

2016 Ambition

Philippe LAZARE - President & CEO





In the last years, Ingenico has outperformed: operationally

- **Strongly reinforced positions in Payment Terminals...**

- > In both mature and emerging countries
- > Through differentiating products
(Telium OS: one platform for all, contactless, touch screen, mobile features)

- **Built foundations for a new service-based business model**

- > Successful acquisitions with smooth integration
- > Expanding both offers and geographies

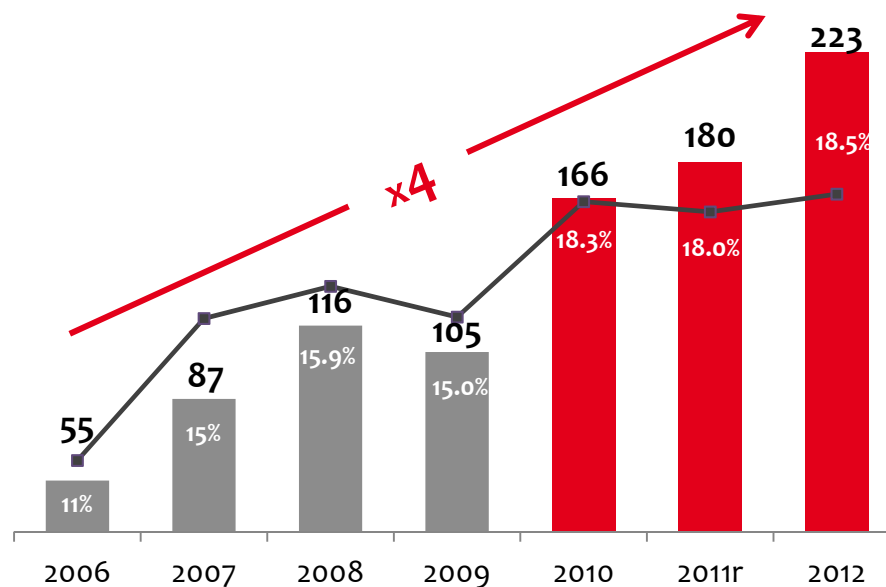
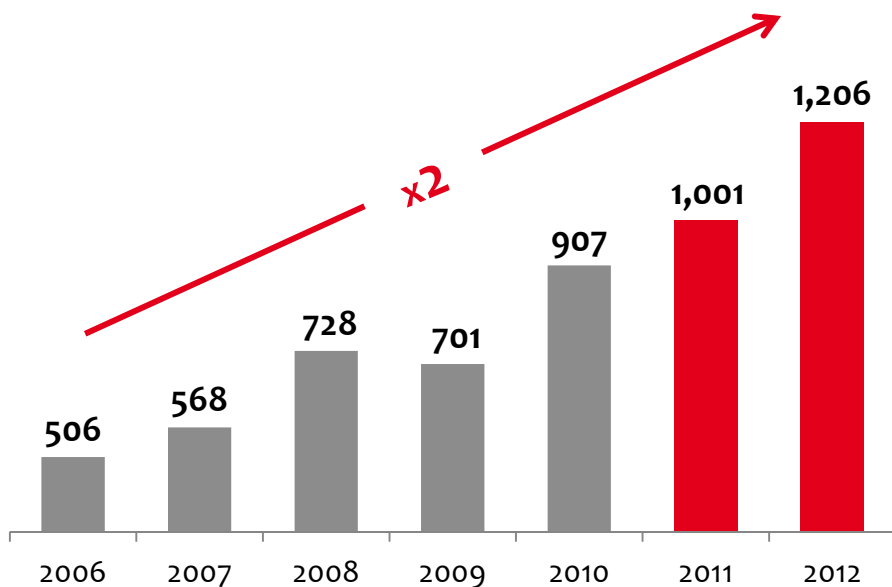




In the last 3 years, Ingenico has outperformed: financially

● 2013 Revenue > €1bn achieved
2 years early

● 2013 EBITDA > 18% achieved
3 years early





Ingenico, a strong platform for the future

- **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**



A large and diversified customer base

- **Deeper access to Tier 1 merchants & banks**
 - > Certified by more than 1,000 acquirers/banks in over 125 countries
 - > 70% of top 30 global retailers*
- **Providing solutions to the full spectrum: from large to small customers**
- **Partnering with top global players**
 - > Apple, Google, Paypal, Microsoft



