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Worldline

Vision, Strategy & Execution
Ambitions 2016



Disclaimer

- ▶ This presentation contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. 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 2012 Reference Document filed with the Autorité des Marchés Financiers (AMF) on April 3rd, 2013 under the registration number: D13-0271 and its update filed with the Autorité des Marchés Financiers (AMF) on July 31st, 2013 under the registration number: D13-0271-A01.
- ▶ The ambition to complete the IPO of Worldline in 2014 corresponds to specific hypotheses subject to changes. At this stage, this ambition is under consideration by the Group but other options remain open. It depends on a combination of internal and external factors and no decision is made. The Group reserves its right to pursue, change, suspend or abandon this ambition at any moment depending on the circumstances. Should this ambition give rise at a later stage to a project, such a project would be then prepared, detailed, planned and finally put in place in compliance with all applicable laws and regulations. In particular, the Group would proceed in due time and in an appropriate manner with all the applicable processes with the employee representatives bodies, the processes with the relevant authorities and any other applicable process and the project could be amended or terminated in consequence.

1

Vision, Strategy and Ambitions

2

From Vision to Execution

3

Global Business Lines presentation

4

What's next ?



Vision,
Strategy
& Ambitions

Worldline: a leading player on the full payment value chain

Banks

Payment Systems Processor

- Issuing
- Acquiring
- e/m Payment
- Online Banking

Merchants

End-to-end commerce services

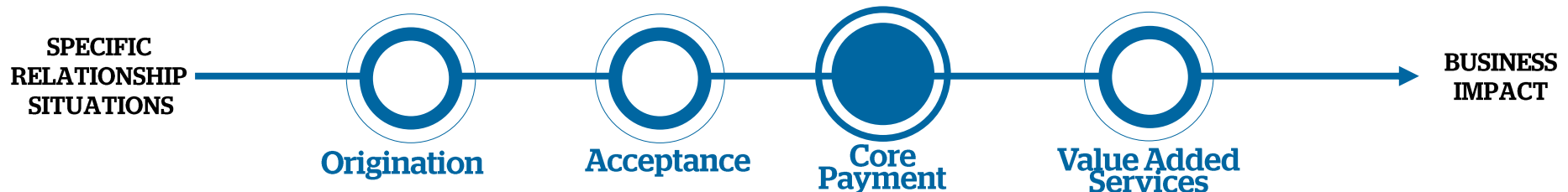
- Omni-Commerce
- e/m Payment
- Commercial acquiring
- Terminals

New Digital Businesses

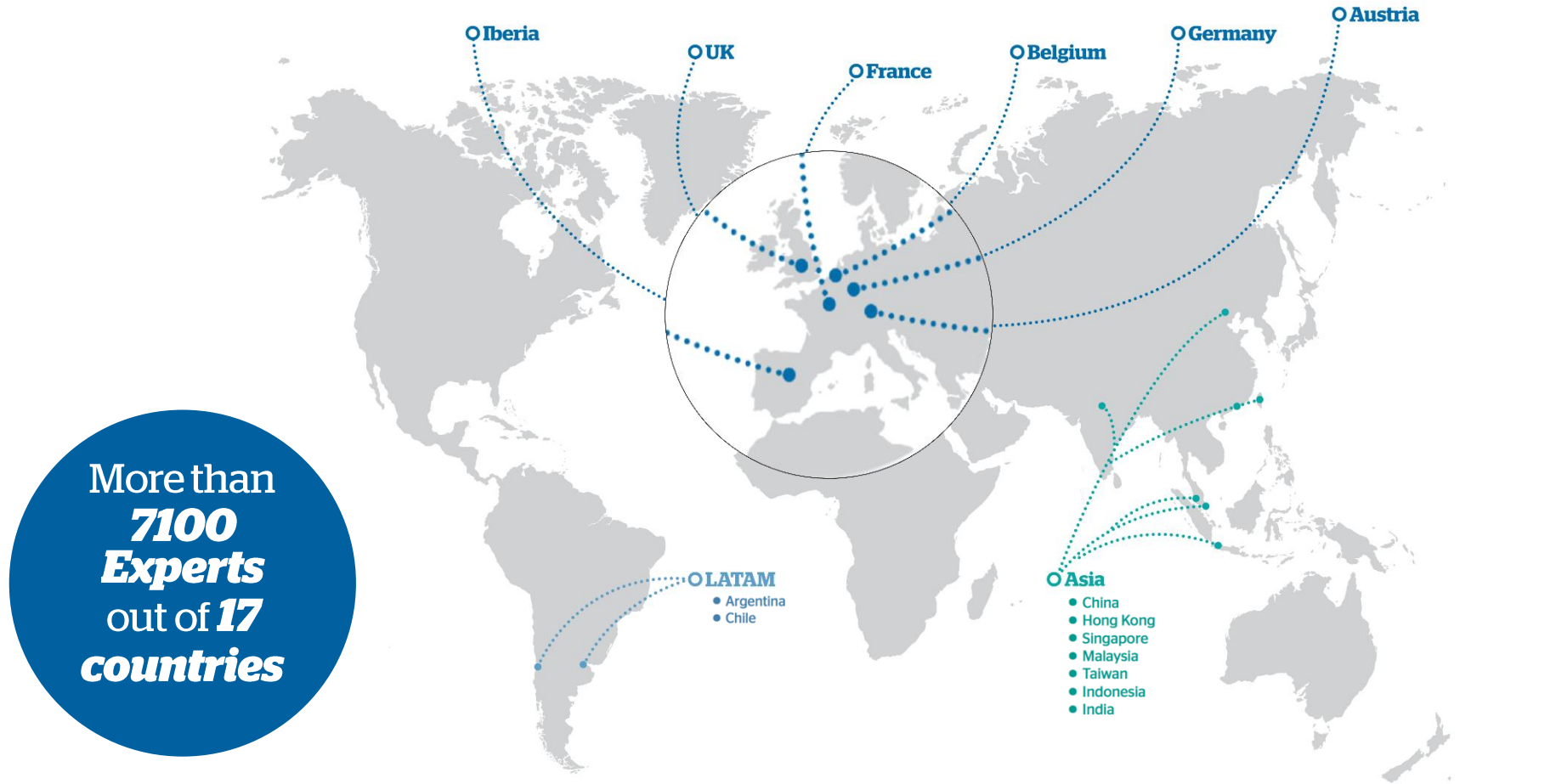
Engagement & transactions systems around Mobility for:

- Government
- Transport
- Industries
- Telecom
- Media
- ...

Integrated Customer Journey



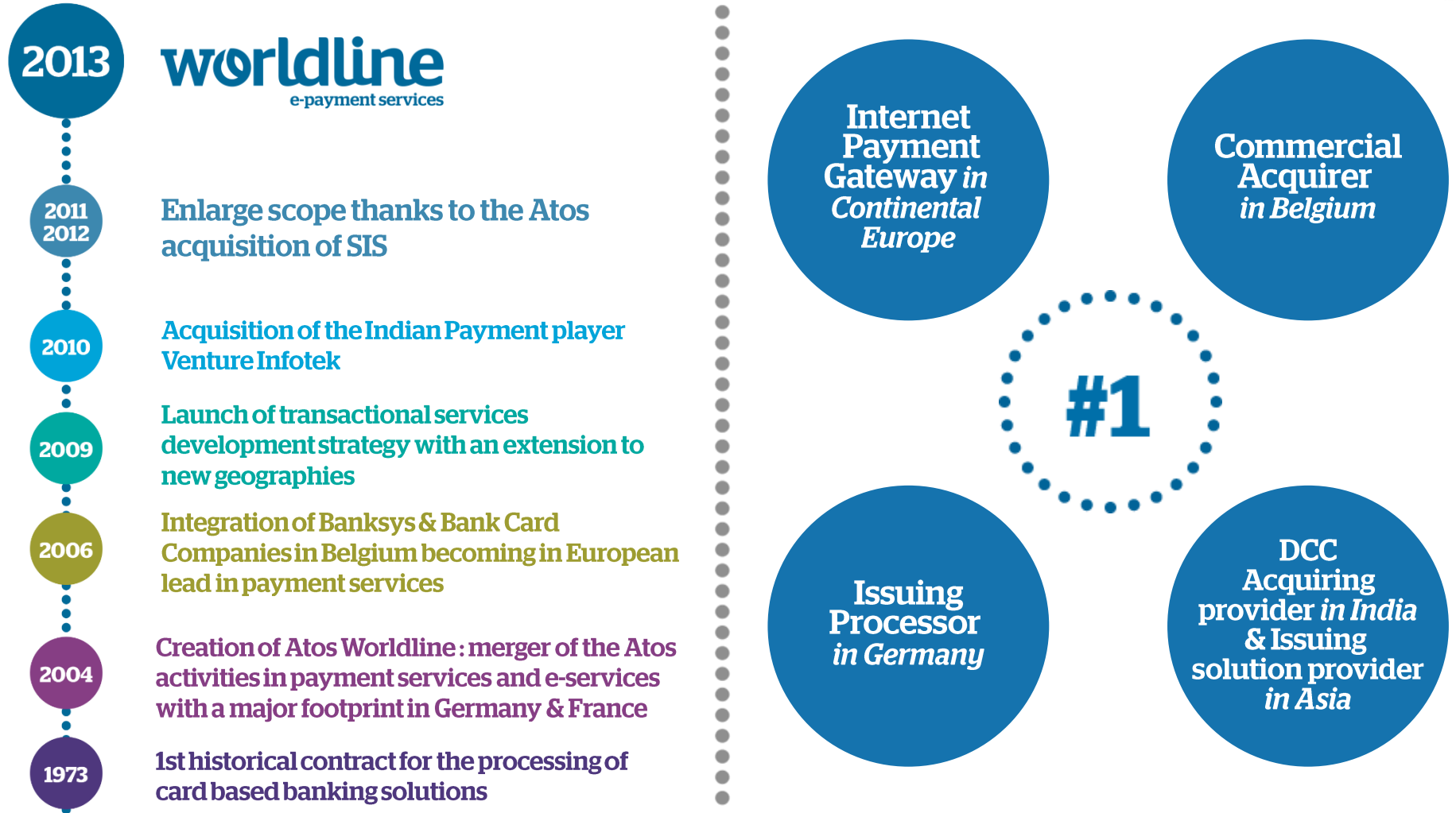
A European leader growing globally



More than
7100
Experts
out of **17**
countries

Worldline committed to deliver services globally

A successful track record based on a mix of organic growth and successful integrations



Worldline: a new company carved out July 2013

An e-Payment company for today's digital experience

FOCUS

Next generation
of B2C services
with payment as
the single point
of truth

GLOBAL

The Europe's
leading player in
business &
payment
services

INNOVATIVE

A digital product
approach
through innovation
and excellence

OPEN

Strategic &
financial
flexibility for
partnership
opportunities

Capturing **the full growth** of the payment market[s] in the Digital Era

“

The Digital world is upon us. Every business leader is becoming a digital leader. We are entering the era of the Digital industrial economy. Digital is the business. The business is Digital.

