



CAPITAL MARKETS DAY 2025

Thursday, 6th November 2025

Payments to grow your world

Thank you. Thanks, for your answer. Hi. Good morning, everyone. Welcome. It's great to see you all today. I'm Candice Dillon. I'm our Chief Technology and Operations officer, and I've spent my career doing exactly this; building technology solutions for banks, for payments companies, for insurance companies, and for telecommunications. Along this journey, I've led teams that have modernised platforms. I've done some complex conversions, re-baselined infrastructure onto cloud, moved applications to be cloud and to be modern, as well as adopted operating models to be driven by agile. I'm extremely excited to be here. I joined in July, and what I've seen so far has invigorated and excited me. If I look around at our technology platforms, our targets are robust, they're strong, they're built on modern infrastructure and on modern architecture standards. In addition to that, and probably even more importantly, we have fantastic tech talent across the company as well as very, very deep payment skills. And that's unusual and unique in any industry when you can sit down with the technologist and you can talk to them not only about their technology speciality, but you can talk to them about the industry and the customers that they serve. That really is unique, and that is Worldline. I'm fully committed to our transformation journey, our North Star 2030 vision, and the very robust transformation plan that we've built over the last months. I look forward to sharing this with you and to answering your questions at the end.

So let's start having a look. As Pierre-Antoine emphasised, our transformation initiatives are ongoing. We're not starting these things up. They're in flight. We've spent time in 2025 resetting and laying the foundation. We'll continue to do this in 2026. And from 2027, we start scaling. We've built this across four key drivers that I will detail out for you in a couple of minutes. You will also see innovation like Tap on Mobile which enhances our payments capabilities, and Wix boosting our e-commerce transformation both in the demos as well as in the presentations. Now, I'd like to share the details of our transformation plan with you.

So let's start with simplifying and streamlining our operating model. We start here with our go-to-market unit enhancement. This is about simplifying our go-to-market organisation so that we can make impact in the areas that we're in and have a very, very strong segment focus. We're also enhancing our agile ways of working. We've built multi-skilled products and tech teams. They sit in our business units. They deliver value every single day. And when you hear the SMB story, you'll really see how we've been fast to market with some key initiatives. Tap on mobile, Wix and Wero. As we move into boosting the tech operating model, you'll see that we'll focus on our enterprise architecture, stabilise it out, modernisation journey way forward. So it's really, really clear. And our enterprise architects are guiding this transformation across the company. So we're efficient, standardised, focused and delivering leading edge technology everywhere. We will centralise our critical operations in the areas of risk and the areas of monitoring and in the areas of security. And we'll be unifying our AI and data organisation to provide data excellence across the company. This underpins our risk efforts, which is incredibly important, as well as our compliance efforts. And as we embark on even more, even bigger pushes into generative, agentic AI, having these highly skilled teams sitting and working together will make a massive impact. These two pillars unlock a 20% time to market improvement by 2028, as well as a 20% productivity increase of our tech teams by 2029.

Our final pillar is the simplification of our corporate and group structure. We're simplifying our group structure, and this will enable us to simplify and enhance the HR and the finance organisations supporting our employees to deliver value, to be focused on their jobs, and to minimise the amount of rework that we do across the organisations. Secondly, having impactful shared services enables us to deliver efficiency across finance, HR, as well as corporate IT. And this together will bring us 5% of our North Star 2030 adjusted EBITDA. Overall, these three areas will make Worldline more agile, will make Worldline more efficient and better positioned to deliver value to our stakeholders.

Let me now move you on to our second transformation pillar. This one's a little bit more complex. I think you might have picked that up from Pierre-Antoine's sharing. It has four key areas. I'm going to spend one slide on each of these four key areas, and then we'll loop back into our third transformation driver. When we talk about converging our platforms and automating operations, we talk about platform convergence, that's the

convergence of our applications and our platform landscape, how we're transforming our hosting, our infrastructure, our AI excellence, and how we will be operationalising compliance.

So let's grab the first one, converging platforms. Today, what I'm going to share with you is about the rationalisation of our digital acquiring and processing platforms. Worldline has a strong foundation in modern platforms. We've invested in these over the last years. They're market-competitive, they deliver a broad set of services that our customers demand from us, and we have a very, very significant opportunity to accelerate our convergence. And that's exactly what we're going to do. And myself and the whole team at Worldline is going to do this with rigor over the coming years. We're decreasing the number of platforms, as you can see on the slide behind me, while we increase our volumes across those key platforms. So number of platforms go down, volume on those platforms go up. This allows us to improve our time to market because we're building things in fewer places. Our operational scale increases around those platforms and we leverage our target assets. We've already initiated this platform convergence in 2025; by the end of this year, we will have converged five of our platforms, proving that we can migrate our customers from our legacy platforms onto our target platforms, and we can do that with ease and without incidents towards our customers.

As we move into 2026, we will reduce a further three acceptance platforms, which will make a significant impact for us at Worldline. This reduction delivers the first €15 million of the total 80 million that we will deliver with this area, and it will deliver that in 2025 and in 2026.

