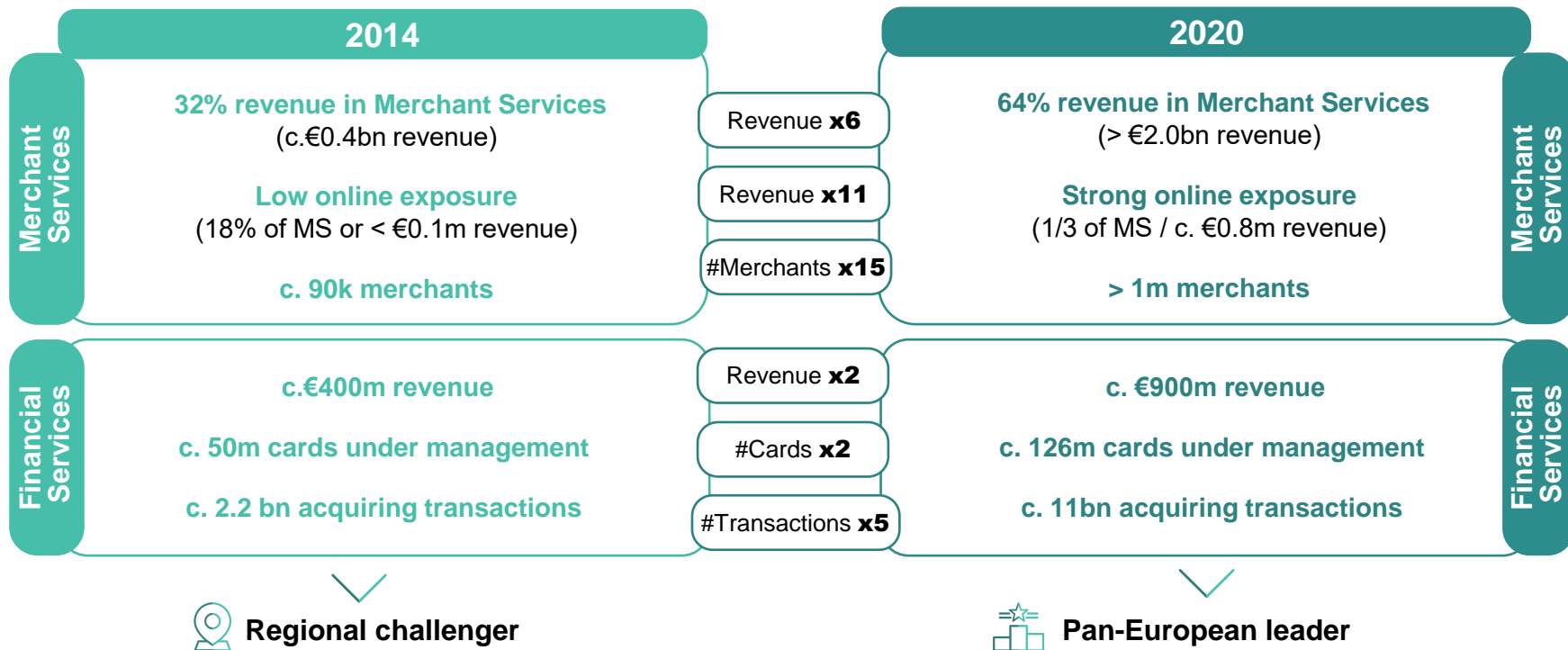
OMDA development (IPO – 2020)



💡 Highlights

- ✓ Creation of a real **pan-European leader**
 - ✓ **Best European scale and reach**
 - ✓ Full and comprehensive coverage of the **payment value chain**
 - ✓ **Growth acceleration** (from low to high single digit)
 - ✓ **Strong profitability improvement** (+730bps since IPO)
 - ✓ **Successful value accretive M&A**
 - ✓ **Strong execution** in synergies delivery
- ∨
- IPO ambition** fully executed
delivering **23% annual return** to shareholders

Creation of the pan-European leader



Unchanged M&A momentum since the closing of Ingenico

4 acquisitions already signed or closed



Meaningful additional MS contribution

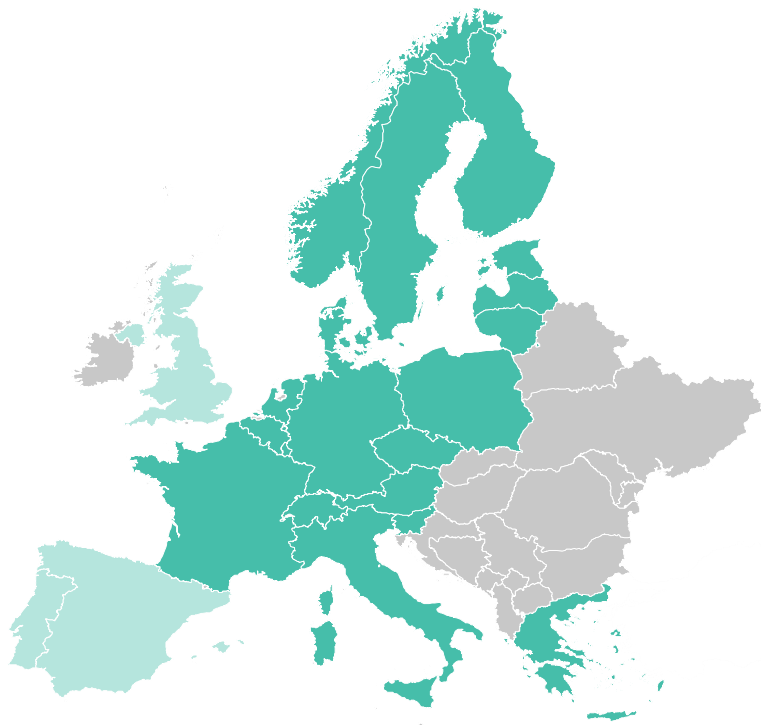
c. 3.3bn transaction
managed or acquired (> +10%)

c. 375,000 merchants
managed or served

c. €300m revenue
growing double-digit

c. €120m OMDA
including €50m synergies
and operating leverage

Unmatched reach at the heart of the European payment ecosystem



Leading positions
in most of Worldline
key countries

Unrivalled merchants' access
across Europe

Support merchants **locally and**
cross-border at scale

Largest European
processing factory

Europe is a very attractive market offering structural growth opportunities



US payment market

Large and unified

Payment market largely consolidated
(c.60% market share owned by acquirers)

No local specificities
(unified payment means across the country)

Low cash usage
(c.20% of total transaction volumes)

New entrants already at scale



Mature market
Market share protection

WORLDLINE  **main playground**



European payment market

Large and still fragmented

Payment market still to be consolidated
(c.60% market share owned by banks)

Local specificities
(several domestic schemes)

High cash usage
(c.40% of total transaction volumes)

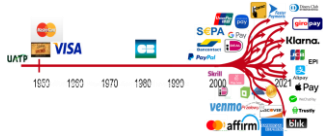
No new entrants at scale



High potential market
Market share gain

Worldline ideally positioned to leverage 3 highly favorable market trends

Increased complexity of the ecosystem



Technology at scale becomes key



Pan-European reach for international merchants



Worldline differentiating assets

Largest industrial scale
in Europe

Pan-European reach

One Worldline
technology platform

Open-innovation and
largest **pool of Paytech**
experts

Worldline 2022-2024 actions

ENRICH our Portfolio
Increase partnerships and
distribution agreements

INCREASE Technology
Investment
Increased investment on
platforms and tech stacks

Extend reach
Further increase of number of
countries through
partnerships and M&A

Unique orchestrating position in the European payment ecosystem

Worldline 2022-2024 vision



ACCELERATE GROWTH

Post-Covid **cashless boost** in Europe
Increased **eCom and online exposure**
Merchant Services **competitive differentiators and vertical accelerators**



INNOVATE, ORCHESTRATE & MONETIZE

Unique reach and ecosystem **central positioning**
R&D acceleration and Tech investments
Open innovation and enhanced portfolio



BOOST PROFITABILITY

Improving **operating leverage**
Delivery of **above €200m synergies ***
Continuous **efficiencies**



PURSUE CONSOLIDATION

Track-Record and repeatable **playbook**
Bank friendly positioning
Flexibility in deal structuring and financing

Strategic
priorities



CONTRIBUTE

Leading CSR commitments to create value for all stakeholders as per **TRUST 2025**

* Synergies 2022-2024 (SPS, Ingenico, ANZ, Cardlink, Axcepta Italy and Handelsbanken) excluding TSS synergies

Worldline 2024 ambition

Revenue	9% to 11% revenue CAGR 2022-2024
OMDA	Above 400bps improvement over the period Trending towards 30% OMDA margin by 2024
FCF	c.50% OMDA conversion by 2024