”

Peter Sondergaard - Gartner 2013 - Orlando

Three growth trends of the payment markets

1



Payment Market Volume Growth

Continuous increase of the number of electronic payment transactions

Growing 3x faster than total consumer spending¹

2



Payment Market Digital Transformation

New digital innovations

- New payment methods
- New digital businesses

3



Payment Market Structural Transformation

Regulations & New Economics

- Outsourcing opportunities
- Strategic partnerships

Sources: 1 Moody's Analytics, Euromonitor International Merchant Segment Study 2012

1 Worldline has all the capabilities to capture the full growth of the payment market

MARKET GROWTH 

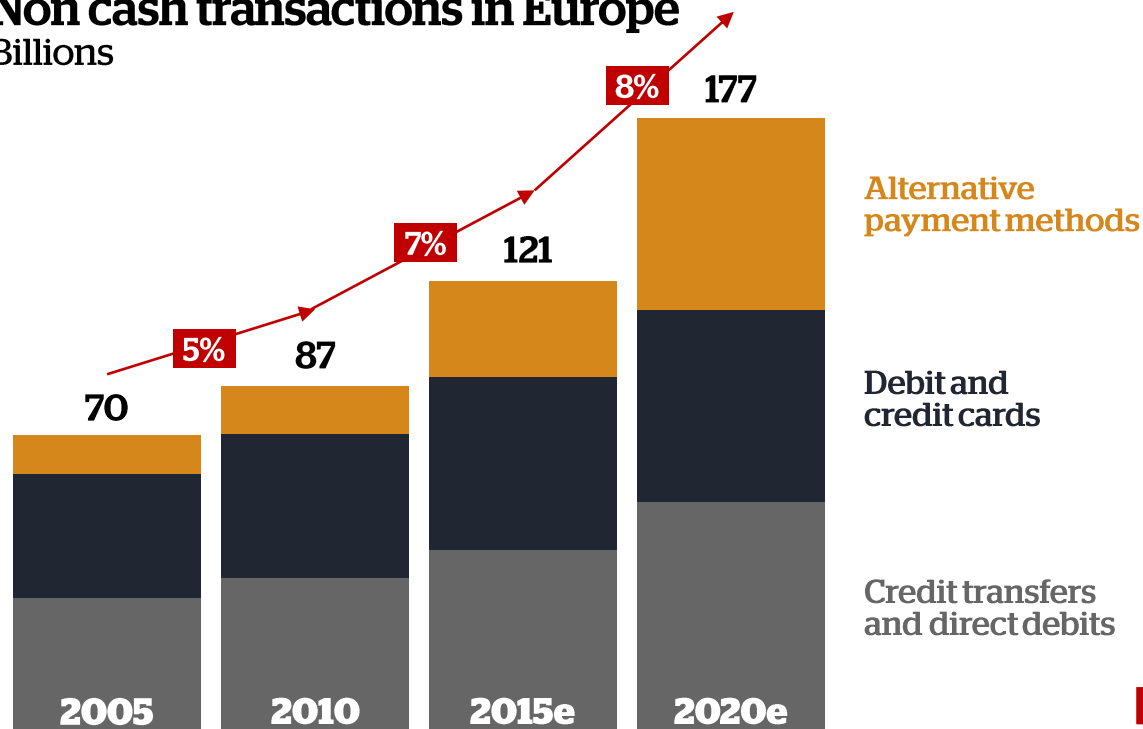
SCALE EFFECT  

DIGITAL INNOVATIONS 

Payment Methods



Non cash transactions in Europe
Billions



 CAGR

Sources: A.T. Kearney European payment market model - June 2013

2 The acceleration of new technology adoption enables brand new digital businesses



Sources: 1.IDC - 2.Forrester- 3.MarketsandMarkets- 4.GSMA

2 Four examples of executed business transformation by Worldline

RETAIL

Drive
Click, Pay & Collect!



Mobile Wallet
No need to queue up to order anymore



BANKS

eTicket payment
I use my NFC Credit Card as a Transport card!



Car Services Store
I pay a service by the time I need/want it




MANUF.

3 The strategic restructuring of the traditional payment market generates opportunities

SCALE EFFECT + +
DIGITAL INNOVATIONS +

 Proposal ICH EU REGULATION Article 6- Feb 2013
licenses delivered by schemes for issuing or acquiring purposes should **not be restricted to a specific territory but cover the entire Union territory**

French banks tap Worldline for Paylib e-payments service
30 September 2013 | 1859 views | 0 
Finextra

"Europe's banking industry will see **significant consolidation**, with the second tier likely to shrink in both breadth and number," said Jeremy Anderson, global chairman of KPMG FS practices in London.
Feb 2013

FINANCIAL TIMES
July 16, 2013 9:00 pm
Card transaction fees to be capped under EU proposal

**Outsourcing Opp.
New pricing models**

Local to European

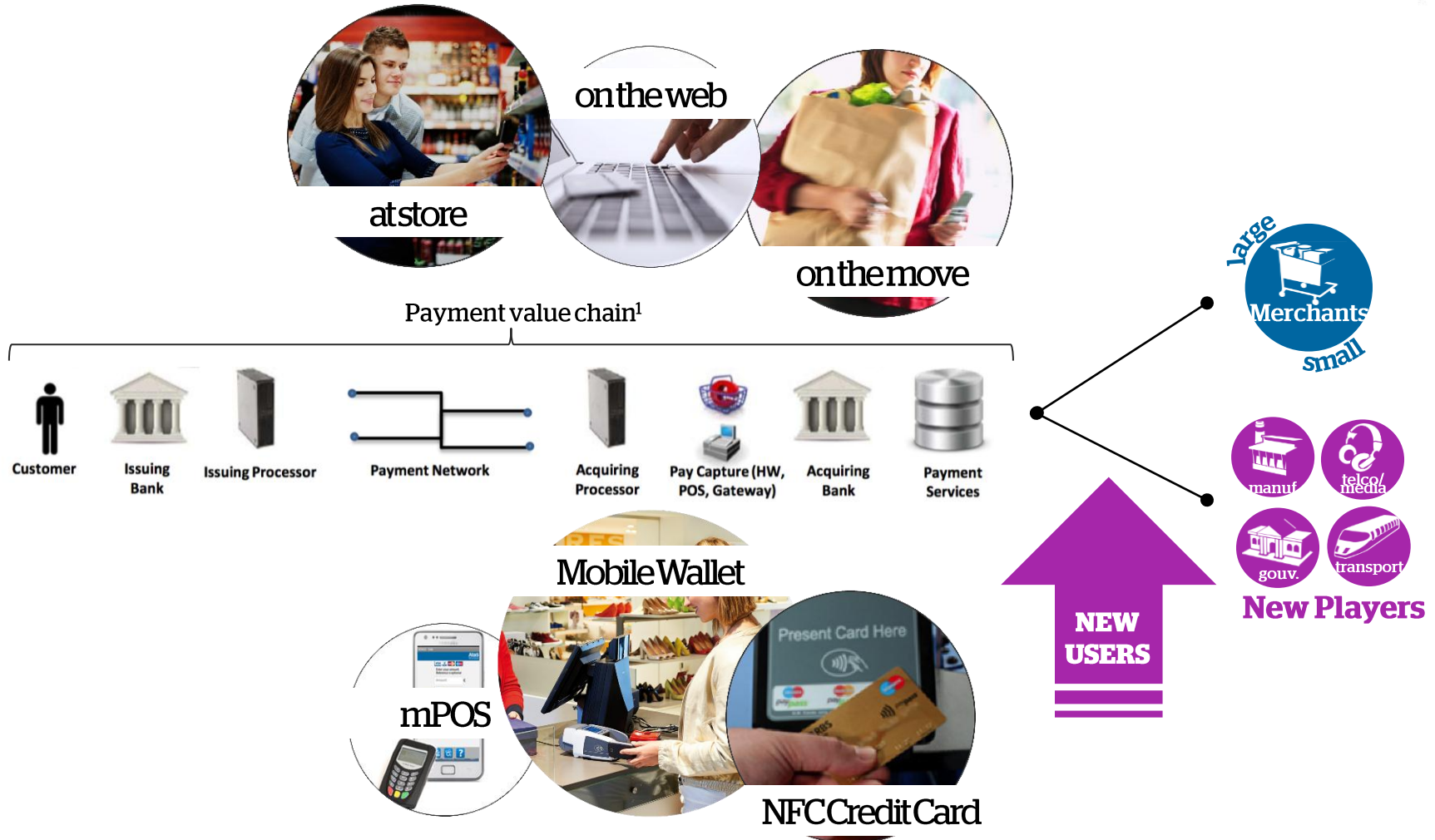
Consolidation acceleration

Strategic alliances on innovations

More volume through outsourcing & consolidation

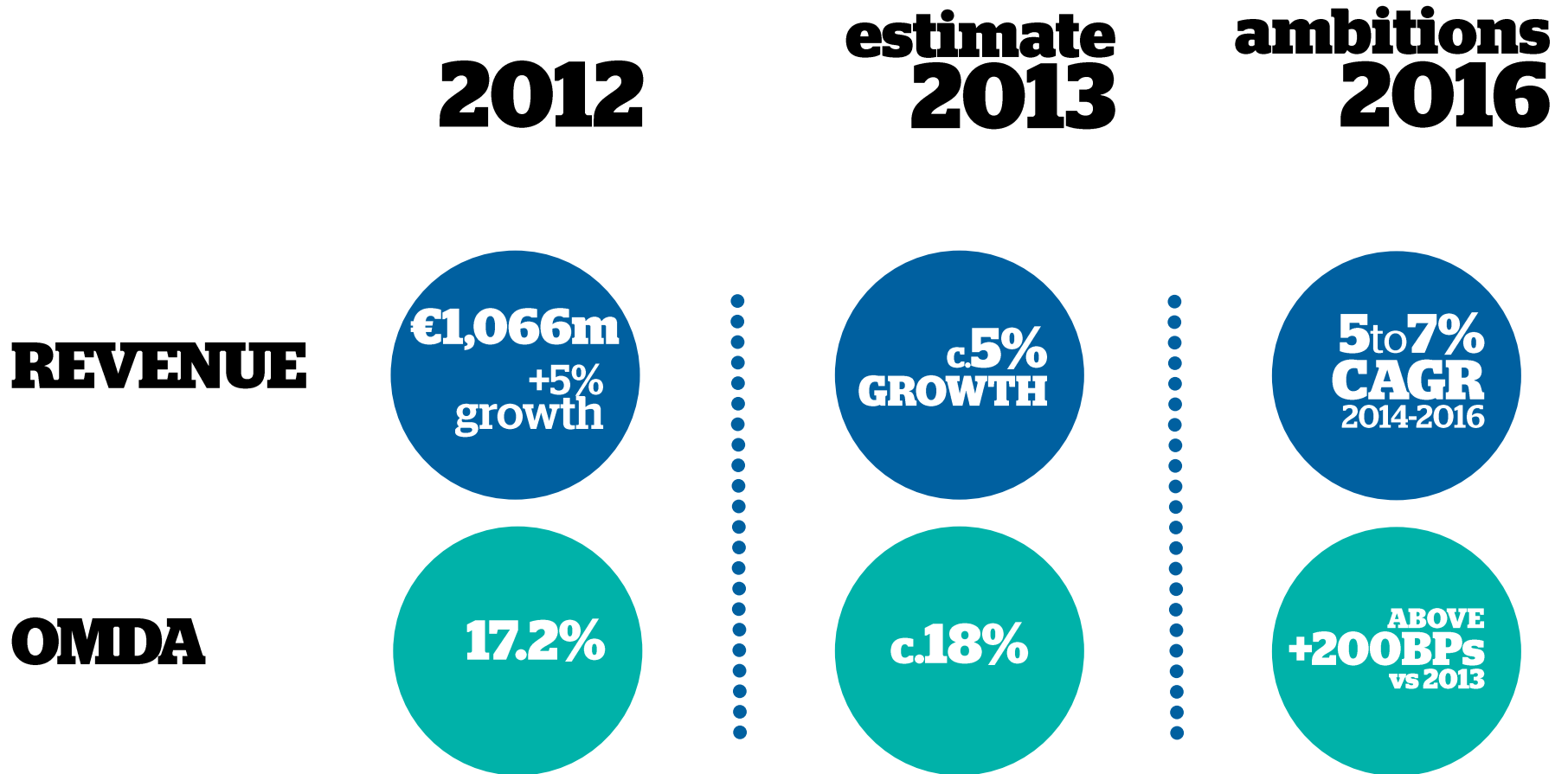
Investments in innovations to find new Pricing Models

