



# Worldline

## Q1 2017 revenue

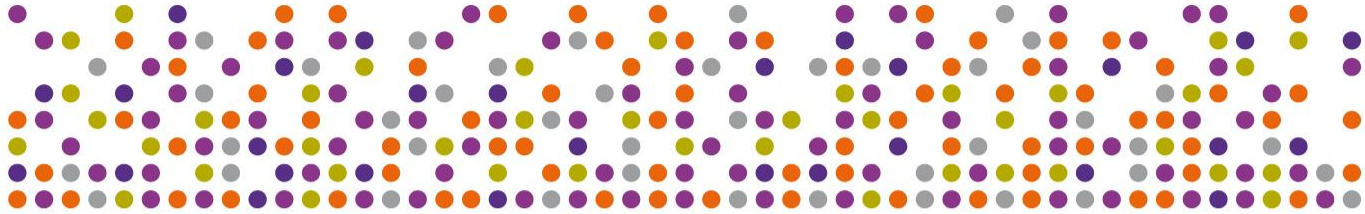
Monday, April 24, 2017





# Disclaimer

- This document contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. 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 2015 Registration Document filed with the Autorité des Marchés Financiers (AMF) on April 28, 2016 under the registration number R.16-031 and its update filed on August 4, 2016 under the registration number D.16-0288-A01.
- Revenue organic growth is presented at constant scope and exchange rates. 2017 objectives have been considered with exchange rates as of December 31, 2016.
- Global Business Lines include Merchant Services (in Belgium, Czech republic, France, Germany, India, Luxembourg, Poland, Spain, The Netherlands, Slovakia and United Kingdom), Financial Services (in Belgium, China, France, Germany, Finland, Hong Kong, India, Indonesia, Italy, Malaysia, Singapore, Spain, The Netherlands and Taiwan), and Mobility & e-Transactional Services (in Argentina, Austria, Belgium, Chile, France, Germany, Spain, and the United Kingdom).
- This presentation does not contain or constitute an offer of Worldline's shares for sale or an invitation or inducement to invest in Worldline's shares in France, the United States of America or any other jurisdiction.



