Barclays European Payment Forum

London, September 17th, 2013
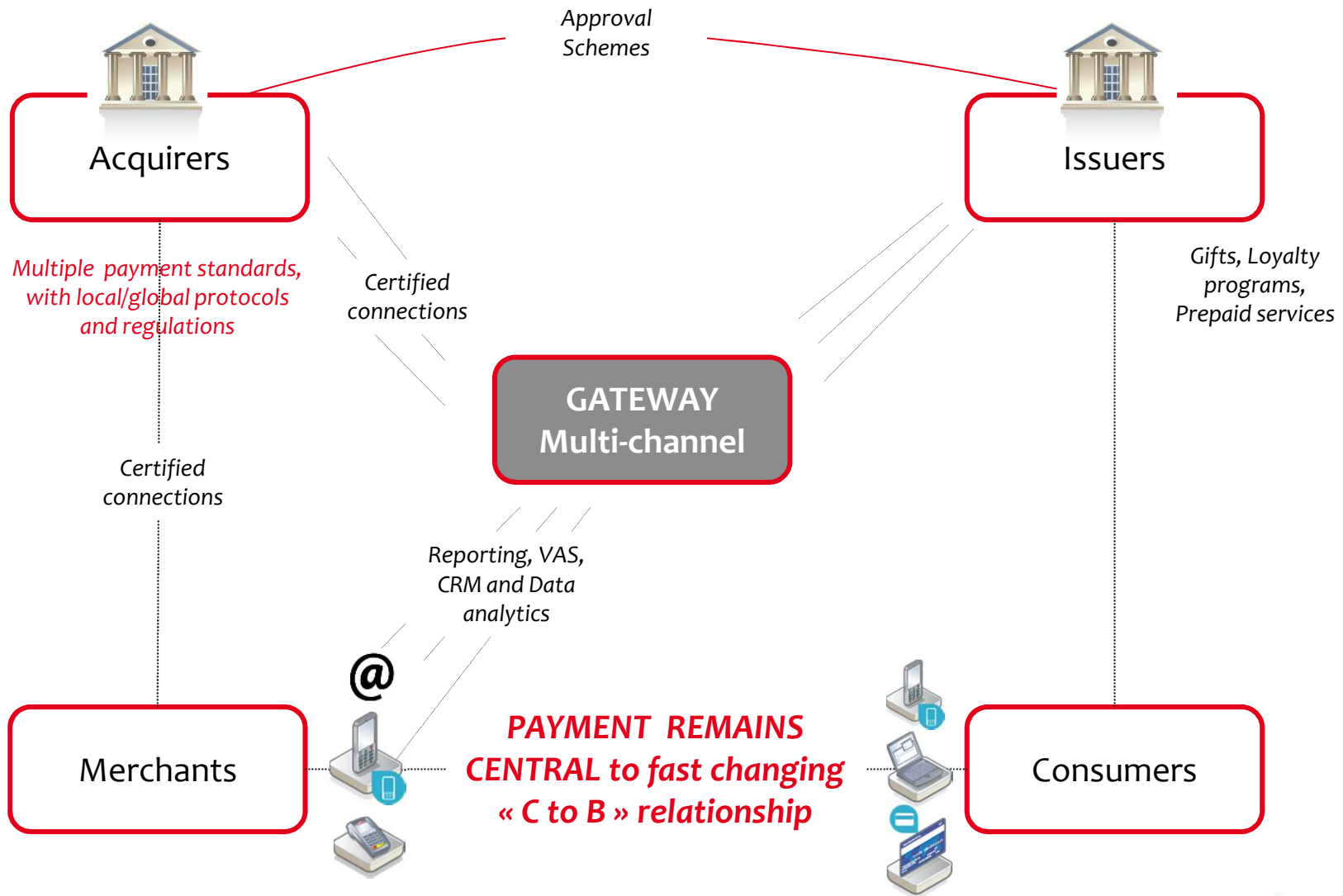
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