A unique comprehensive positioning for the extended payment value chain



Source: 1-Barclays - The changing payment landscape - Sept 2013

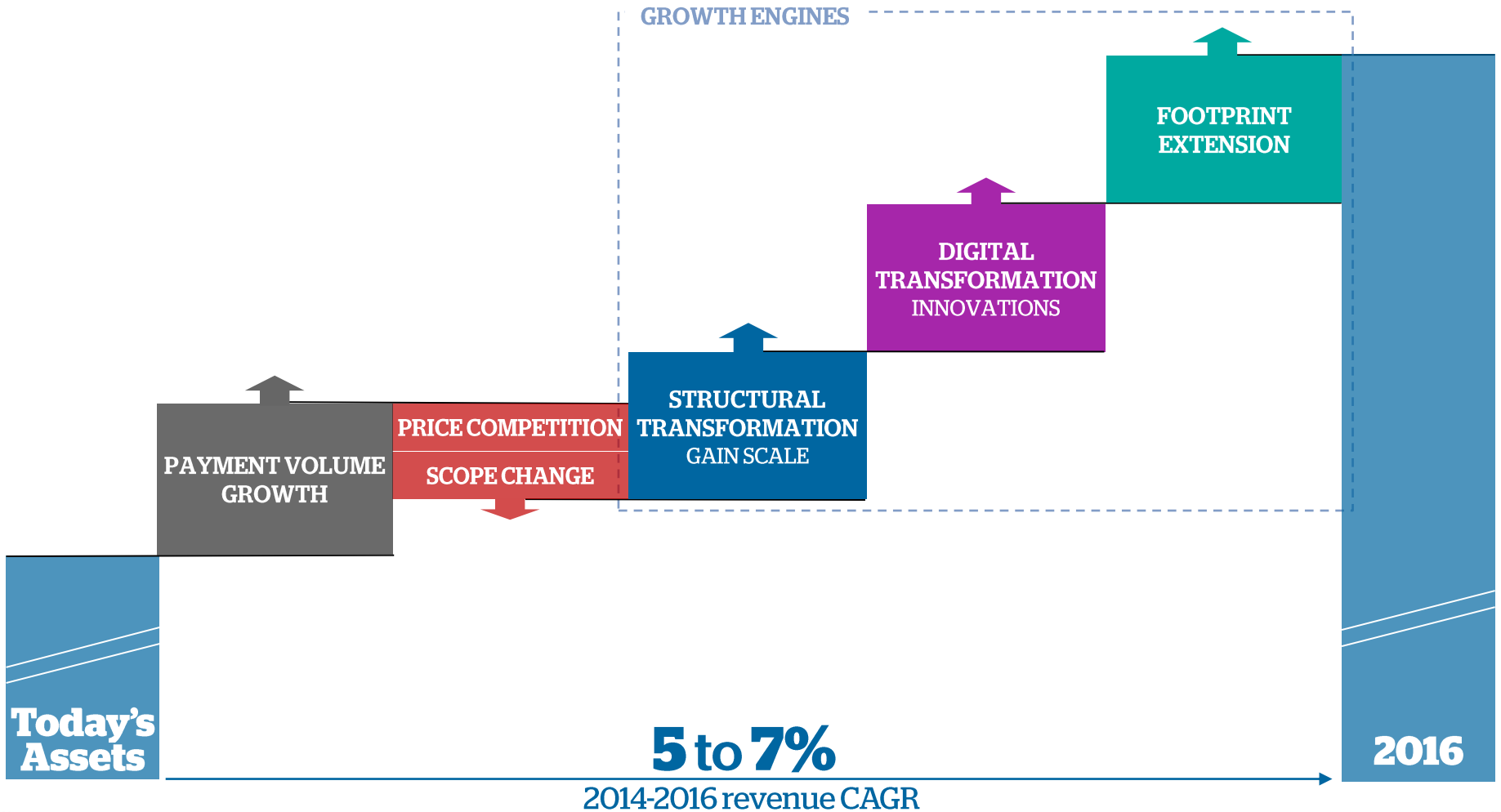
Key financial figures pro forma Worldline



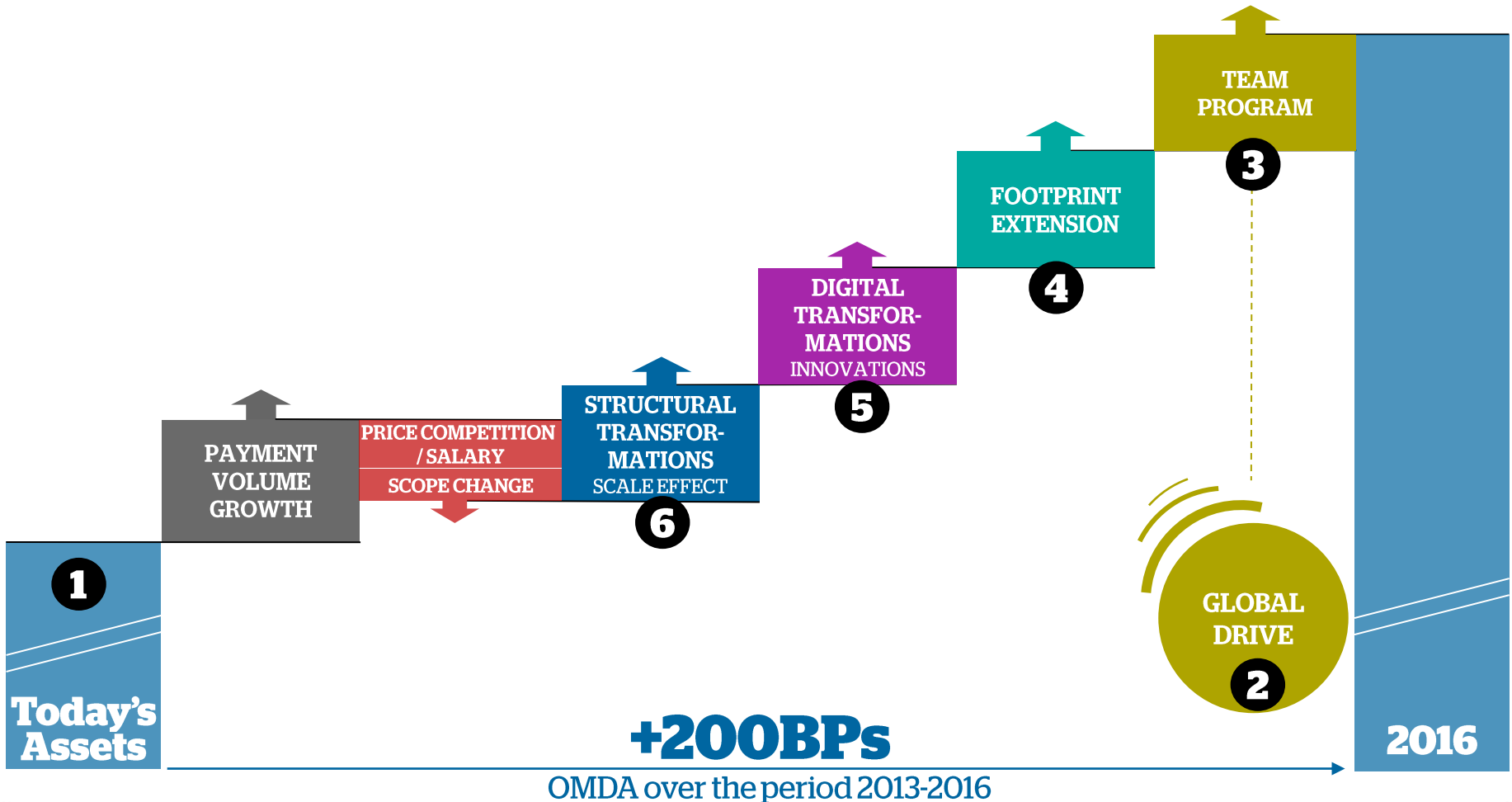


From Vision
to Execution

Revenue ambition: on top of the market evolution, three growth engines



OMDA ambition: combining the growth engines with a new transformation program: TEAM



1 Two strong assets for our top line Technology and Business know-how

Our technology combined with a build and run capability

Our innovative digital technologies are able to extract the full business benefits from any transactions in a good time to market

Unmatched combination of payment services, merchant services and engagement systems highly scalable and secured

A business know-how combined with a market neutrality

Our customers expect a business partner while preserving a direct relationship with their millions of customers

We commit to the business benefits of our client services while letting them the customer intimacy and the data ownership

1 ... and a robust infrastructure.