Worldline vision 2024

Focus on consolidation and growth enhancing acquisitions

Main strategic directions for future acquisitions

Targeted geographical expansion

“land and expand”
bank partnership focus

Technologies and products

innovation and new adjacencies

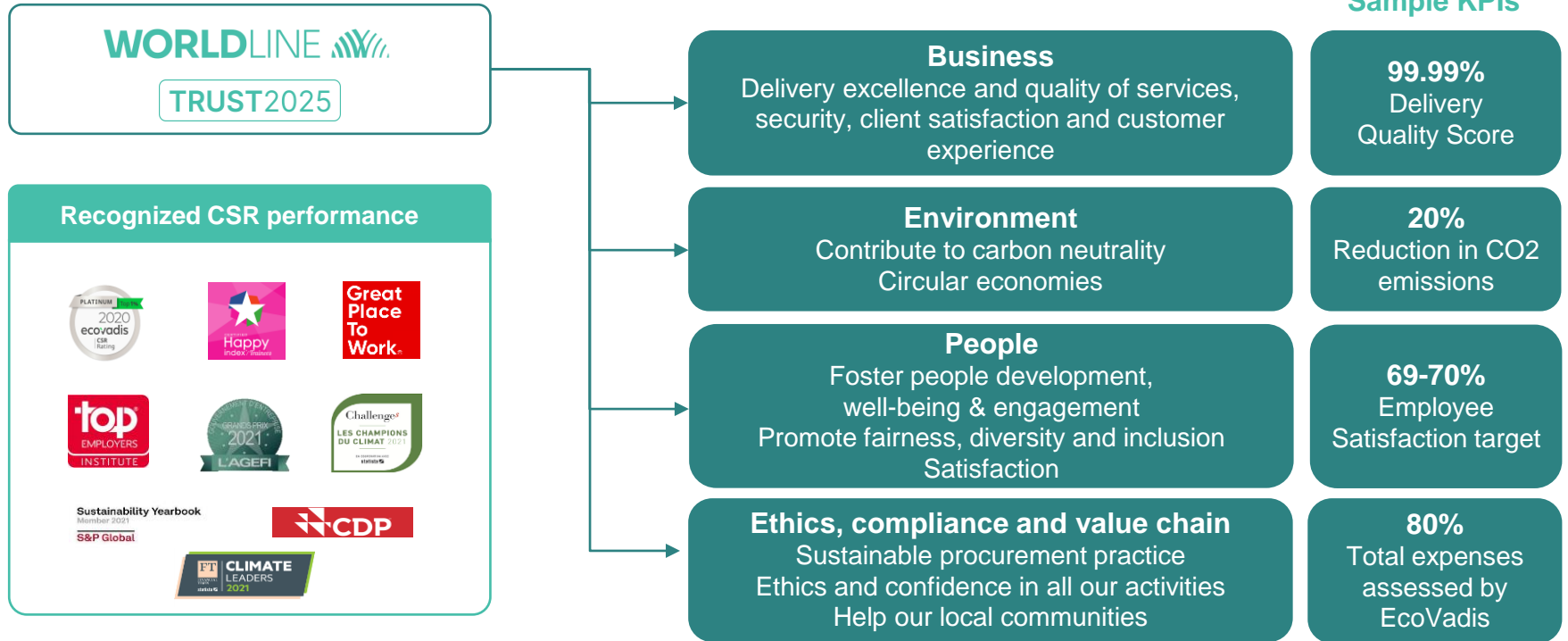
Medium to large size opportunities

Pure payment players and large banks



Agility and flexibility
to pursue our consolidation strategy

Delivering a leading CSR performance as per TRUST 2025



Worldline 2024 vision Building a premium global Paytech company

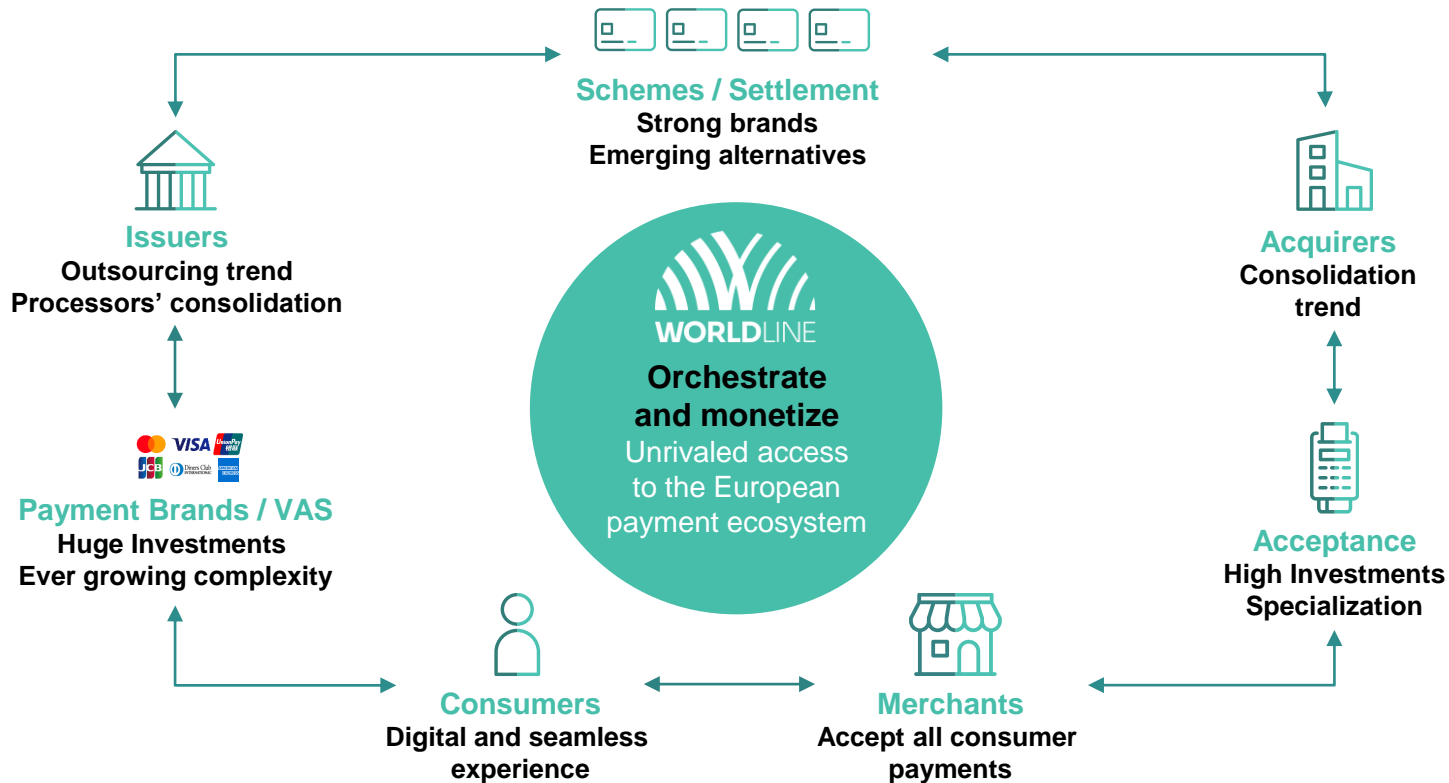
Marc-Henri Desportes, *Deputy CEO*

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2021 update on our payment ecosystem

An ecosystem where all parts of the chain need to connect and influence each other



Worldline unique positioning in the European payment ecosystem



Merchant Services

The payment ecosystem orchestrator



One **WORLDLINE**  Modular platform
Single-entry point
orchestrating the payment ecosystem



Merchant Services

Single entry point value proposition

Connect and simplify

access to the growing complexity of payment methods and VAS

Scale benefits

of consolidated platform

Multi-channel and **omnichannel** offerings

International and **cross-border** solutions

Dedicated sales channels

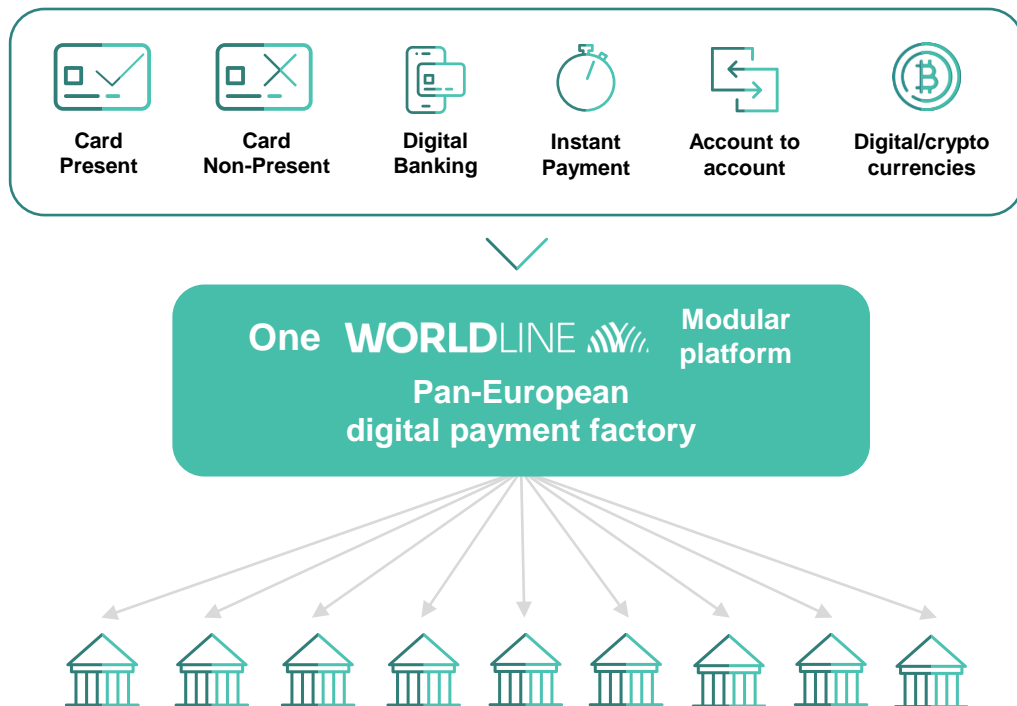
to SMBs, specialized verticals and digital natives

Partner of choice for banks

to offer competitive solution to their clients and extract value from their books

Financial Services

The pan-European digital payment factory



Financial Services
Unique comprehensive value proposition

All payment methods
cross-border

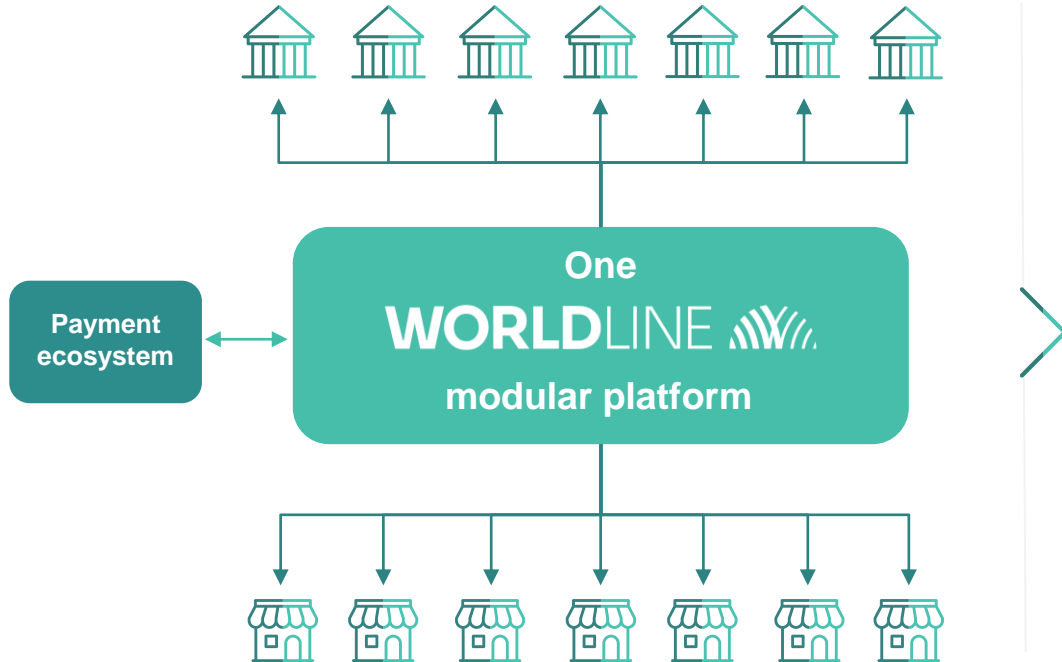
European scale
bringing efficiencies

Manage the **burden of regulatory compliance** and **VAS & Fintech integration**

Opex & capex optimization
for banks

Guaranteed innovation
at scale and in time
(New payment methods
and security solutions)

A unique target modular platform architecture



Targeted platform

One platform
all components live

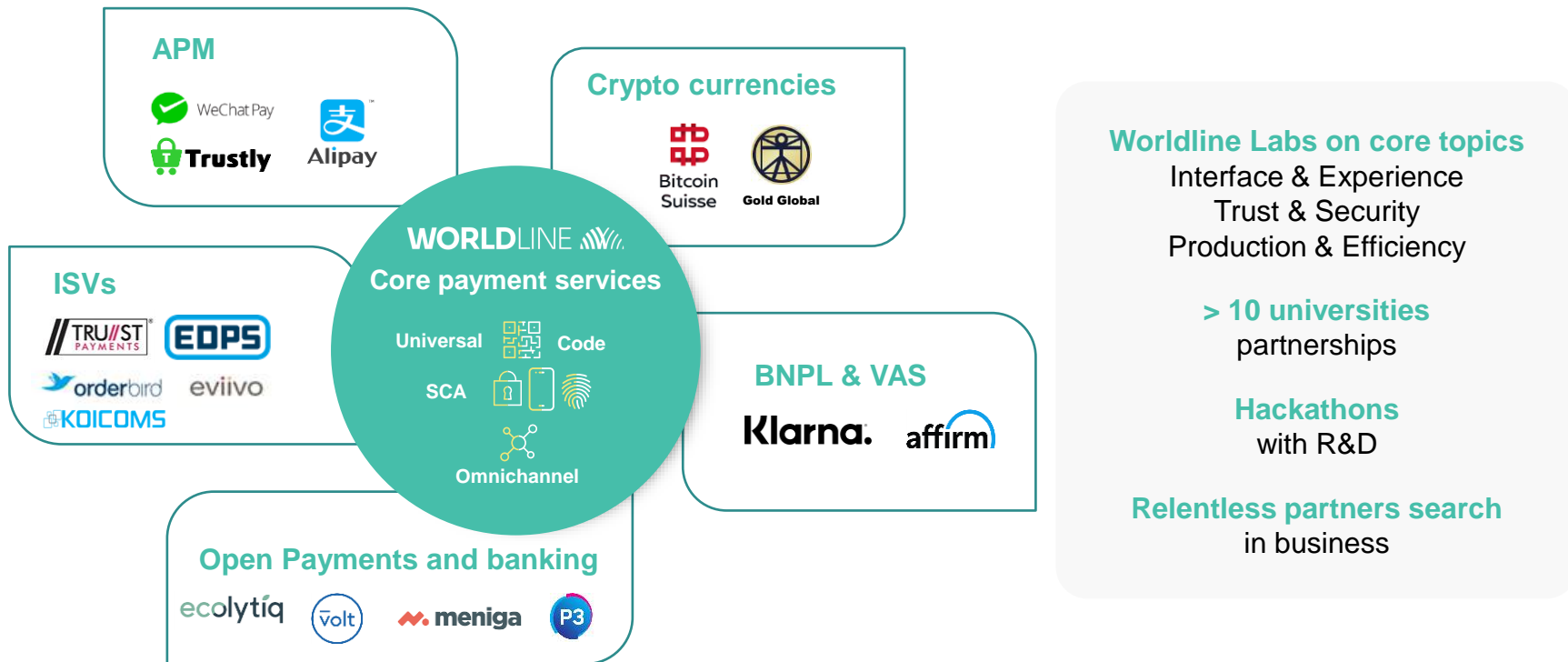
Best of breed
modules in portfolio

Cloud
technology convergence

APIs
driven enabling open innovation
to the ecosystem

Worldline
operated infrastructure

Worldline open innovation delivering value to banks and merchants



Scalable and repeatable integration playbook

Unmatched integration capabilities



Unique integration expertise team
maintaining knowledge and enhancing
our methodology