# highlights

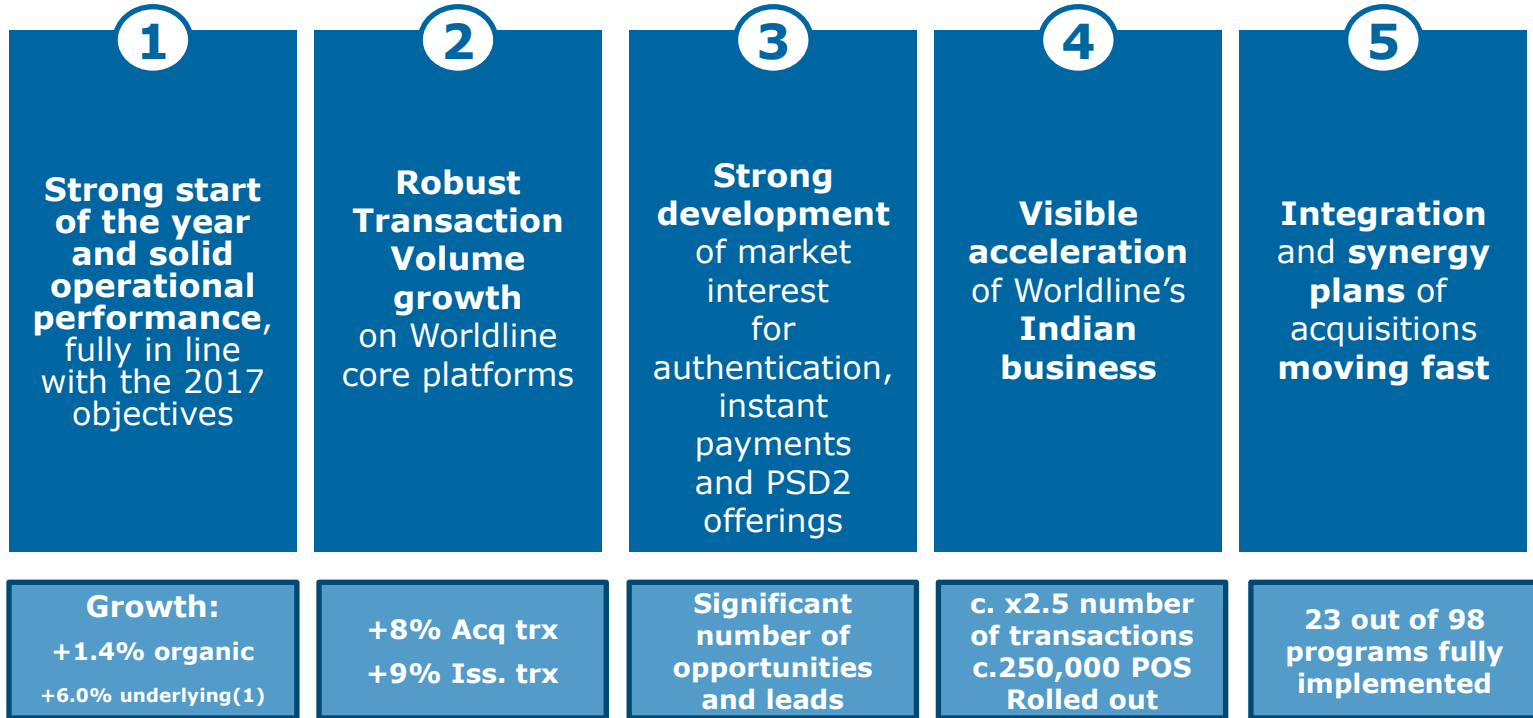
## first quarter 2017

Gilles Grapinet, Chief Executive Officer





# A robust Q1 Operational performance



(1): excluding the impact of the RADAR contract termination



# 2017 full year objectives confirmed

## REVENUE

**c.+3.5% organic growth for the full year,**  
with H2 2017 between +5% to 7%

## OMDA

**Between 20.0% and 20.5%**

## FREE CASH FLOW

**Between € 160 million and € 170 million,**  
including c.€20 million of synergy implementation costs



# revenue

## first quarter 2017

Eric Heurtaux, Chief Financial Officer



# Constant scope and exchange rate figures reconciliation

<i>In € million</i>	Revenue				Q1 2016*	Q1 2017
	Q1 2016 statutory (reported)	Scope effect	Internal Transfers	Exchange rates effect		
Merchant Services	103.4	+14.3	+3.8	-0.7	120.8	122.9
Financial Services	102.6	+59.5	-3.8	+0.0	158.3	168.3
Mobility & e-Transactional Services	92.8	-0.4		-2.2	90.1	83.1
<b>Worldline</b>	<b>298.8</b>	<b>73.4</b>	<b>0.0</b>	<b>-3.0</b>	<b>369.2</b>	<b>374.3</b>

\* At constant scope and Q1 2017 exchange rates

- **Scope effects** mainly correspond to Equens, Paysquare and KB Smartpay revenue and OMDA for the first quarter of 2016, for a like-for-like comparison with Q1 2017.
- **Internal transfers** correspond to the reclassification in Merchant Services of the merchant related revenue from Worldline India previously classified in Financial Services.
- **Exchange rates effects** reflect mostly the appreciation of the Euro versus the British Pound.

# Revenue performance by Global Business Line

In € million

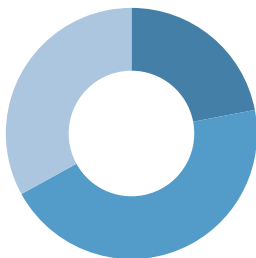
Merchant Services  
 Financial Services  
 Mobility & e-Transactional Services

**Worldline**

\* at constant scope and at Q1 2017 exchange rates

Revenue		
Q1 2017	Q1 2016*	% Organic Growth
122.9	120.8	1.8%
168.3	158.3	6.3%
83.1	90.1	-7.8%
<b>374.3</b>	<b>369.2</b>	<b>1.4%</b>

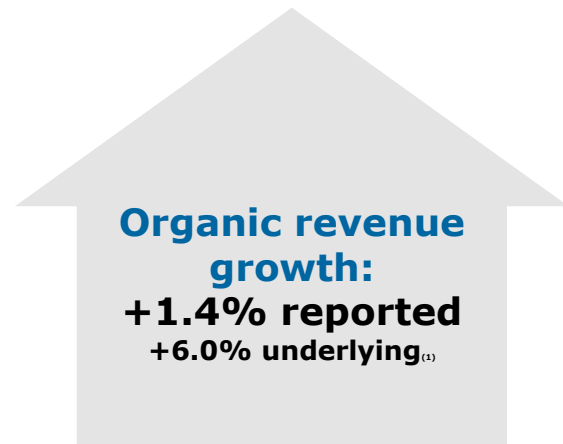
**33%**  
 Merchant Services



**22%**  
 Mobility  
 & e-Transactional  
 Services



**45%**  
 Financial Services



(1): excluding the impact of the RADAR contract termination



# Revenue performance by Global Business Line

## Merchant Services

- **Strong momentum in India** following the Demonetization Act
- **+8% transaction volume growth in Commercial Acquiring** in Continental Europe, with a **less favorable price mix** than in Q1 2016

## Financial Services

- **Increased number of transactions combined with high project activity** in Acquiring Processing
- Growth in Issuing Processing supported by **good volume growth**
- Confirmation of very satisfactory trends related to the new payment regulations, particularly in **Strong Authentication** services

## Mobility & e-Transactional Services

- **Very strong momentum in the three divisions:**
  - *e-Consumer & Mobility*: Good project activity in France and in the Benelux
  - *e-Ticketing*: increased project delivery with railways companies in the UK ; volumes ramp-up and price increases in Latin America
  - *Trusted Digitization*: increased activity in LATAM; more projects in France
- **Reported growth affected** as planned by the termination of the **RADAR** contract mid-June 2016.
- **MeTS growth excluding this effect > +12%**