Expertise in IT processing

European Data Centres fully connected for back-up

- ▶ Discrete locations
- ▶ Safe environment 7/7 and 24h/24
- ▶ Limited staff policy
- ▶ Technical redundancy

State of the art and quality commitment

- ▶ ISO 9001-2000 certification
- ▶ ITIL best practice
- ▶ Security policy standards
- ▶ ISO 17799 : 2005
- ▶ Compliant with all banking standards

Highest level of service is guaranteed

- ▶ Permanent technological system
- ▶ Infrastructure intervention
- ▶ Incident processes and resolutions

Dedicated Data Centres

5,000m dedicated data centres dispatched between:

- ▶ Belgium (1 centre)
- ▶ Germany (2 centres)
- ▶ France (4 centres)

14,100 midrange servers

- ▶ 7,900 Linux
- ▶ 60 Solaris
- ▶ 1,100 Wintel
- ▶ 40 Unix
- ▶ 30 AIX
- ▶ 5,000 Cloud servers

2 IBM Mainframe (2,000mips)

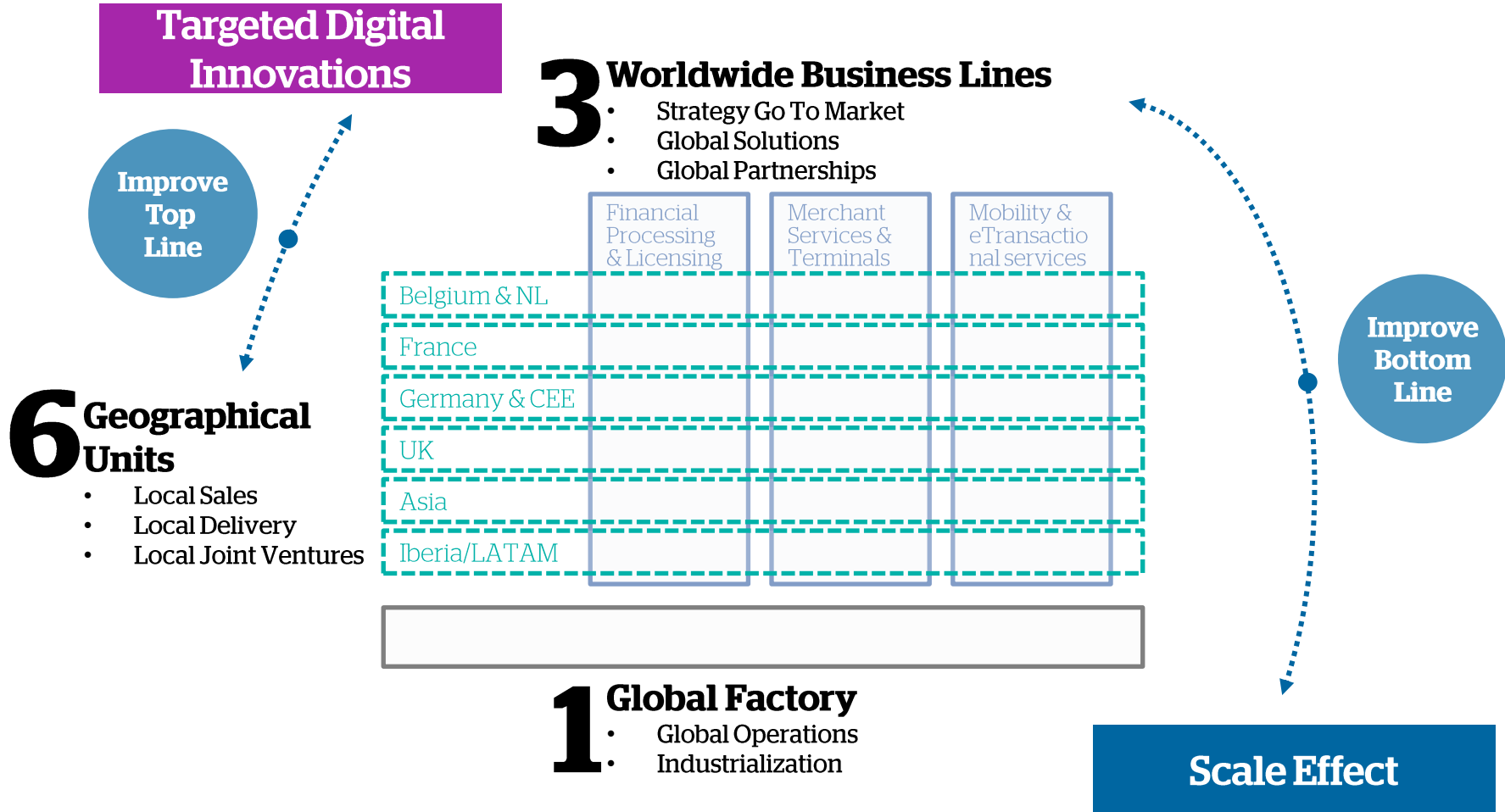
2,350 Databases

- ▶ 320 Oracle
- ▶ 1,900 Mysql
- ▶ 110 MS Sql

6,300 TB of data stored on

- ▶ 150 NAS
- ▶ 10 SAN

2 The Worldline new organization is bringing the Global Drive we need



2 Three Business Lines as Strategic Pillars

worldline
e-payment services



**Merchant
Services
& Terminals**



**Financial
Processing Services
& Software Licensing**



**Mobility
& eTransactional
Services**

3 A transformation program delivering a second level of efficiency

Worldline TEAM Program

Strengthen Leading position
in Payment and e-Transactions markets

Stronger
integration &
industrialization

for
infrastructure

for Portfolio
and Offers

for local
delivery

top tier 1

Lean productivity / Off-Shore /
Non Personal Costs opt.

expand

Sales efficiency / New logos /
Customer Surveys

**wellbeing
@work**

Great Place To Work / Green
Label / Sustainability plan

3 TEAM on infrastructure: still a large potential for scale

Ability to combine best of the art technologies to propose **Hyper scalable Platform As A Service**

1. Software & Hardware market solutions (Oracle, Redhat, HP, Vmware , Netapp,)
2. Open Sources & Emergent technos (Mysql, MongoDB , Raspberry, Centos, ...)
3. Innovative technologies (Redcurrant)
4. Bespoke business-centric solutions (Oscare , ISMP, ...)

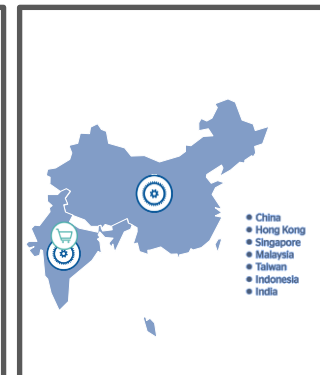
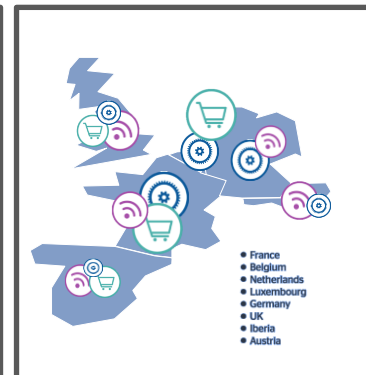
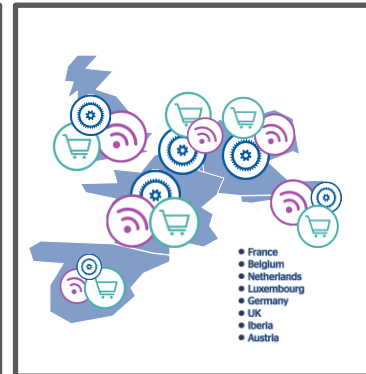
in order to guarantee efficient and sustainable services for business

... with a constant improvement plan to reduce the cost of operability

1. Integration of New geographies in the target model
2. With continuous industrialization model enhancement:
 - a) Production Shared Services deployment
 - b) Offshore reinforcement
 - c) Infrastructure optimization (Data Centers, legacy systems replacement)

4 Growth Engine: the footprint extension

Bringing all Business Lines to all Geographical Units offers opportunities for international development



SOUTH LATAM EUROPE ASIA

5 Growth Engine: Digital Transformation supported by innovation

New Payments



BUILD THE GROWTH ENGINES OF TOMORROW

- Wallet technologies
- On-line and Mobile security and technology
- M2M solutions
- Etc.

Core Payment Platforms



SECURE THE LEADERSHIP ON PROCESSING

Consolidation and continuous look for new innovative technologies to improve our platforms

Value-Added Services



DEVELOP REVENUES ON TOP OF CORE ACTIVITIES

- Fraud management
- Card Analytics
- Merchant Services (e/m commerce, loyalty...)
- Etc.



2013

Renault Supplier Innovation Award

R-Link™ solution



2013

Innovative Payment Trophy

eGo™ solution



2013

Finalist data intelligence Awards

Smart Data / IO

6 Growth Engine: Structural Transformation through the right Go To Market



Scale will come from:

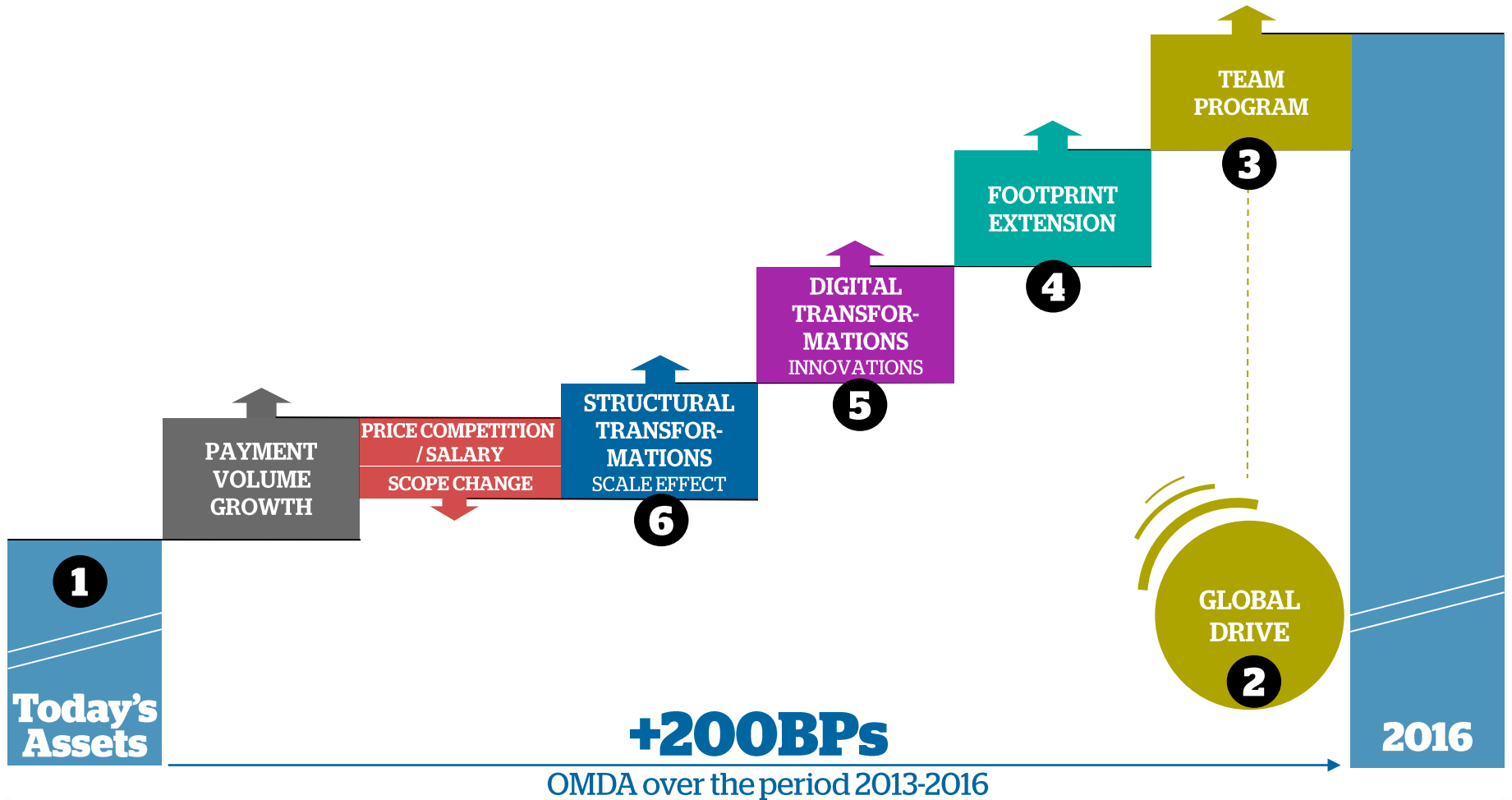
- Big clients
- Outsourcing momentum
- Strong competitiveness