Central consolidation of integration processes
Integration progress
and synergy tracking



Expertise pool expansion
from acquired businesses
into the organization



Clear focus and management drive
End-to-end accountability
from pre-integration to synergies delivery



Selection & retention of top talents from acquisitions and attractivity



**Selection
of top talents**



**Integration momentum
to free-up talents**



**Deep pool
of digital talents**

2024 financial trajectory

Eric Heutaux,
Group Chief Financial Officer

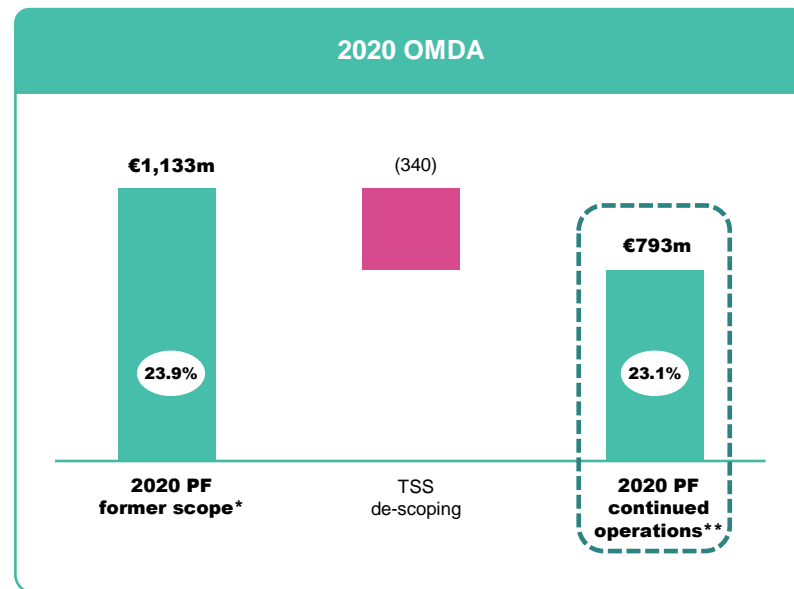
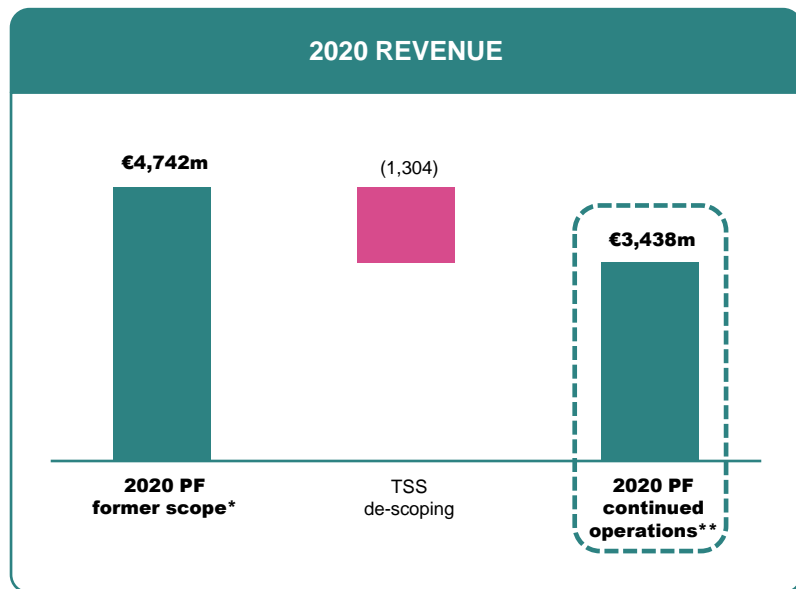
Lisa Coleman,
Group Head of Operational Performance

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2021 guidance – basis of preparation

From 2020 former scope to 2020 continued operations
– TSS accounted in “Asset Held for Sale”



x.x% : OMDA margin

 : New basis of 2021 guidance

* 2020 revenue at constant scope and June September 2021 YTD average exchange rates (incl. 12-month contribution of Ingenico)

** 2020 revenue at constant scope and June September 2021 YTD average exchange rates (excl. 12-month contribution of TSS)

2021 guidance

FORMER 2021 GUIDANCE* (including TSS)

Revenue

At least mid-single digit growth

OMDA

c. +200 bps improvement
(vs proforma OMDA margin of 23.9%)

FCF

c.50% OMDA conversion
(Stable versus 2020)

2021 GUIDANCE REITERATED** (continued operations excluding TSS)

At least 6% organic growth

above 200 bps improvement
(vs proforma OMDA margin of 23.1%)

c.42% OMDA conversion
(Stable versus 2020)

* Based on former 2020 scope including 12-month of Ingenico

** Based on new 2020 scope excluding 12-month of TSS

3-year plan 2022-2024 – Key mid-term drivers

GROWTH DRIVERS

Accelerated growth MS double-digit

Stabilizing FS growth mid-single

MTS sustained mid to high-single digit

OMDA DRIVERS

**Accelerated growth
and operating leverage**

Synergies delivery

Techno advantage

FCF DRIVERS

OMDA increase

Financial discipline & cash management

Capex deployment

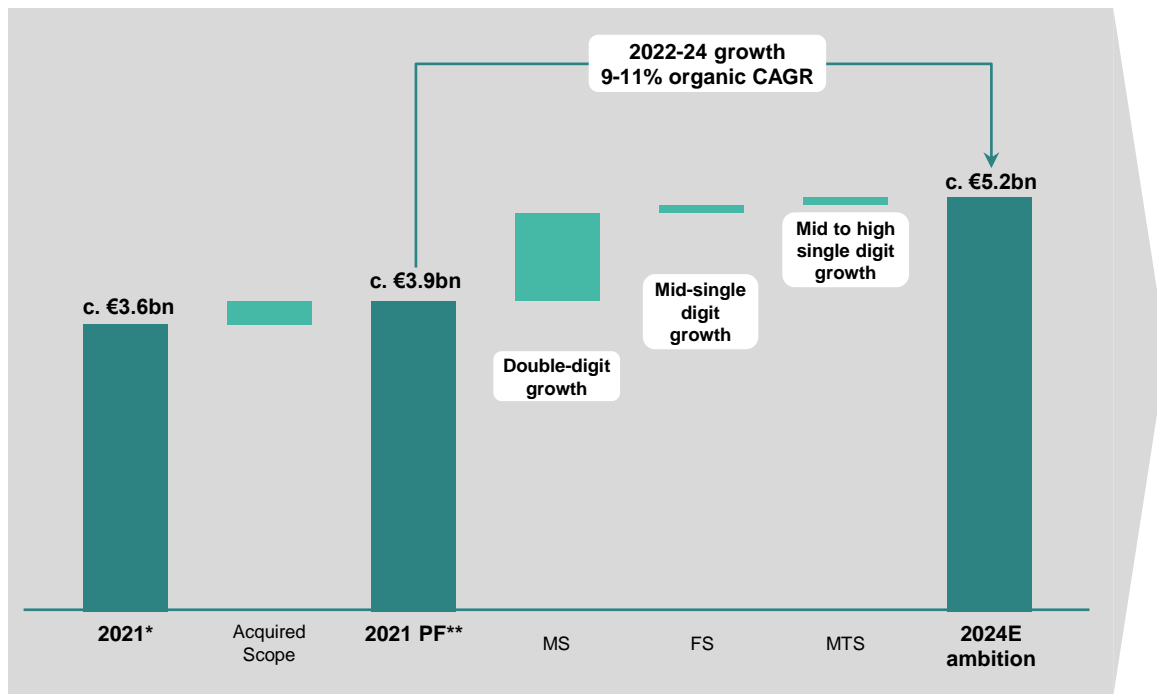
CAPITAL ALLOCATION

Focus on deleveraging

Techno differentiation

M&A trajectory

2024 financial trajectory – Revenue building blocks



Strong growth acceleration driven by Merchant Services

MS: double-digit growth
 SMBs market share gains
 GSV competitive differentiators
 Digital commerce geo expansion

FS: mid-single digit growth
 Outsourcing opportunities
 Market share gains

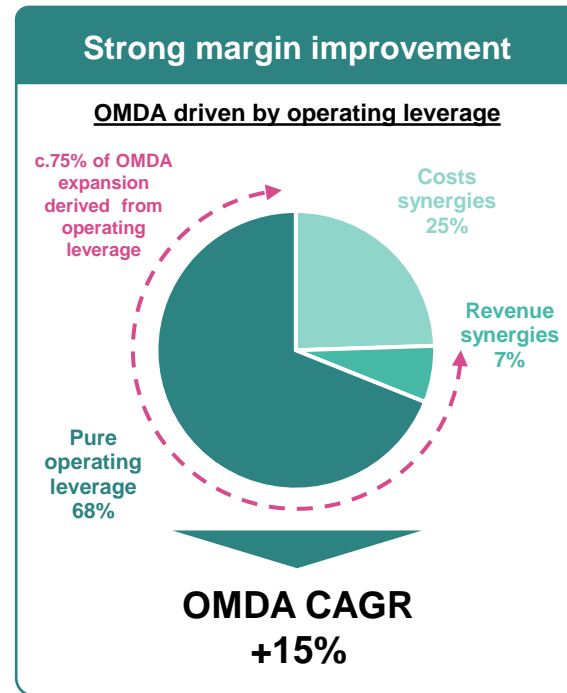
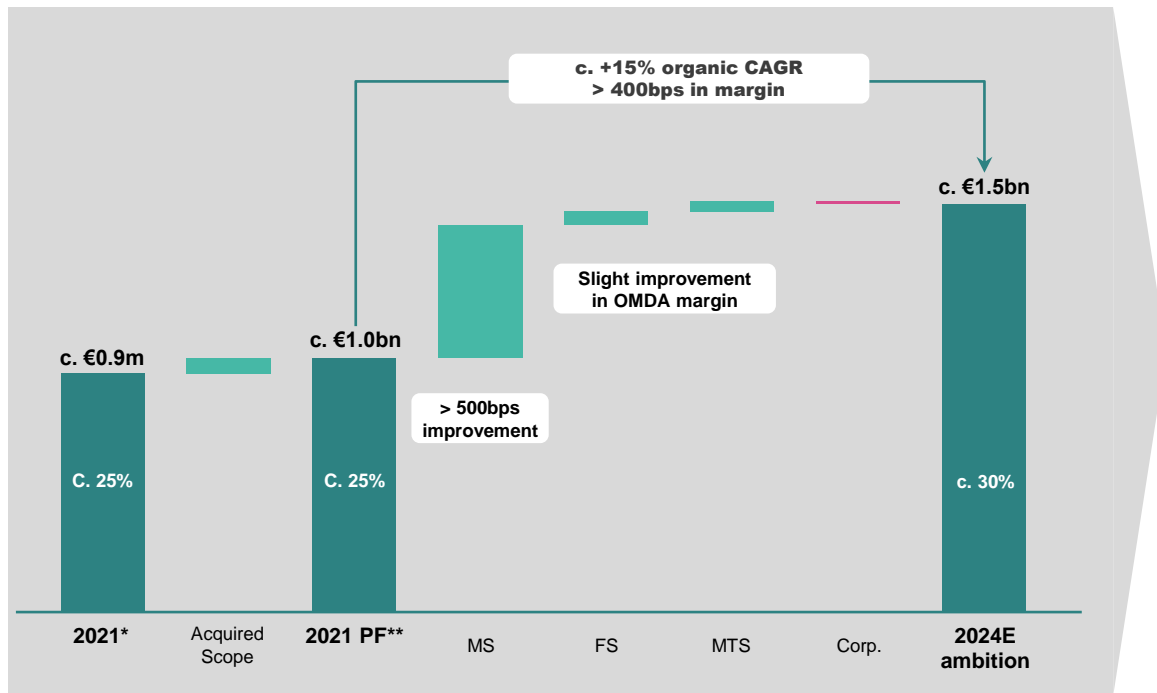
MTS: mid to high single digit growth
 Vertical enabler for MS and FS
 e-Ticketing & Trusted digitization opportunities

