



WORLDLINE 

Integrated Report 2021



Digital Payments
for a Trusted World

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Message from Bernard Bourigeaud

Worldline Chairman

It is my pleasure to introduce Worldline's fourth Integrated Report, which aims to provide stakeholders with a comprehensive overview of the Worldline Group's financial and non-financial performance and commitments in 2021. As evidenced in this report, Corporate Social Responsibility (CSR) is a key driver of transformation for Worldline and lies at the heart of our strategy.

It was a great honour to join Worldline's Board of Directors as Chairman in October 2021 and to work with the Board Members, our CEO Gilles Grapinet and Worldline's management team in further shaping the future of payments. At a time when society cares more than ever about safety and sustainability, Worldline demonstrates time and time again its commitment to creating value for all its stakeholders by fostering sustainable economic growth and reinforcing trust and security within societies.

2021 was an important year for Worldline. In the face of the Covid-19 pandemic, the company played a major role in accelerating the shift away from cash and towards secure digital payments and transactions. For merchants, financial institutions, public sector entities and many others, Worldline is now a truly indispensable partner. Extending our reach into new geographical markets, bringing new scale and coverage of the payment value chain, Worldline has become a veritable pan-European leader in digital payments.

Our new three-year strategic plan for 2022-2024 has been designed to further reinforce the Company business and market positioning and in doing so, improve its financial performance. The execution of our new strategic plan will also be a major milestone in our long-term vision to make Worldline one of the new leading global Paytech companies, benefitting all stakeholders and society at large. Corporate Social Responsibility is of course a key element in this strategy. Our new CSR medium-term roadmap, Trust 2025, sets ambitious targets in all the relevant areas for the resilience of our business, our people, our ethics and our value chain, as well as for the protection of the environment and support of local communities.

I invite you to read and share this 2021 Integrated Report to find out more about the Worldline story and our vision for the future.



Editorial by Gilles Grapinet

Worldline Chief Executive Officer



Moving forward as a leading global Paytech company

While the Covid-19 pandemic continued to create major uncertainties until the very last weeks of the year, 2021 was fruitful for Worldline's operational and strategic growth and transformation ambitions. We immediately initiated the integration of Ingenico, confirming the robustness of our business model, the dedication of our talented workforce, and our ability to grow, innovate and create value for stakeholders.

"2021 was the **first year of our integration of Ingenico** and we took full advantage of our Day One readiness approach to acquisitions, creating positive momentum and generating synergies fully in line with expectations."

Gilles Grapinet,

Worldline Chief Executive Officer

Priming our operational performance

In 2021, we delivered a remarkable, high-quality operational performance in terms of growth, profitability and quality of services across all our business lines. In spite of the many Covid-related challenges, our Merchant Services and Financial Services global business lines delivered robust growth. This reflected the accelerated shift from cash to digital payments in many markets as well as our competitive positioning due to the substantial increase in our scale, portfolio and talents resulting from our transformational acquisition of Ingenico. Our Mobility & e-Transactional Services revenues increased substantially, thanks to a number of major projects and the recovery of the public transport sector.

Strategy on track

Despite volatile business conditions, beyond achieving all our financial targets for the year, we made significant progress on our strategic agenda, expanding our presence and Merchant Services activities in key geographies. The acquisitions in Greece of Cardlink, and 80% of the merchant acquiring activities of Eurobank, create opportunities for Worldline to expand its Merchant Services business in this fast-growing Greek market. We also formed other new strategic partnerships with leading domestic banks, in particular through our acquisition of BNL's merchant-acquiring services (ex-Axepta) in Italy and Handelsbanken's card-acquiring activities in the Nordics.

Following the planned strategic review, Worldline's Board of Directors took a milestone decision to divest our payment terminals business, Terminals, Solutions & Services (TSS), so it can pursue an ambitious transformation plan as a standalone independent business with a software-centric business model.

Unveiling our new 2022-2024 strategic plan

At our Investor Day, we unveiled a new three-year strategic plan, sharing our 2024 targets and vision to pursue shaping Worldline into a fast-growing premium global Paytech company at the heart of the European payment ecosystem. Our different business lines clearly presented their main achievements, strategies and priorities to further reinforce their market positioning, competitive differentiators and growth accelerators. In parallel, we highlighted the many offerings and advanced value propositions that our group currently operates and our plans for developing these in the future.

Leveraging the power of our combination with Ingenico, synergy plans and reinforced investments in our technology and innovation roadmap, we are planning to accelerate our top line growth between 9 to 11% CAGR and to improve profitability by 400 basis points or more over the next three years.

Massive investment in innovation and technology to accelerate growth and competitiveness

Business and technology innovations are key to supporting these ambitions. Consequently, we are ramping up investment in our core platforms, moving to cloud, and developing an open innovation model with an extended API strategy to connect to other innovative companies, such as payment schemes, business software vendors or providers of solutions for crypto, Buy Now Pay Later, and open banking to name a few.

There are already many illustrations of this open innovation strategy as we are forging every year more and more partnerships with fintechs and start-ups. For example, we have integrated biometric technology from the 2020 Worldline e-Payments Challenge special award winner, A3BC, into our trusted authentication solution in 2021.

Our substantial investments in our own products and proprietary innovation also led to the launch of many new products including our white label WL Scan & Pay solution for merchants and WL Account-Based Payments, our account-to-account payment offering that enables online businesses to launch their own custom-branded payment method.

