

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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2024 financial trajectory

Eric Heurtaux,
Group Chief Financial Officer

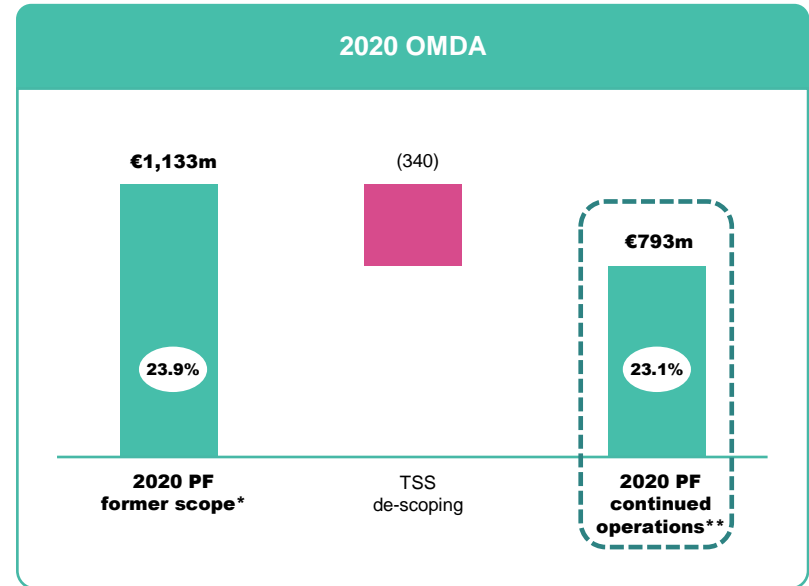
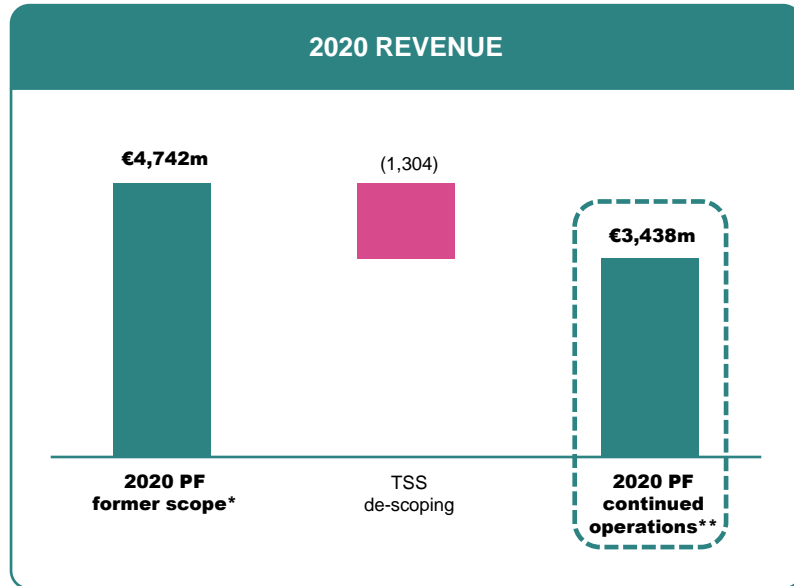
Lisa Coleman,
Group Head of Operational Performance