Revenue CAGR 9-11% organic

* Based on 2020 continued operations excluding 12-month of TSS and including 2021 guidance (at least 6% organic growth on continued operations)

** 2021 including acquired companies on a 12-month basis (ANZ, Cardlink, Axepta Italy and Handelsbanken)

2024 financial trajectory – OMDA building blocks



* Based on 2020 continued operations excluding 12-month of TSS and including 2021 guidance (above 200 bps OMDA margin improvement)

** 2021 including acquired companies on a 12-month basis (ANZ, Cardlink, Axcepta Italy and Handelsbanken)

Rapid transformation approach with SMART project

A key lever to accelerate operating leverage

NextGen SMART levers supporting c.50% of Worldline operating leverage



Contract & Product Review Practice



Workforce Planning X-shore optimisation



Continuous Improvement for Growth inc. Automation Hub



Procurement



Make, Buy or Streamline



Real Estate inc New ways of working



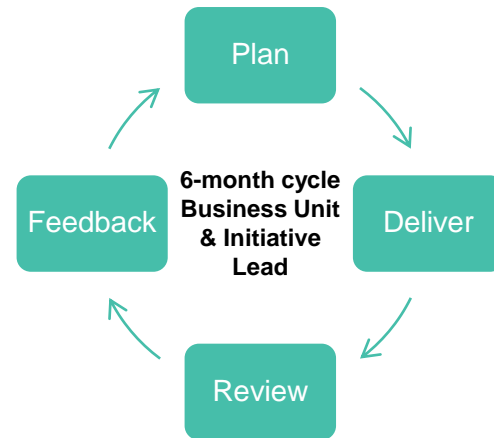
Move to Cloud (M2C)



Workplace optimisation (IT tools & processes)



Objective Zero Incident Cost of Non-Quality



2022

2022 to 2024

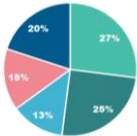
Ingenico and SIX Payment Services integration on-track

Proven track-record allowing faster integrations

SPS

€110m objective by 2022 confirmed

70% synergies delivered by end 2020
c.90% by end 2021
100% completion by end of 2022

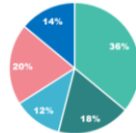


Operational optimization
Support functions optimization
Platform convergence
Revenue
Organizational optimization

INGENICO (excl. TSS)

€230m objective by 2024 confirmed
o.w. c.€200m OMDA synergies

30% OMDA synergies delivered in 2021
> 50% by end 2022
> 75% by end 2023
100% completion by end 2024



Operational optimization
Support functions optimization
Platform convergence
Revenue
Organizational optimization

Strong and experienced integration program

Improved cost synergies from platform consolidation

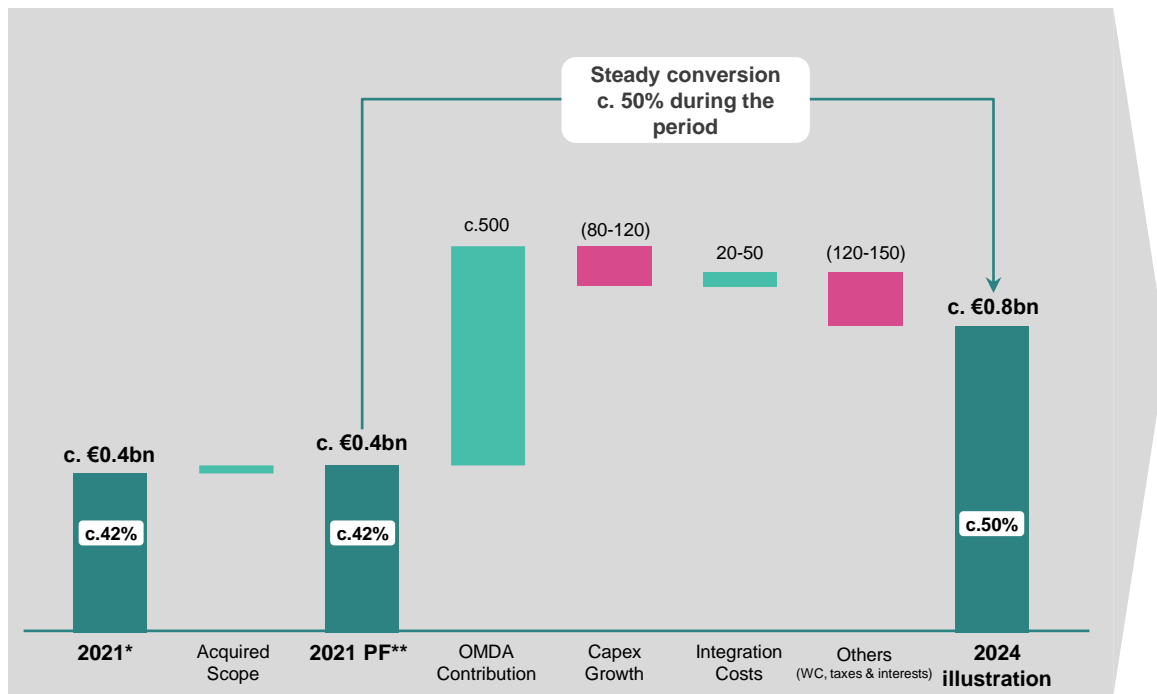
Geographical alignment to focus on migration

Leverage Worldline footprint on operations and G&A costs

Fully on-track to deliver expected synergies

Ambition to double previous rate of synergies based on one platform for the next acquisitions

2024 financial trajectory – illustrative FCF generation



Steady OMDA/FCF conversion

Strong cash flow generation driven by OMDA improvement

Capex acceleration to 5% to 7% supporting growth acceleration

Integration costs fading along the plan, leveraging Worldline integration playbook

Others mainly impacted by taxes increase related to OMDA expansion

OMDA to FCF conversion
c. 50%

* Based on 2020 continued operations excluding 12-month of TSS and including 2021 guidance (conversion rate of 42%)

** 2021 including acquired companies on a 12-month basis (ANZ, Cardlink, Axepta Italy and Handelsbanken)

x.x% : OMDA/FCF conversion rate

2024 financial trajectory – illustrative deleveraging profile



Strong deleveraging profile

- Strong deleveraging profile
- Limited cash out from ongoing acquisitions
- FCF contribution as main driver
- No change in dividend policy

▼

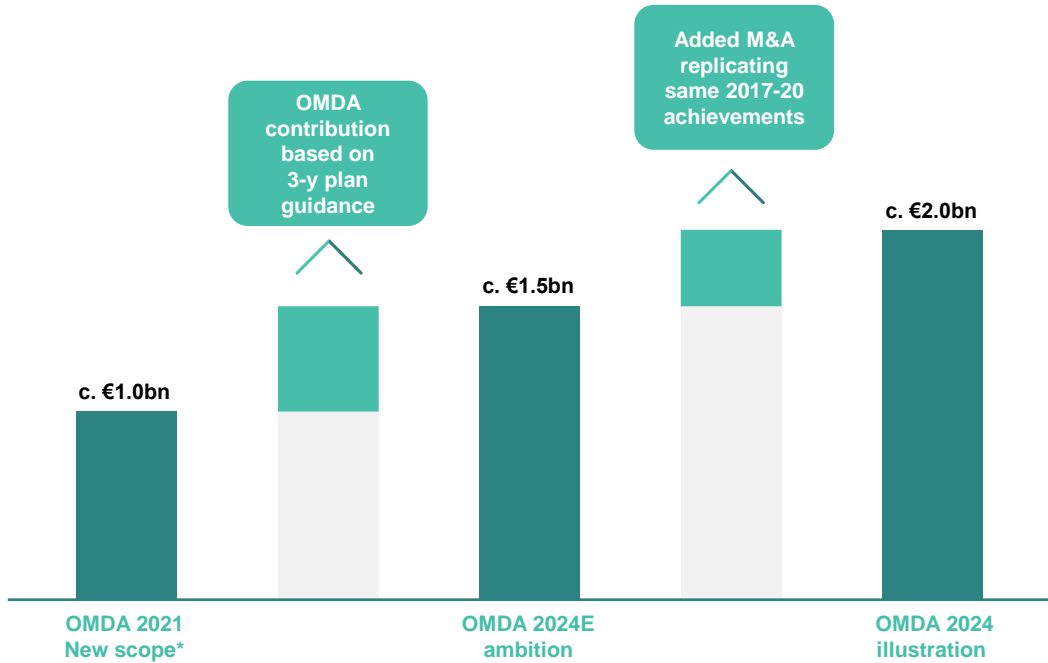
- Leverage ratio below 1x in 2024
- Material net cash position expected after TSS disposal
- Strong firepower to pursue consolidation

* Cost of already signed acquisitions (ANZ, Cardlink, Axcepta Italy and Handelsbanken)

** Cumulative FCF over the period 2021-2024

M&A opportunity potential

Illustration based on proven track-record



Hypothesis

Replicating at least 2017-2020 Worldline **proven track record** (c. €400m OMDA acquired)

Strong firepower for consolidation opportunities driven by a robust FCF, deleveraging and equity component

▼

c. €2.0bn OMDA opportunity with added M&A

* 2021 continued operations based on 2021 guidance + integration on a FY basis of the announced signed acquisition (ANZ, Cardlink, Axepta Italy and Handelsbanken)

By 2024

Organic Growth
Acceleration

OMDA Margin
Improvement

Steady FCF
Generation

Strong
Deleverage



Premium value creation
for all stakeholders

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Merchant Services

Vincent Roland,
Head of Merchant Services

Thomas Heldner,
Chief Product Officer of Merchant Services

Roger Niederer,
Chief Market Officer of Merchant Services

Niklaus Santschi,
Chief Executive Officer of PAYONE

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Merchant services

Leader in Europe, India, Australia and New Zealand

#1

Merchant acquirer in continental Europe
European PSP-Collector

€2.5 bn

2020 proforma revenue

Leadership & Scale

c.1 million
merchants

€400 bn
merchant Sales
volume processed

6,500
contributors

50+
countries

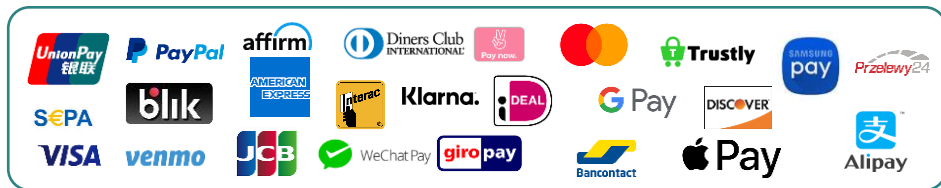
11 bn
POS acceptance
transactions

3 bn
eCom acceptance
transactions

6 bn
Acquiring
transactions

Merchant Services

The payment ecosystem orchestrator



One **WORLDLINE**  Modular platform
Single-entry point
orchestrating the payment ecosystem



