

Atos

2015 Analyst Day

Worldline

On track to take advantage of
regulatory and digital changes in
European payments

Gilles Grapinet

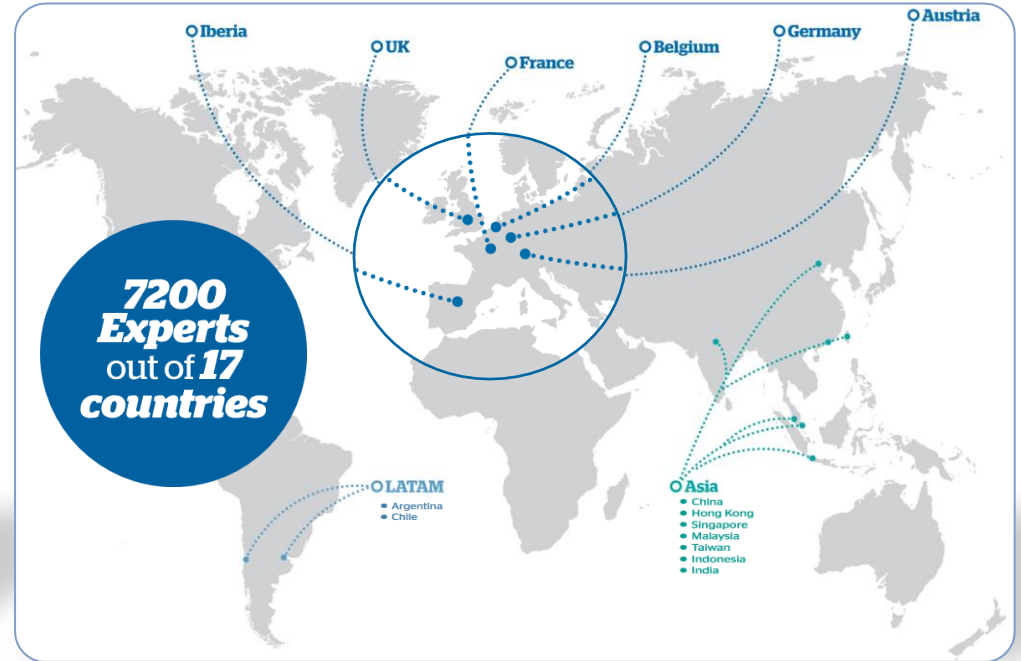
*SEVP Global Functions/CEO Worldline
& team*