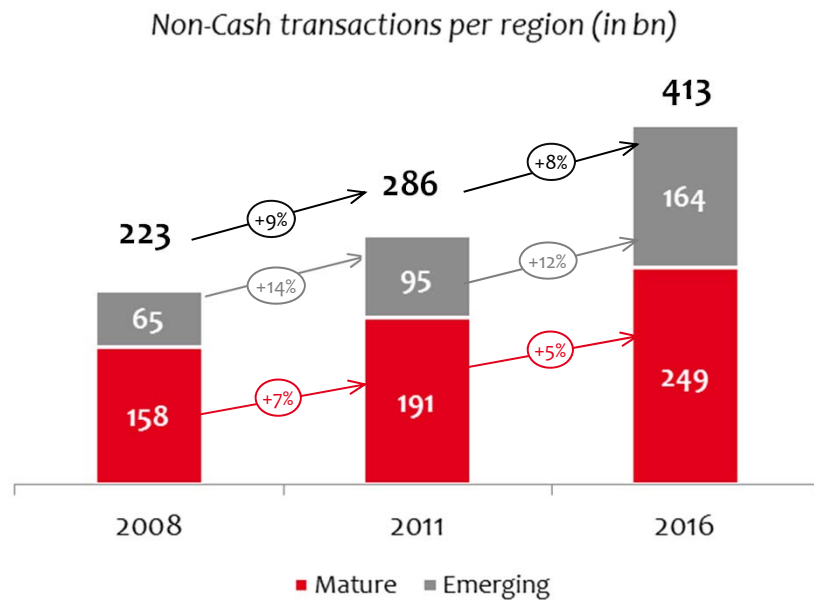
*From "Global Powers of Retailing 2013" by Deloitte



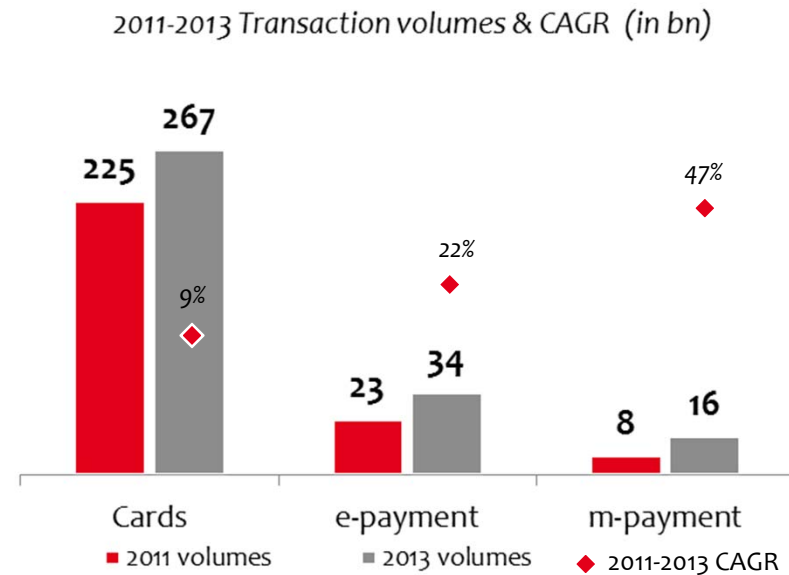
Active presence in fast-growing markets

● The right geographies

● High-growth segments



Emerging: LAR, Eastern Europe, MEA, emerging APAC
 Mature: NAR, Western Europe, mature APAC
 Source: Euromonitor



Source: Euromonitor & World payment report



Consumer-merchant relationship: from B-to-C to C-to-B

Consumers today

- Enjoying a stronger bargaining power through mobile devices
- More demanding: pay wherever they are (in shops, at home or on the go) and whatever the payment mean (payment terminal, internet, mobile)
- Increasingly influenced by the internet (social media, price comparison website , geolocation, etc.)