In € million



123

+1.8%

121



168

+6.3%

158



83

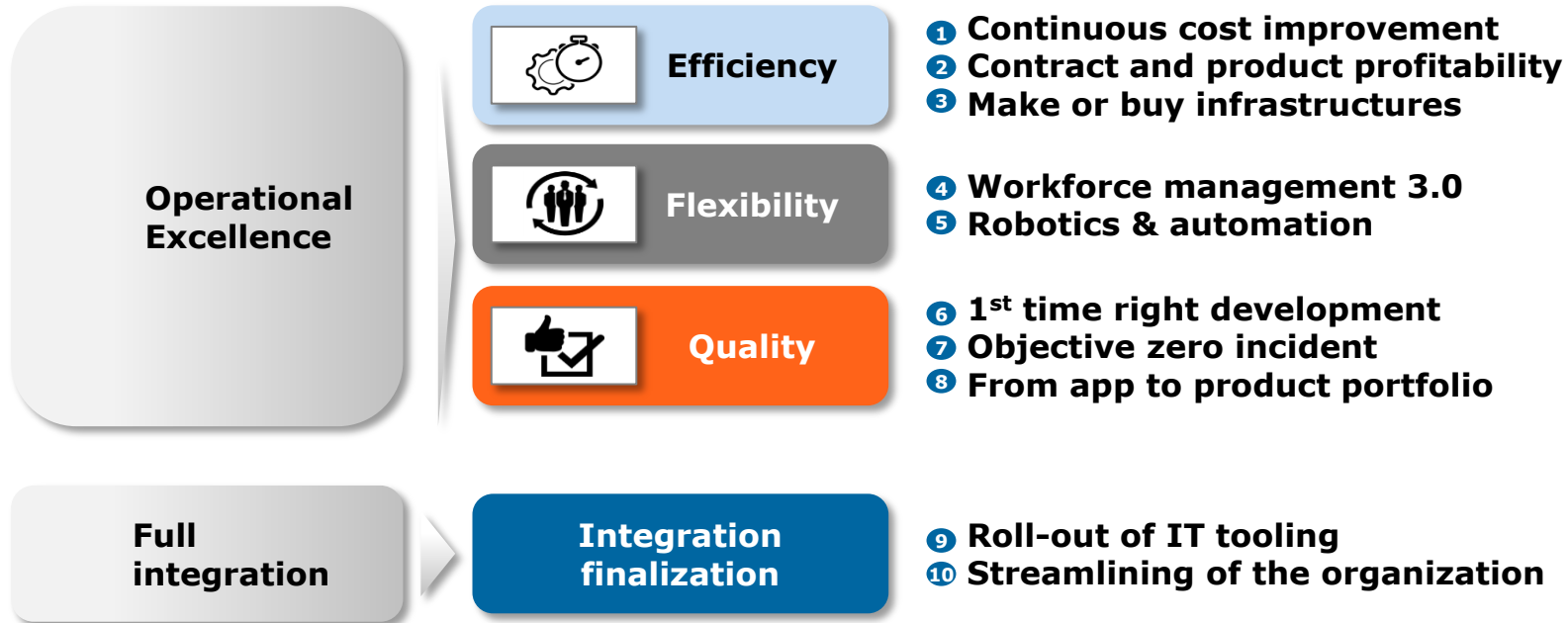
-7.8%

90

■ Q1 2017 ■ Q1 2016

\* at constant scope and at Q1 2017 exchange rates

# Successful extension of the TEAM program to equensWorldline



**TEAM<sup>2</sup>:** a well balanced program between Quality / Efficiency / Flexibility and savings



**commercial & operational**  
**performance**  
first quarter 2017

Marc-Henri Desportes, General Manager



# Q1 2017 commercial activity



## Merchant Services

### Key achievements And business update

- Double digit growth and strong integration progress for PSQ and KB
- c.250,000 payment terminals deployed in India
- Renewal of the consumer credit contract with KUTXABANK
- Deployment of e-Bancontact mobile solution to a major international retailer in Belgium



## Financial Services

### Key achievements And business update

- equensWorldline integration
- Extension of the partnership with Santander Consumer bank in Poland
- Launch of Worldline's Mobile Intrusion Protection solution
- Go-live of Worldline's Mobile P2P payment service with a major Dutch bank
- Significant commercial development of instant payment / PSD2 offers



## Mobility & e-Transactional Services

### Key achievements And business update

- Worldline's Contact platform sold to a global leader in medical technologies
- Renewal of Vienna city mobile parking solution contract
- Worldline's Voucher Management System extended to all Telefonica brands in Germany

# Implementation of the equensWorldline synergy plan

## Progressing well

### SYNERGY LEVERS and STREAMS

Levers:	Project Streams:
Infrastructure/ Customer Service	<ul style="list-style-type: none"> <li>Operations / IT</li> <li>Customer Service</li> </ul>
Software Platform & other op. topics	<ul style="list-style-type: none"> <li>Acquiring, Issuing,</li> <li>Account Payments</li> <li>Local Products GE, F, BE HR / PMO for other op. topics</li> </ul>
Rent/Lease Procurement, G&A	<ul style="list-style-type: none"> <li>Proc. &amp; Real Estate, HR, Finance</li> <li>PMO supporting</li> </ul>
Revenue Synergies	<ul style="list-style-type: none"> <li>Sales &amp; Marketing (cooperating with Global and Local Product divisions)</li> </ul>