Accelerating our progress with Trust 2025

Our ambitious Corporate Social Responsibility (CSR) programme will be integral to the success of our three-year growth plan as well as our long-term strategic vision. Our leadership in CSR was recognised in 2021 by leading independent rating agencies such as CDP and Moody's, for our performance on climate change and the environment respectively. We were named a European Top Employer by the Top Employers Institute, as well as in nine individual countries, and as a Great Place to Work® in 13 countries, including Australia, Brazil, Canada, China, the Czech Republic and India.


Launched in 2021, our Trust 2025 transformation programme includes far-reaching commitments such as reducing our carbon emissions by 25% by 2025, nearly doubling the training time for employees, and ensuring all our eligible sites are certified for ISO 27001 (Information Security).

Our new brand identity opens an exciting chapter in our story as a vibrant global digital payments player with an open and diverse culture. We welcomed around 3,000 new colleagues in 2021 to support our strong growth and development ambitions and we plan to recruit 5,000 new talents in 2022. Our ONE Worldline programme ensures our workforce is equipped with the skills and processes to act with agility to take our company to the next level, and our ONE Culture initiative will simplify processes and enable swift decision-making by local management teams.

Our leadership role in shaping the future of payments

We are moving forward with momentum and a clear vision for creating value over the next three years by continuing to increase our investments in cutting-edge technologies, particularly in our platforms and technology stacks, focused on the needs of our customers. We will also expand our open-innovation model with partners, enriching our portfolio and creating new value for merchants and banks, and, as we have done successfully in the past years, we are also focused on identifying the best possible opportunities to extend our geographical reach through M&A and strategic partnerships with local leading banks and to reinforce our portfolios.

The ongoing digitisation of commerce will change forever how people choose to shop, pay, live and do business. Our-stronger-than-ever Worldline, merged with Ingenico and reinforced by its new 2021 acquisitions in a dynamic market at the heart of Europe, will keep its customers at the forefront of this rapid evolution as they adopt new payments trends. At Worldline, as we pursue our transformation into a fast-growing global Paytech leader, we are more committed than ever before to move quickly to deliver exceptional value for all our stakeholders.



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Worldline in 2021

Worldline: a snapshot

Digital Payments for a Trusted World


Worldline is the European leader in the payments and transactional services industry and the #4 player worldwide. As an agile and fast-growing global Paytech leader, Worldline is at the forefront of the digital revolution that is shaping new ways of paying, living, doing business and building relationships.

Our solutions ensure secure payments and trusted transactional services along the entire payments value chain, enabling sustainable economic growth. We provide an extensive range of merchant acquiring, payment processing and business solutions to financial institutions, merchants, corporations and government agencies. Our continuously growing portfolio of solutions is environmentally friendly and supports trust and social transformation.

We operate in more than 50 countries and employ over 20,000 talented and dedicated experts. With a strong culture of innovation, Worldline helps clients anticipate the future, seize new opportunities and navigate their challenges with confidence.




Recognition in 2021 by top non-financial ratings agencies:




Ecovadis
86/100 (Platinum)




CDP
A for climate change



Great Place to Work[®] Argentina, Australia, Austria, Brazil, Canada, Chile, China, Czech Republic, France, India, New Zealand, Poland, Sweden



ISS-Oekom



MSCI



V.E. (Moody's)
61/100

Creating sustainable value for our stakeholders

Worldline's vision is to enable sustainable economic growth and reinforce trust and security in our societies. Our global business lines work together to drive transformation across the payments landscape to create sustainable value for our customers, investors, employees and for all our stakeholders.



Merchant Services

Energising commerce with advanced payment services

Offering a unique combination of payment, digital and transactional expertise across Europe and the world. We enable merchants to increase their sales and enhance their customers' experience, in a secure and trusted environment. Covering the full retail value chain, online, in-store and omnichannel, Worldline is powering the global transition towards a cashless economy.

- Points of Sale
- Online & Omnichannel
- Payment Acceptance
- Digital Retail Services

c. €2.4 billion

2021 revenue

(c.65% of Group revenue*)



Financial Services

Engineering the most advanced payment processing platforms

As the pan-European leader in financial processing, financial institutions rely on our expertise to deploy transformative technologies, manage risk and fraud, optimise processes and ensure operational excellence. Investing extensively in innovative solutions for payments and transactions, Worldline enables banks to anticipate regulatory changes and transform their business models to make the most of the opportunities of the future.

- Issuing Processing
- Acquiring Processing
- Account Payments
- Digital Services

c. €0.9 billion

2021 revenue

(c.25% of Group revenue*)



Mobility and e-Transactional Services

Bringing payment and regulation expertise to new markets

Spanning products and services as diverse as trusted digitisation for regulated sectors, IoT, digital ticketing and contact centres, Worldline empowers customers to comply with regulations, secure their transactions and reinvent their customer engagement for the digital future.

- Omnichannel Contact Centre Solution
- e-Ticketing & Open Payment
- Digital Transformation Programmes
- Mobile Competence Centres

c. €0.3 billion

2021 revenue

(c.10% of Group revenue*)

* from continued operations

Payment Terminal Solutions and Services

Worldline delivers world-class terminals solutions and services to banks and acquirers.

This offering focuses on proposing new channels and customised software solutions suited to market needs. The service line leverages Worldline's expertise in hardware, software and related services to transform the consumer experience.

Following the planned strategic review of this business activity, the Board of Directors decided in 2021 to divest Terminals, Solutions & Services, so it can pursue an ambitious transformation strategy as a fully standalone independent business.