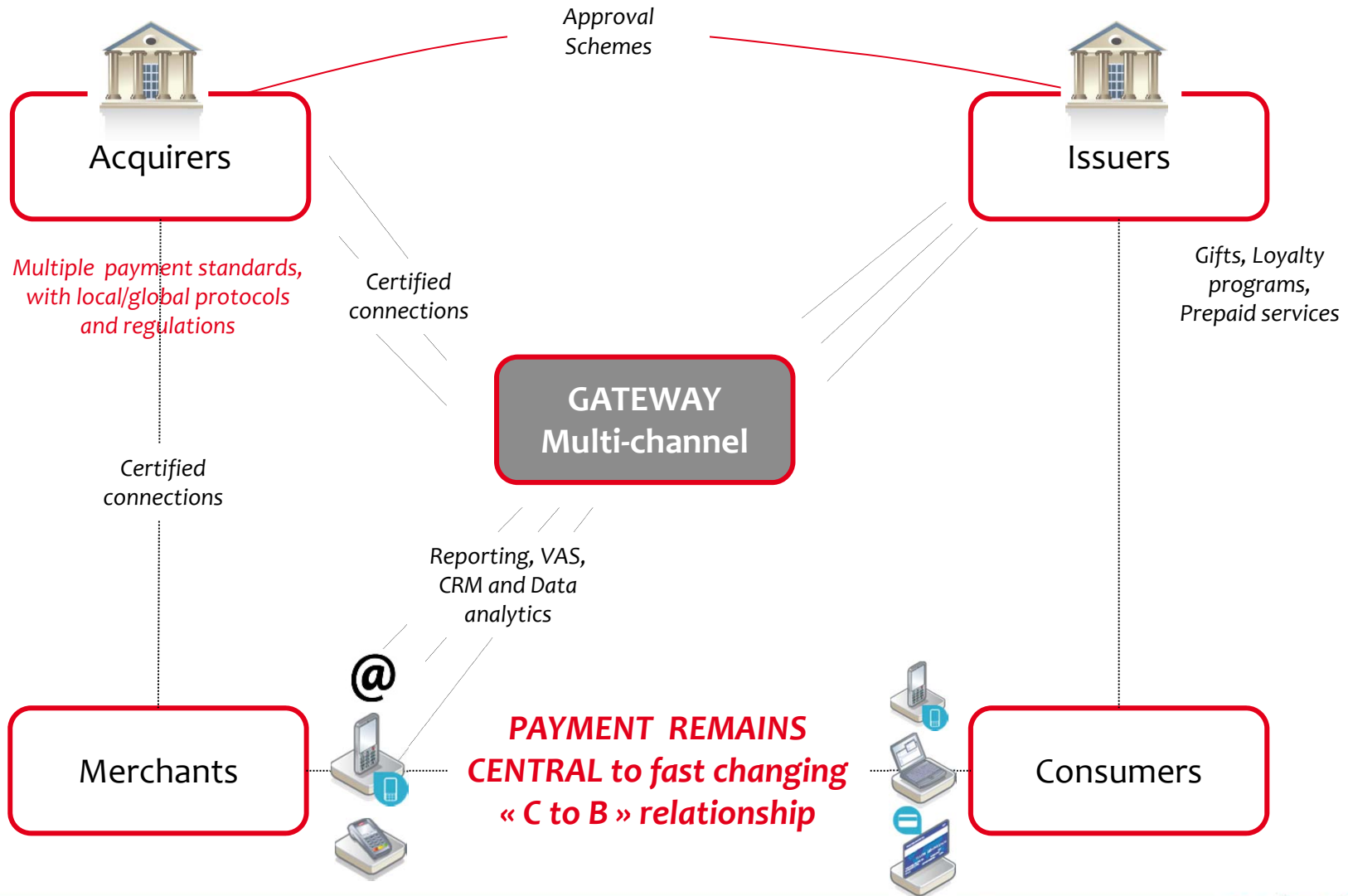
What merchants need

- More closely manage the relationship with consumers to finalize sales whatever the channel
- Get fully secured payment acceptance process
- Offer consumers the largest range of payment means
- Better capture consumers' behavior and habits
- Access to a single advanced technological partner