### COMMENTS

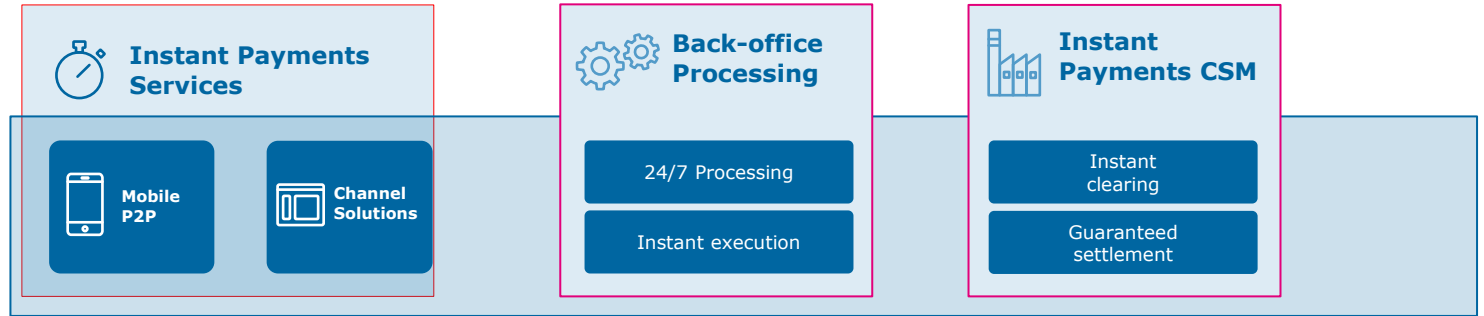
**Thanks to all streams already starting on day 1**, continuation of the good progress of the synergy plan.

**23%** of improvement initiatives (23 of 98) already **fully implemented**.

#### Main highlights/examples :

- **Infra/Cust. Services**: 1<sup>st</sup> step achieved on **Mainframe**, detailed plans delivered with overall good progress
- **SW Platform & OOT**: main **project portfolio quick wins** achieved (in particular in electronic banking and acquiring processing), **subcontractor number reduction of c. 1/3**
- **Rent/Lease Procurement, G&A**: Real estate plan progressing fast, **Top25 suppliers reviewed/re-negotiated**
- **Revenue**: **All Worldline methodologies rolled-out** and cross-selling actions engaged with good pipe momentum

# 2017, a milestone for instant payment in Europe with Worldline as provider end-to-end



Availability  
and reliability

- Highly **standardized**
- Highly **reliable** processing platform, capable of processing min. **~1.000 transactions per second**

Processing  
capabilities, in  
full compliance  
with SCTInst

- **Real-time, 24/7 processing** of SCTInst transactions, within seconds.
- **Support of all regular and exception payment processes** as prescribed by the rulebook including rejects, recalls and the optional investigation procedure
- **Back office processing service fully incorporated in the client's end-to-end solution**, including real-time interaction with adjacent systems for e.g. balance check or sanctions filtering.

# Demonetization Act: a new growth momentum in India for Worldline

Massive Terminal  
Roll-out  
from 1 to 3m  
in a few months



Existing base of  
> 800m cards



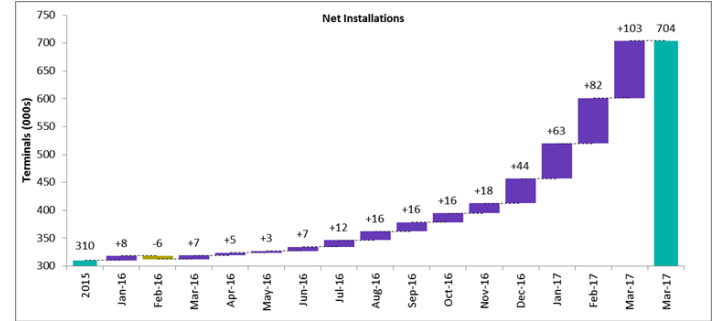
Development of new  
e-money initiatives:

