



CAPITAL MARKETS DAY 2025

November 6th, 2025 - Paris

The European payments partner of choice

Pierre-Antoine Vacheron
CEO

CAPITAL
MARKETS
DAY 2025

Closing remarks

Past headwinds
addressed, and
benefits already visible

Commitment to be back
to **sustainable growth**
with **solid FCF**
generation

Focus on core markets
with strong right to win
and scale

North Star relies on
4 drivers **Simplify,**
Converge,
Integrate and Grow

Renewed
management team

Robust financial
structure, improved
flexibility with the capital
increase