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La Défense, Paris

2021 guidance – basis of preparation

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



x.x% : OMDA margin

[Dashed Box] : 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

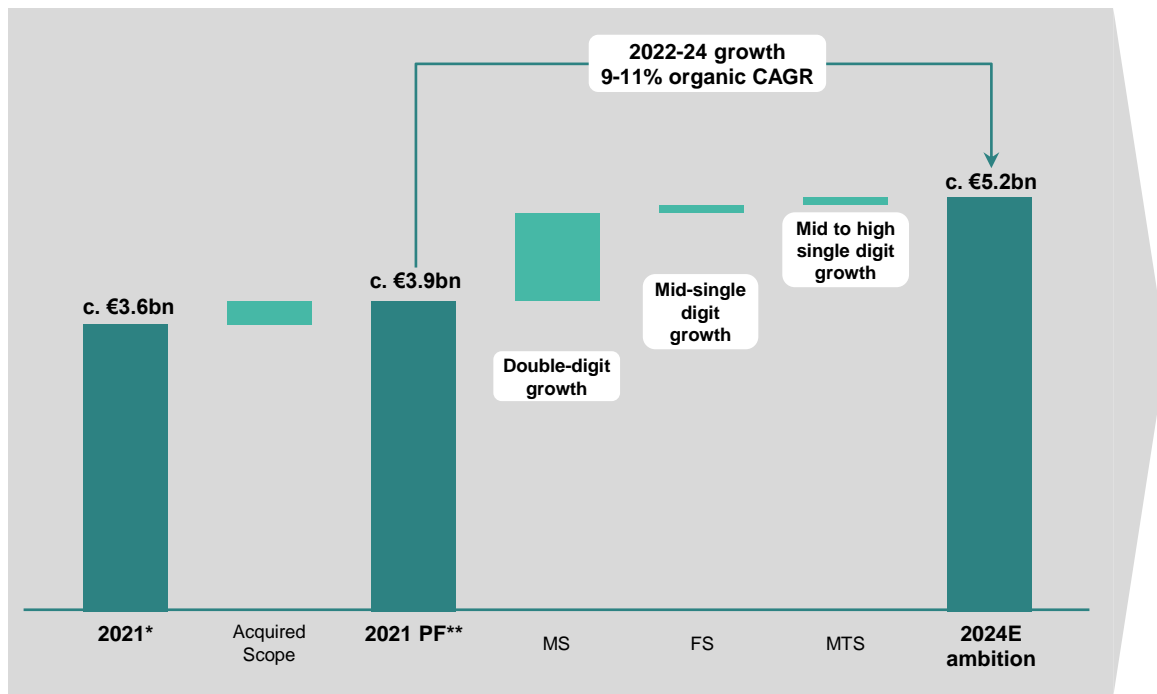
CAPITAL ALLOCATION

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

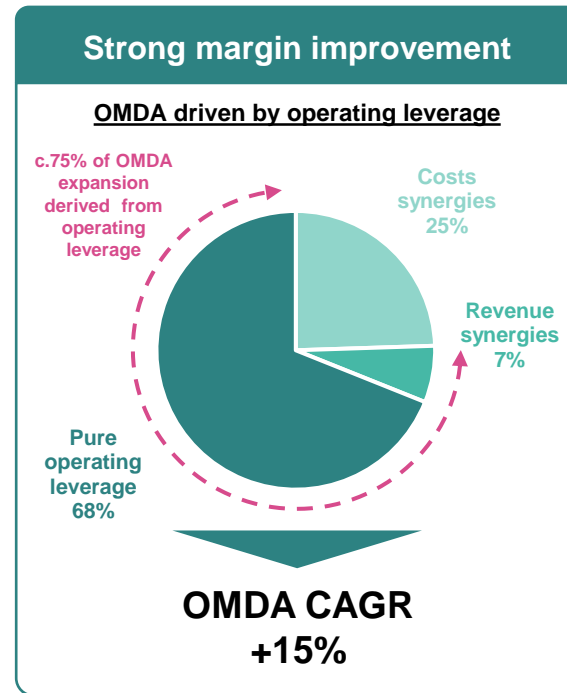
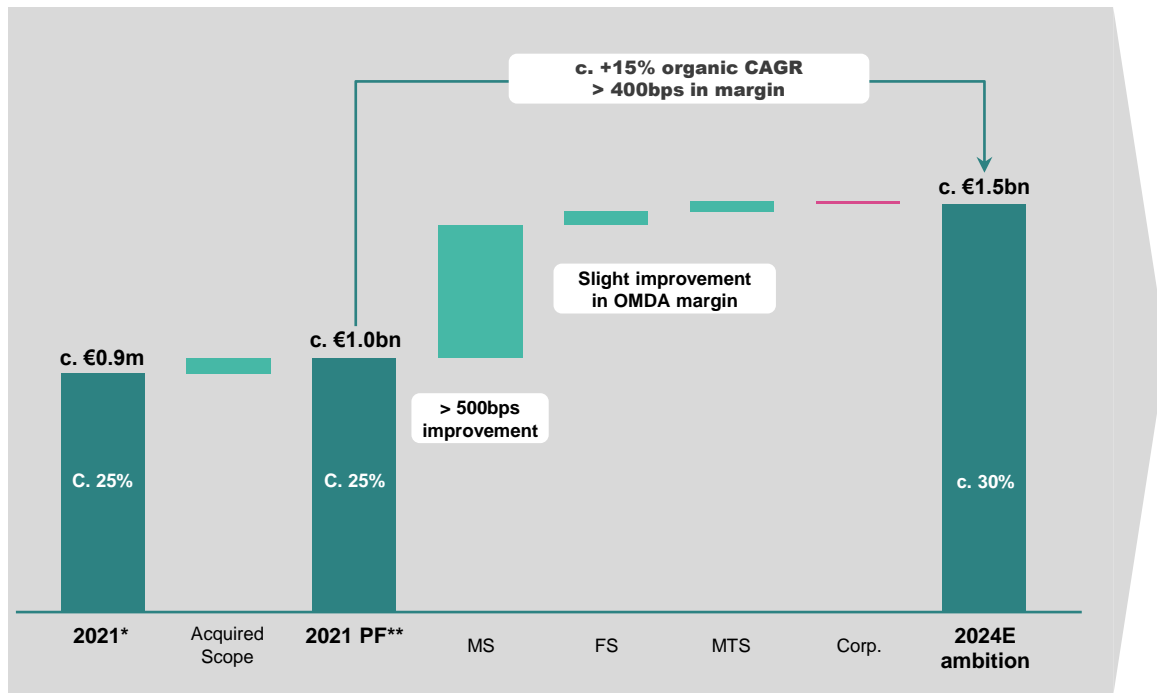
MTS: mid to high single digit growth
 Vertical enabler for MS and FS
 e-Ticketing & Trusted digitization opportunities