This will need a specific sales effort

- Local Sales force can build on the longlasting trust relationship
- Global Business line bring Global Solutions and readily available firepower with Global hunting teams
- Atos extends the coverage on additional 25 countries, and 69 « Global Accounts »

Wrap-up



Our strongest Asset : our People supported by a Management with unrivaled experience

3 global Business Lines



C. Duquenne
Worldline COO
& Head of
Merchant
Services &
Terminals



F. Launoy
Head of
Financial
Processing &
Software
Licensing



O. Stuckens
Head of Mobility
& e-
Transactional
Services

6 geographical Regions



C. France
Worldline
France



D. Rerat
Worldline
UK



W. Walraeve
Worldline
Benelux & NL



W. Kunisch
Worldline
Germany &
CEE



J. Dabusti
Worldline
LATAM &
Iberia



JP. Duvet
Worldline
Asia

A shared passion to extend the payment value chain

1. Unique Mix of technological and business skills in the **Service Industry**
2. Passion for **innovation**
3. Passion for the company
Great Place To Work



Global

Business Lines
presentation



Merchant Services & Terminals

A profitable market with new hot trends

Deliver cutting edge, seamless services around payments, on any device before, during and after sale



€178m
H1 2013
Revenue
+3.7% vs 2012

18.3%
H1 2013
Operating Margin
€32.5m

150 000
Merchants

1.3B
Acquiring
transactions

500M
Online Accepted
Transactions

300
Partnerships





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A set of solutions designed for large or small merchants



Commercial Acquiring



Terminals



Multi-channel Payment acceptance



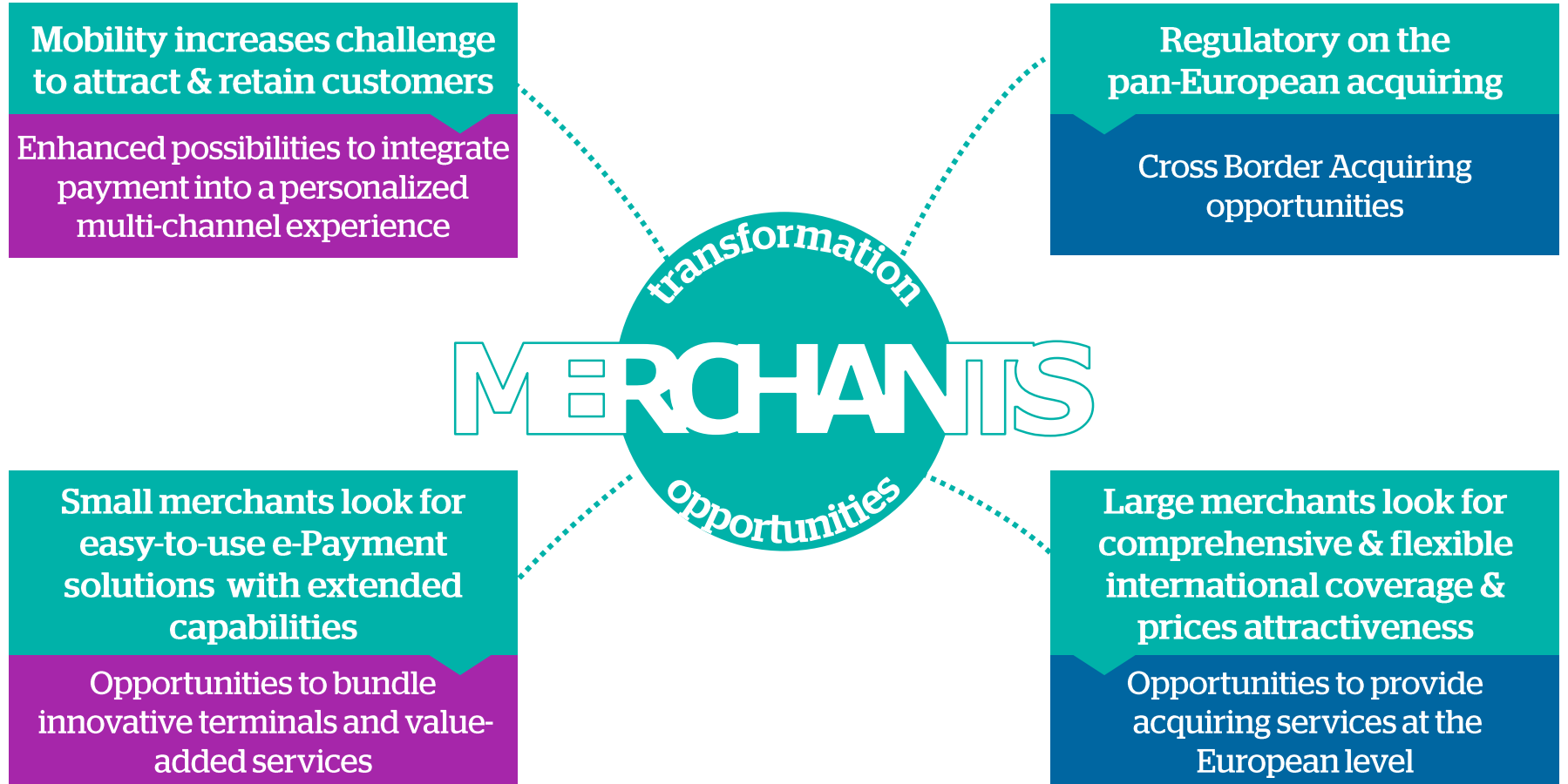
e-commerce & m-commerce



Private label cards & Loyalty services



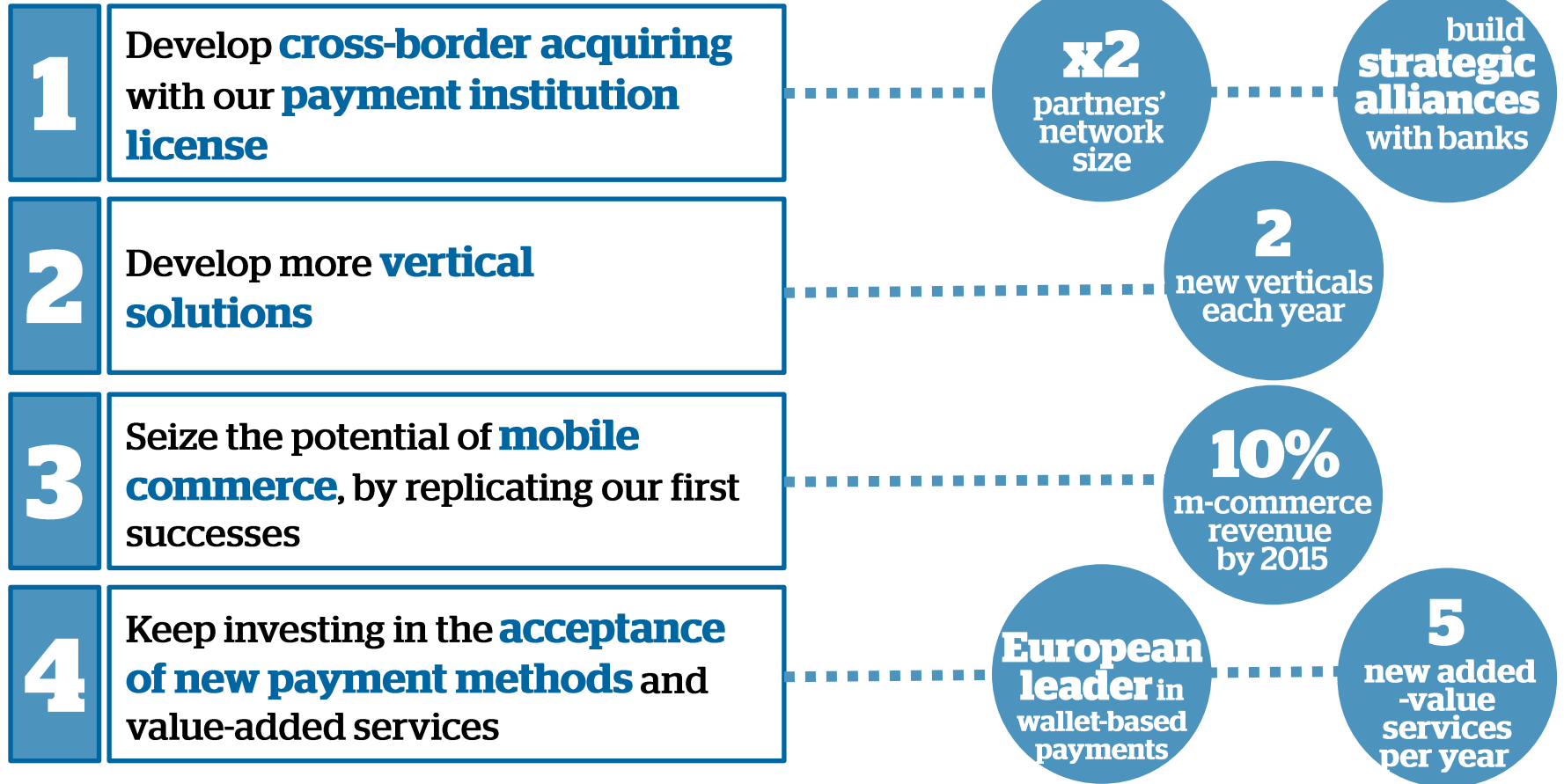
Market Trends – New opportunities are coming from digital and structural transformations





Merchant Services & Terminals

Action plan & Operational objectives





Focus on some of our advanced services at point of Sales





Instant Survey on POS terminal transforms customer feedback in revenue



The Customer pays



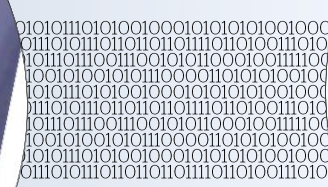
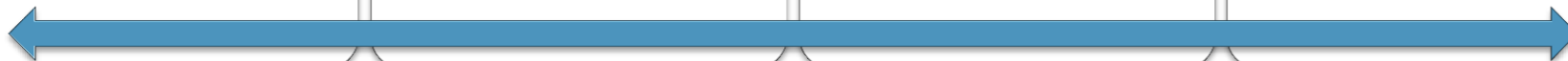
After payment ME asks for his/her opinion