**With its multi-channel approach,
Ingenico provides merchants with solutions to address this new C-to-B relation**



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

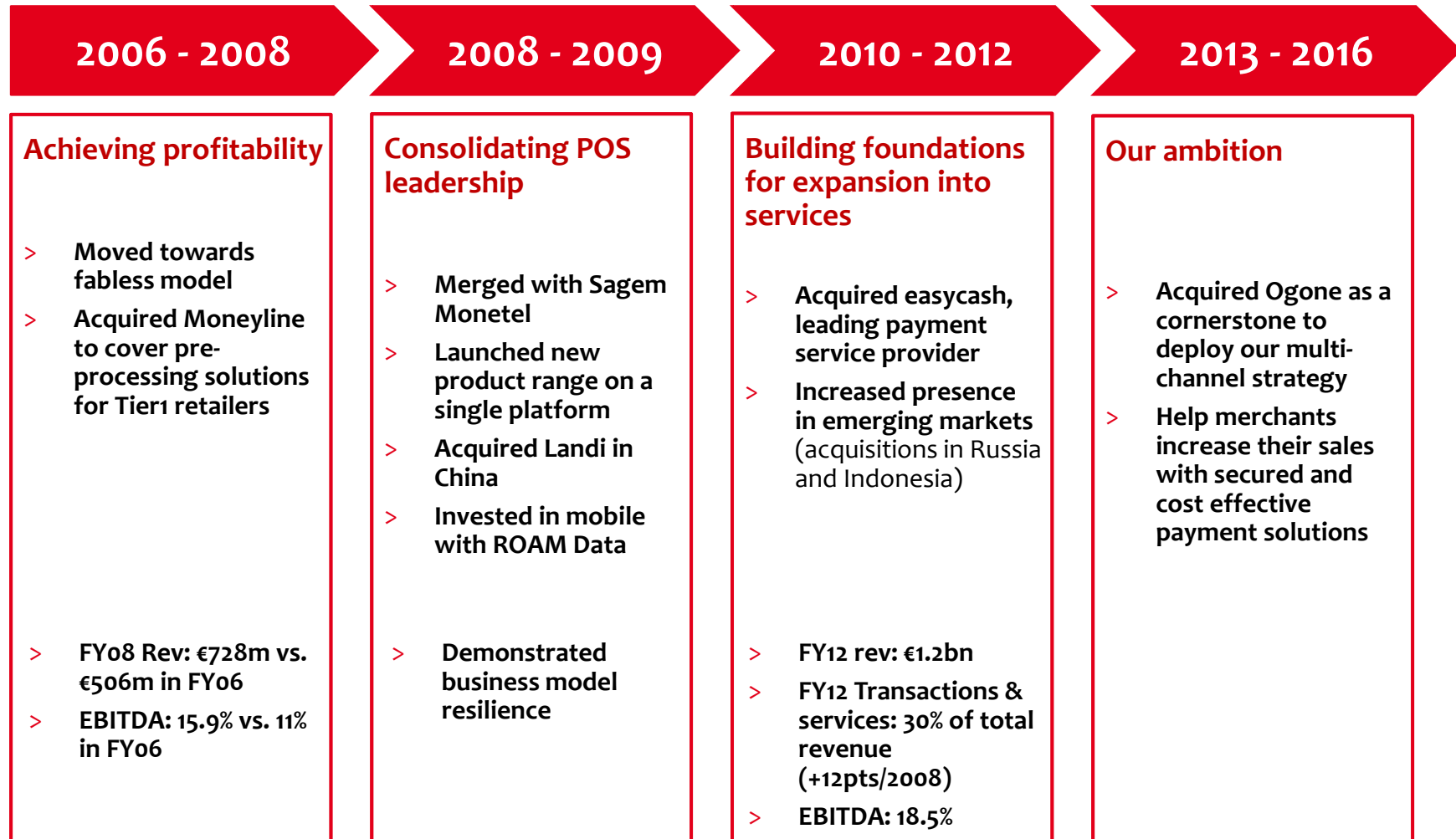




Our ambition: to enable merchants to increase their sales with secured and cost effective payment solutions

- **For merchants – directly or through acquirers & banks**
 - > Facilitating acceptance of all payment means for a multi-channel approach
 - > Providing cost effective payment and business solutions
 - > Enabling data capture
- **For consumers: providing a seamless purchasing experience whatever the sales channel and the payment means**