All information from TSS is not included in this Integrated Report (accounting and ESG information) as the activities are accounted for under IFRS5 as a discontinued operation.

Our strategic vision



Our vision is to enable sustainable economic growth and reinforce trust and security in all our societies. As a global leader in payments, millions of people and businesses worldwide rely on our infrastructure every day. Guided by our concept of success that balances economic growth and the prosperity of people and the planet, we assure a network of trust through our secure, agile and customer-focused solutions that allow our customers to focus on investing in dynamic businesses and partnerships.

Our purpose

“We design and operate leading digital payment and transactional solutions that enable sustainable economic growth and reinforce trust and security in our societies. We make them environmentally friendly, widely accessible and support social transformation.”

Approved by our shareholders in June 2020, Worldline’s company purpose (“raison d’être”) brings together the Worldline community around a long-term, coherent and shared vision. This purpose has allowed Worldline to successfully anchor its company values – Innovation, Excellence, Cooperation & Empowerment – and expected behaviours within Worldline. It guides us in everything we do, shaping and inspiring all our decisions and activities.

Our values

Four values characterise the corporate culture of Worldline, our ability to respond to future challenges and our capacity to serve society through our sense of purpose:



Innovation

Whether a product or a process, big or small, disruptive or incremental, our definition of innovation goes beyond just generating new great ideas. Our definition of success is to bring these ideas to life and make tangible improvements for our clients, their customers, our employees and society at large.



Excellence

A trusted world is built on superior results. We don’t settle for less. We set ambitious targets. We have the best experts who brilliantly deliver on the commitments we make. We don’t rest on our laurels and we constantly progress to continue realising our purpose.



Cooperation

Our whole is greater than the sum of our parts – we build long-lasting relationships with our co-workers, customers and ecosystem. We put our egos aside to realise our common purpose. We support each other and share successes, large and small, on the journey towards a trusted world.



Empowerment

Empowerment is a two-way street. On the one hand, we are trusted and supported by Worldline’s leaders to realise our full potential. On the other hand, we are accountable for our own journey and we don’t hesitate to take action.

The launch of Trust 2025

In 2021 we launched Trust 2025, our five-year roadmap which aims to maintain our corporate social responsibility (CSR) leadership and accelerate our progress in responding to our most critical and strategic challenges.

Building on our successful Trust 2020 programme, Trust 2025 reinforces our governance and increases our ambitious targets across the board.

We will report regularly on progress towards our commitments through 16 key performance indicators (KPIs) defined with specific and measurable targets to be reached by 2025.

Our commitments

- #1 Guarantee delivery excellence and utmost quality of services
- #2 Enhance customer experience through positive impact solutions
- #3 Foster people development, well-being and engagement
- #4 Promote fairness, diversity and inclusion for more equality and performance
- #5 Increase sustainable procurement practices within our value chain
- #6 Endorse ethics and confidence in all our activities
- #7 Contribute to carbon neutrality
- #8 Help our local communities through positive impact solutions and social initiatives

Investor Day 2021

At our Investor Day in October 2021, we presented stakeholders with our vision for how Worldline will grow between 2022-2024.

Following the roadmap of our Trust 2025 programme for corporate social responsibility, we will accelerate our progress in the key areas of business, people, the environment, ethics, compliance and the value chain as well as local communities.

This will ensure that we continue to create sustainable value for all our stakeholders in this new chapter in the Worldline story.

Building a premium global Paytech company

Our 2024 objective is to establish Worldline as a global leading Paytech at the heart of the European payment ecosystem and at the forefront of the rapid evolution of the digitisation of commerce, shaping how people pay, live and do business.

Leveraging our unique market position in the European payment ecosystem as well as our unrivalled scale and reach, we plan to increase our organic growth by fast-tracking our investment in technology and expanding our open-innovation model to reinforce our role as a single point of entry to the payment ecosystem. At the same time, we will place strong focus on expanding our geographical presence so that we offer local and global services, building relationships that pass on trust along the entire payments value chain and enable sustainable economic growth.

With multiple growth engines, increasing investment in our unique platform architecture and undisputed leadership in CSR, in 2022-2024 we will enhance our profitability, expand through acquisitions and accelerate our organic growth into the double-digit territory.

Our 2024 financial ambition

Annual revenue growth	OMDA: above	Free Cash Flow
9 to 11%	400bps	c. 50%
	improvement	OMDA conversion rate by 2024

2021 highlights



Spanning Worlds

January

Opening up China

We launch our China All-In-One solution to help customers enter the rapidly expanding Chinese e-commerce market.

February

Partnering with Klarna

We partner with Klarna, including them on the Worldline payment platform.

July

An enlarged footprint in Italy

We agree to acquire 80% of Axepta Italy, the merchant acquiring entity of the BNL banking group in Italy.

A partner for Porter

Porter Airlines uses our TravelHub solution to offer digital wallets such as WeChat Pay and PayPal for bookings on its website.

September

Growing in Greece

We complete the acquisition of Cardlink, the leading Network Services Provider in Greece.

October

A new Nordic acquisition

We complete our acquisition of Handelsbanken's card acquiring activities in the Nordic region.

November

Investing in India

We offer international online merchants a new full-service cross-border solution suite for doing business in India.

Smooth payments in South Korea

We launch a full-service cross-border payment solution for accepting online payments from South Korea.

December

Expanding in Greece

We sign a strategic alliance in merchant services in Greece with Eurobank, one of the main acquirers in Greece with a market share of around 20%.

