



CAPITAL MARKETS DAY 2025

Thursday, 6th November 2025

Payments to grow your world

Thank you. Good morning all. It is a pleasure to be here today. I've just recently joined Worldline starting from October to head financial institutions globally, but also more recently to take a more transversal role on processing and product capabilities in order to accelerate our synergies and our innovation across the different go-to-markets. But I've been serving financial institutions for more than a decade now. I was leading an interbank company and serving dozens of financial institutions across several markets. And I'm driven by innovation, but also, I was leading many of the European preeminent initiatives, like the European Mobile Payment Association, but also very much committed into developing European standards like the SEPA for contactless payments. The reason I've joined Worldline, I think, it's obvious. Worldline is the payment champion, European champion, one that has a true role in the backbone of digital infrastructures in Europe, one that is serving financial institutions across all of Europe and one company that needs and has the role to play in driving European payments going forward. So let me guide you through our vision for financial institutions.

As Pierre-Antoine mentioned, financial institutions are strategic for Worldline and will step down in this strategic positioning going forward. But also Worldline is strategic for financial institutions. And together we are strategic for driving European payments going forward, making sure that it continues to be the most innovative space, but also one that is sovereign and that is well anchored in our own infrastructures, in our own capabilities, serving European citizens.

Today, I would like to share with you our North Star for financial institutions. As I mentioned, starting for what are our key strengths, what are the root causes for our recent performance, but more importantly, what is our plan going ahead and that we are already starting to execute and we are already in motion.

Let me start by sharing financial institutions at a glance, and our scale and operations across Europe and also in Asia. We serve 320 financial institutions, and in Europe we serve 80% of the top 20 banks. We process annually 47 billion transactions. On average, this means that per second we are processing 1500 transactions. We serve 156 million cards, one in every five cards in Europe that is now being used in buying and is processed and managed by Worldline. We have a unique set of talent, the most comprehensive one not only because it joins expertise, but also new capabilities. Our talent pool is the longest and largest standing talent pool in payments in Europe, with 4,900 talented technicians, but also payment experts. We are the critical payment infrastructure across ten countries, and we are generating €80 million in revenue annually. Our core strength is our core processing capabilities. Our core payment software that is self-built, self-operated continued to be deployed and enhanced, and also that is served with our worldwide sovereign infrastructure cloud infrastructure. This is a unique set of capabilities around which we have built a diversified portfolio of service lines, ranging from issuing processing, acquiring processing account and instant payments, and also digital services. These different portfolio of activities is well balanced, but also well-anchored in the activities that have the highest growth potential, namely instant payments and digital services. Not only that, but we are able to adapt our go-to-market capabilities for the different segment needs for the different client needs. So we provide a traditional BPO and outsourcing capabilities where we manage operations end to end, including the technological part, but also the back-end parts. But we also provide payment as a service and also software – payment software licensed, which means that we are able to address the different client segments, the different client needs. All of these built in our own self-built, best-in-class processing solutions. This is absolutely key, and I would stress the best-in-class platform, new generation platform that we currently manage.

We are starting from a strong position, and this is reflected in our diversified client base. We have a solid and diversified client base, ranging from long standing relationships to new clients that we are now onboarding, ranging from financial institutions, PSPs, fintechs, but also central banks and even all communities that rely on us to provide their central infrastructures. We have a very strong presence in Europe, and we are the critical – supplier of critical infrastructures in ten European countries. Some examples that Pierre-Antoine already mentioned; in the Netherlands and in Austria, where we provide the clearing and settlement central

switching mechanisms, which is absolutely key at the current – at the country level, but also in France and in Belgium, where we enable most of the e-commerce transactions to our strong customer authentication solutions. On top of these ten countries, we are – we have a very strong presence. We are also providing at scale services in 15 other European countries. We are also present in Asia, in ten Asian countries where we serve more than 70 financial institutions, mostly through our pay suite solution, which is payment as a software. This means that we are able to serve different segments, different clients according to their needs, with our different go-to-market capabilities. What is also unique in the way that we go-to-market and the way that we serve our clients, is our complete range of payment brands and suites that we deploy. Going from card schemes, global card schemes like Visa and Mastercard, but also domestic and European card schemes like Giro cards and Carte Bancaire, for instance, going from the most prominent account payment schemes like both in retail and wholesale, for instance, Steppe and Swift, but also more recently serving all the digital solutions that are becoming stronger and more present across Europe and also in Asia, where we are not only one of the key partners in many of these initiatives, for instance, Twint and Wero. But we are also enabling these solutions to thrive in the payments ecosystem, being towards financial institutions, issuers and also acquirers. By actively working and contributing to all of these, we are ensuring that European payments remain connected, competitive and sovereign.