beyond
payment
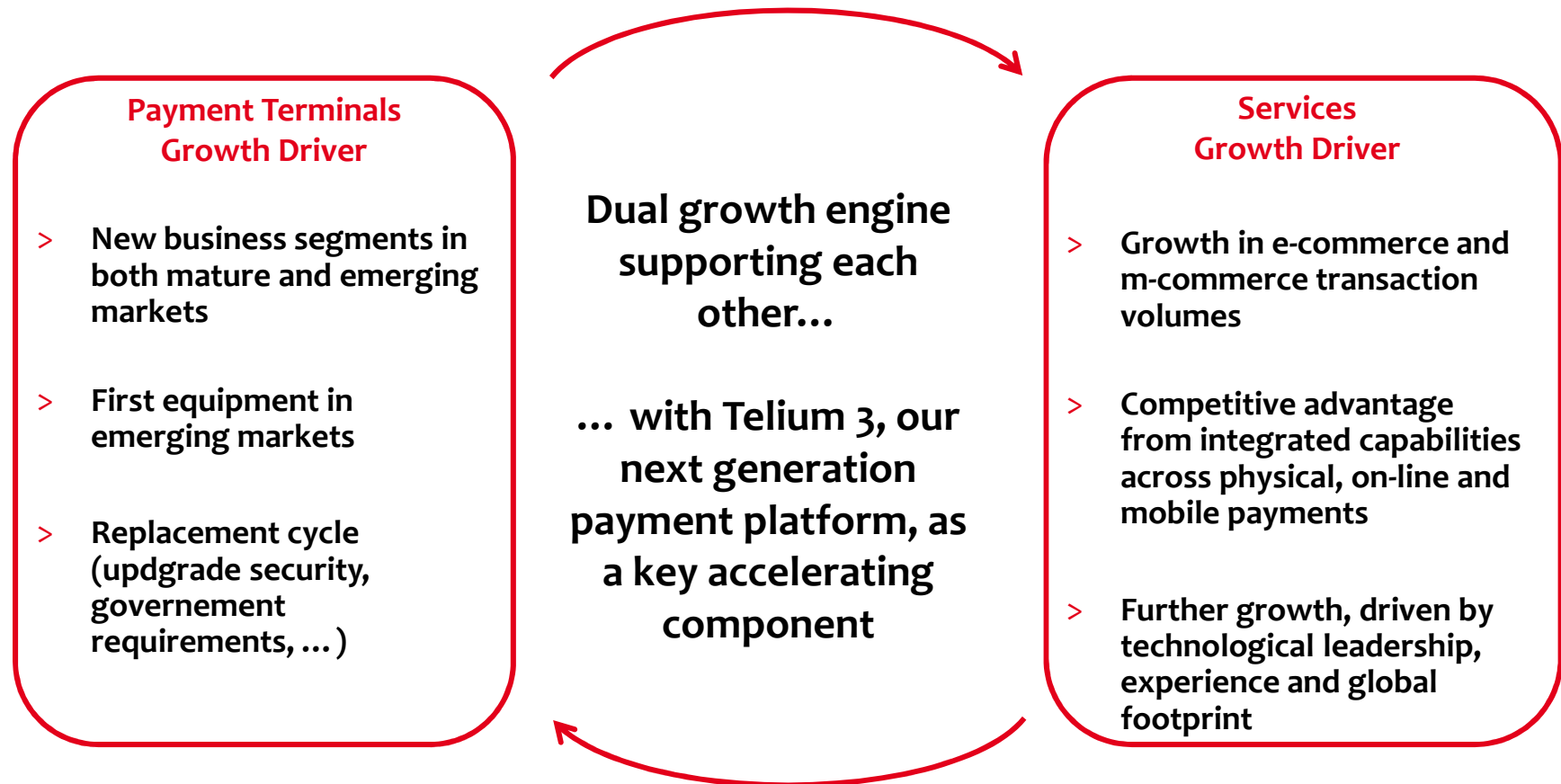
Ingenico, a leading provider of payment solutions