Broadening business with Brazil

We partner with Bexs Pay to launch a cross-border remittance product for online payments from Brazil.



Connecting Lives

January

The DaaS solution

We launch our Data as a Service (DaaS) platform for online payments.

March

A trusted partner in Austria

We extend our agreement with Payment Services Austria (PSA) to handle the processing of interbank mass payments.

Rabobank renews

We extend our long-standing processing partnership with Rabobank for an additional five years.

Closer cooperation with Commerzbank

We deepen our long partnership with Commerzbank brand comdirect, adding real-time processing with WL Extended Issuing.

April

Innovations for electric cars

WL EV charging solution tackles the unique challenges of charging electric vehicles with an omnichannel solution for Europe.

Airline payment solutions take off

We partner with IATA to help airlines back on the runway to recovery.

June

Automated commerce, simplified

We partner with Innovend to launch a Pick-Go-Pay non-attended checkout experience to revitalise commerce in remote areas.

Micro-donations for the community

We step up our community engagement efforts by encouraging users to make micro-donations on our payment terminals.

Hospitality Suite

We launch a full-service omnichannel payments offering for hospitality industry.

September

WhatsApp for business

We launch WhatsApp Business API services, helping brands enhance their customer experience with secure instant messaging.

October

Surf the live streaming wave

We partner with Livescale to boost the global adoption of live streaming e-commerce and in-video checkout.



Passing on Trust

January

Stablecoins

We partner with Gold Global to launch the DaVinci Gold token.

New voices in EDPIA

The European Digital Payments Industry Alliance (EPDIA), dedicated to the development of the Digital Single Market, welcomes three new members, adding to its strength and diversity.

February

Trust and social media

The European Commission appoints Worldline to lead the TruBlo project, aimed at increasing trust in social networks.

March

Certified by Mastercard

We are the world's first payments player to achieve the Enhanced Contactless certification from Mastercard.

April

Combined General Meeting with remote participation

In light of the Covid-19 pandemic shareholders took part remotely in this key event in Worldline's corporate agenda.

May

Enhancing customer experience

We partner with Luminor to operate and upgrade its ATM network throughout the Baltics.

June

Fighting the fraudsters

We team up with Microsoft to futureproof online businesses against fraud.

Transformation through Trust 2025

We demonstrate our long-term commitment to CSR with the launch of Trust 2025, our new five-year transformation programme.

Securing connections across Switzerland

bofrost*, Europe's frozen foods market leader, places its trust in Worldline for direct sales.

July

Prime time for biometrics

We partner with French fintech A3BC to enhance secure authentication with biometric innovations.

August

Sustainable banking

We partner with fintech ecolytiq to provide sustainable banking solutions to the European market.

September

Crypto in Switzerland

With Bitcoin Suisse we launch WL Crypto Payments in Switzerland.

October

Navigating digital payments

Our report outlines our vision of the payments landscape in 2030, anticipating key trends that will drive innovation in the sector.

2024 Vision

We unveil our 2024 Vision and three-year strategic plan at our Investor Day.

February 2022

Sale of TSS activities to Apollo Funds

Worldline entered into exclusive talks with Apollo Funds on the basis of a binding offer for the purchase of its Terminals, Solutions & Services (TSS) business line.



A new identity for a new chapter

In 2021, Worldline launched a new global brand identity. After the extraordinary growth of our company in recent years, this distinctive, contemporary and global brand reflects our company culture and our purpose. It encompasses our position as a trusted independent leader in digital payments, and our desire to help build the future of payments for the benefit of all our customers and society as a whole.



A brand fit for our purpose

Our global brand is a clear expression of our promise to create a network of trust between Worldline and our customers, who in turn pass on trust to their customers. Our brand is anchored to Worldline's vision of enabling economic and sustainable growth and reinforcing trust and security in our societies.

Ensuring trusted and secure payments infrastructure, services, transactions and products for millions of people and businesses around the world is the foundation of our business, the driver of our growth and the bedrock of our reputation.





A global brand identity

Following a series of strategic acquisitions and after becoming a fully independent company in 2020, the year 2021 allowed Worldline to bring together its employees and all its products under a global brand with a new visual identity.

To increase the strength and visibility of the Worldline brand and maximise the impact of our voice, our equensWorldline, SIX Payment Services, Bambora and Paymark brands are all now rebranded as Worldline.



Ecobranding in action

Every visual ingredient of our new identity has been conceived for minimised environmental impact. This reflects Worldline's CSR leadership in the payments industry and the full integration of CSR into our business model.

From our colours and font to our iconography, every element of our brand has been carefully chosen to reduce our carbon footprint. The chosen fonts have low impact in terms of energy use for downloading, uploading or storing. Our vibrant colours are accessible on dark mode and require less ink when printed. Our main colour, Master Mint, is a fresh green that reflects our commitment to sustainability as well as our upbeat approach to the challenges and opportunities of the future.



Spanning worlds, connecting lives, passing on trust

Our new logo highlights how our activities span worlds, connect lives and pass on trust. Worldline enables and delivers transactions that bring separate worlds together, opening up opportunities for them both, with Worldline at the core passing on trust.

Operating across more than 50 countries, with a workforce of more than 17,000 people, the Worldline brand reflects our global reach. It encapsulates our unique value proposition in terms of our scale, capabilities and capacity for innovation across an international footprint.

Wherever our customers are in the world, we offer them the solutions, products and expertise to help them succeed with the same high quality of service that they can always expect from Worldline.