ID CARD reminder

Gilles Grapinet
SEVP Global Functions
& CEO Worldline

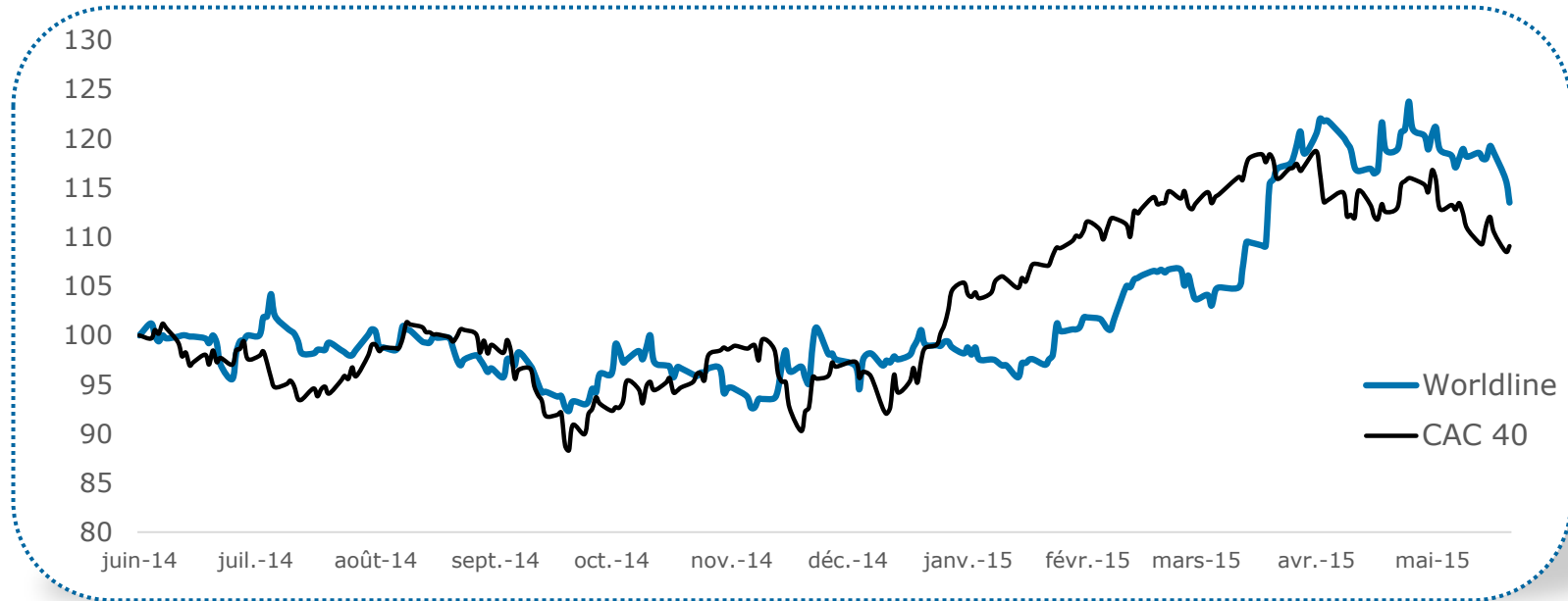
WORLDLINE IS A PROVIDER OF E-PAYMENT PROCESSING AND DIGITAL B2B2C SERVICES

- **17 countries** of direct presence, **7,200 staff** in EU, Asia and LATAM
- 2014 results:
 - **€ 1,149 billion revenue** (Worldline standalone)
 - **€ 215 million OMDA**
- **Listed** with a **Market Cap of €2.6B** (as of June 12)