- **A truly global player, with strong scale effect**

- **Positioned all across the value chain from payment terminals to services, including e-commerce and mobile**

- **Market leader in hardware: 20 million POS installed, accepting more than 250 payment means and connected to more than 1,000 acquirers/banks**

- **Managing more than 3bn payment transactions**

- **A well-balanced presence in mature and emerging markets**

- **A large and diversified customer base**

- **A proven track record in executing strategy**

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Ingenico, the central player thanks to payment expertise and white labelling

Approval Schemes

Acquirers

Issuers

Multiple payment standards, with local/global protocols and regulations

Certified connections

Gifts, Loyalty programs, Prepaid services

GATEWAY Multi-channel

Certified connections

Reporting, VAS, CRM and Data analytics

@

Merchants

PAYMENT REMAINS CENTRAL to fast changing « C to B » relationship

Consumers

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A well-balanced business model

Payment Terminals Growth Driver

> New business segments in both mature and emerging markets

> First equipment in emerging markets

> Replacement cycle (updgrade security, governement requirements, …)

Dual growth engine supporting each other…

… with Telium 3, our next generation payment platform, as a key accelerating component

Services Growth Driver

> Growth in e-commerce and m-commerce transaction volumes

> Competitive advantage from integrated capabilities across physical, on-line and mobile payments

> Further growth, driven by technological leadership, experience and global footprint

Ambitious 2016 targets

- **Continue overall growth**   > **Revenue target> €1.8bn**

- **Strengthen operational performance**   > **EBITDA margin > 20%**

- *Maintain financial discipline*   > **EBITDA to Free Cash Flow conversion between 45 and 50%**

- **Implement an attractive dividend policy**   > **Pay out ratio: 35%**

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Ingenico's strategic priorities to support profitable growth

- **Deploy multi-channel strategy with the integration of Ogone**

- **Continue to combine terminals and services**

- **Increase our presence in selected emerging markets**

- **Maintain focus on innovation, especially R&D**

- **Focus on profitable organic growth…**

- **…while continuing to evaluate M&A opportunities in 3 unchanged areas (Terminals, Services, Technology)**

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Addressing high growth potential

US Market

- As expected, acceleration of activity

- Consolidating solid position in large retailers segment

- Increasing penetration of small merchants: 8 out of 10 largest US processors/acquirers

Emerging markets

- On top of strong positions in China & Brazil, …

- …Gaining traction in new promising markets: Russia, Indonesia, Mexico, Central America

- … and building up an expanded distribution network: EMEA

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Ingenico's multi-channel strategy

Build an unrivalled leader offering for a one-stop-shop, multi-channel payment solution for small-to-large merchants globally

	Merchant	Transaction « gateway »	Collecting	Acquiring	VAS Provider[1]
In-store		easycash (An ingenico company), axis	ogone (An ingenico company)	*Mainly financial institutions*, easycash (An ingenico company)	ingenico, easycash loyalty solutions (An ingenico company)
Online		ogone (An ingenico company)	ogone (An ingenico company)	*Mainly financial institutions*	ogone (An ingenico company), easycash loyalty solutions (An ingenico company) — *Online fraud*
Mobile		ogone (An ingenico company), ROAM (An ingenico company)	ogone (An ingenico company)	*Mainly financial institutions*	easycash loyalty solutions (An ingenico company)

Notes:

1 Value-Added-Services Provider

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Providing solutions in store, on-line and mobile

In-store

- **Gradual roll-out of AXIS solution across the network: 100k devices connnected**

- **"Breakthrough Award" by KFC UK for achievements to improve their payment systems**