What I'd like to do – sorry before I move, so quickly. So we're going from nine acquiring platforms, just to be clear, that we're with the in 2024, we've taken out in 2025, and towards 2030 that becomes two acquiring platforms. That's our target platform Pierre-Antoine spoke about, which is our major platform, as well as the secondary differentiating platform for specific use cases. In its acceptance, we're at 23 today. Major reduction here to 12 platforms. And you may ask, as I did, why is 12 the right number, still might seem a little bit high, but here we really want to continue to differentiate towards our customers by providing the local payment schemes. And doing that on single platforms is significantly more time-intensive to do that. And it means that your markets go into a prioritisation area. When the markets have their own platforms, you're really able to hit it in a very, very targeted way.

And then finally, our merchant portals go from the diverse 15 that we have today to 3 that are aligned to the segments. In our portal area, we are building something that we call our launchpad. This will allow our customers to onboard with ease. It provides them a very, very easy understanding of how you go through your onboarding journey. It provides them with self-service capabilities that they can log into and that they can look at, and it allows us to level up on our risk and our compliance activities as well. And instead of me telling you more about it, I'd like to show you a short video of what this will look like.

[Video starts]

In a world where small businesses move fast, Worldline is moving faster, reimagining how SMEs join and grow with us through a fully digital AI-powered onboarding journey that takes minutes. With our new self-service merchant portal, every business will gain instant insights to understand, adapt and thrive. Worldline is redefining the SMB experience because helping small businesses grow grows us all.

[Video ends]

Great. In addition to the 34 platforms that we will reduce, we'll also be converging platforms across the company. This delivers an €80 million reoccurring savings in 2030, which is 40% of our North Star 2030 adjusted EBITDA contribution. In addition, this enhances our time to market. It allows us to achieve operational scale and we will have vastly rationalised digital environments able to provide our customers with exceptional self-service capabilities. Overall, this is a critical pillar as we move forward as an organisation and it will have focus, priority and will be executed with rigor.

Okay, let's move on to the second part. Optimising our hosting services. Today within Worldline we have three types of hosting. One, we have classic hosting which is in our data centres. So we have multiple data centres across. They are well run. They provide stable services. But the infrastructure approach in those data centres is still a more legacy approach. We have the Worldline sovereign private cloud, which is our own modernly built private cloud. It mimics technology that you have in Google or in Azure or in AWS, but it's built in our own data centres. It is built on an active, active setup. It is highly redundant. This is an incredibly important differentiator for us as Worldline. As sovereignty becomes more and more a topic in Europe, we need something that is robust, stable and modern and is able to host modern applications with a high degree of sovereignty. We run a lot of systemic payments within Europe, and the sovereignty of the ability to run those payments on our own infrastructure is absolutely critical.

What is very, very valuable about our Worldline sovereign cloud as well is that it is efficient and it runs incredibly well. And the way we have built it makes it scalable, predictable and very, very secure. As we shift forward, we will be converging our data centres. We'll be consolidating and optimising these, moving our applications to either the Worldline sovereign cloud, where sovereignty and systemic payments are involved, or to private – sorry – public cloud infrastructure for innovation, GenAI and application modernisation. Towards 2030, we're going to scale and enhance the Worldline sovereign private cloud so that it is able to continue to scale with our business, and we'll continue to partner with the hyperscalers in what they do best. By 2030, we will have delivered a 28% reduction in the meter squared across our data centres. And while this may not sound like a massive number, it includes the presence of the Worldline sovereign cloud in those data centres. And 80% of all of our transactions will run on modern infrastructure, being either the Worldline sovereign cloud or public cloud.

Our third area, as part of converging platforms and automating operations is Gen and Agentic AI. Gen and Agentic AI will allow us to automate at pace and at scale, innovate towards our customers, and accelerate our deliveries. We have a very strong foundation today, and tomorrow We want to be an AI-driven payments company, and we have the foundation to be able to do that. It's not a dream. At our core, we have an employee GenAI and Agentic AI platform that allows our employees to automate standard tasks that they have, whether they be operational tasks or whether they are development activities. We have our full development landscape, so GitHub, confluence, etc., all integrated into our Agentic AI and GenAI platforms. And this not only brings productivity, which of course is important, but impact that you can make as a person within the company is even more important. And this allows our people to make impact every day. We utilise GitHub Copilot across our full development scale, automating development activities, providing us integration opportunities from a CI CD pipeline, improving quality of the code that we develop every single day. And we've trained 35% of our employees, and this number goes up every day as we roll out trainings on AI. And this is not just technology. Technology is trained, but this is product. This is operations. This is my personal assistant who gets trained on this so that we're all making impact every day and are highly efficient.