● ● ● ● ● Worldline - tomorrow's digital experience

Worldline stock performance: +19% since IPO*

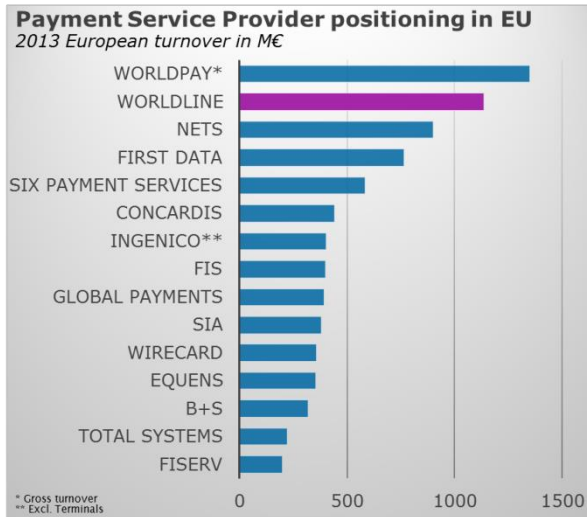


► Overperformance* of Worldline stock vs. CAC 40 by 600bps

(*): average based on the last 20 trading days

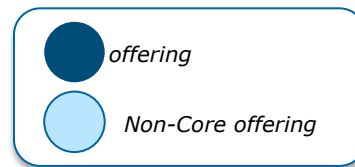
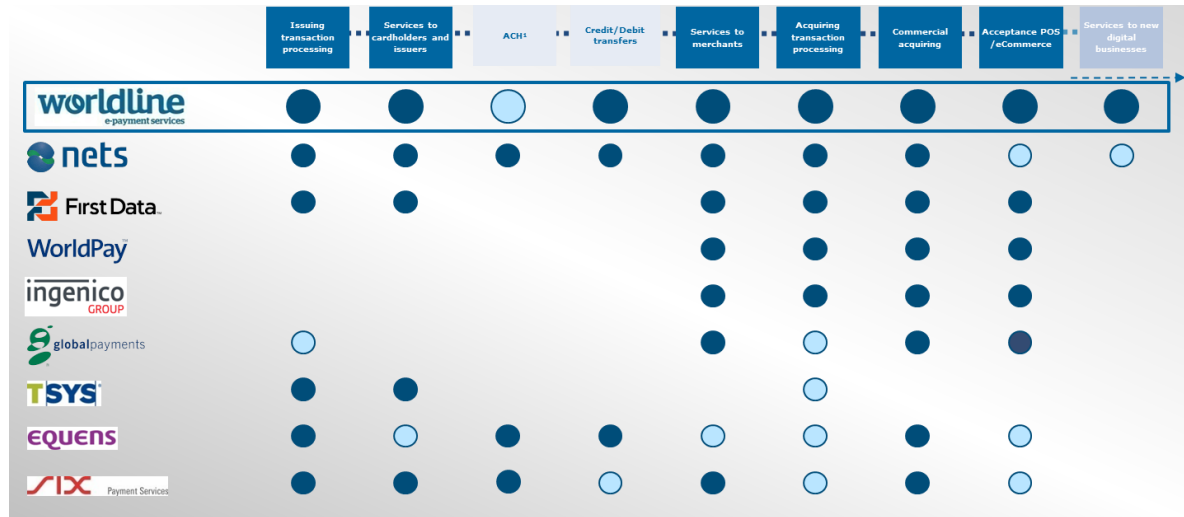
Worldline: European leader in electronic payments

Comprehensive positioning across the payments value chain



Source: Natixis December 2014 estimates

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#1 Issuing Processor in Germany

#1 Commercial Acquirer in Belgium

New global organization in place to deliver the globalization strategy and the growth ambition