Ready for a new development phase



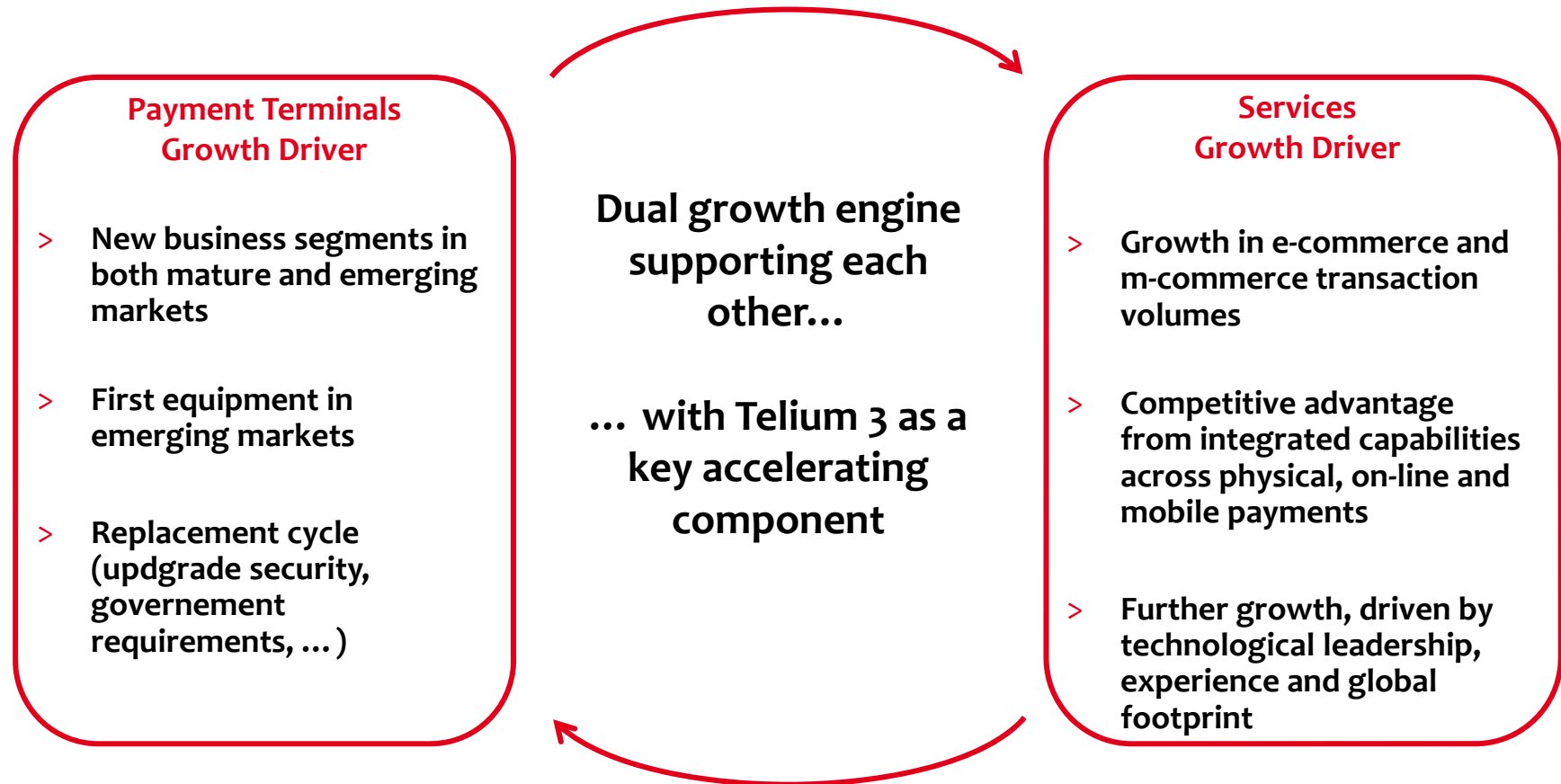


Ambitious 2016 targets

- **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%



A well-balanced business model





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)