We are also significantly strong and distinctive in the way that we are comprehensive across the payment value chain. We provide not only core and more traditional card processing, namely in the issuing and in the acquiring space. And even there in this most traditional business, we see that payments are evolving significantly. For instance, in issuing, we are coming from the core card management processes to wallet and digital enablement of cards. Also in the acquiring where we serve not only ATMs, also evolving to VTMs, but also now in the e-commerce space, going from the traditional acceptance to the omnichannel capabilities that we are also providing our financial institutions. We are also deploying account and instant payment solutions, being instant payments, open banking, Swift capabilities and also cross-border payments. And in the digital service space, that is an area that is increasingly evolving; going from wallet enablement to tokenisation to new forms of stablecoins and virtual assets enablement, and also Agentic AI-driven solutions.

All of these embedded with value added services that are becoming increasingly important to make sure that the payment journey is trusted, smooth and frictionless; namely, our fraud and identity solutions and authentication and authorisation suites. Not only we are comprehensive, but we are able to integrate all of these solutions into a unique and integrated framework, enabling our clients with a more seamless operations and integration across the value chain. This framework enables not only, as I explained, multi-rail and multi-instrument solutions that are integrated and interoperable, but also that can be deployed across the different channels of the financial institutions, enabling seamless and integrated and consistent customer journeys; but also that can be multi geography, which is a significant enabler for our clients that operate across Europe in different markets.

But our business is all about the future. And in fact, Worldline has been investing significantly in our future next generation solutions. We have a full suite of next generation solutions that are already cloud enabled based on our Worldline sovereign clouds, API-driven, open, modern and future proof. These new modern cloud-based solutions are enabling our clients to onboard more easily, are enabling us to have more agility and developing more functionalities, faster time to market. And it's also enabling more smooth scalability, and with core investments in security and resilience going forward. But still, we continue to support our clients in their legacy platforms. We have a unique knowledge of how to do that, and we have long standing relations in supporting our clients in their own core platforms.

But as future is evolving quickly, we are also actively supporting our clients in their modernisation strategy, going from legacy solutions into the next gen solutions. And we are uniquely fitted and capable of doing that with a unique proven track record of not only managing the two stacks, but also, more importantly, enabling our clients to transition and to modernise their own technological infrastructure, including the payment

architecture and deployment solutions. So Wordline is and will be future-proof and future-driven, supporting our clients, our new clients in onboarding quicker and more agile in our new platforms, and also in enabling our clients to modernise their payment solutions, leveraging on our open API driven core processing platforms.

We have had adverse performance and challenges in our past, and we acknowledge that, some challenges that hindered our financial performance and also our client performance. The first of all was the lack of strategic focus on financial institutions and an organic role more broadly. This is something that is already being addressed; clearly stated financial institutions will be – are a core pillar of our strategy going forward. In this context, we had persistent loss of contracts. That whose impact and effect – and it will have an impact still in 2026 with headwinds ongoing. And on top of that, we operate in an industry with long sales cycles, which has delayed our revenue impact from new business. Nonetheless, as Pierre-Antoine mentioned, Wordline is in motion, and we already see significant and consistent progress, not only in what we have improved in terms of order entry, in terms of new business, but also the share of new clients in this new business. We have also improved our contract renewal rate and our customer satisfaction levels and we have been consistently over the last three-year period delivering on efficiency with 3% reduced on costs – on our cost base. So we are strengthening our position and we'll continue on this path.

Our commitment and our continued improvement in our go-to-market will be anchored on three key pillars being very much focused on clients and on delivering client satisfaction, client delivery and innovation. The first one is our ramp up in sales and growth. We are streamlining our sales execution, providing additional services to the existing clients and expanding into new target segments based on our adaptability and our core capabilities. We are improving the quality of services and delivery by enhancing our expertise and bringing it to clients with thought leadership and, more importantly, driving solutions more than just products, but also streamlining and accelerating on AI and automation, namely, in the development and deployment cycles, but also in harmonising our service capabilities. And we are accelerating innovation and target platforms. We'll continue to support our clients in their journey towards transformation and modernisation, leveraging on our target robust platforms. We continue to accelerate innovation in the new areas of growth, namely digital services, tokenisation, virtual assets. And we'll continue to also enhance the different payment solutions that are striving to continue to contribute to European sovereignty and to payment interoperability. By doing this, we'll increase our growth in new business, we'll improve client satisfaction and will reduce time to market with the aim of achieving market growth by 2030. We'll continue to create more value for our clients and strengthen our core role as their trusted partner.