Merchant Services & Terminals

2014 Revenue: € 374 m

Leveraging the customer engagement



Commercial Acquiring



OnLine Services



Private Label Cards & Loyalty services



Terminals



Financial Processing & Software Licensing

2014 Revenue: € 396 m

Transforming cashless payments



Issuing Processing



Acquiring Processing



OnLine Banking



Software Licensing



Mobility & e-Transactional Services

2014 Revenue: € 380 m

Enabling strategic digital transformation



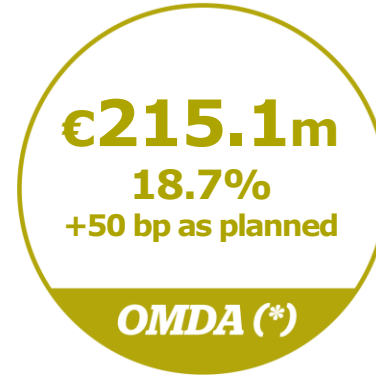
e-Consumer & Mobility



e-Ticketing

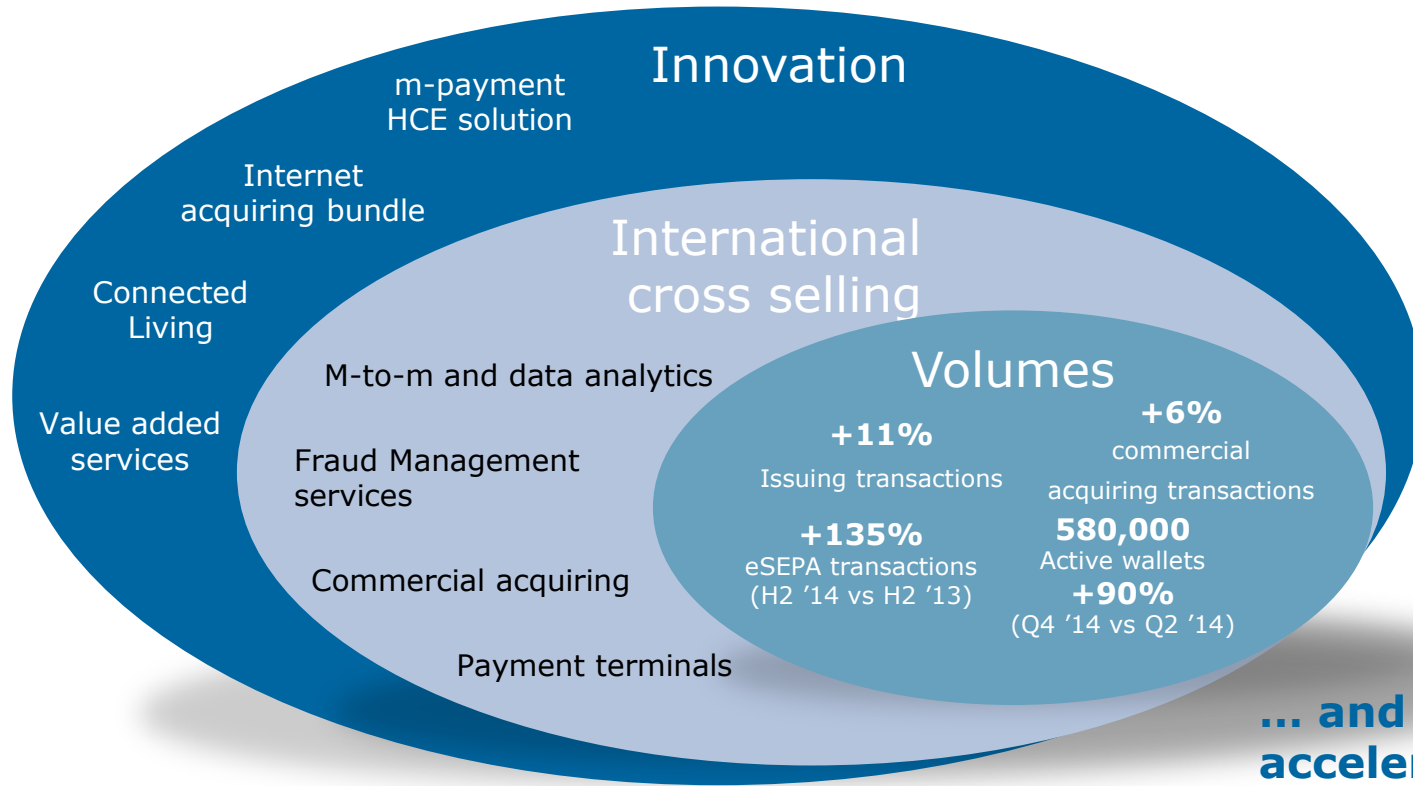


Digitization



(*): Operating Margin before Depreciation and Amortization

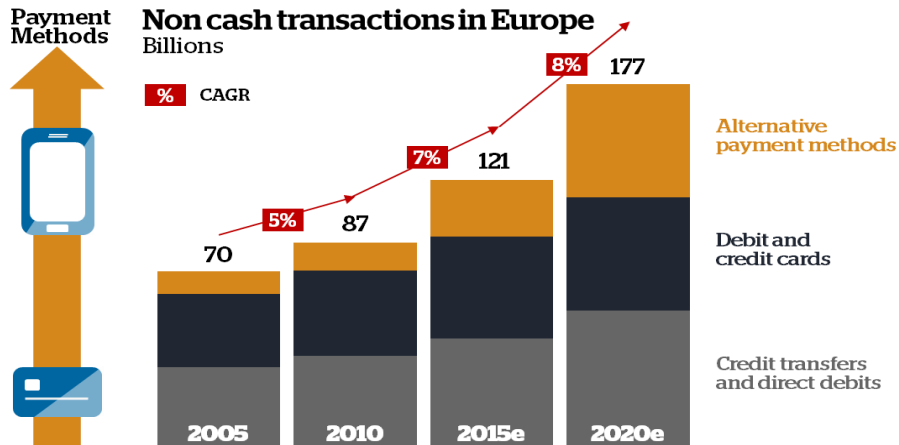
2014 supported by volume growth, innovation and international cross-selling



... and to further accelerate in 2015 and beyond

PAYMENT MARKET VOLUME GROWTH

- ▶ Ubiquitous penetration of electronic payments through **mobility** and **Internet of Things**
- ▶ Growing **3x faster** than total consumer spending