Single entry point value proposition

Connect and simplify
access to the growing complexity
of payment methods and VAS

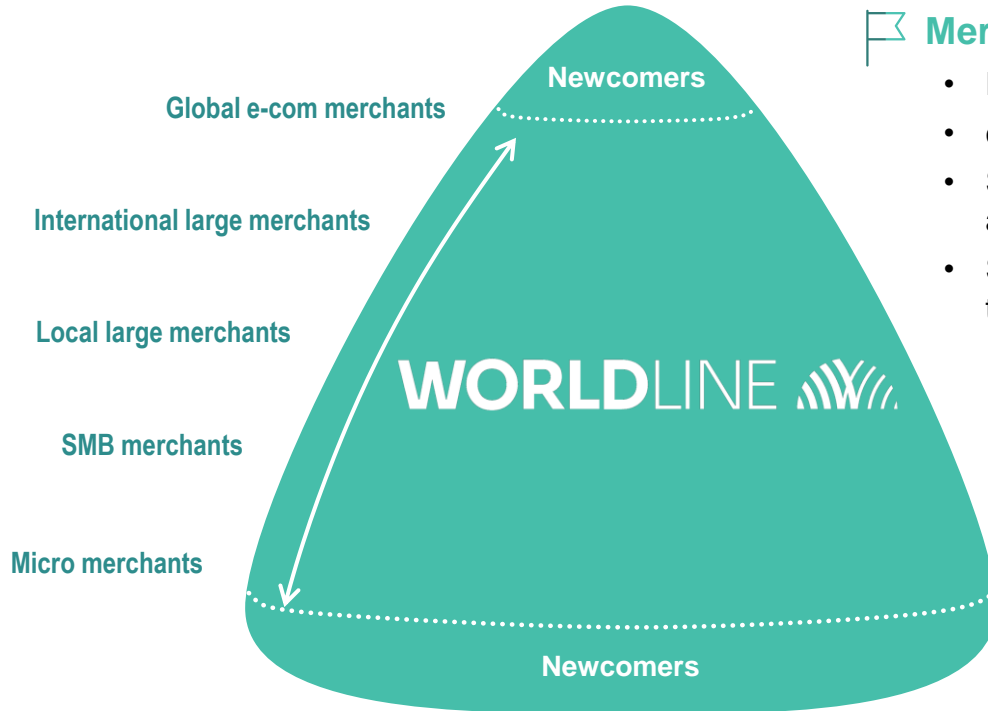
Less cash society and local payments
continue to drive growth

**Omnichannel, mobile, x-border and
international services**

Dedicated sales channels
to SMBs, specialized verticals and digital natives

Partner of choice for banks
to offer competitive solution to their clients
and extract value from their books

Our market position



Merchant Services is uniquely positioned

- European leader with global reach
- c. 1 million clients across all segments
- Supporting all local needs, currencies and languages
- Significant upselling and cross-selling potential to existing POS and E-com clients

>150
Payment methods
managed

>300
Partnerships with
ISVs and distributors

>50
Countries
with acquiring
capabilities

Client-centric organization

Offerings covering customer needs and complexity

Needs

Small Merchants - SMBs

- Provide **simple, cost-effective, all-in-one solution** for card and non card acceptance
- **Offer simple pricing, hassle-free on-boarding and a quick Go Live**

- **Standard packaged solutions with a monthly fee (Packs)**
- **Online simulation and subscription**
- **Easy and efficient on-boarding**
- **Cost-effective “Plug & Play” terminal installation**
- **Merchant Web Self-Care**
- **Digital commerce**

Dedicated Offerings

Large and Corporate Merchants

- Provide **unified omni-channel acceptance front end to support a seamless customer experience**
- Support **regional expansion** into new markets with unified integration

- **Tailored offers**
- **Omni-channel acceptance**
- **Global e-commerce & collection solution**
- **Integration into cash register systems**
- **International coverage**
- **Pricing flexibility**
- **Consultative approach** to boost sales and conversions

Leveraging the full payment value chain










Acceptance 

Acquiring 

Collection 

Value Added Services 

Innovations that create more value for our merchants

YUMI More Applications	GENERIC QR More Mobile Wallets	LOCAL Open Banking Lower costs corridors	New ways to pay
	  Bitcoin Suisse  payconiq  WeChat Pay  TWINT  Alipay™ <p>... And much more to come</p>	 <p>3 new Corridors after Russia : South Korea, Japan, Singapore</p> <p>Rule & AI-based routing More PSP's One integration</p>	 <p>Tap on Phone</p> <p>Biometrics</p> <p>Digital Currencies</p>

Large number of opportunities supporting a double-digit growth



Focus on four growth accelerators serving our go-to-markets


Regional
business


Digital
commerce


Global Sales
& Verticals


Financial
Institutions



Android

Take a leading position at the touchpoint between merchant and customer



Verticals

Deliver vertical-specific solutions and flexibly integrate best-in-class services



Omni-channel

Integrate all sales channels and a vast variety of payment methods, seamlessly



New Geos & corridors

Scale and optimize global merchants' payment flows



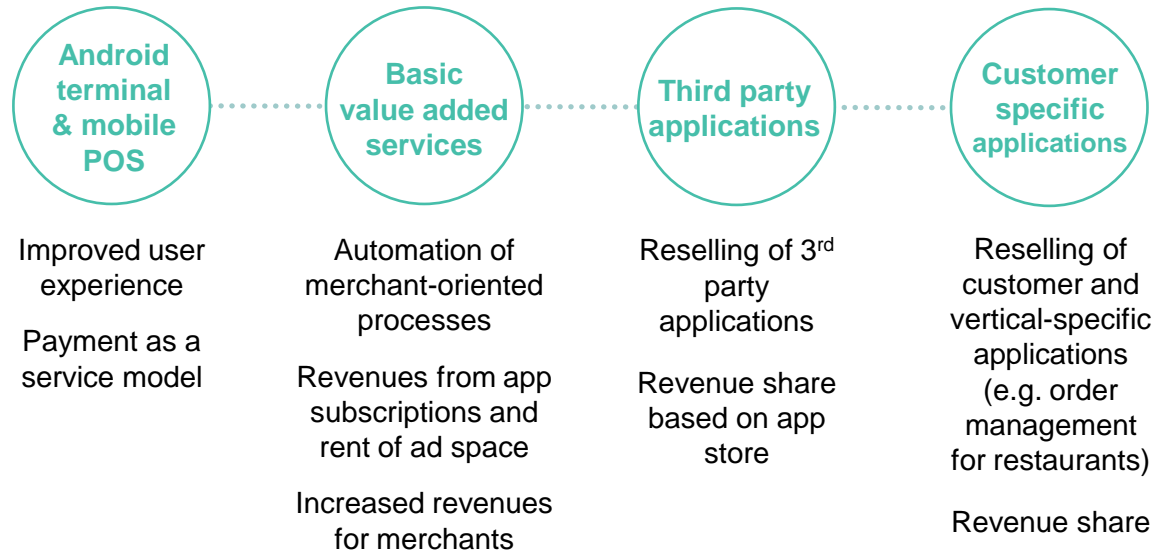
Android



- New standard in **next generation POS** environment
- Large potential in new **value added services**, open development and user value
- Great **added benefit for merchants consumers**

Merchant Services aims to take a leading position at the touchpoint between merchants and customers

- Turning the **terminal installed based** towards Android
- Developing **added value applications** including customization
- Providing services in a **modular and app store-based approach**



Verticals

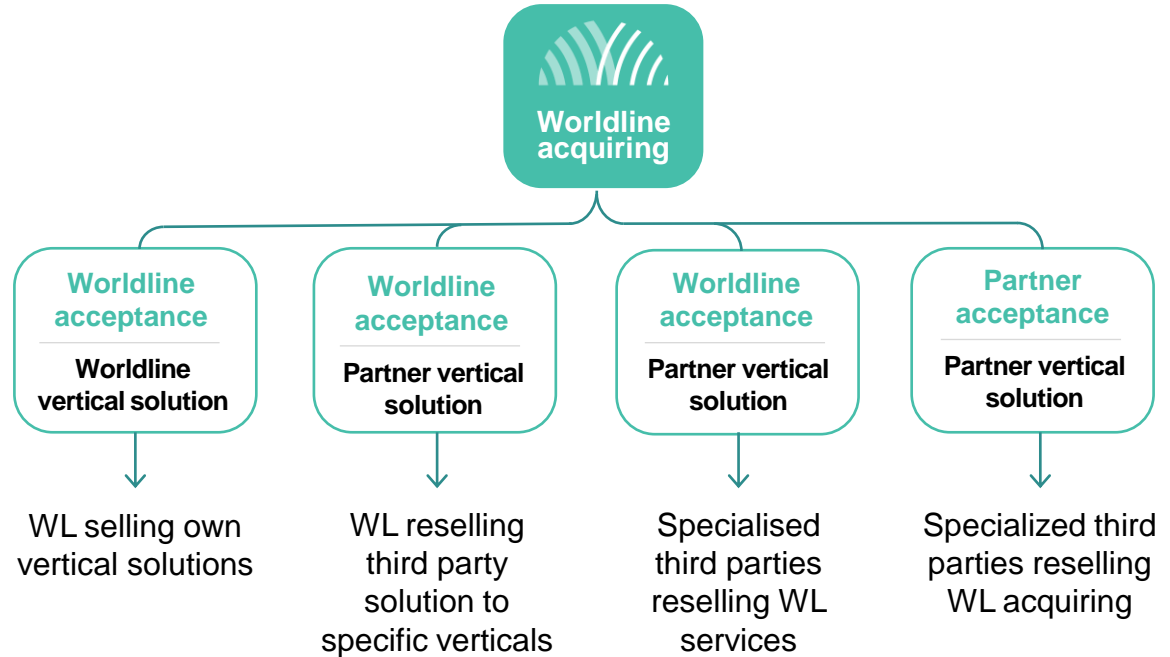


AVIS



- Merchants increasingly demand **business-specific solutions**
- Payment services gradually **integrate into merchants' value chains**

Merchant Services delivers vertical-based solutions in an ecosystem with partners, ensuring proximity to our merchants and their markets



Omnichannel

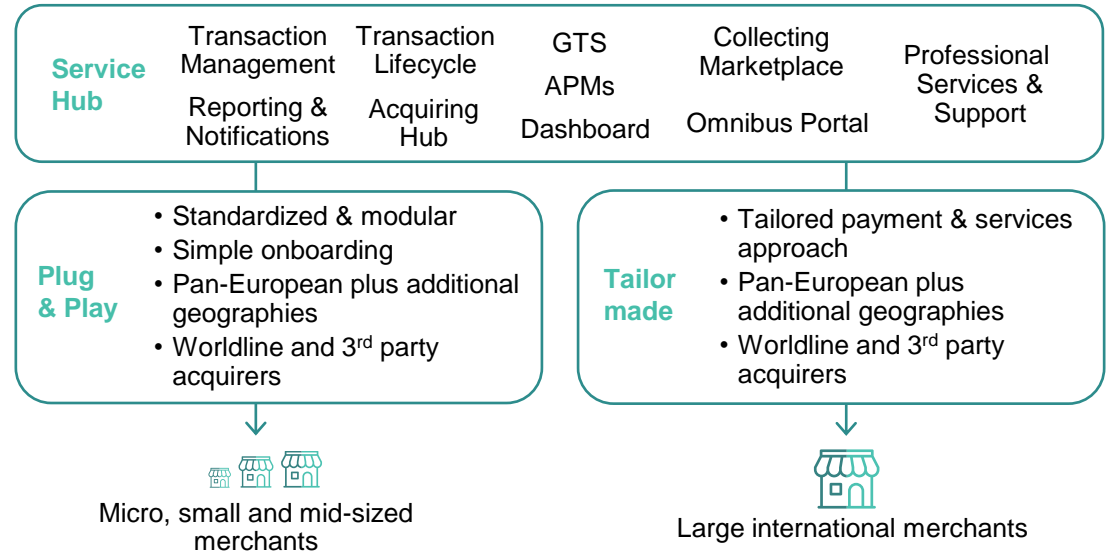


- Consumers expect a **seamless shopping experience** across POS, e-com, m-com and social commerce
- Management of electronic payments across all channels becomes a **generic merchant requirement**