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Our strategic roadmap

2024 vision

Interview with Marc-Henri Desportes, Worldline Deputy CEO

How do the achievements of 2021 position Worldline for its 2022-2024 strategic roadmap?

After a year of acceleration in 2021, there is a real appetite at Worldline to seize the opportunities ahead of us. The integration of Ingenico has broadened our digital expertise and helped us leverage cost, geographical and operational synergies to benefit our expanded customer base. We are uniquely positioned as Europe's leading payment processor, with the biggest merchant portfolio and the widest reach. We cover the full payment value chain and we will deliver tangible benefits to our customers over the course of our 2022-2024 plan.



How will Worldline create value through delivering on its 2024 vision?

In Merchant Services we are continuously gaining market share thanks to our organic growth trajectory. As well as new merchant clients in the mass market, we are winning larger merchants with our specialised approach to verticals such as hospitality and large retail. We are leaders in omnichannel, combining the best online and in-store solutions and optimising our services for merchants of all sizes. With our scale and reach, we meet the specific local needs of merchants as well as helping global merchants to be present worldwide.

In Financial Services, we will continue to win major outsourcing contracts and support banks as they roll out digital banking services. As we invest in global solutions, we are the clear partner of choice for banks looking for the extended outsourcing of their payment factories.

Our partnerships with banks and fintechs contribute significantly to our growth. Worldline is engaging closely with banks, delivering core payment services to maintain their merchant relationships, while our experienced integration teams will continue to facilitate acquisition, as we expand our physical reach and offer even more value to all our customers.

In Mobility and e-Transactional Services we are growing rapidly in e-ticketing and Trusted Digitisation and increasing our cooperation with the other business lines, for example helping them integrate our e-identity solutions into their offerings. The Terminals, Solutions & Services business line evolved considerably during 2021 with the launch of Payments Platform as a Service (PPaaS) and will soon be an independent business in line with our divestment strategy.

“From 2022 to 2024 we will leverage our scale, reach and technological capabilities to accelerate our growth and transform Worldline.”

Marc-Henri Desportes,
Worldline Deputy CEO

Trust 2025, our corporate social responsibility programme, plays a concrete role across Worldline in achieving our 2024 vision. Whether incentivising the use of electric vehicles that help reduce our carbon emissions by an industry-leading 25% or being pioneers in diversity and inclusion, we want to drive positive changes in people's lives in line with our company purpose.

Our current recruitment campaigns are increasing the proportion of women at Worldline, and I am convinced that our leading position in CSR helps make us the preferred choice for customers and industry talents.

How important is innovation to the future of Worldline?

Innovation and technology drive value creation at Worldline – there's no doubt that we are tech-led. We are continuously upgrading our platforms, opening them to partners or client developers, adopting cloud technology widely and deeply to accelerate our time to market and our product roadmaps.

With our strategic position in Europe we can provide locally relevant Paytech services across the broadest geographical footprint, giving local and global customers a competitive edge. As the leader in core payment services, we are the go-to provider for any fintech. Our highly efficient and open platforms allow our ecosystem partners to extend their reach while we enrich our offering to our merchants and banks.

What is on the horizon for Worldline in 2022?

We are committed to bringing value-added innovations to Worldline's customer base. Our e-Payments Challenge for fintechs remains a centrepiece of our open innovation model. Our new headquarters in Paris houses a state-of-the-art Innovation Experience Centre where we will share our vision with our customers, partners and prospects.

Innovation will power a year of substantial organic growth for Worldline. In Merchant Services we will continue to win market share and agree new pan-European omnichannel deals for international clients, bundling our strengths in acquiring and acceptance. In Financial Services, we will develop innovative digital services with fintechs and reach major outsourcing deals with banks. The dynamic activities and innovations of Mobility and e-Transactional Services will provide support and digital extension beyond core payment services for an end-to-end seamless customer journey. And, we will continue to transform our platforms and accelerate our migration to cloud.

Our people are key to all these plans. In a critical year for the integration of Ingenico, despite the need to work remotely, all our colleagues worked collaboratively and with enthusiasm. As we build our future, we are intensifying our recruitment drive to accelerate our technology advances and provide our customers with the best payment offering around the globe. Under one brand and with one purpose, we are creating a truly united team of talents that will take Worldline's momentum to the next level.

A transitional year setting our sights on Trust 2025

In 2021 Worldline, following the acquisition of Ingenico, set out on its journey to realise its vision for the new expanded company. We made a good start in the first year of our Trust 2025 programme and put various updated action plans in place in order to reach the new targets. The company has also updated its Corporate Social Responsibility (CSR) materiality matrix to cover the new challenges, which is presented on pages 32-33. The analysis devoted to extra-financial risks, meanwhile, has been updated following the Ingenico acquisition.