IMPACT OF THE CHANGE IN EUROPEAN REGULATIONS

MIF

Cap on interchange fee

PSD2

Harmonization, consumer protection & rights, obligations for payment providers

SEPA

Open, common standards, industrialization and innovation

EMVco

EMVCo tokenisation: framework for better security

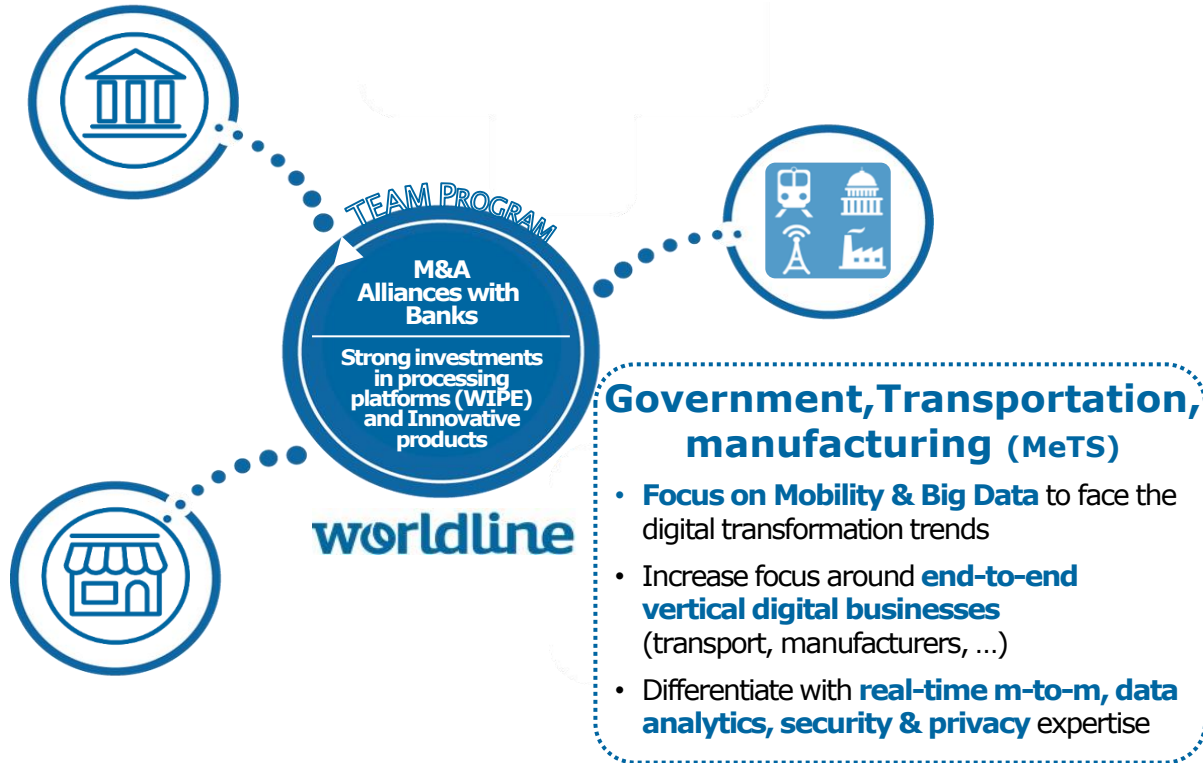
Worldline strategy to take advantage of regulatory and digital changes

Banks (FPL)

- Capture new **outsourcing** opportunities
- **Upsell** with new innovative products on existing customers (strong authentication, payment data analytics,...)
- Consolidate the leadership in **new payment means** (Mobile payment, Wallet, SEPA)

Merchants (MST)

- Capture new **commercial acquiring alliances** with Banks
- Expand **international commercial acquiring**
- Develop **end-to-end digital retail offers**
- Reinforce Worldline's offering in **on-line and mobile payment for merchants**



Key strategic priorities confirmed



2015 and medium term guidance confirmed

| | 2015 GUIDANCE | MEDIUM-TERM OBJECTIVES |
|---------|------------------------|--|
| Revenue | 4 to 5% organic growth | 5 to 7% 2014-2017 organic revenue CAGR Sales growth to progressively increase over the period |
| OMDA | +c.50 bp vs. 2014 | +c.250 bps margin for 2017 vs. 2013 |
| FCF | €120m to €125m | c.€180m by 2017 |

Enhancing Worldline leadership in the digital payment age

Executing the strategy

Marc Henri Desportes

Worldline General Manager

Achievements

Boost sales & optimize contract margin

- New sales operating model
- Systematic contract margin reviews
- Sales force realignment

Direct workforce optimization

- Set -up and engaged roll-out of PM & Develop. standardized method
- Continuous increase of lean coverage
- New ambitious offshore strategy
- Workforce management Organization