Worldline's One Commerce seamlessly integrates all sales channels and payment methods on a global scale

- Merchants flexibly manage payments across channels
- Substantial cross-selling potential for Merchant Services
- Partner friendly thank to smart APIs

Worldline One Commerce



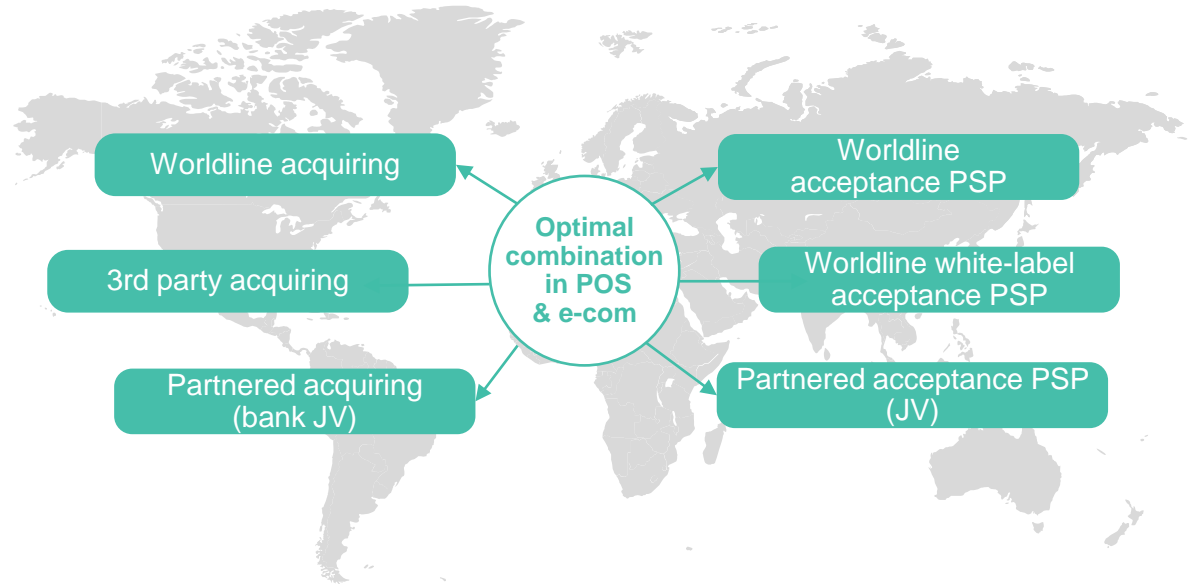
Geo expansion & corridors



- Global merchants face highly complex transaction flows and payment methods
- Look to optimise efficiency and costs across countless geographies

Worldline optimises global & regional players' payment flows

- Global scale and local customer intimacy
- Combination of in-house and partnered acquiring
- AI smart transaction routing
- Optimised set up for individual markets



Dedicated client-centric organization addressing specific merchant needs



Regional business

All-in-one simple solutions with local payment method coverage for instore and online



Global verticals

Omnichannel payment solutions partner for international and large players tailored to specific verticals



Digital commerce

Online payment solutions with a global reach designed for global vertical businesses



Financial institutions

Leading payment services to power financial institutions and tap into new markets

Regional Business



Worldline is the #1 provider of online, in-store and omnichannel solutions



>550k direct merchants
2022-2024: +190k



Largest European
payments business



31
locations



800+ payment
specialists



Robust
payment platforms



~150 payment
types accepted

- **End-to-end offering, servicing merchants out of one hand**
 - In-store, online and omnichannel acceptance
 - Acquiring
 - Value added services
- **Service leadership**
- **Strong established positions in Germany, Belgium, Switzerland, Austria & Luxembourg**
- **Strong starting points in adjacent geographies to expand in mid/large merchant-segments**
- **Geographic expansion supported by Worldline's dynamic portfolio acquisition strategy**

Regional Business strategy



Maintain trajectory in existing markets

- Enlarge **partnership network** with ISVs, integrators etc.
- **DCC expansion**
- Reduce **churn**

Accelerate in growth markets

- Expand in **Western Europe & CEE**
- Address mid-tier segment in **Nordics & UK**
- **Cross-selling**

Extend product range

- Introduce next generation **Android terminals** (e.g., YUMi, Ingenico RX7000)
- Launch **MobilePOS**
- Coverage of all **payment methods**
- Further enhance **omni-channel solutions**

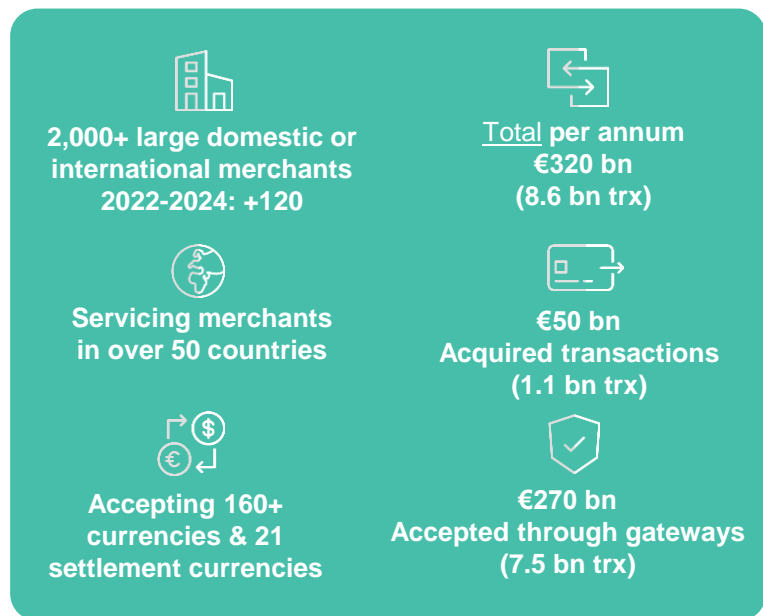
Enhance customer experience

- **Digitization of merchant lifecycle**
- Further improve **merchant service excellence**
- Reduce **churn**

Global Sales & Verticals



Target national & international enterprise omni-channel merchants in 9 selected verticals. Leading position in Europe and global expansion plan



- **End-to-end omni-channel portfolio**
Advanced full service omnichannel payment journey ready to serve merchant optimally and comprehensively out of one hand
Terminals | In-store and online Acceptance | In-store and online Acquiring & Collecting | Value added services
- **Best in class quality, time-to-market, TCO & performance**
Most secure solutions | Unique ability to serve global customers consistently across geographies | Maximising conversion, time-to-market; optimising cost of ownership
- **Trusted advisor to merchants** in their vertical, all along their lifecycle
- **Tailored high-touch sales, delivery & care** to match demand of enterprise grade merchants

Global Sales & Verticals strategy

Focused strategic direction – specified per vertical



Grocery Retail

- Penetrate new countries / regions
- Capture market share in E-com revolution
- Concentrate on full-service provision



Food Service

- Expand footprint
- Push Worldline franchise model
- Specific QSR program with local/global partners



Specialty Retail

- Extend Europe & go beyond
- Specialized team increasing client intimacy
- Payment digitization, process automation



Hospitality

- Worldline hospitality suite business launch
- Accelerate partner reselling program
- Strengthened focus on high margin regions



Travel

- Growth of portfolio
- Develop new resellers & partnership expansion
- Scale business solutions



Transport

- Intensify cooperation with integrators
- Position in Open Payments
- Push for Worldline group synergies



Parking & EV Charging

- Extension share of wallet with leading European operators
- E2E parking solutions towards top European integrators
- Leading position in vertical



Vending

- Full offer vending proposition
- Further develop towards Tier 2/3 across Europe
- Grow adjacent markets (car wash, laundry, amusement, etc.)



Petrol

- Grow home markets through full offer, including VAS and DCC
- Push Worldline Wallet Payment solution (Pay & Drive)
- Structured long-term partnerships for acquiring & incremental business

Digital Commerce



We focus on digital merchants with global reach and payment needs

~500 large international e-com merchants
2022-2024: merchant base x2

Global coverage

~€40 bn full service, gateway & acquiring flows

600+ staff in key locations around the globe

150+ transaction currencies supported

100+ global & local payment methods

- **Covering the full payments value chain**
Gateway & acquiring | Collecting & remitting | Reconciliation & reporting | Value added services (FX, consulting, fraud, data)
- **Unique market & vertical propositions**
Leading acquiring capabilities in EU | On-us processing in selected markets | Thought leader position in selected verticals
- **End-to-end verticalization**
Go-to-market organized around 6 verticals | Merchant centricity and proximity
- **Open platform across the ecosystem**
Agnostic towards 3rd party providers | Strong partnerships with incumbents and new-comers | Channel sales to engage with commerce platforms and distributors

Digital Commerce strategy



Consumer

DIGITAL COMMERCE

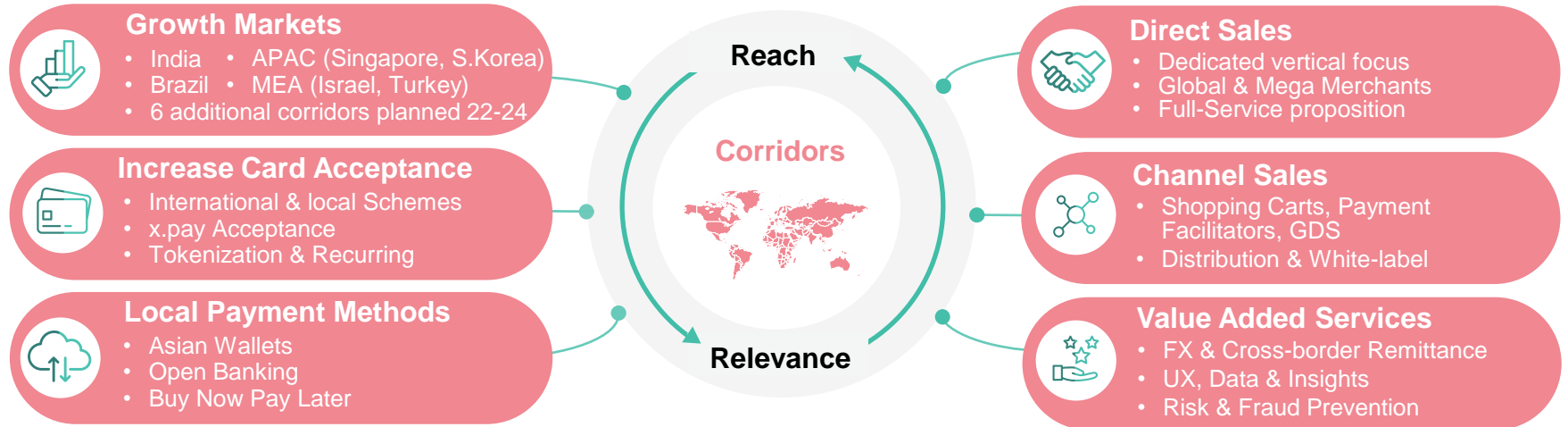
Merchant



60%+ of flows originated in growth markets
50%+ of flows from LPMs, incl. local cards

Ambition
Top 3 globally

>20% volumes growth p.a.



Financial Institutions



Worldline is the #1 partner for financial institutions in merchant services business

Commercial alliances and JVs

PAY/ONE



KB | SmartPay



Handelsbanken



White label partnerships (gateways & acquiring)



COMMERZBANK



PostFinance



Rabobank



SOCIETE GENERALE

... plus many more



Financial
Institutions



WORLDLINE 

Seeking partnerships to

- Attain scale economies
- Ensure broad and innovative offering
- Broaden geographic coverage
- Strengthen merchant relationship
- Increase value of partner-assets

#1 partner based on

- Payment expertise
- Global reach
- Integration & migration track record
- Expertise in bank alliances
- Proven governance framework

Financial Institutions - PAYONE



PAYONE is the #1 provider of online, instore and omnichannel solutions for Germany & Austria

Ambition 2024

PAYONE

Key differentiating factors to win



280k direct merchants



500k POS/POI



+25% sales partnerships



5 bn TRX p.a.