- UPI
- India QR code

Development  
of POS installed  
base

Surge in  
transactions

New project  
requests



Acquiring transaction volume  
c.x2.5 versus Q1 2016

**Bharat QR code** based  
acceptance implemented in Q1  
2017 to digitize bottom layer of  
merchant pyramid



# conclusion

## first quarter 2017






Gilles Grapinet, Chief Executive Officer







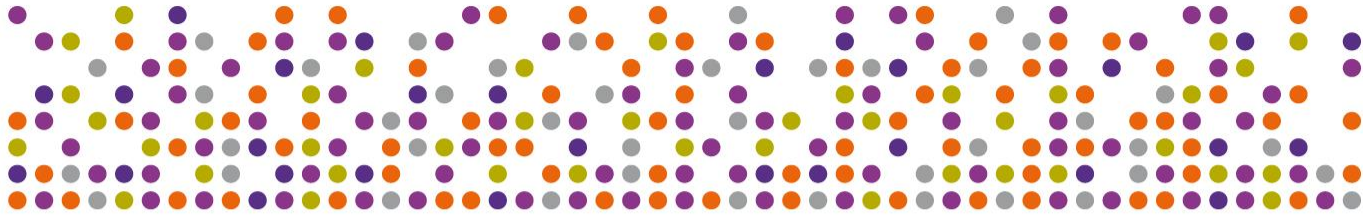
# Key take aways

-  **Strong start of the year**, fully **in line** with Company's **full-year objectives**
-  **Integration and synergy plans of equensWorldline, Paysquare and KB Smartpay moving fast** to generate expected savings in 2017 and in 2018
-  Worldline **very well placed** to benefit from confirmed market opportunities coming from **PSD2** and **Instant Payments** regulations
-  **Very significant growth of Worldline's Indian operations** following the Demonetization Act
-  **M&A: Increased pipeline of opportunities** in Merchant Services and Financial Services in Continental Europe



# Investor Day

planned end of summer



# Presentation to Investors

**2017-2019  
3 year plan**

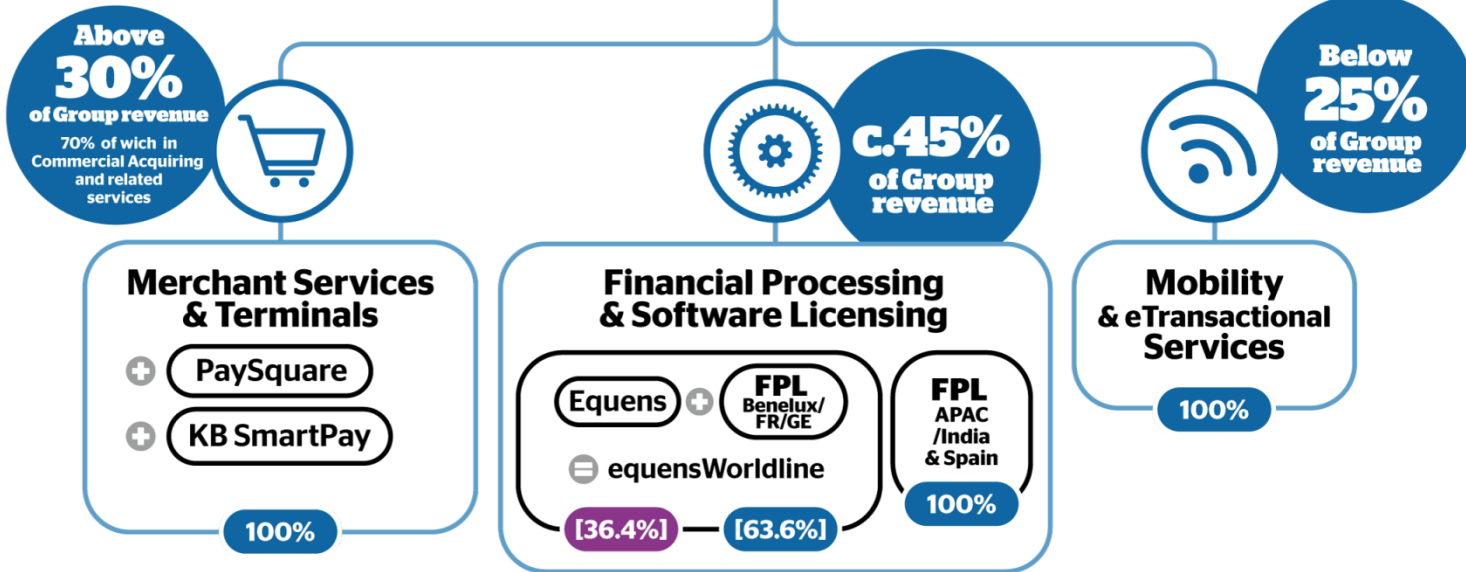


**worldline**  
e-payment services

# The new Worldline Group

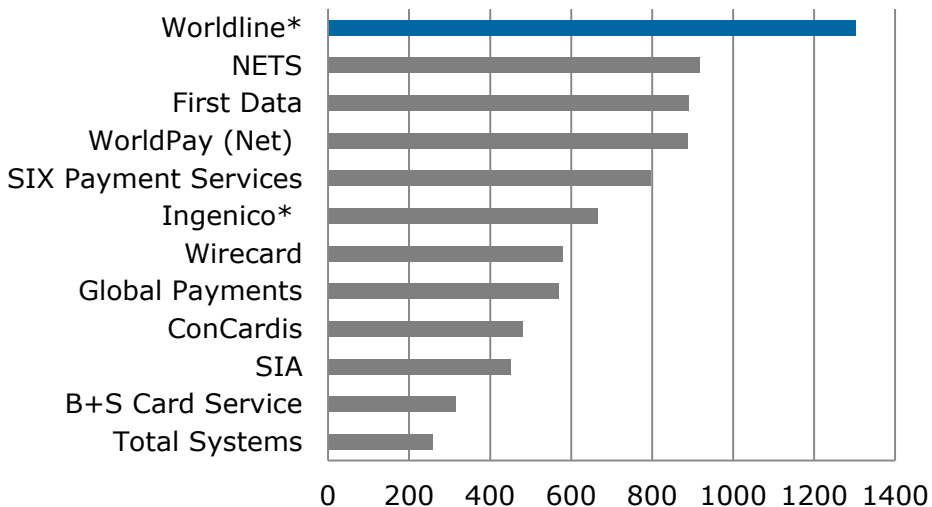
**worldline**  
e-payment services

**>€1.5bn**  
revenue



# Equens transaction: building an industrial Pan-European champion in payment services

Payment service providers ranking in European Union  
2015 European turnover, in € million