Production Infrastructure & Customer services globalization

- Build of global virtualized infrastructure
- Data center strategy for APAC / Latam
- Start migration plan for Production applications
- Definition of Customer Service model

Non personal costs optimization

- Real estate optimization in France, started in Germany and Benelux
- Massification of purchasing



Unique approach on Wallet, HCE, and gradual convergence on Fraud, Issuing and Acquiring back-office, Authorization & Switching, managed by newly created Shared Centres



Standardization on non-functional requirements to improve production robustness and performances



Progressive scope extension of internet assets with acquiring/acceptance bundle, collecting and marketplace solutions, fast on-boarding and extend self-care functions

In the m-payment transformation, Worldline is today the undisputed EU leader of Wallet Solution Providers for banks



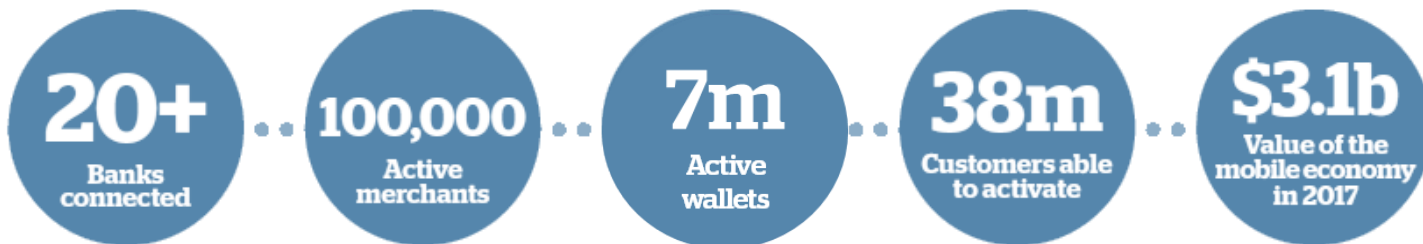
Worldline Wallet
making your wallet
a reality

..... an atos company

worldline
e-payment services

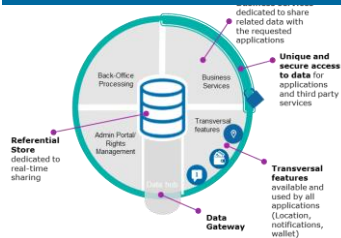


c.10M€
investments



Worldline has a unique combination of assets for these new services...

DIGITAL PLATFORM



- **Omni-commerce core**
- **Referential store** dedicated to share information and data **in real-time** across all applications
- **Contextual services**

MERCHANT WALLET



- **Leading European Wallet solution provider** with 7M of active wallets
- **True wallet** (not just a card container) **with a strong authentication** with scoring **enabling a true one-click ordering**
- **Tokenizer included**
- **Bundle with acquiring**

CRM & BI



- **Gather/consolidate consumer data** with current context and 3rd party data
- Suggest **relevant offers and digital content**
- **Possible integration** into existing Apps

CONNECTED STORE SERVICES



- **Full customer engagement with omni-channel services allowing transactions** (Promotional wall, Virtual Shop...)
- **Fully on-line services management**

MOBILE SELLER SOLUTIONS



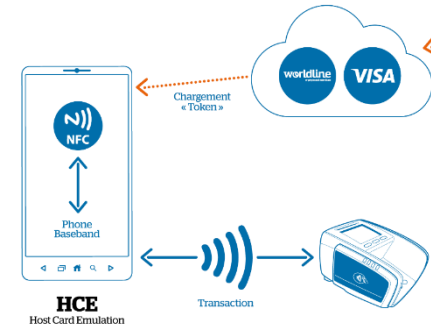
- **mSeller software**
- **mPOS secure PinPad and related Apps**
- **Bundle mPOS/Acceptance/Acquiring**
- **Fraud management**

CENTRAL ACCEPTANCE



- **Cross-canal** payment acceptance
- **Unified reporting** including all channels and devices
- **Statistics, analytics** per channel
- Processing **60€** per min

With some large successes in the Banking areas...



And a promising evolution in the merchant wallet area...



Winning with our assets, business know-how and client relationships

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