- **easycash: providing integrated payment solutions to Rossman in Germany and to the largest cab company in the Netherlands**
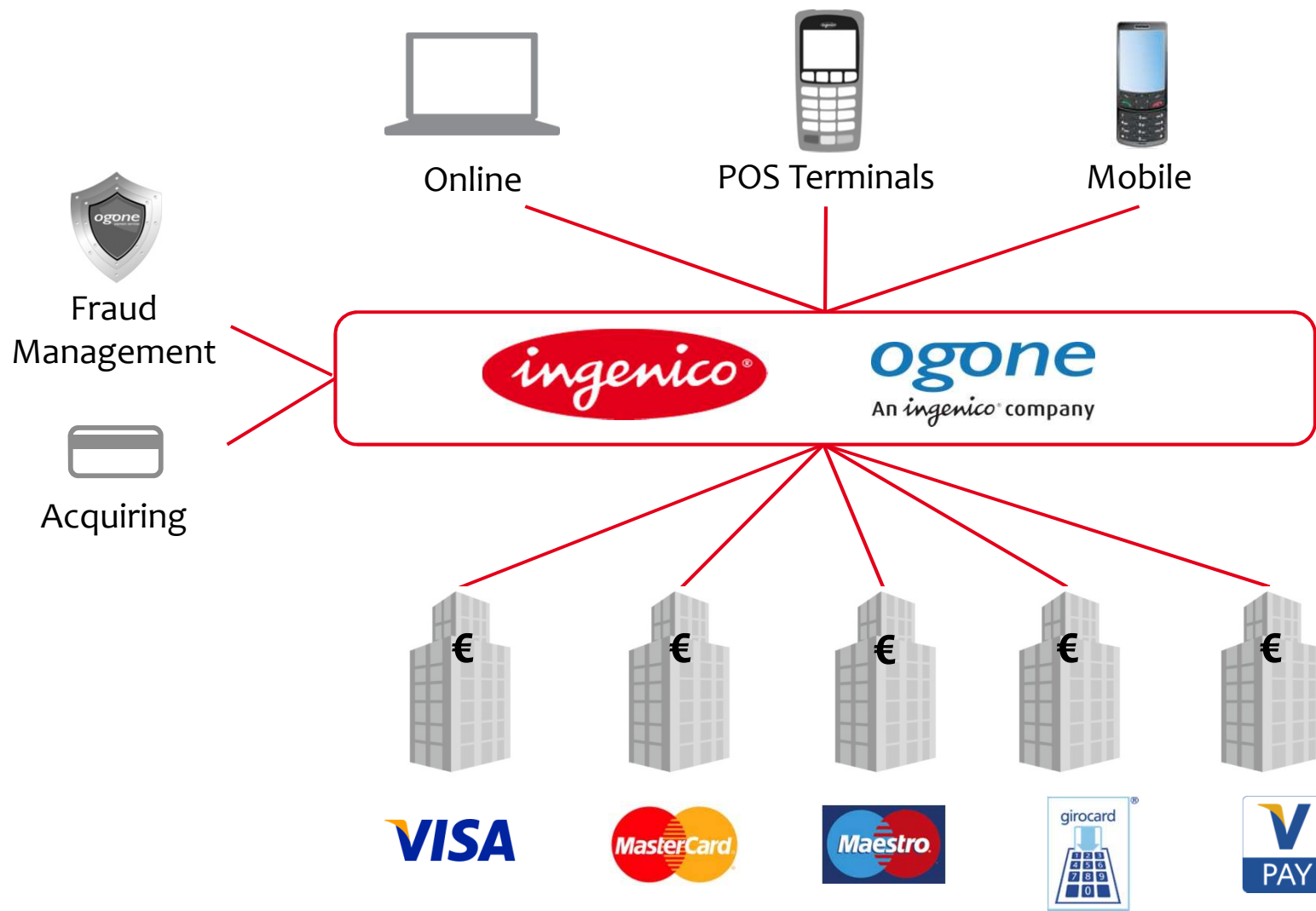
E-payment

- **Acquisition of Ogone, a leading on-line PSP (January 2013)**

- **+24%: Ogone revenue growth driven by market share gain**

- **Ogone integration on track**
  - ❑ **easycash and Ogone organisations brought together under the same management**
  - ❑ **Sales force organization established**
  - ❑ **easycash and Ogone platforms connected**
  - ❑ **Deployed first multichannel customer**

M-payment

- **Providing white-label enterprise-level solutions to European / Asian / LATAM countries**

- **iCMP is now the first PCI-PED certified chip+pin device for mobile merchants**

- **End-to-end solutions (from devices to acquiring) with Fortis in Belgium, BNPP France and Nets**