We also have strong product launches with AI. We've got AI-based transaction routing. This is increased authorisation and conversion rates for key customers with us. It's a proven technology that we will now start rolling out across the board. We've got predictive fraud models in place and Madalena will share some more on that in the financial services section. And I'm using it for incident detection and predictive AI. And it is currently showing a 2-5% faster incident detection than standard market solutions, which I'm sure you understand is critical for us. If we can be ahead of a blip on the radar, an incident that could happen, a database that is being heavily utilised and we should be switching loads, this is absolutely essential for us for its stability. As we move towards 2030, our focus in '26 will be to build Agentic AI platform for customer user journey, so we'll be plugging it in into our onboarding journey, assisting our agents, assisting our merchants, and being able to go through that journey in a really easy way. We'll be automating operations across the organisation specifically as well in our risk use cases, and I'll share some more on this just now, as well as our development use cases and predictive observability and risk monitoring will be in place. By 2030, all of

our journeys for our merchants will be AI assisted. We'll have collaborative AI ecosystems. And you'll see an example of this in Pierre-Antoine's presentation around enterprise with a hotel booking agent-assisted journey. And in technology we'll have AI-driven deployment, AI-driven quality control, and AI monitoring across the whole of our technology landscape. This delivers 10% of our North Star 2030 adjusted EBITDA. But it is also absolutely critical in positioning Worldline as a leader in AI-driven payments and setting the stage for sustainable growth.

Our final area in converging platforms and automating operations is our AML operations, which will be driving through more automation and through more technology. This is built up of two areas. One is about automating first-in-line AML operations. We will have faster and smarter decisioning on any incidents that we detect, or any behaviours or transactions that we see across the landscape. They'll be accelerating our monitoring, specifically our transaction monitoring across the entire landscape. End-to-end compliance workflows will be embedded into our systems so that they're monitoring every single touchpoint that our customers have, every transaction flow that runs across our company. Our reviews will be in line with alerts and won't only be periodic, and our manual touchpoints will significantly decrease. The goal here is to have 60% faster decision cycles and enhanced incident detection.

We're also harmonising and operationalising our end to end risk and compliance flows. We'll be aligning and strengthening the compliance operating model, simplifying and streamlining all of our compliance processes across the organisation, but we will also harmonize the balance between local risk management and control, which is very important for our local regulators as well as our overall centralised controls. We're moving from detective controls that we have today to preventive controls. What we've seen is they are often early signs that you only pick up when you've implemented AI in the end-to-end process and compliance by design in our operating model. And finally, our goal here is also customer satisfaction, because it's as important to our customers as it is to us that we manage risk, compliance, AML, KYC really well for them as well as towards our stakeholders.

Okay, let's now move on to our third transformation driver; integrating our operations through our global competence centres. Our goal here is to move our GCCs from a pure delivery function into an innovation hub. Pierre-Antoine shared today we have a very strong presence in our GCCs. We've achieved an overall 16% nearshore and offshore across three centres, so 16% of our FTEs today sit in one of our three GCCs. In India, we've got 1300 people driving value-based payments, end-to-end delivery and development, as well as supporting our products and tech teams in development, in testing and implementing automation and in AI drivers. Our exceptional multilingual teams in Poland help us with customer services as well as risk remediation. We have 700 people in Poland and our 600 people in our Romania GCCs support HR and finance operations as well as deliver our cyber security services. So you can see this is a very, very strong foundation. And yet we want even more from this. Moving forward, our GCCs will be innovation hubs. We will move more and more of our end-to-end payments to be developed, delivered and conceptualised in our GCCs. We'll have a very robust service catalogue supporting our onshore teams in Western Europe, and our intention is that they will continue to be a driver of GenAI and Agentic AI. As we move forward to 2030, our goal is to have 25-30% of our total FTEs in our three GCCs driving efficiency, effectiveness, access to exceptional talent pools, and able to accelerate our overall operating model.

Okay, now moving us through to our last driver. This one is about growth. When we think about grow as part of the transformation plan, we think of it in three areas: products and services simplification, commercial productivity, and revenue management. In the products and services simplification, our goal is to wow our customers. We want streamlined, easy-to-understand, easy-to-purchase products and services for our customers. We want robust, leading edge digital journeys that are intuitive and where our customers get led through by AI state-of-the-art converged payment solutions, so we have really strong multiple payment solutions. We want to converge them, so they're really easy for our customers to buy and packages, and we will keep our localisation by nature. Our customers expect us to be local to the geography and or the country

that they do their business in. Commercial productivity is about next-generation sales tooling for our sales people. It's improved sales practices across the company, and it's also providing our salespeople to provide targeted advice and not generic advice to their customers, ensuring that the products and the services that we provide to our customers are next level and meet our robust customer needs. We'll drive revenue management through two areas optimising our scheme fees and value-based pricing. This pillar delivers 20% of our North Star 2030 adjusted EBITDA contribution, and it will help us deliver simplicity and speed at every touch point to accelerate growth and to wow our customers.

I now get to conclude my section for you. I hope it's provided you with better insights into our transformation journey, and key insights into the robustness of the plan that we have put together. I'd like to leave you with four key messages. We have a clear and detailed transformation plan that will deliver both efficiency and growth. We've proven our ability to execute starting this year, with important steps being taken across all of these four pillars. And we've proven our capability to converge platforms, which is something that is challenging, but we know how to do, including migrating our customers and decommissioning those platforms. Our North Star transformation plan will allow us to achieve our targeted increase of 210 million adjusted EBITDA. And finally, collectively, these transformation drivers position Worldline for sustainable growth, operational excellence and continued leadership in payments.

Thank you so much for your attention and I look forward to your questions.