

Investor Day

27 October 2021

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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

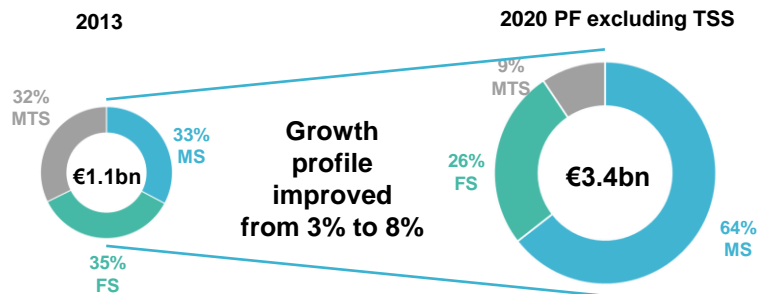
Gilles Grapinet, *CEO*

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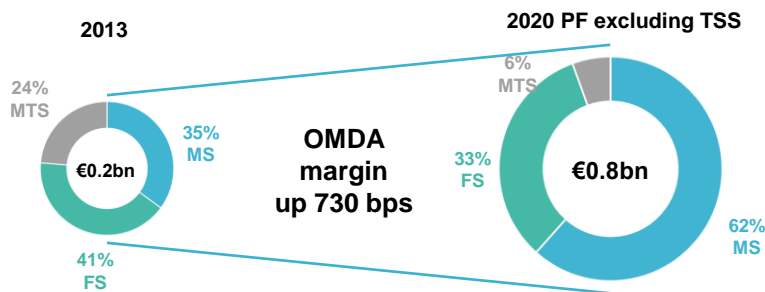
La Défense, Paris

Successful transformation journey since IPO

Revenue development (IPO – 2020PF)



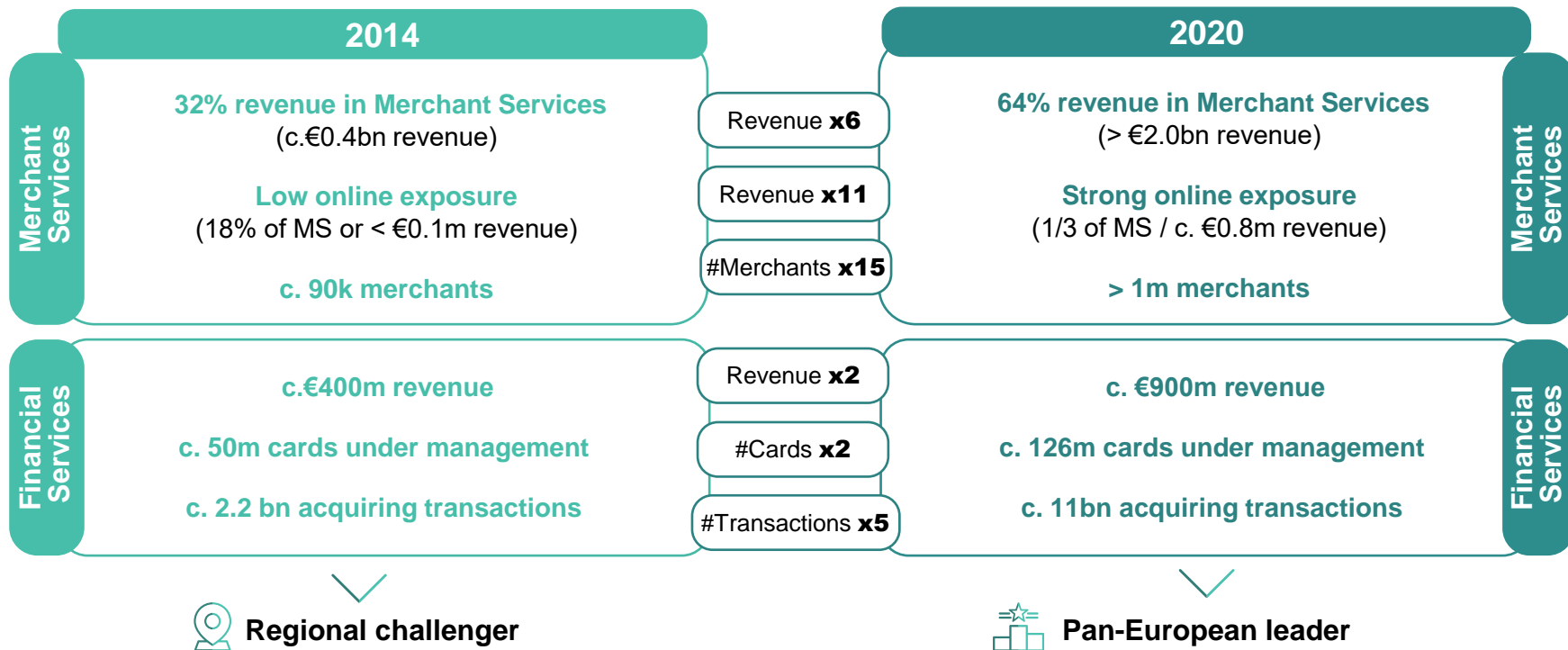
OMDA development (IPO – 2020)