- **Increasing pipeline of pilot projects in Brazil, Europe and Asia**
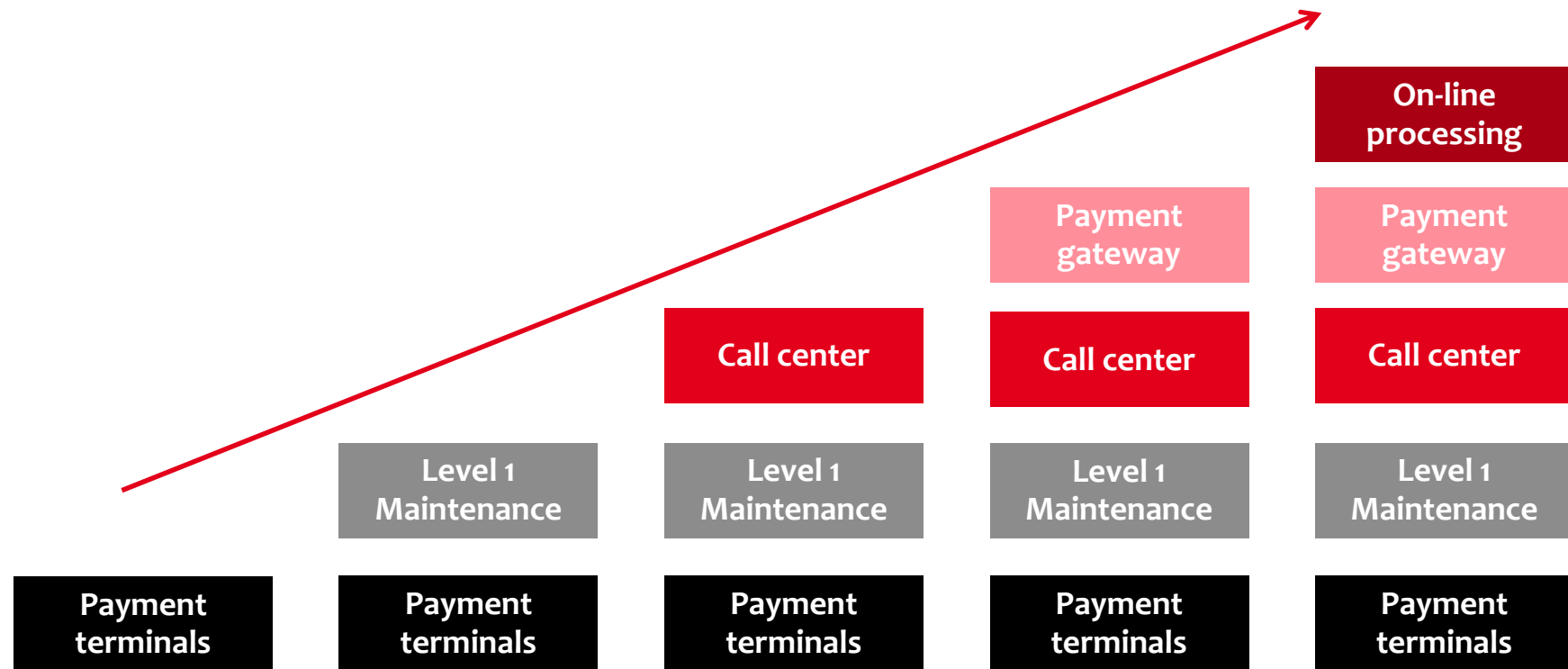
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Providing solutions in store, on-line and mobile: a first multi-channel customer

Online

POS Terminals

Mobile

Fraud Management

Acquiring

€ € € € €

VISA MasterCard Maestro girocard® V PAY

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A proven ability to expand the value chain with banks and acquirers
Case study: A major European Acquirer

				On-line processing
			Payment gateway	Payment gateway
	Call center	Call center	Call center
	Level 1 Maintenance	Level 1 Maintenance	Level 1 Maintenance	Level 1 Maintenance
Payment terminals	Payment terminals	Payment terminals	Payment terminals	Payment terminals

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A proven ability to grow on-line with merchants as they expand globally

Geographic expansion

+ 7 countries

+ 7 countries

+ 3 countries

+ 6 countries

6 European countries

Now serving 70% of customer globally

| Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |

Total # of countries

6 | **12** | **19** | **22** | **29**

Product extension

Payment gateway

New products / functionalities:

> **Collect**

> **1-click-shopping technology**

> **Fraud**
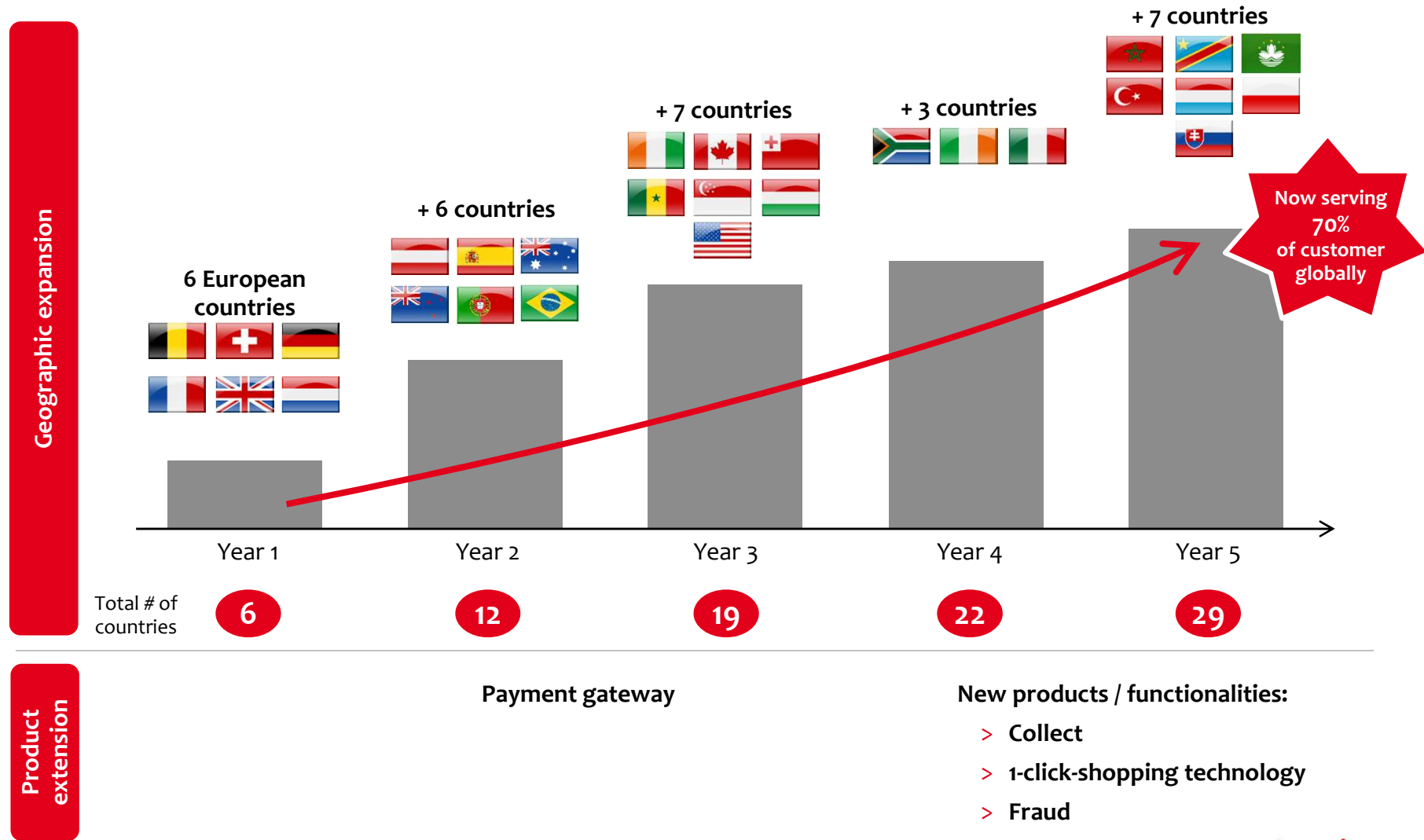
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Mobility: the right ubiquitous solutions to address requirements of all merchants

● **For organized retail**

> **Ingenico has payment secured solutions addressing security and EMV requirements anywhere**

> **Ingenico's payment solutions are already integrated into retailers' complex CRM**

> **Ingenico is addressing underpenetrated markets: contractors, B2B/food deliveries,...**

● **For small/micro merchants**

> **Enterprise level m-commerce platform: in the US and progressively abroad**

> **White label basis mobile payment solutions**

> **Development of mobile acceptance merchant in a box solutions**

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Our mobile payment offers are already running around the world…

US: Swipe solutions

GROUPON

TaylorMade®   iPayment®

Merchant Warehouse   cynergydata

Europe: Chip+PIN solutions

nets

BNP PARIBAS

India: swipe and Chip+PIN solutions

Australia: Chip+Sign and Chip+PIN solutions

Brazil: swipe and Chip+PIN solutions

… and pave the way to address a market of 7M* merchants in 2016

*Source: First Annapolis

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2013: a good start towards 2016

- **Low double-digit like-for-like growth**

- **EBITDA margin ≥ 19%**

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