€150 bn MSV p.a.



>1300 Paytech experts



1 integrated payment platform

- **Strong German market opportunity** fueled by cash-to-Card shift
- **Leading position in the market** with opportunity to gain market share & extend value proposition
- **Strong distribution network with well-know brand** with savings banks as strategic partner
- **Established customer relationships and service network**
Service leadership based on broad know-how,
- **“Glocal” omnichannel product portfolio** with individual solutions and high reliability
- **Scale, state of the art technology and synergies** thanks to the integration into Worldline

Merchant Services unique value proposition



Broadest Portfolio of payment solutions for All types of Retailers



Largest European coverage extending Services and Global reach



Client Centric organization to deliver **More Business value** to our merchants



Multiple Growth Accelerators offering strong opportunities

Double-digit organic growth CAGR 2022-2024

Financial Services

Michael Steinbach,
Head of Financial Services

Alessandro Baroni,
*Chief Business Divisions Officer
and Deputy Head of Financial Services*

Investor Day
27 October 2021

La Défense, Paris

Financial Services

Engineering the most trusted and advanced payment processing solutions



Worldline provides modern payment solutions that help financial institutions meet their customers' needs. We offer a unique combination of payment processing on an industrial scale instead of innovative solutions for payment and card-related transactions.

Services

- Issuing Processing
- Acquiring Processing
- Account Payments
- Digital Services

We're trusted by industry leaders



320+
financial institutions

c. 126 m
cards under management

#1
European payment processor

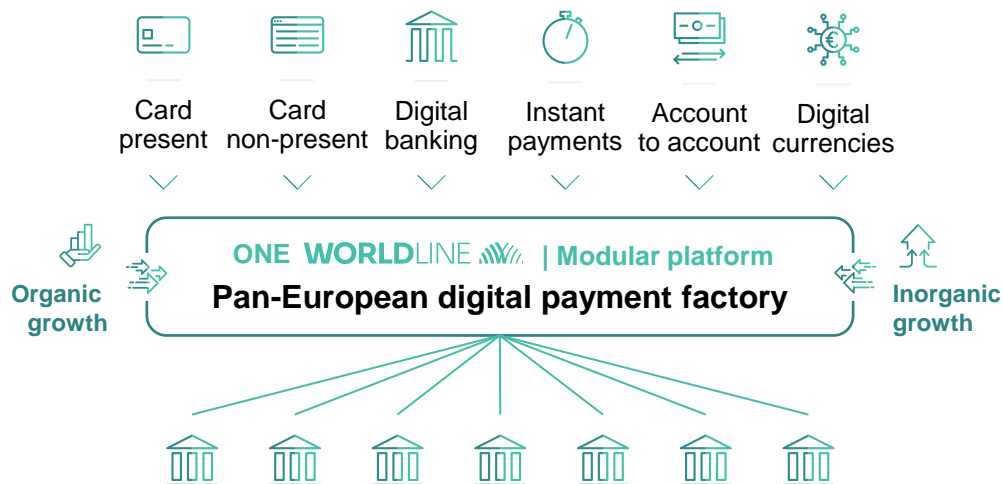
c. 9.6 bn
issuing processing transactions

c. 17 bn
payment transactions per year

c. 11 bn
acquiring processing transactions

Our aspiration

Building the undisputed digital payment factory for Europe and beyond via organic and inorganic growth



What we bring

True business value

Client solutions justifying value-driven prices

Economy of scale

Pan-European payment digital factory

Maximizing of efficiencies

Scale, compliancy and Opex/Capex optimization

Guaranteed innovation

At scale and in time

Our playing field

The partner of choice for providers of financial services

What is our business

We aim to be the partner of choice for financial institutions and non-bank providers of financial services in- and outside of Europe.

We design, deliver and operate a full range of payment services and solutions in the cards, account payments and alternative payment.

Who are our clients



Tier-1, 2
and 3
banks



Financial
institution
communities



New
financial service
providers

FS playing field

Payment processing services

- Issuing & Acquiring solutions
- Account Payments
- Alternative Payment Methods

Value added services

- Digital engagement, mobile payments
- Identification & Authentication
- Fraud detection and prevention

Trends in the financial services industry

Continuous transformation in the financial services landscape



**Banks changing
operating
models**



**Digital first
real-time world**



**Open banking
going next-level**



**FS Continual
transformation**



Continued
regulatory
change



Diversity of
payment
methods



Technological
modernization



Exploration of
digital currencies



Advanced
analytics



European
autonomy



Authorities
sanctioning



Consolidation and
industrialization of
our platforms

Evolution directed
towards API-first,
cloud-based
solutions

We are well positioned to enable the continued growth of our clients

Our combined characteristics result in unique benefits for our clients

Key characteristics



Industrial scale services



Full value-chain coverage



Global expertise, local presence



Shaping the future

How we act



We deliver
business value to our clients

> c. 38 bn transactions representing 4x GDP in value (eurozone)



We build
a team of highly skilled people

> c. 5,500 FS payment experts of which 2,100+ craft solutions



We embrace
the use of ecosystems

> 3,500+ banks connected for open banking, interoperability with ACH counterparts








We improve
our systems continually

> €61m level of FS investment, of which €44m on new products and new features

Value-driven solutions for seamless, secure and efficient payments






Account payments solutions

Enabling our clients to handle all kinds of account payments for their customers

-  Instant payments
-  Payments processing back-office
-  Clearing and settlement
-  Messaging and connectivity services
-  Payment and liquidity hub






Issuing and acquiring solutions

Accelerating our clients' growth with scheme agnostic card processing solutions

-  Issuing solutions and -processing
-  Acquiring solutions and -processing
-  ATM management
-  Fraud risk management
-  Payment software licensing

Digital services

Helping our clients with secure digital customer engagement solutions

-  Open banking
-  Identity and authentication
-  Customer interactions and engagement
-  Smart payment services
-  Trading system and financial information

Unique industrial scale offering the highest competitiveness advantage

c. 17 bn
payments
per year

c. 126 m
cards under
management

c. 9.6 bn
Issuing
processing
transactions

c. 11 bn
Acquiring
processing
transactions

2+ bn
API calls on
digital platforms
per year

1+ bn
Mobile push
notifications per
year

1+ bn
3D secure
transactions

Dual growth engine with robust traditional trends accelerated by new market needs

Based on current trends, we see clear opportunities for growth



We shape the
future trusted
payments world



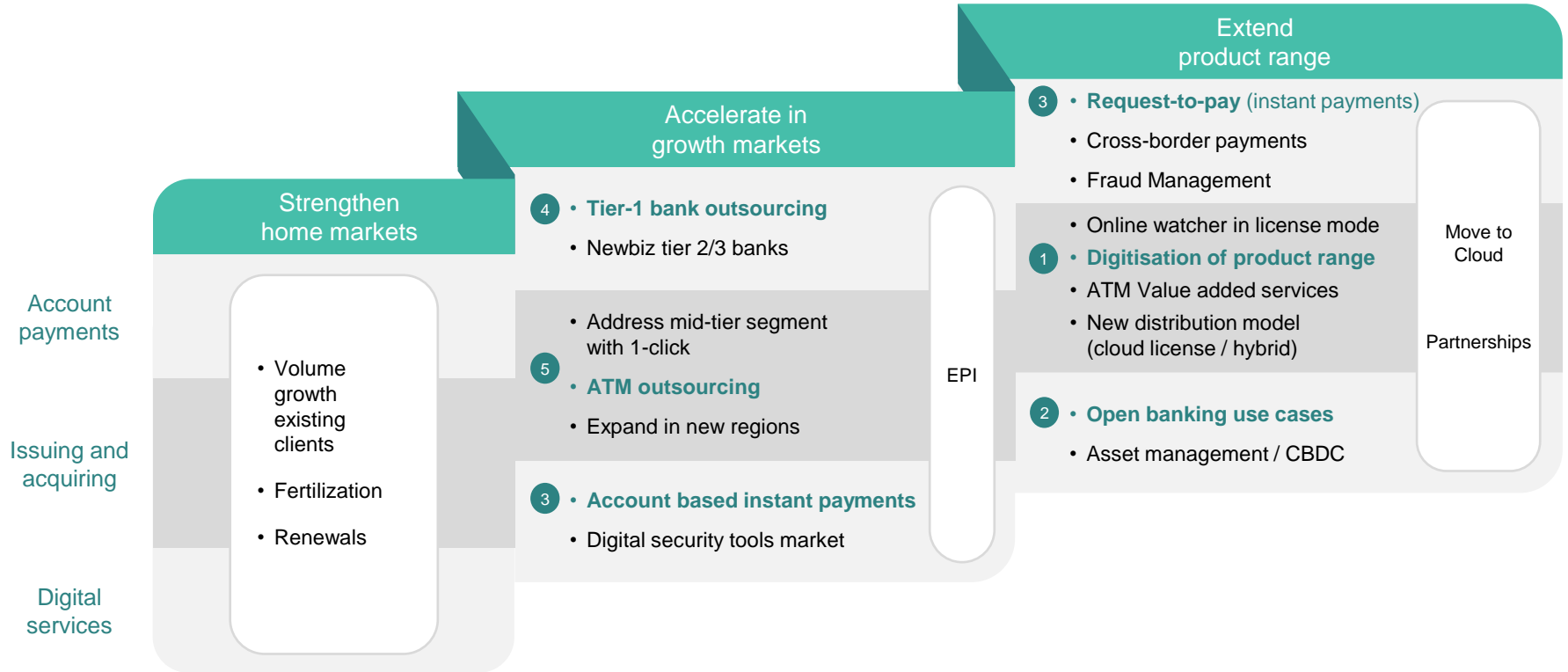
We consolidate and
transform incumbents'
payment environments

- 1 Digital first services**
Promote digital first issuing, unlock new market segments, propositions and use-cases
- 2 Open Banking**
Address more business use-cases, extend our open banking reach and eco-system
- 3 Account-based (instant) payments**
Drive momentum of account based (instant) payments as an addition to the payment mix

- 4 Unlock bank Back-Office processing outsourcing deals with banks**
Unlock opportunities via proactive sales, scale and standardize delivery capabilities
- 5 Capture ATM outsourcing opportunities**
Leverage current position, expand and invest in new regions

Our growth accelerators

Key growth drivers for Financial Services



Financial Services unique comprehensive value proposition

The foundations of our consistent growth



Leverage Financial Services' pan-European payment factory



Consolidate and transform incumbent's payment environments



Shape the future trusted payments world with meaningful innovation



Deliver growth through a mix of traditional and emerging opportunities

Mid-single digit organic growth CAGR 2022-2024

Mobility & e-Transactional Services

Marc-Henri Desportes,
Deputy Chief Executive Officer

Investor Day
27 October 2021

La Défense, Paris

Mobility & e-Transactional Services

Bringing payment and regulation expertise to new markets

Industry leaders trust



Key business highlights

> 350 clients in various industries

> 3 m connected objects

> 1 bn SMS sent per year

> 2.2 bn calls per year

3,500+ Worldliners In **10** countries

 Customers / users in **Europe, Latam, USA, Russia and APAC**

Priorities

Vertical enabler for Merchant Services and Financial Services

Grow our **Key Products**

MTS development with **business mix transformation**

Innovation

Vertical enabler for Merchant Services and Financial Services

E-Ticketing & Mobility

Trusted Digitization for regulated sectors

Vertical enabler for Merchant Services and Financial Services

Leveraging expertise in Digital and payment integration

Mobile apps, Fuel Card, Pay&Drive

Support to MS and FS in their clients' interaction

WL Contact supporting hundred of European banks and MS customer services

Product combinations with payment capabilities

Bill Pay&Match, Scan & Pay

Secure product add-ons

Digital ID, traceability, digital signature, secured messaging

IOT services

IOTP developments



WL Scan & Pay



WL Bill Pay & Match



WL Contact



WL Digital Identity

While leveraging value proposition in core go-to-markets

E-Ticketing & Mobility



> 450

MTS experts in transport and payments



€16 bn

Tickets sold per annum



8.2/10

Client NPS scores from transport clients in the UK

Key products

Digital Ticketing

Mobile Solutions

Open Payment

Operation Control

Mobility as a Service

Growth levers

Leverage post-Covid recovery

Contactless, volume growth, UK railway opportunity

Expand market footprint

New geographies and new customers segments

Digitization of mobility and transports

Secure cashless, data & AI, innovative payment experience

Sustainable mobility

Open Payments, MaaS solutions, EV charging

While leveraging value proposition in core go-to-markets

Trusted Digitization for regulated sectors



5.8 m

of beneficiaries of energy vouchers in France



> 20 bn

Products tracked per year in Europe



> 10 m

patient files within the French Shared Medical Record



> 10 m

secured ID and passports generated per year

Key products

Digital ID

Digital programs for Governments

Digital Preservation

Traceability for authorities

Digital Signature

Growth levers

Grow Traceability activities

Leveraging existing verticals and develop new segments

Farming existing niches and create new ones

e-Health, Social solution in France, post Brexit services in the UK

New trust services under regulation

eiDAS, B2B Payments

Focus on critical infrastructure

Transactional systems, security certification

MTS – The vertical enabler



Strong momentum of business fundamentals on our 3 main focuses



Innovate at the core of the convergence of historical payment markets and selected highly regulated sectors