Customer answers 0 → 9



HQ and POS continuously monitor satisfaction level





MPOS secure pinpads & apps for payment solutions in motion



 **Bluetooth**[®]




GPRS

worldline
e-payment services



Our ECR tablets and pinpads solutions empower the seller for one stop shopping

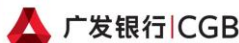




Financial Processing & Software Licensing

A sustainable single digit growth market with a high business consolidation potential

Processing services plus software licensing for Banks to manage their cashless payments





A vertical portfolio that combines assets with a strong market know-how

**Acquiring
processing**



**Issuing
processing**



VAS



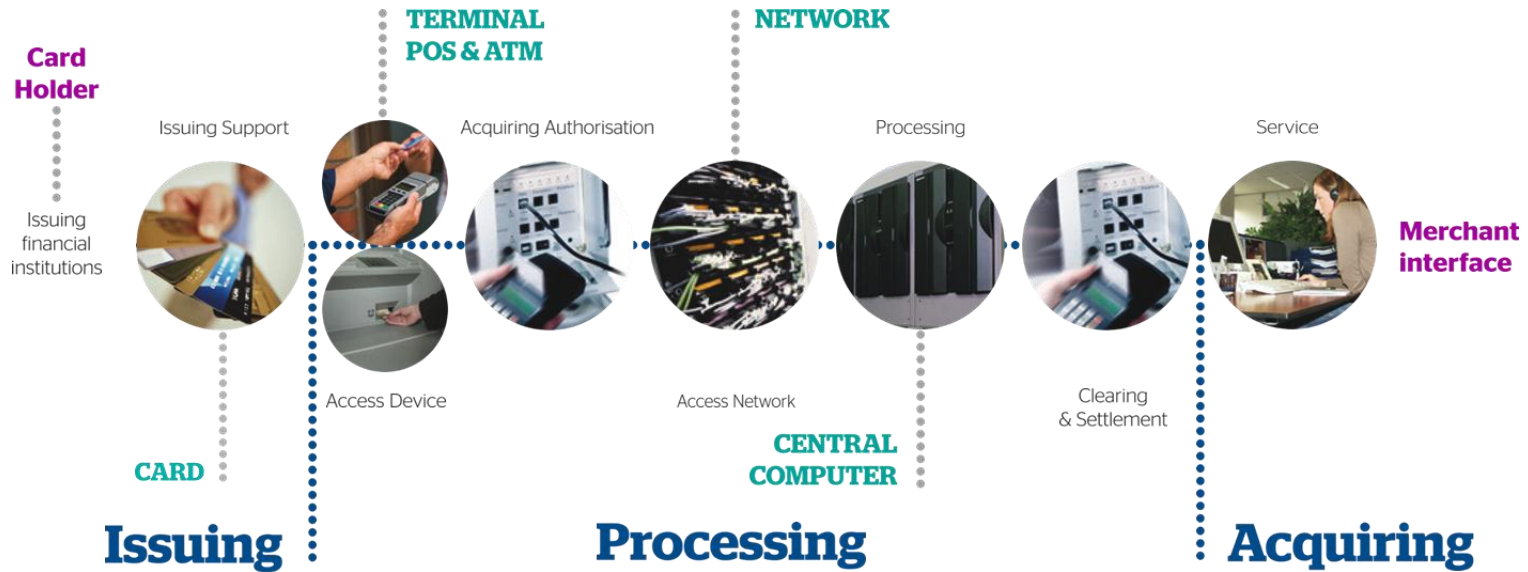
**Online
banking**



**e-m
Payment**



Covering the full processing payment value chain



CASE STUDIES

ADAC Co-branded Visa cards with ADAC in GE

Full technical processing plus customer services such as chargeback, strong authentication, fraud management

1.7M Processed Cards

Among 17M members



Online Banking e-Payments in NL

End-to-end Processing for all Dutch banks with an unrivaled position in the development of OBeP

Accepted by 40 000 Merchants

150M Transactions (25% growth)



Easy secure payment for e/m-commerce in FR

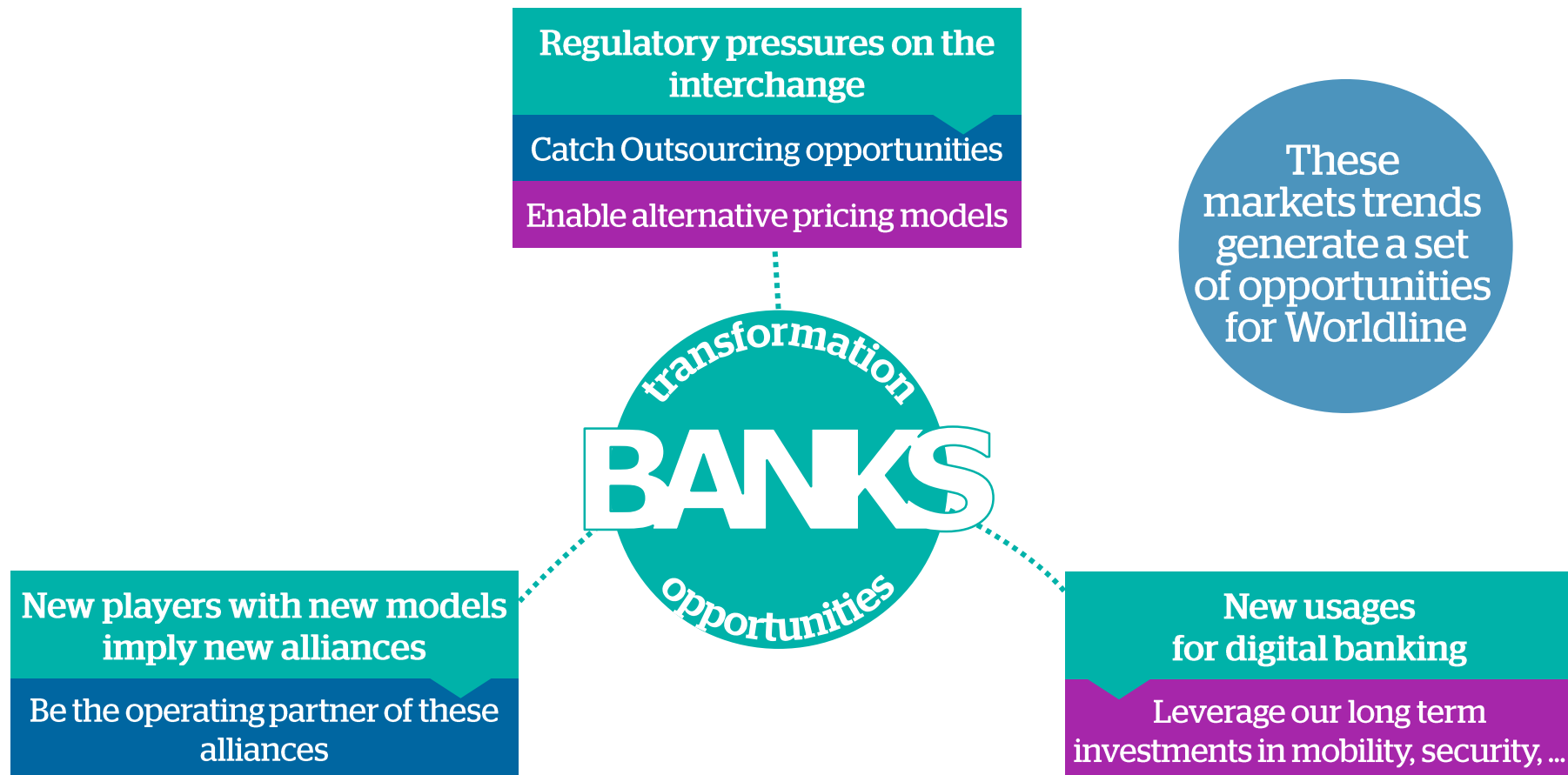
Central operation of the cloud wallet of the three-banks consortium