The programme is based on our five CSR pillars:

- Building customer trust with reliable, secured, innovative and positive impact solutions
- Being a responsible employer
- Ensuring business ethics including respect for human rights and increasing sustainable procurement practices within our value chain
- Reducing our environmental footprint
- Helping our local communities through positive impact solutions and social initiatives



Domains	Indicator	2021	Target 2025
Platforms secured & available	Quality score – Contracts services availability & response	99.9890%	99.9900%
	Quality score- Platforms services availability & response	99.877%	99.9900%
	% of data subject requests answered in time and in compliance with Worldline privacy policy	97.2%	100%
	% of ISO 27001 certified sites according to the security policy	51% ¹	100%
Customer experience & innovation	Customer Net Promoter Score	46	52
	Total revenue of “sustainability offering” (M€)	2,109	2,307
Talent attraction & retention - People diversity	Average number of training hours per employee per year ²	17.09	32
	Employee satisfaction as measured by the Trust Index of the Great Place to Work [®] survey	64%	69-70%
	% of disabled workforce in the countries imposing legal requirements	+6% ³	+20%
	% of women within the management positions	23.2%	35%
Sustainable procurement - Ethics & Compliance	% of suppliers evaluated by EcoVadis with a score below 45 having an action plan to solve critical findings identified ⁴	100%	100%
	% of total expenses assessed by EcoVadis out of strategic suppliers' expenses ⁴	86%	90%
	% of alerts investigated and related actions plan defined within two months	87%	100%
Climate change	CO ₂ emissions reduction (scope 1, 2) ⁵	-49%	-25%
	% of CO ₂ offsetted emissions for scope 1, 2, 3a	100%	100%
Local Communities	Volume of collected donations in €m	310.8	500

¹ Eligible sites include site with more than 50 employees, strategic data centers and sites with less than 50 people but certified to fulfil business requirements.

² Regarding this KPI, please note that Germany is excluded from the perimeter.

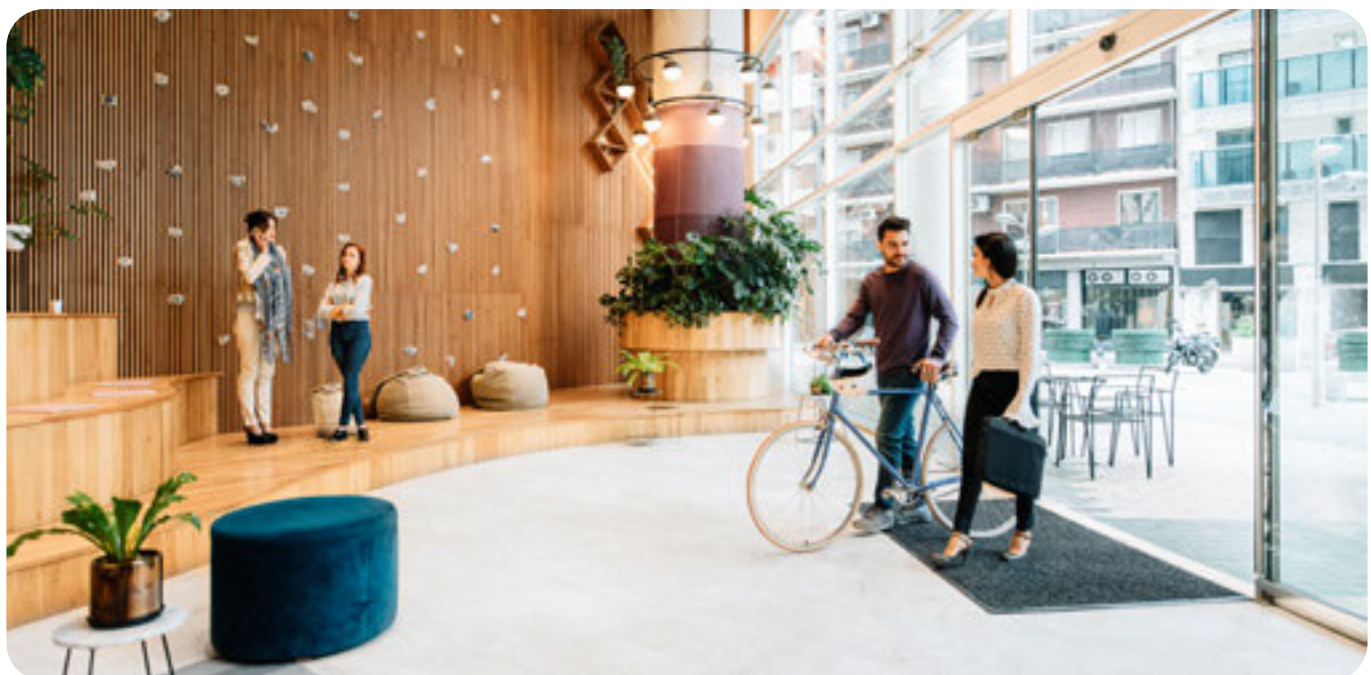
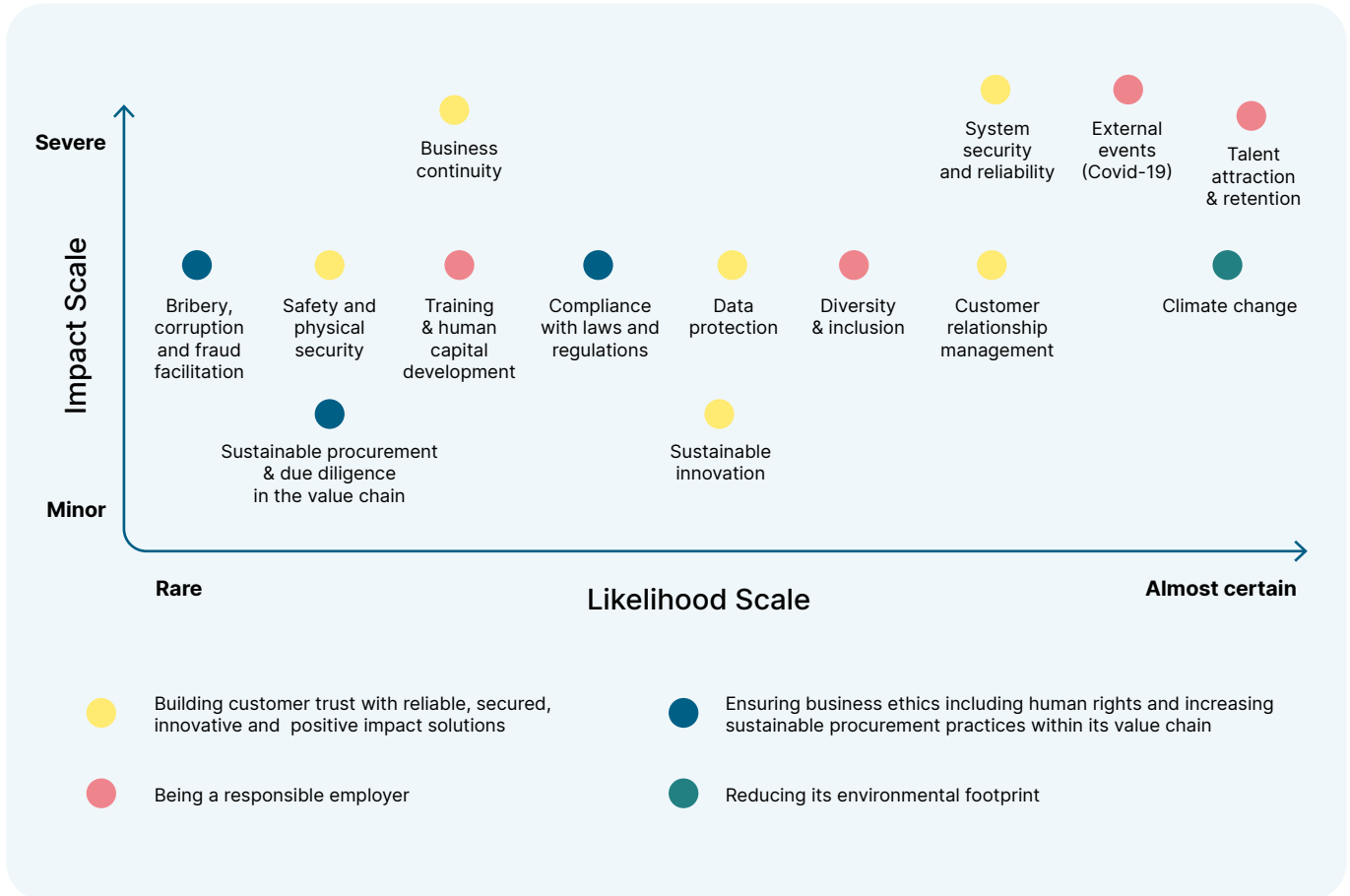
³ This indicator represents the evolution of the number of employees with disabilities compared to the baseline year 2020 (248 employees).