Leverage further global footprint to pursue international roll-out



Gradual benefit on OMDA from successful continuous transformation

Mid-to-high single digit organic growth CAGR 2022-2024

Worldline's technology strategy as a performance enabler

Christophe Duquenne,
*Group Chief Technology
& Operations Officer*

Investor Day
27 October 2021

La Défense, Paris

Two-fold technology strategy delivering global performance



Consolidation onto our target platforms

Best-of-breed platforms in portfolio
Tech landscape **rationalisation**
Scale effect through consolidation

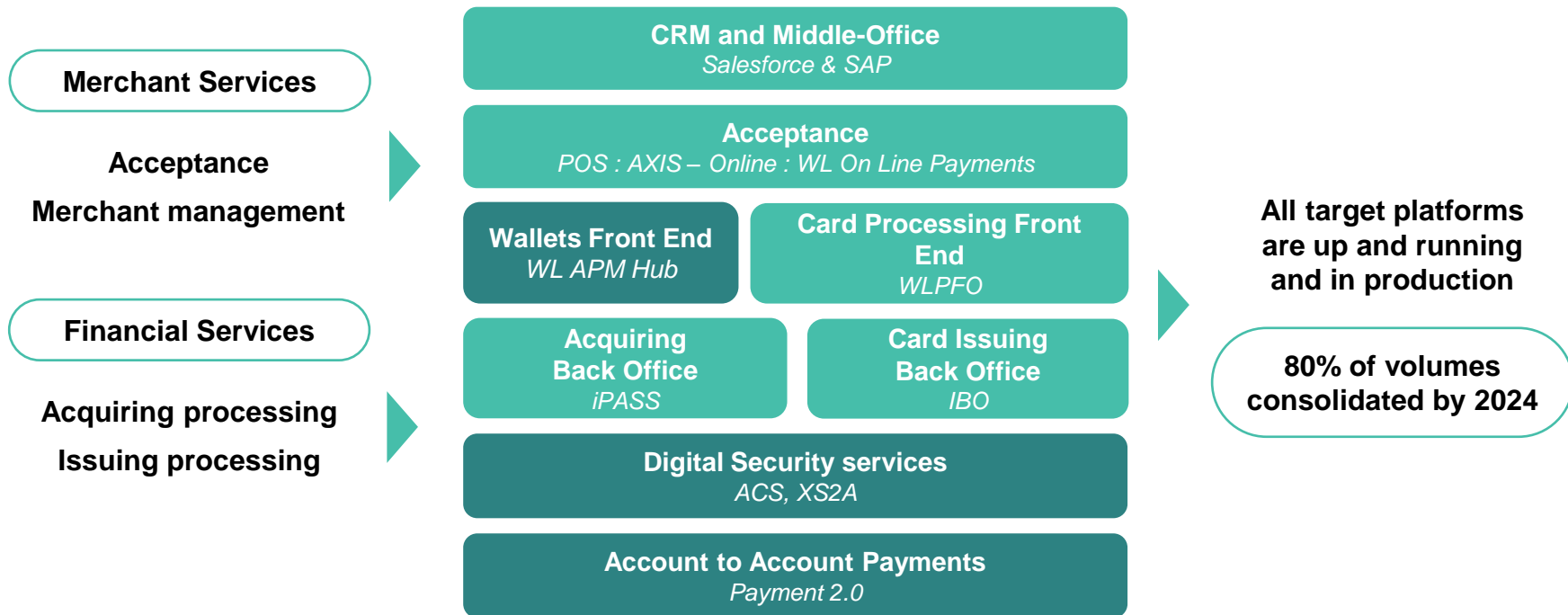
Efficiency enabler

Cloud technology transformation

Native APIs and automation
Continuous **integration and deployment**
Accelerated time-to-market on products

Growth enabler

Payment platform consolidation at the core of our integration and synergies plans



Move to Cloud – leverage cloud technologies in our targeted platforms

Leverage cloud technologies in our targeted platforms

Merchant Services

Front-end, back-end and digital touch points
Acceptance, acquiring and digital services

Financial Services

Card payments (issuing & acquiring processing)
Account payments and digital banking

Mobility & e-transactional services

Contact & consumer Cloud
Connected living & mobility
Trusted digitisation and eTicketing

Micro-services, rest APIs, Containers, automation, orchestration
Improve time-to-market, costs, agility, innovation, geographical reach, talent attractiveness

Worldline Cloud
With availability zones



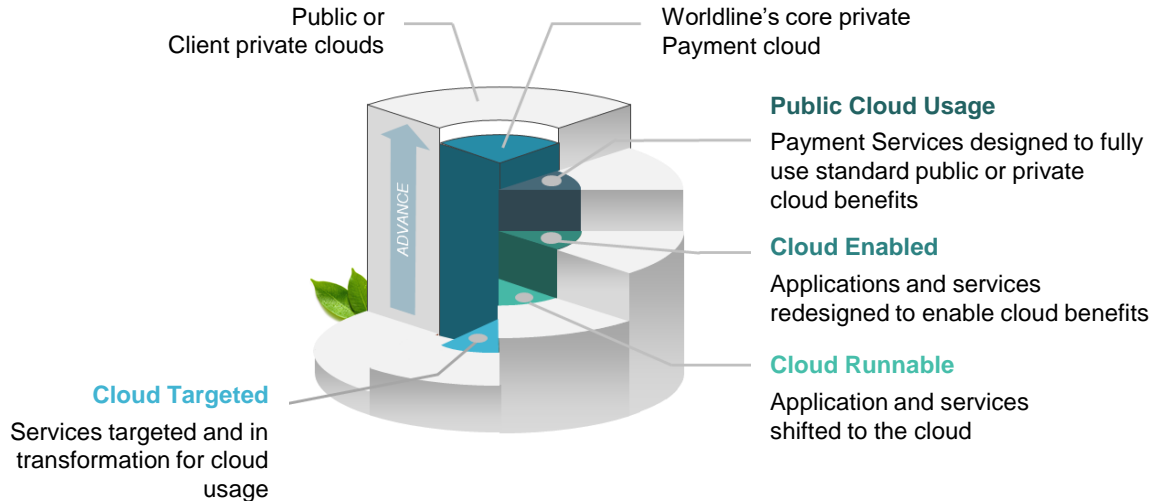
Client Private Cloud
With customized deployment plan



Public Clouds
With flexibility & innovation



Move to Cloud programme as a growth enabler

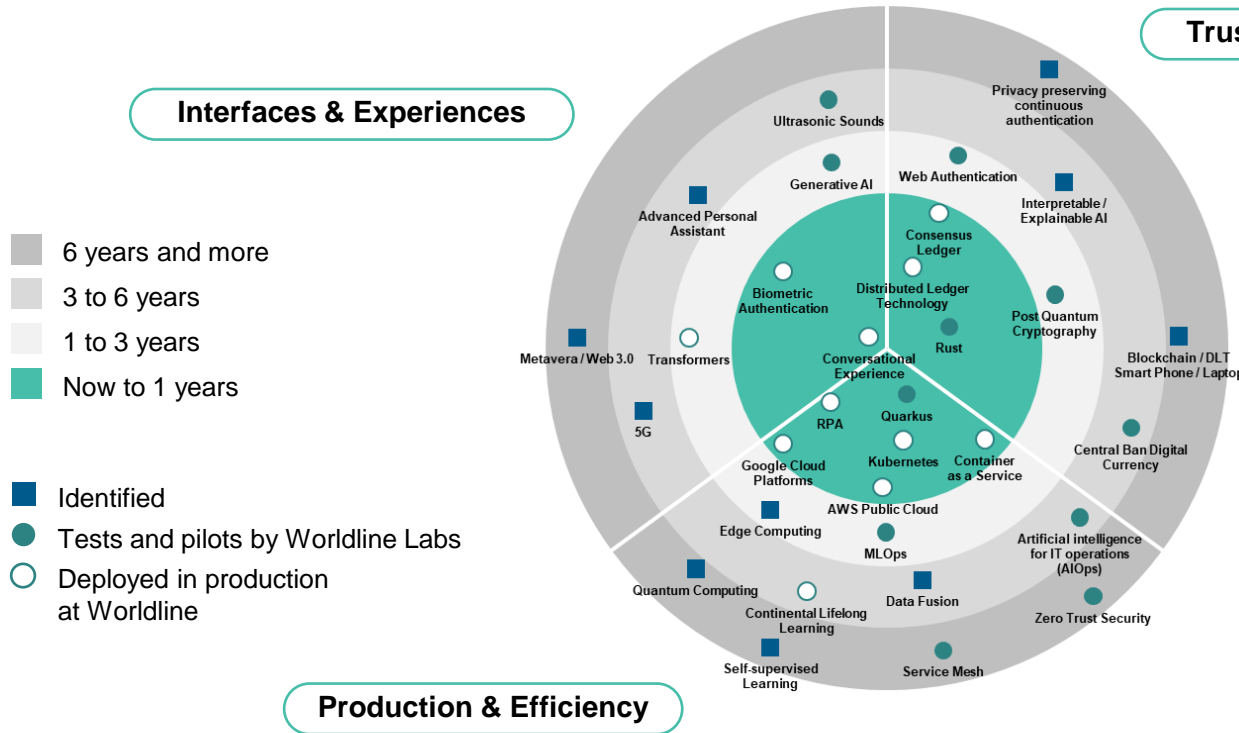


Iterative transformation
of our key platforms

Powerful private cloud
capitalising Ingenico assets

API easing the integration
with clients' Information
Systems and Fintechs
ecosystem

Innovation at the heart of Worldline Tech strategy



Based on technology domains that impact our way of making business

Fed by diverse internal and external sources

Refreshed twice a year

Focus on trends of major interest

Monitored by Worldline Labs and Experts' community



Trusted AI



Distributed Ledger



Advanced Virtual Assistant



Self-Sovereign Identity

Bringing value through technological transformation

One Platform



Move to cloud transformation

Up to **40%**

**Faster
time-to-market**

+25%

**Increase in scalability,
productivity and efficiency**

**A transformed technological architecture
bringing value and a seamless experience to our clients**

Supported by a strong company focus and investment



**Paytech
company**

Closing remarks

Gilles Grapinet, *CEO*

Investor Day
27 October 2021

La Défense, Paris

Worldline 2024 ambition

Revenue	9% to 11% revenue CAGR 2022-2024
OMDA	Above 400bps improvement over the period Trending towards 30% OMDA margin by 2024
FCF	c.50% OMDA conversion by 2024



A premium global Paytech company
at the heart of the European payment ecosystem

Thank you

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