💡 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

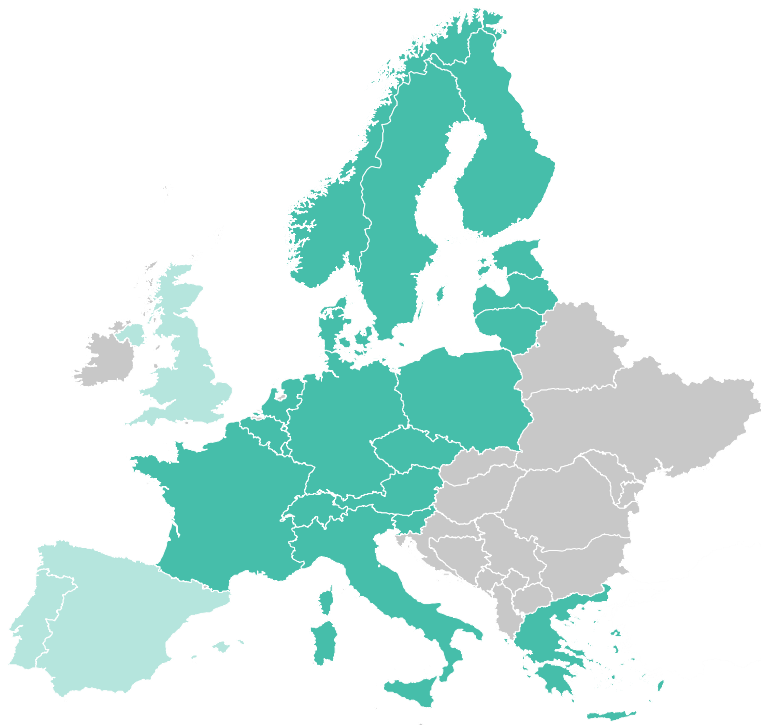
c. 3.3bn transaction
managed or acquired (> +10%)

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)