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, Axepta 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

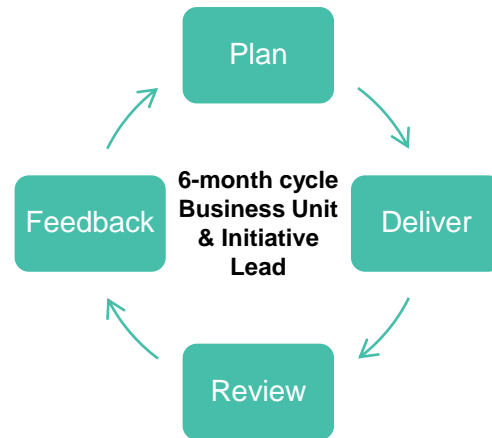
 Make, Buy or Streamline

 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

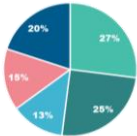
Ingenico and SIX Payment Services integration on-track

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

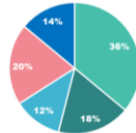


Operational optimization
Support functions optimization
Organizational optimization
Platform convergence
Revenue

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
Organizational optimization
Platform convergence
Revenue

Fully on-track
to deliver expected synergies

Strong and experienced integration program

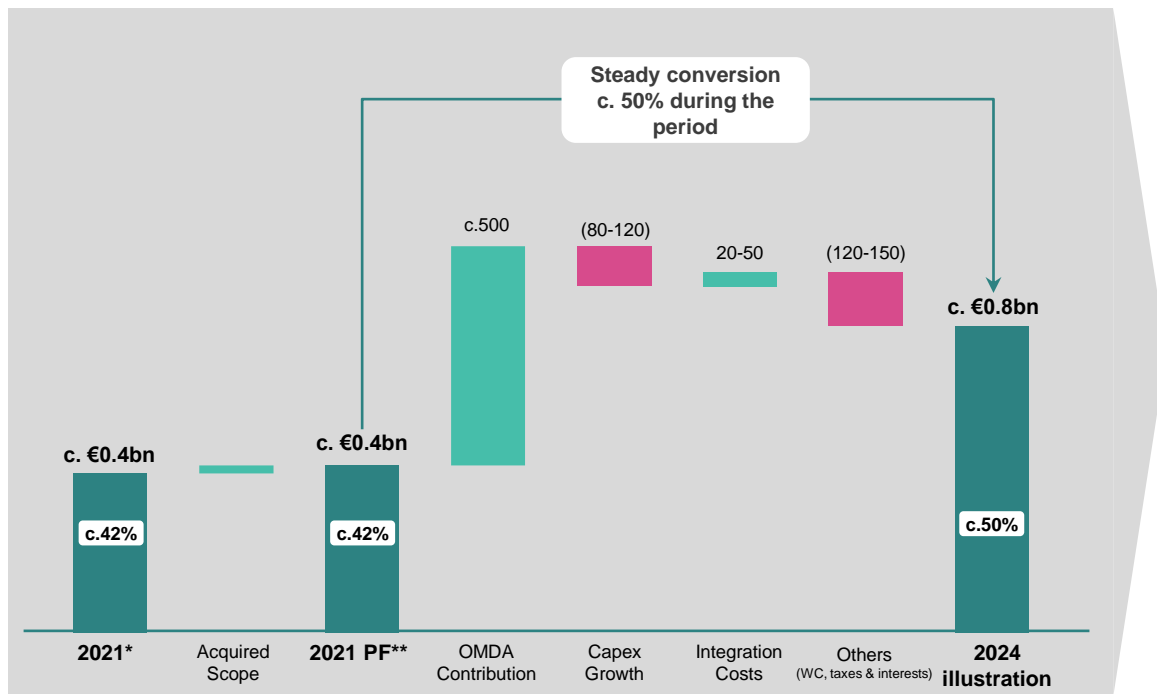
Improved cost synergies
from platform consolidation