**Industrial leader in  
5 major European countries**

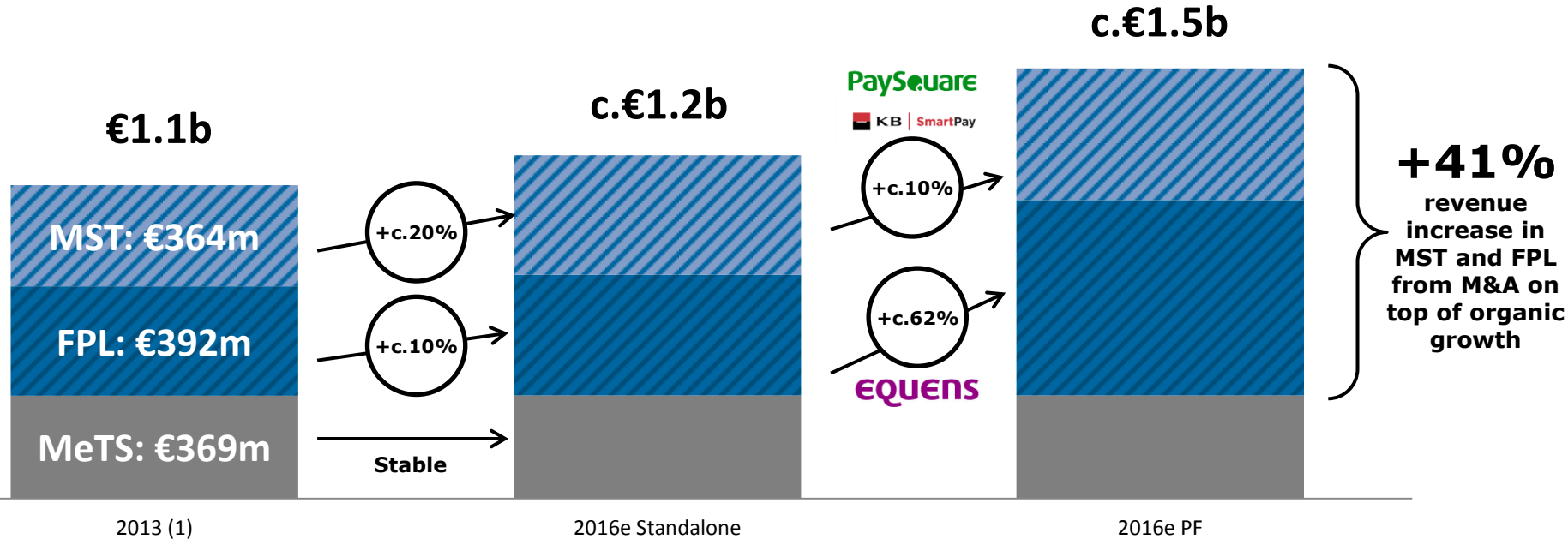
**Large economies of scale  
and very significant  
synergies to be implemented**

**Stronger innovation  
& R&D capabilities**

**Worldline ambition supported  
by 5 new key European  
Financial institutions**

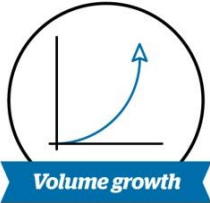
Source: company estimate \*: European turnover excl. payment terminal revenue