2M Consumers by 2015

c.40M Transactions by 2015

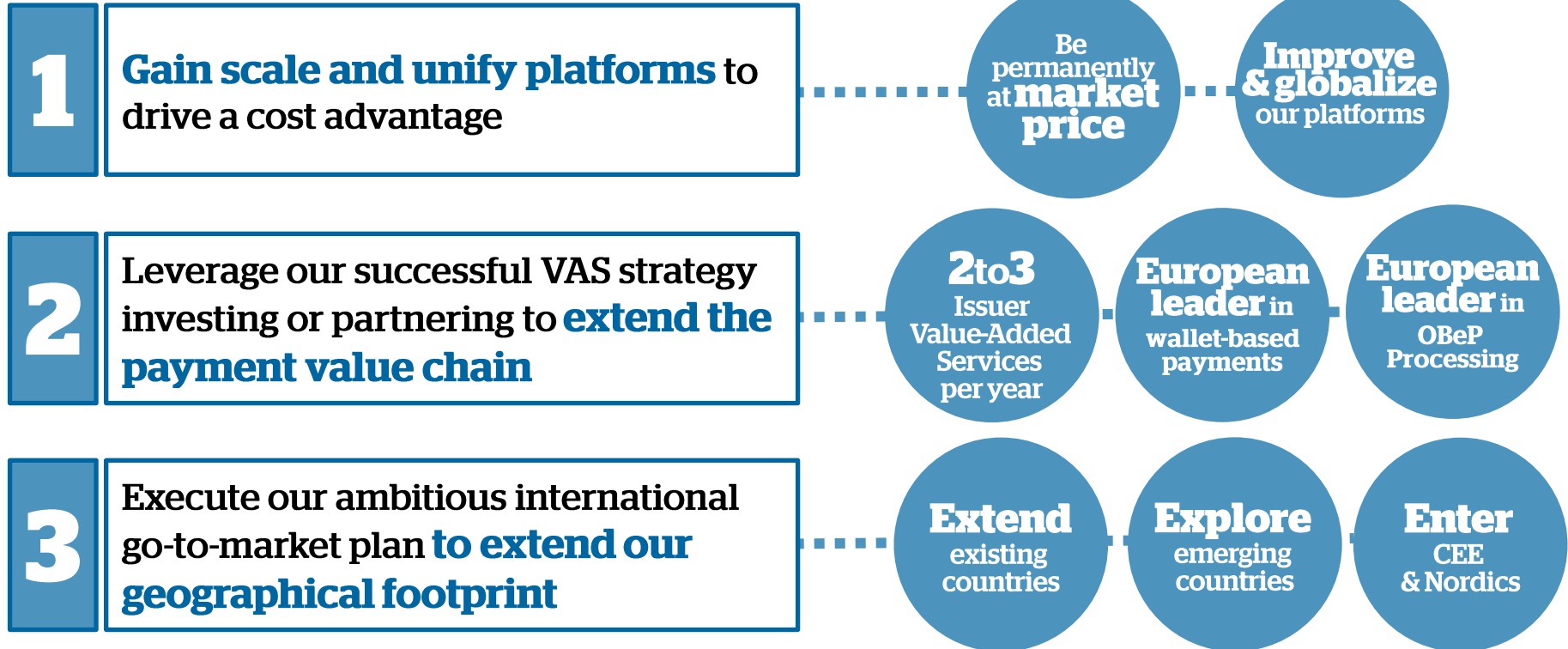


Structural transformation of the payment market generates opportunities





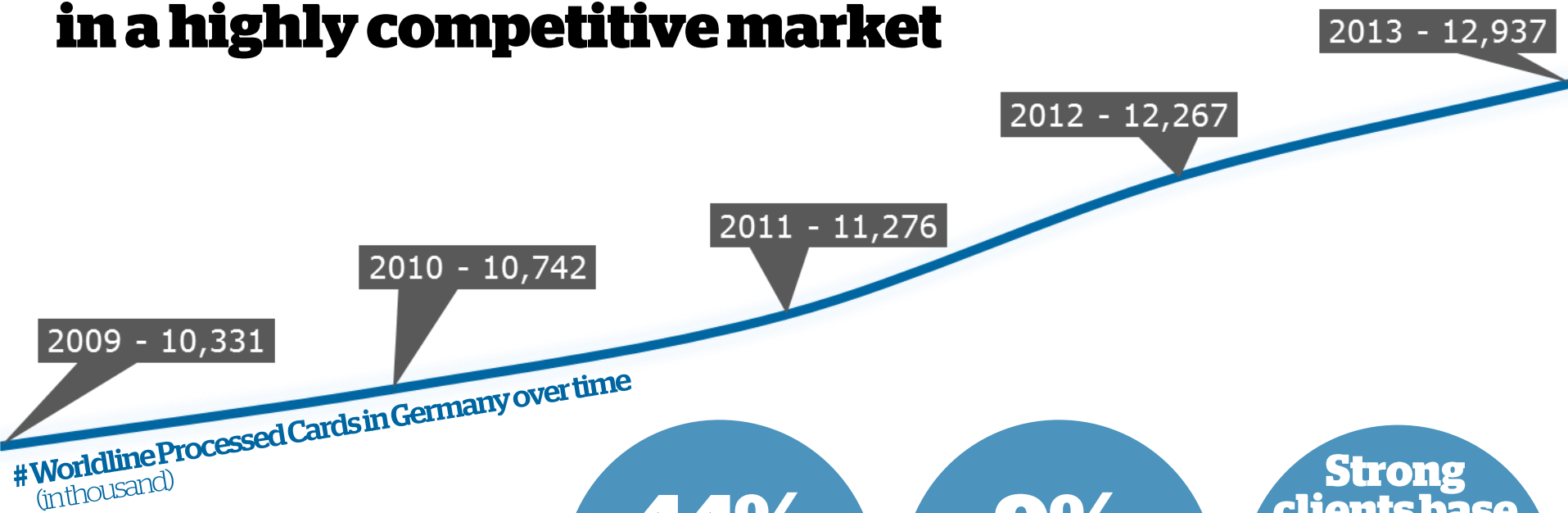
Financial Processing & Software Licensing Action Plan and Operational objectives





Issuing Processing – From a success story in Germany to a strong international potential

Reached position as a **market leader** in a highly competitive market



44%

Market Share 2012¹

9%

2012 Growth vs 6% Market Growth¹

Strong clients base

across all parts of banking sector (LBB, Sparda, CommerzBank, ING DiBa, ...)

Sources: 1:ECB book for Germany with the figures up to 2012



Issuing Processing – From a success story in Germany to a strong international potential



Approach

- Standalone value added services as door opener
- Evolving into full issuing processing service provider leveraging existing contracts
- Taking benefit from changes in former interbanking processing entities

**Taking position in Germany
as a platform for international expansion
... and taking full advantage of the Worldline portfolio**



Mobility & e-Transactional Services

Capturing a new booming payment market

Strategic transformations

powered by digital services with payment as the single point of truth



€182m
H1 2013
Revenue
+10% vs 2012

11.4%
H1 2013
Operating Margin
€20.8m

#1st
at next generation
connected cars
interface¹

12M
transactions from
18,000 buses+
trains+metro
in Argentina

**close to
6 Peta
bytes**
of consumer
personal data



source: 1>User testability test on all European OEM solutions by SBD Sept. 2013



Portfolio of selected verticals enabling to capture promising new digital businesses



M2M, Mobility Solutions
Connected Living Solutions



eGovernment collection Platforms



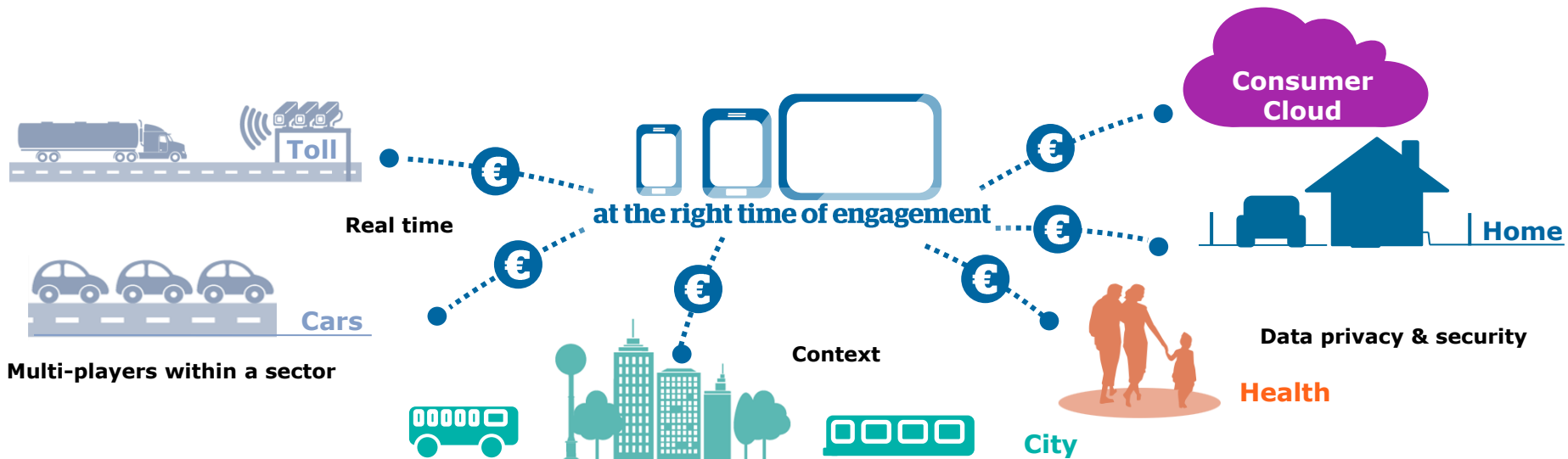
e-Ticketing Systems
Journey Management



Contact & Consumer Cloud Platforms



Market Trends – new Digital Businesses enable by contextual mobility revolution



6.5B
connected
devices
in 2015
+50%

64%
of 55-64^{years old}
use a
smart-
phone

6.3ZB
managed
data
in 2015
+100%

Sources: 1: Bosch Innovations – 2: Donald W. Reynolds (US) – 3: IDC Digital Universe Study



Mobility & e-Transactional Services

Action plan and Operational objectives

Go To Market

- 1** Push on market of end-to-end **vertical digital businesses** around payment
- 2** Development of **Data Market Places** to increase the value of the full ecosystem

+1
country
per segment
next year

+100%
Connected
Living
revenue
in 2 years

Platforms & Solutions

extend & massify
Connected
Cities
solutions

unify
our eTicketing
platforms to
optimize
the value

Investments in **Mobility & Big Data** to be able to provide targeted services in motion

3

Increase differentiation through **security & privacy management expertise**

4



Example of engaged digital transformation : Advanced e-Ticketing

Journey Management
is a EUR 3.5 Bn market
forecast to grow at 5% p.a., stronger within cities



Need for Intelligent
Connected Travel

Need for
intermodality & tight
payment integration

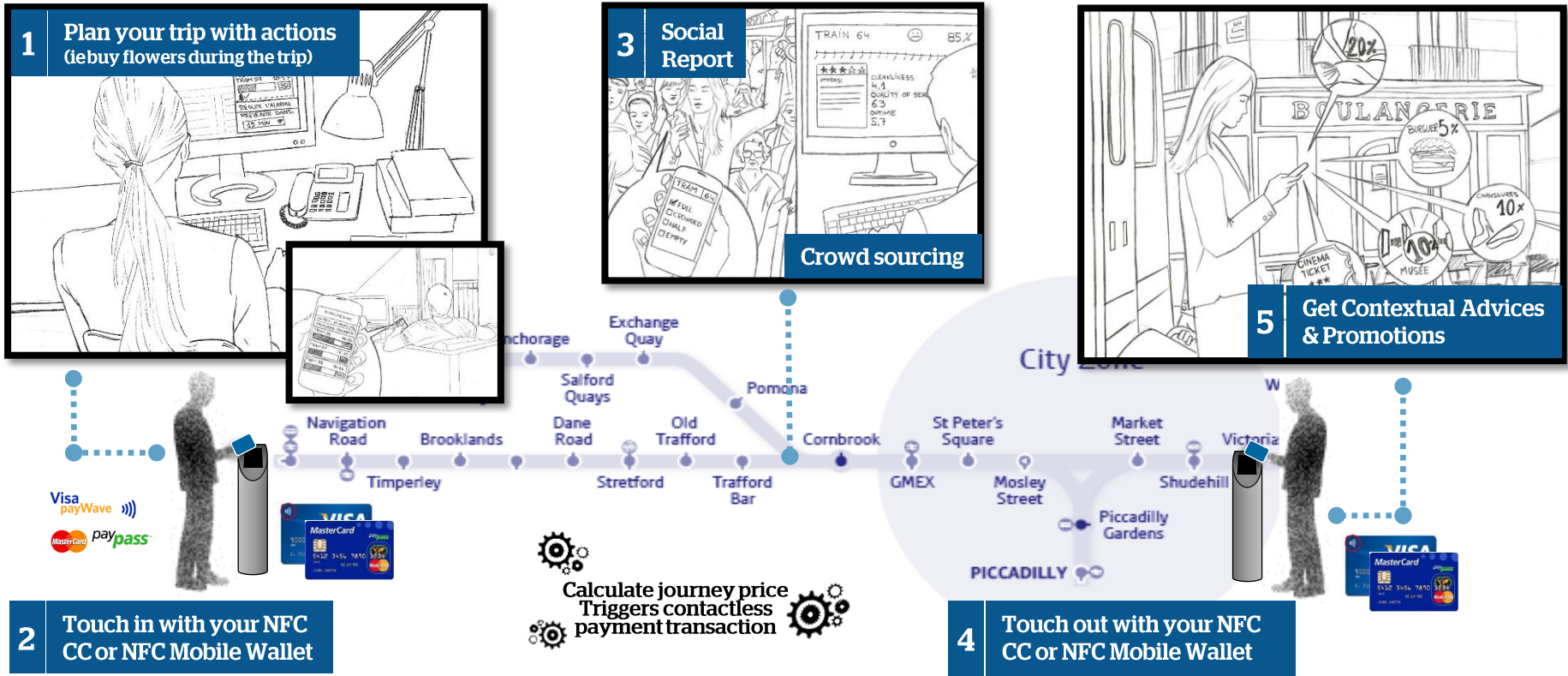
Upgrade the
transport user
experience

Get flexible ticketing
and tariff systems

Recognize the
technology impact
on capacity planning



Example of engaged digital transformation: Advanced e-Ticketing





Intelligent Connected Travel Locally, Nationally and Globally – Content, Payment, Access