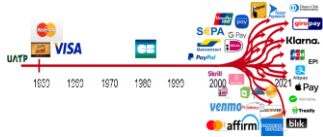
No new entrants at scale



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

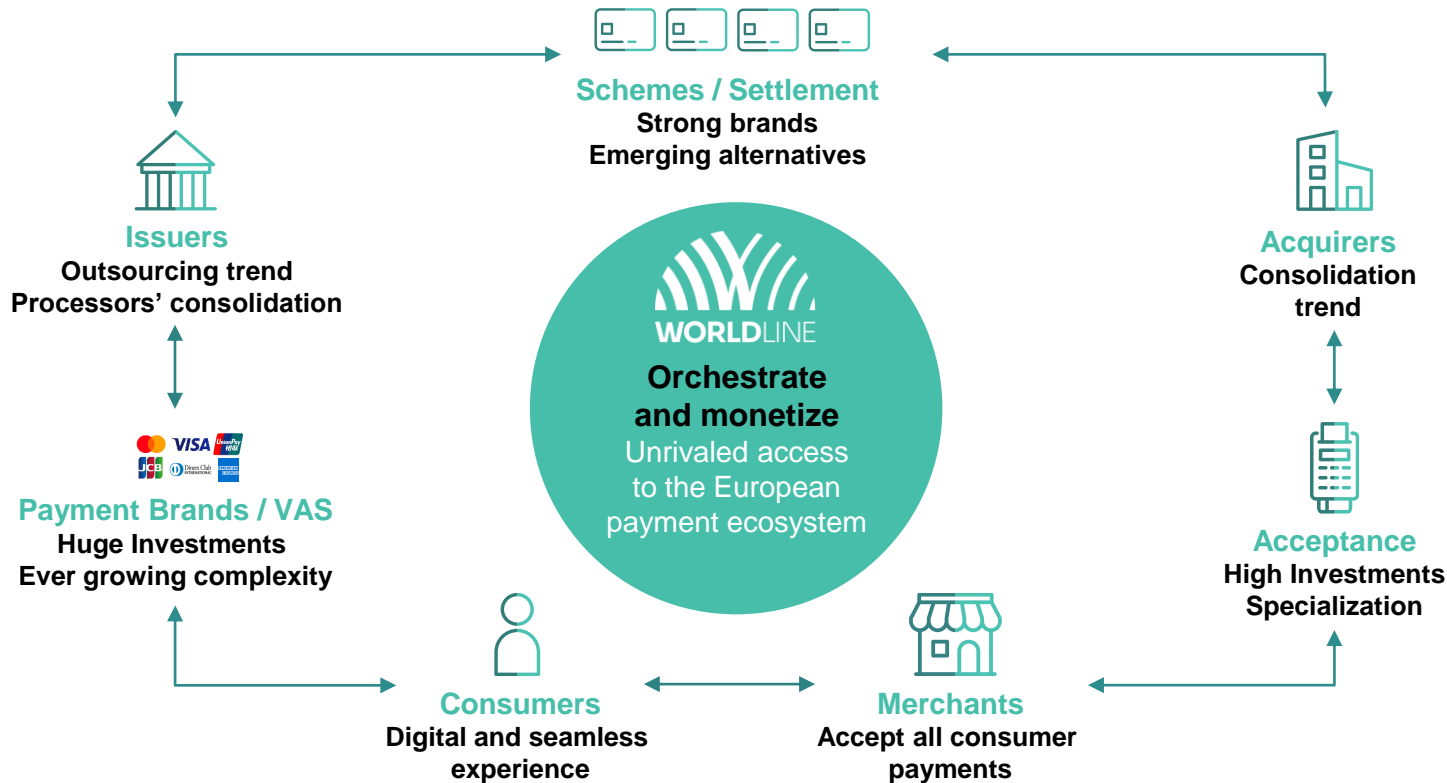
Marc-Henri Desportes, *Deputy CEO*

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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

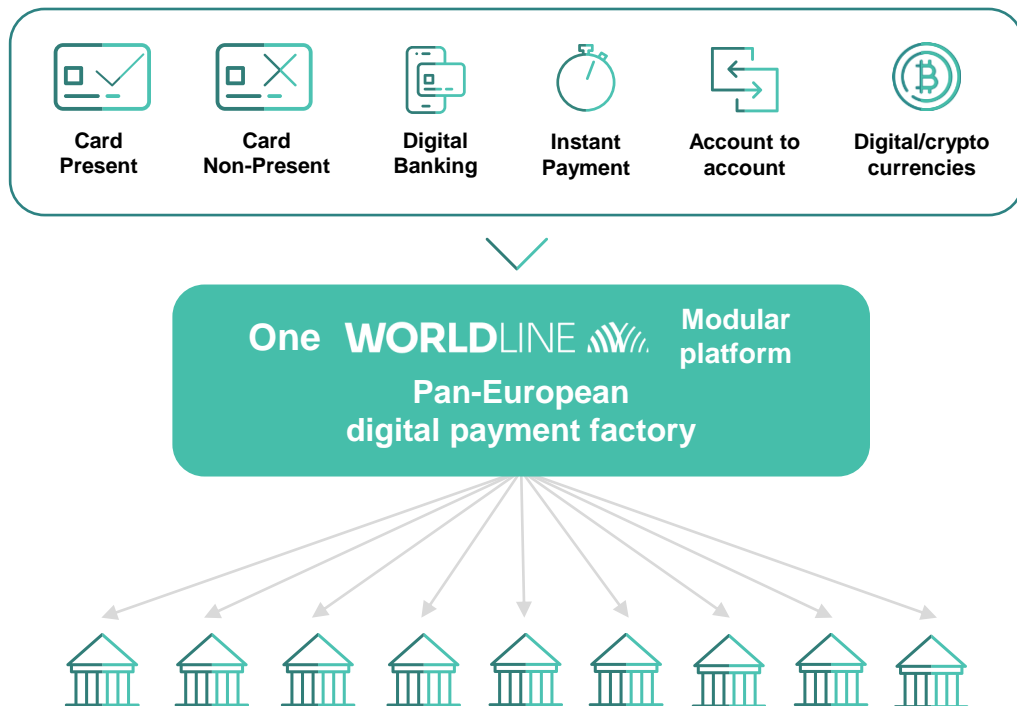
to SMBs, specialized verticals and digital natives