⁴ The definition of strategic suppliers changed in 2021 to take into account more accurately the addressable spending and also other business indicators as defined by the buyers. In 2021, Worldline's 113 strategic suppliers covered 37% of the Group's expenditure. The 2022 objective is to increase this baseline so that the strategic suppliers list is more representative of Worldline's overall spending.





⁵ This indicator represents the reduction in CO₂e emissions on scopes 1 and 2 with regard to the CO₂e reduction objective validated by the SBTi. The objective is as follows: Worldline SA commits to reduce absolute scopes 1 and 2 GHG emissions 25% by 2025 from a 2019 base year. The 2019 baseline covers scopes 1 and 2 for the Worldline and Ingenico scope, including TSS, and is therefore not equal to the emissions presented in this report. In view of this scope Worldline emits in 2019 on scopes 1 and 2 20,296 tons CO₂e. In order to align with the emissions presented in this report, we have recalculated the 2019 baseline by excluding the emissions related to TSS. In view of this new perimeter, the 2019 baseline for scopes 1 and 2 is 17,679 tons CO₂e. Worldline's carbon footprint on scopes 1 and 2 in 2021 being 8,993 tons CO₂e, Worldline's emissions have decreased by 49% compared to its baseline.

Integration of Ingenico: extra-financial risks

The analysis devoted to extra-financial risks has also been updated following the acquisition of Ingenico and is aligned with our new Materiality matrix.



Our most significant extra-financial risks and opportunities

	Business	People	Ethics & value chain	Environment	Local communities
SDG					
RISKS	<ul style="list-style-type: none"> Customer relationship management Sustainable innovation Data protection System security & reliability Business continuity 	<ul style="list-style-type: none"> Training & human capital development Employee well-being at work Talent attraction & retention Diversity & inclusion 	<ul style="list-style-type: none"> Compliance with laws and regulations Sustainable procurement & due diligence in the value chain Bribery, corruption and fraud facilitation 	<ul style="list-style-type: none"> Climate change 	
OPPORTUNITIES	<ul style="list-style-type: none"> Cyber and advanced security offering Operational excellence Legal & internal control mechanisms Delivery quality and competitive advantage Sustainable digital transformation and business reinvention 	<ul style="list-style-type: none"> People engagement People's career development Collaborative environment and being a responsible employer by leveraging well-being at work Diversity & inclusion 	<ul style="list-style-type: none"> Operational excellence Legal & internal control mechanisms Trust & compliance throughout the value chain Reputation resilience 	<ul style="list-style-type: none"> Energy efficiency International environmental standards & initiatives Developing sustainable solutions 	<ul style="list-style-type: none"> Philanthropy Positive impact solutions