A word about innovation. Innovation is really important. It's a cornerstone of our strategy and it's our direction towards the future. So we'll share some of our innovations in the market today. Our multi-rail AI-driven suite that is not only comprehensive across the payments value chain. So it enables for a full fraud control across not only card payments, but account payments, with an integrated 360 perspective; but also it's AI-driven with a very precise prediction models and service enabling trusted but yet frictionless payment experiences.

Our second innovation that I would like to highlight is our is our Worldline QR code payment, one that is setting the standard for QR code payments in Europe. Our Worldline QR code enables payments at the point of interaction, be it in-store or in e-commerce, enabling different brands of payment being, for instance, Euro or bank contacts. And by doing that, it's also contributing to European interoperability and to the deployment of new payment schemes. And also tokenised payments. This is the next generation of money movement. We are enabling not only closed loop solutions, asset tokenisation, but also offline capabilities on tokenised assets and also digital currencies. And we'll continue to help our clients integrate these new generation of money movement into their current payment suite, ensuring that we can also accelerate, continue to drive innovation with impact. All of this is done with our clients at the heart, but also with our clients – with co-creation with our clients, and also with our partners.

On this last topic, for instance, we are also helping our clients in everything that is related with European initiatives, namely, for instance, the digital Euro where we've been deeply involved, including developing prototypes and new use cases. And we are prepared also to enhance our clients in these new regulatory enhancements that will for sure come.

Over the past weeks, I've been meeting several clients wanting to understand exactly what their needs are, what keeps them awake at night, and, more importantly, what do they expect from Worldline. And the voice of the market is very clear. There is a huge opportunity to help our clients, for instance, on how to navigate the increasing complexity in payments and the increasing complexity in regulatory requirements. There is a huge need from our clients to make sure that we can enhance their capabilities to continue to innovate in the context where talent is scarce and payments expertise is also scarce. There is an increasing need to reduce reliance on non-European solutions. And as I mentioned, this is one of our core strengths, and increasing also needs for our clients to have our support in making sure that they can cope with cyber threats and also with anti-fraud and fraud engineering, social engineering challenges; and also how can we help our clients in enhancing that they can compete in this new digital world. So to navigate in this increasingly complex and dynamic payments landscape is for sure a challenge, one that Wordline is the trusted player and partner to help. So we'll help continue to help our clients grow faster with confidence and scale.

And I'll share a testimonial of one of our clients in an ongoing project. We're not only we are helping modernising the payment platform, but we are also enhancing for cross-border and multi-geography payments helping and supporting our clients in their in their European footprint.

[Video starts]

ING and Worldline are proud to continue the strong collaboration after the successful migration of ING Germany to the Worldline's new card processing platform, ING Netherlands is now transitioning 9 million Dutch clients to the same modern standard. This was made possible through a successful and collaborative development and testing phase. For us, this milestone marks the end of in-house card processing and the beginning of a new era, with Visa and Mastercard debit scheme cards for our clients, offering broader acceptance and enhanced features for our customers.

[Video ends]

The feedback of our clients is highly motivating, and it's exactly on this path that we'll continue to pursue. Financial institutions are core and strategic for Worldline. Client delivery and innovation also, they are our path forward.

So to conclude, I think it's sure that we operate with core strengths in the payment landscape, which is increasingly complex but also evolving at an accelerated pace. We start from a position of strength and we have a plan now to continue to double down on our client delivery and on our growth for financial institutions. Our plan is ambitious, but it is focused. And more importantly, we have the right team in place to deliver. We have a proven track record in doing so. So we'll continue to be focused on execution and together with our financial institutions, not only advancing European payments forward, but making sure that we continue to be the continent with the most innovative and advanced payment systems. For that, our North Star for financial institutions is to be – and our commitment is to be the trusted partner to financial institutions delivering tailored, modern and global solutions at scale. Thank you very much for your attention. And I'll now hand over to our CEO.