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

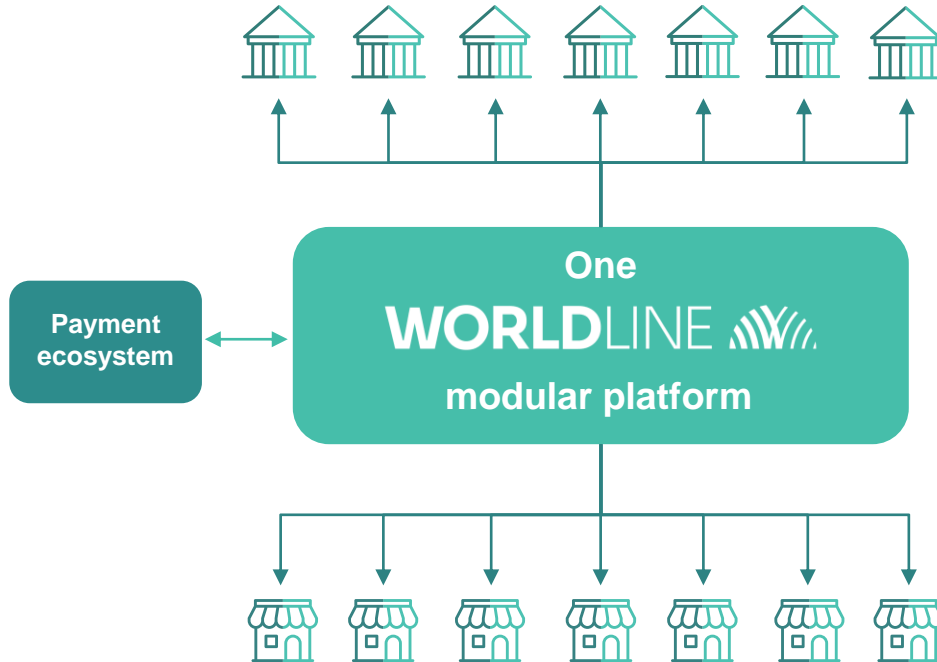
European scale
bringing efficiencies

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

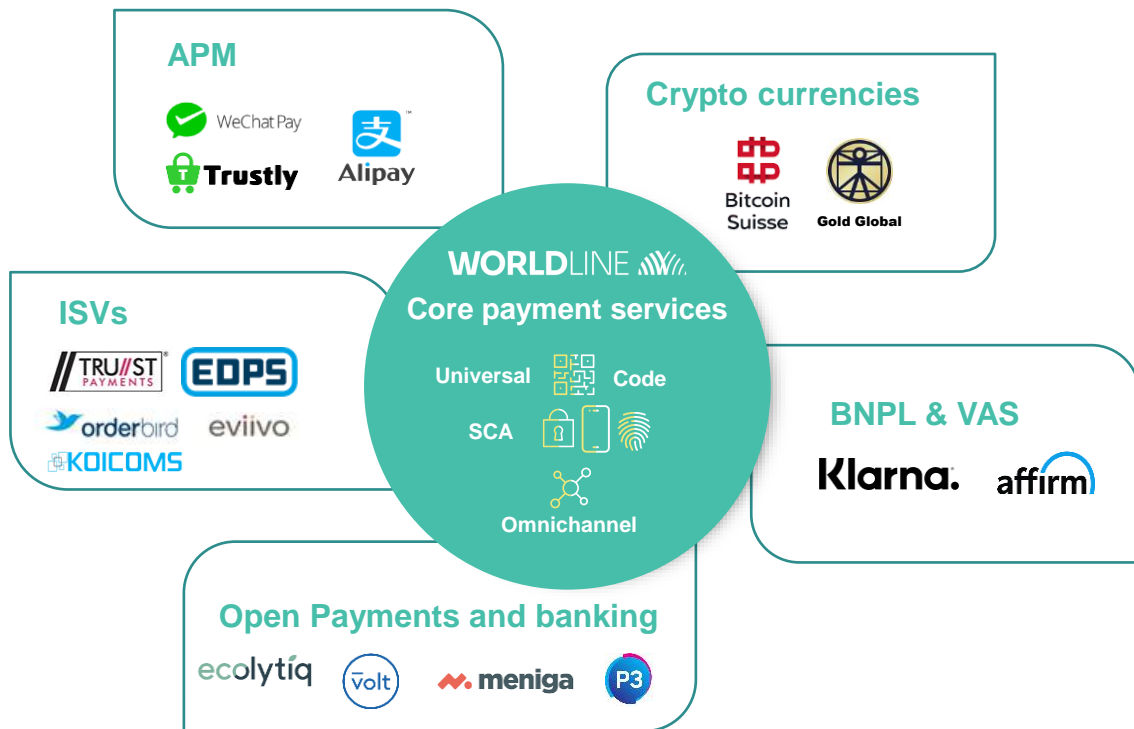
Best of breed
modules in portfolio

Cloud
technology convergence

APIs
driven enabling open innovation
to the ecosystem

Worldline
operated infrastructure

Worldline open innovation delivering value to banks and merchants



Worldline Labs on core topics

Interface & Experience
Trust & Security
Production & Efficiency

> 10 universities
partnerships

Hackathons
with R&D

Relentless partners search
in business

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**

Thank you

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