Geographical alignment
to focus on migration

Leverage Worldline footprint
on operations and G&A costs

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

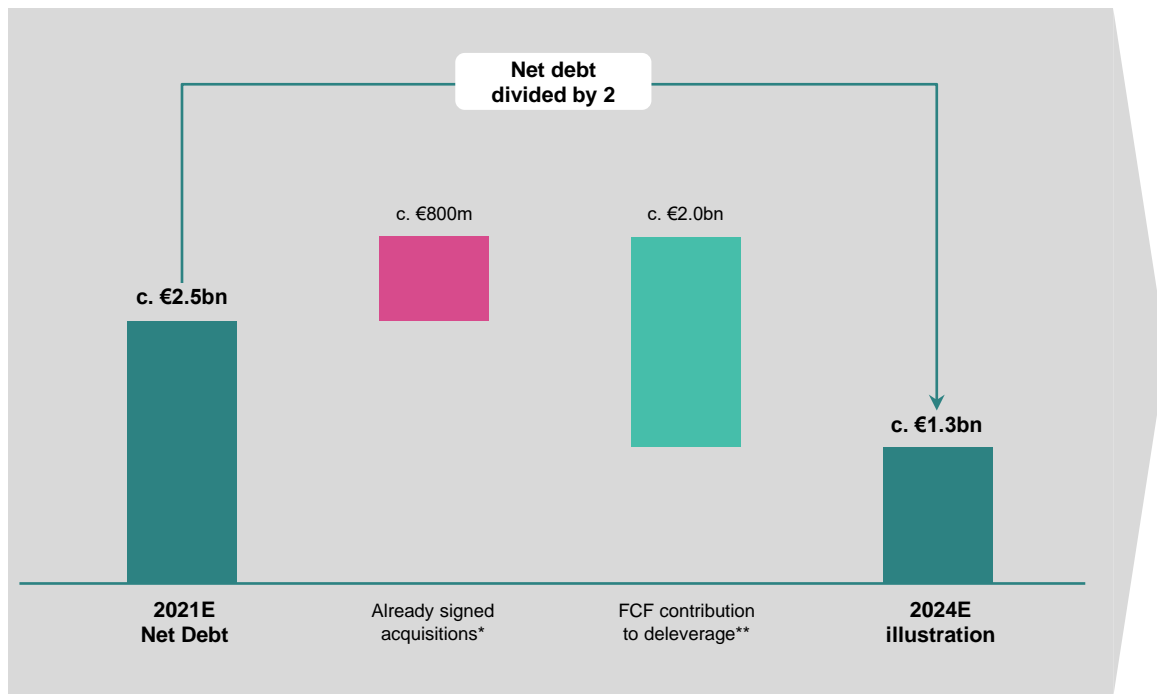
OMDA to FCF conversion
c. 50%

* 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

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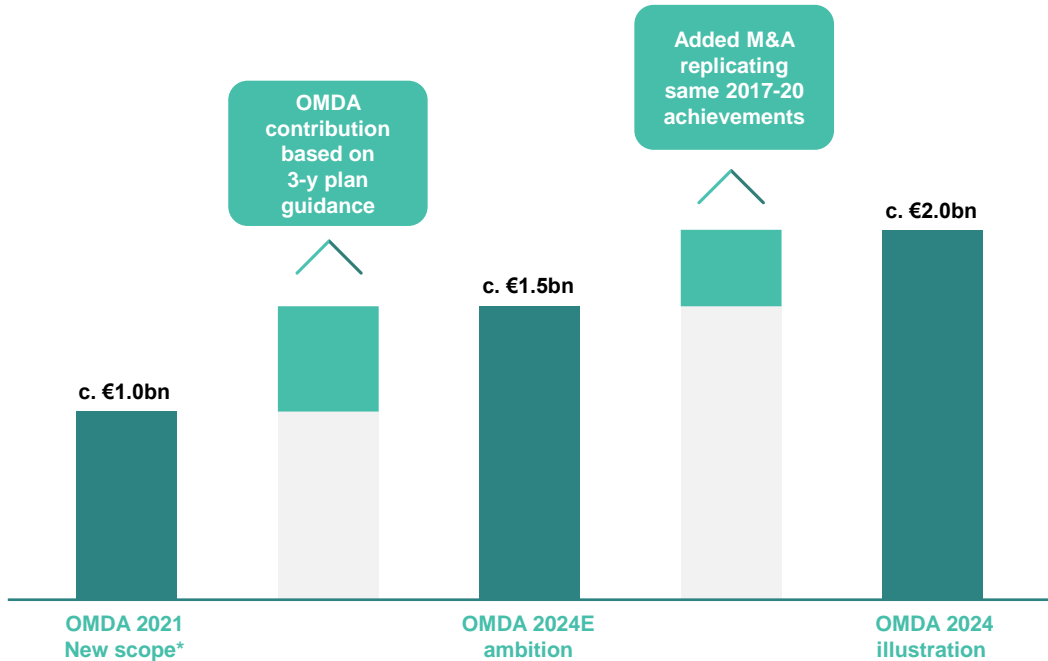
- Leverage ratio below 1x in 2024
- Material net cash position expected after TSS disposal
- Strong firepower to pursue consolidation

* 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

Thank you

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