# +41% revenue increase in Merchant Services and Financial Processing from M&A since 2013





Regulation



Volume growth

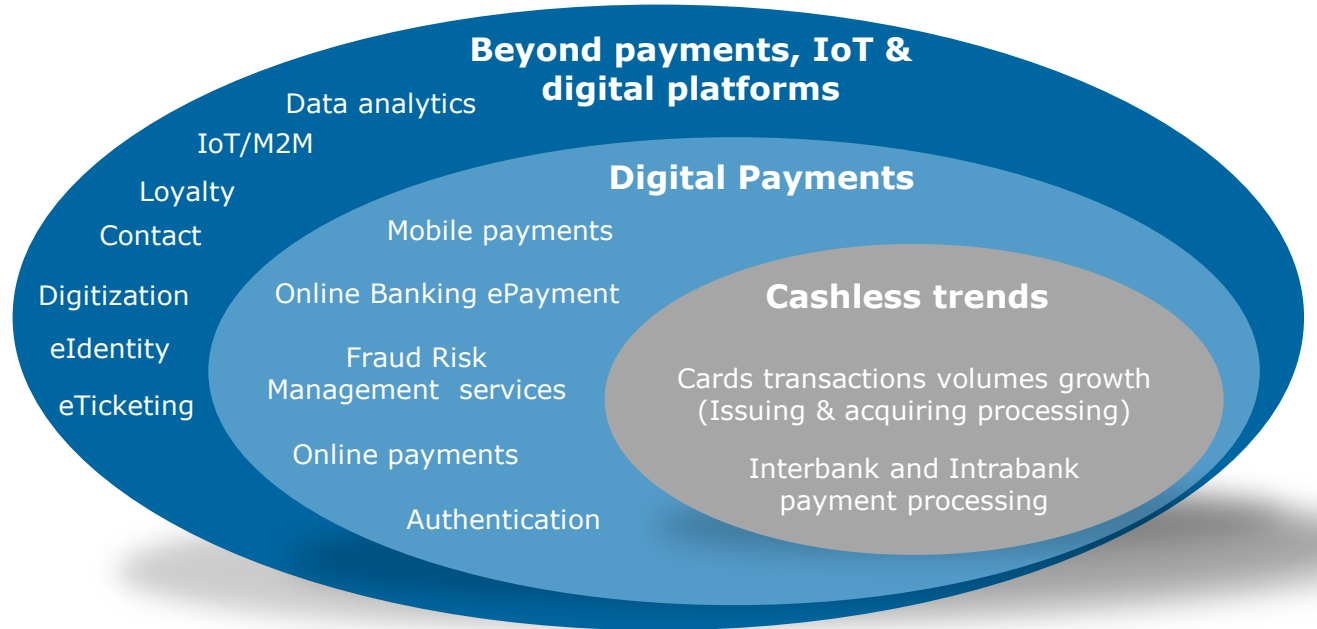


Innovation



New banking strategies

# Worldline benefits from the strong positive momentum of the European payment market





# Payment Market continues to experience solid volume growth and outsourcing forces

## e-payment trends

- **Consistent growth in card payments volume in Western Europe as well as in CEE/Asia**
- Technological pressure and **diversification of payment means** (e.g. instant payments)
- **PSD 2 disruption** in Europe

### For merchants

- Solutions with **European reach**
- **Omni-channel**
- **Technological** innovations
- **Payment means diversity**

### For banks

- Banks payments in a **squeeze**: rising compliance costs and price pressure
- **Strategic dilemma around PSD2**
- Expected increase of **divestments / partnerships**
- Will to **focus on digital strategy** and **differentiating** offers / solutions



# equensWorldline : result of joining forces

## Industry's largest transaction processing company in Europe



**3,000+**  
Talents



Office locations in  
**8 European Countries**



**250+**  
Banking clients

**c. 100 million**



Cards under management

**c. 10 billion**



Payment transfers processed per year

**c. 7.5 billion**

POS and ATM transactions  
processed per year



- **equensWorldline** under the leadership of Michael Steinbach (former Equens CEO), **leveraging the biggest scale** in Europe
- **Atos and Worldline integration know-how** to drive synergies execution
- Scale and mix **best fit to answer banks outsourcing dilemma**
- **Worldline innovation focus** to be leveraged on a wider base

# Worldline: the European partner for merchant services

## Products

- **Wider portfolio** of products and services
- Unmatched capability to **serve specific needs of major brands**

## Operations

- **Leverage the capabilities** of the biggest European Financial Processor

## Organization

- New organization headed by Vincent Roland, with **global operations** to drive international expansion

## International go-to-market

- **New enlarged footprint for *acquiring*** in the North/Centre of Europe
- Focus on **international expansion**



**Absolute ambition to become the market leader in Merchant Services**



# Strong focus in Mobility & e-Transactional Services to take advantage of robust market trends

## Strong momentum of business fundamentals in 3 verticals and 1 transversal :

- **Manufacturing & Insurance: Connected Living,** Analytics & Payment
- **Transport & Public: e-Ticketing, Analytics & Payment;** seamless transport payment
- **Public & Health: Trusted Digitization**
- **Worldline Contact,** omni-channel solution in the cloud (multi sectors)

Leverage **global footprint** to pursue **international roll-out** of key offerings (e.g. Connected Living)

Take advantage of the **continuously expanding Atos customer base**

Supporting customer strategic business transformation  
powered by **connectivity** and **new digital services**



# 4 Key Strategic Axis 2017-2019

Worldline key strengths		Strategic Axis
Size & scope	<ul style="list-style-type: none"> <li>• Largest PSP in Europe</li> <li>• Leader in key markets</li> <li>• Unique pan-European reach</li> </ul>	<u>Financial Processing</u> <ul style="list-style-type: none"> <li>• Deliver the massive <b>industrial synergies</b> with <b>equensWorldline</b></li> <li>• <b>Take further advantage of our European leadership</b> in Financial Processing services</li> </ul>
Portfolio	<ul style="list-style-type: none"> <li>• Widest payment <b>value chain coverage</b></li> <li>• <b>Technology DNA</b> and <b>track-record</b> on next-gen platforms</li> <li>• Strong and <b>diversified customer base</b></li> </ul>	<u>Merchant Services</u> <b>Expand strongly</b> our Pan-European platform <b>for Omni-commerce Merchant Services</b>
European DNA	<ul style="list-style-type: none"> <li>• European payment <b>industry intimacy</b></li> <li>• <b>Attractive financial profile</b></li> </ul>	<u>Mobility &amp; e-Transaction</u> <ul style="list-style-type: none"> <li>• <b>Focus</b> on <b>IoT</b> and <b>e-Platforms</b> trends leveraging MeTS &amp; Payments</li> </ul>
		<ul style="list-style-type: none"> <li>• Accelerate <b>European payments industry consolidation</b></li> </ul>