**Intelligent
Connected Transport**
is essential
across all modes

Passengers
will demand
personalized content,
the ability to pay,
and ease of access
to the Transport
Network

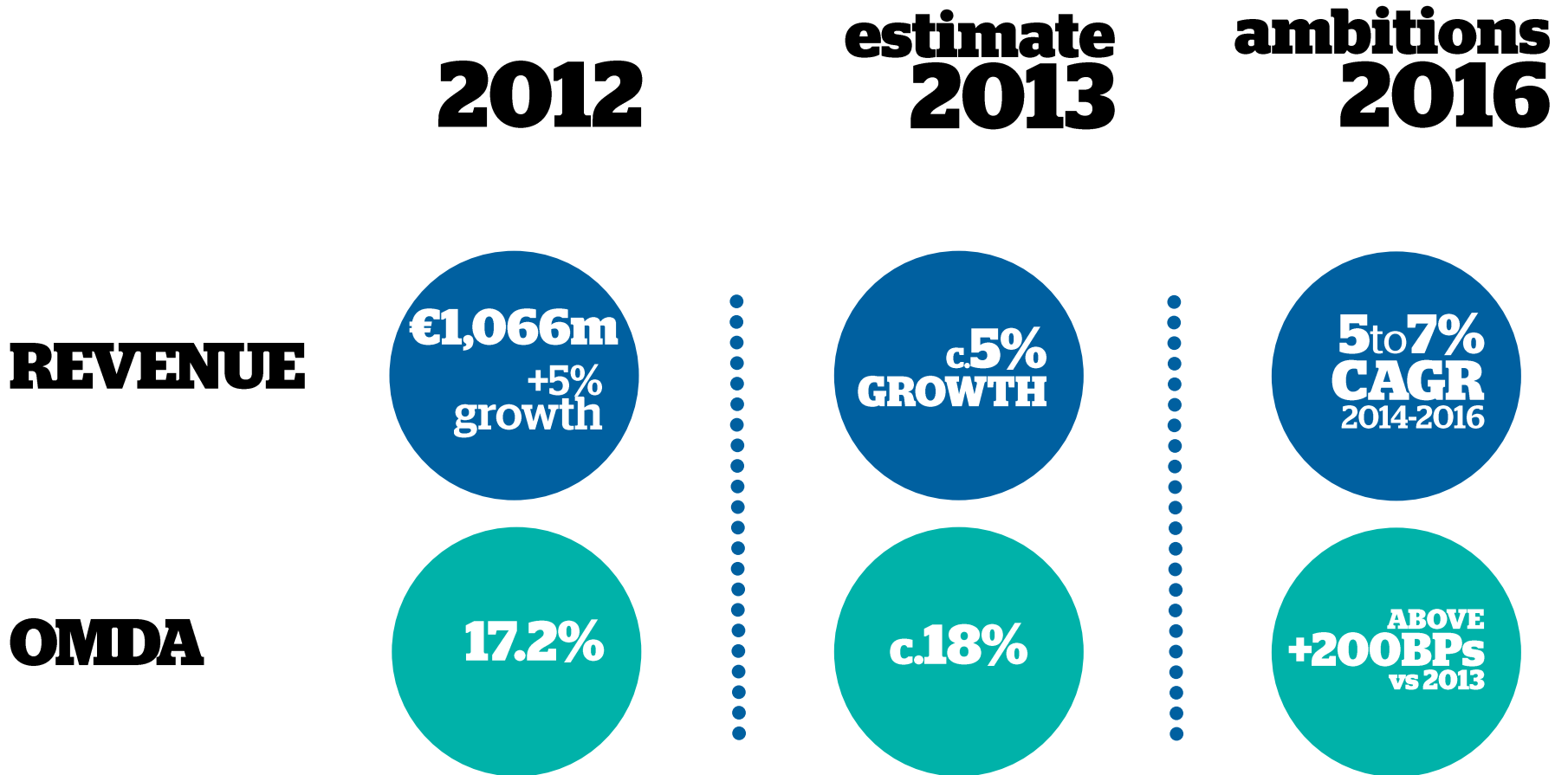
Digital technology
can and will deliver
innovative capacity
management



**What's
next?**

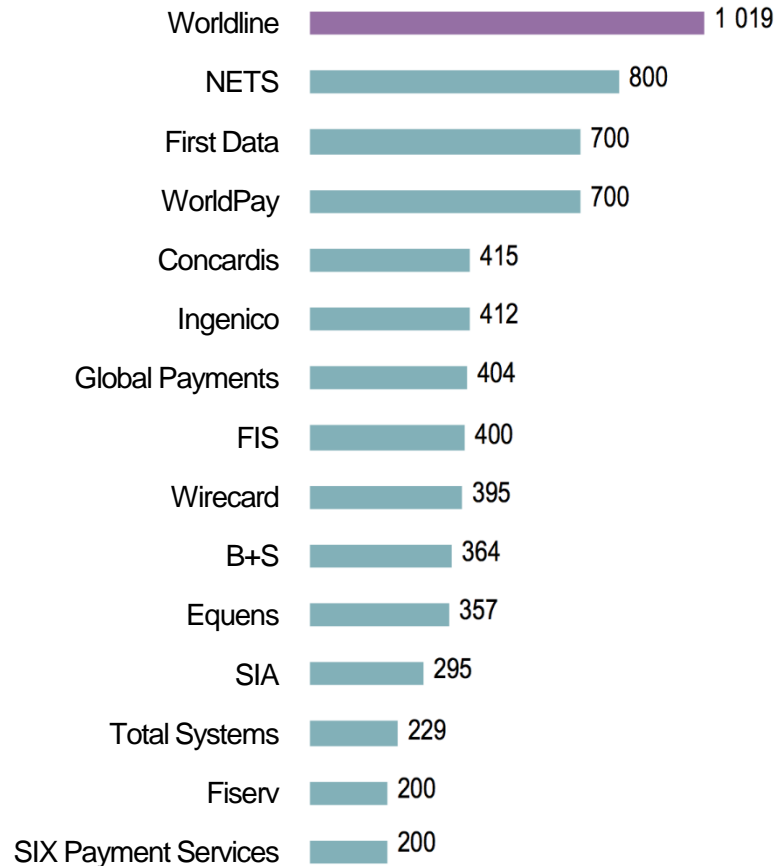
worldline
e-payment services

Wrap-up: Key financial figures pro forma Worldline



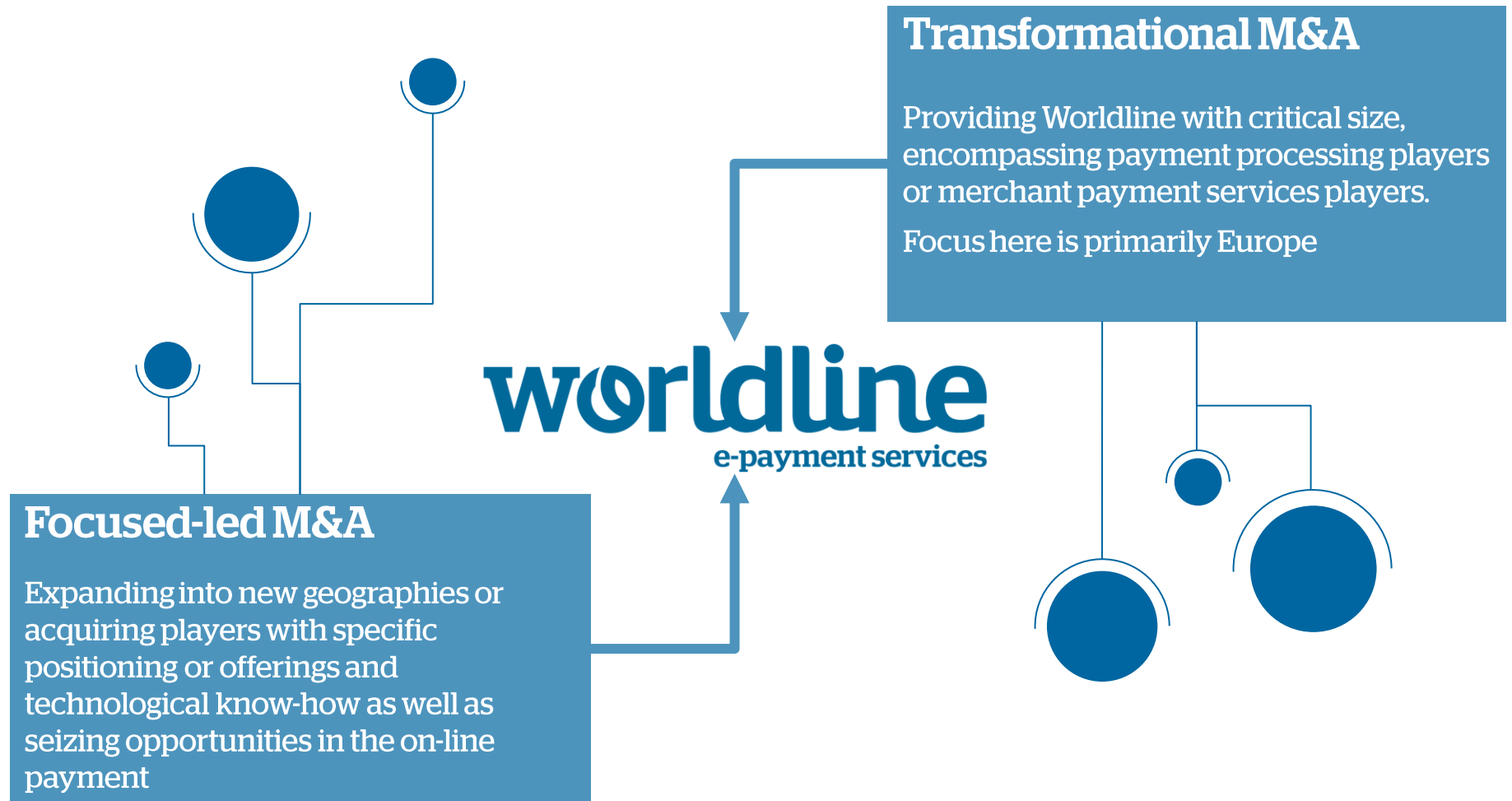
Our ambition leverages a leadership position in Payment Services...

Payment Service Provider Positioning in Europe
turnover in M€



Source: Companies (from a Natixis survey - Oct 2013)

... while still focusing on inorganic growth opportunities



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What's next?

**We are ready with the team
to prepare the company for
a successful IPO* in 2014**



Analyst Day

November 15th, 2013

Thank You

Atos