# 2017-2019 objectives

## Revenue Organic Growth

After H1 2017 at a slight positive growth, **5% to 7% CAGR**

## OMDA %

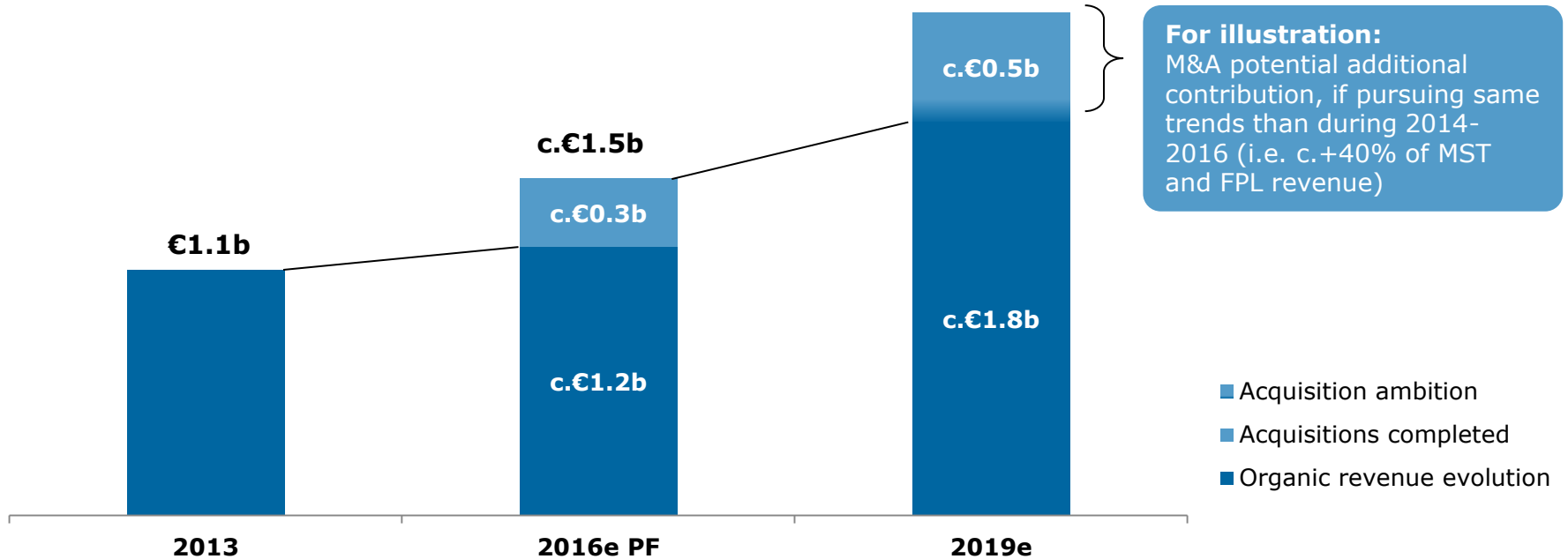
**+350bp to +400bp** margin improvement  
in **2019 vs 2016** <sup>(1)</sup>

## Free cash flow

**€210m to €230m** in **2019**, representing **over +50% increase**  
compared with **2016 objective**

(1): c.18.5% OMDA margin, 2016 Pro Forma best estimate, before finalization of pro forma methodology review

# A strong M&A ambition over 2017- 2019



# Single currency and harmonized regulation drove the US consolidation in payments



Annual revenue between \$2b and \$10b

# The European payment industry consolidation journey is just starting...



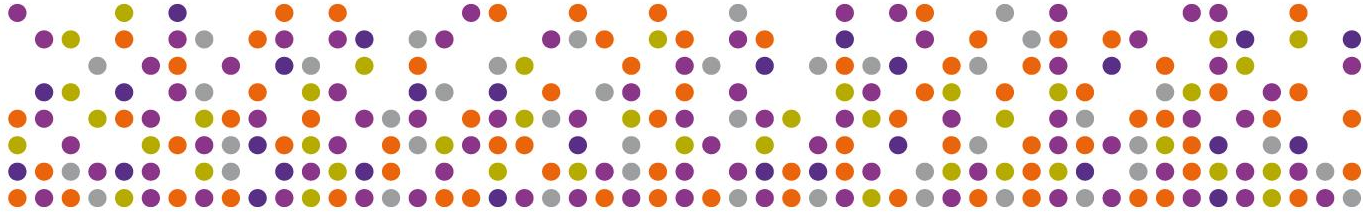
Still 40+ payment processors  
between €50m to €400m of revenue



... while Worldline is one of the very few European recognized natural consolidators



**Worldline with Equens-Worldline Company**  
the European Payment Market Consolidator



# Thank you

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