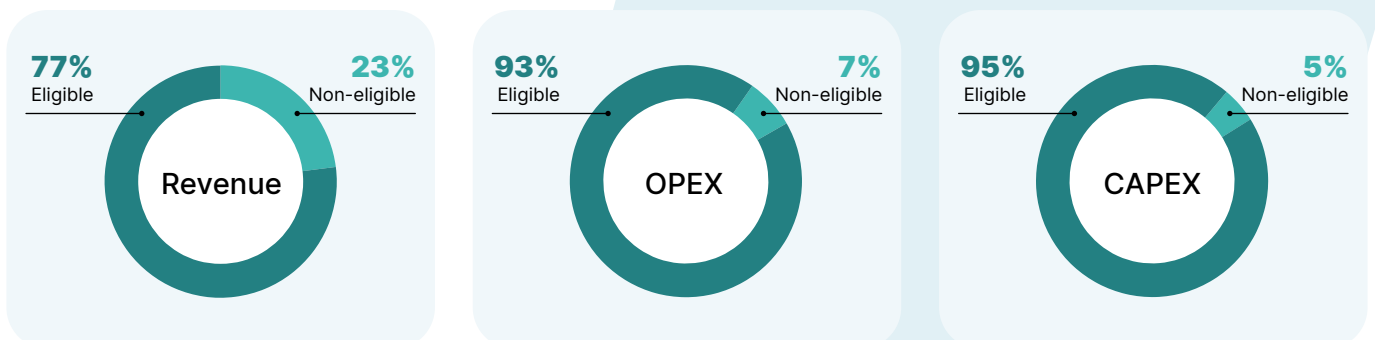
Integrating sustainability into Worldline's offerings

In order to meet the EU's climate and energy targets for 2030 and reach the objectives of the European green deal, a common classification system for sustainable economic activities, called EU Green Taxonomy, was published. As it classifies a wide range of economic activities that have an impact on climate change mitigation and adaptation, the EU Green Taxonomy is an opportunity to disclose Financial KPIs highlighting our environmental achievements.

From 2021, we calculated the revenue, capital expenditure and operating expenditure that were eligible for the new EU Taxonomy classification system.

Climate change mitigation is the main environmental goal of the EU Green Taxonomy Regulation to which we contribute through our data processing, hosting, and other related activities.

In 2021, 77% of Worldline revenue was considered eligible under the EU Taxonomy Regulation and amounted to €2.832bn.



Our business model

INPUTS

Resources **Challenges**

Financial

Solid financial profiles > Market trust & consolidation capabilities

Manufactured

Robustness of industrial platforms and data infrastructure > Business Excellence: Quality, security and reliability

Terminals supply chain

Intellectual

Partnerships, innovation, R&D > Partnerships, innovation, R&D

> Innovation & foresight of technological evolutions

Human

17,078 employees in more than 50 countries > Talent acquisition & retention, people development

> Gender equity

> Diversity & inclusion

Social and relationship

Market intelligence & Regulation watch > Customer satisfaction

> Ethics, human rights & compliance

Technological know-how > Societal contribution

Environment

Electrical Energy > CO₂-eq emissions

Data centres > Renewable energy

IT appliances

OUTPUTS

Worldline business



As the European leader at the heart of the payment value chain, Worldline designs and operates leading digital payment and transactional solutions that handle billions of highly critical transactions on a daily basis.

[2021 INTEGRATED REPORT](#)

[WORLDLINE 2021 UNIVERSAL REGISTRATION DOCUMENT \(URD\)](#)

Worldline business lines & results

Worldline's positioning across the extended payments ecosystem affords it an overview of the industry, permitting it to react quickly to regulatory or other changes and to capitalise on new opportunities generated by them. Our objective is to enable sustainable economic growth and reinforce trust and security by making solutions that are environmentally friendly, accessible to all and support societal transformations.

c. €3.7BN

2021 Revenue
(from continued operations)



Merchant services

65% of 2021 revenue

Energising commerce with advanced payment services



Financial services

25% of 2021 revenue

Engineering the most advanced payment processing platforms



Mobility & e-transactional services

10% of 2021 revenue

Bringing payment and regulation expertise to new markets

2021 VALUE

Value creation for stakeholders

SDGs

Financial

- Investors & shareholders > + 6.8% revenue organic evolution
- > 25.3% OMDA margin
- > €407 million free cash flow



Manufactured

- Suppliers & Customers > Quality score – Contracts' services availability & response
- > Quality score – Platforms' services availability & response
- > 86% of total expenses assessed by EcoVadis out of strategic suppliers expenses¹



Intellectual

- Customers > €244 million in R&D expense in 2021
- > A portfolio of ~1,800 patents



Human

- Employees > 64% employee satisfaction on GPTW Trust Index
- > 17 hours of training on average per employee
- > 34% women



Social and relationship

- Customers, Communities, Public Bodies > 8.1/10 Customer satisfaction
- > 0 significant fines for non-compliance
- > 80% of spending in local purchase
- > €m 310.8 collected donations
- > €m 2,109 revenue of 'sustainability offering'



Environment

- Communities, Public Bodies > Eco-efficiency in data centres
- > Contribution to carbon neutrality
- > 92% renewable energy



¹ An active campaign was conducted in 2021 to encourage suppliers to be assessed by EcoVadis. However, it should be noted that the definition of strategic suppliers has changed in 2020 and 2021. In 2021, the 250 largest suppliers in terms of spending were taken into account. In 2020, strategic suppliers are defined by the buyers taking into account operational business needs and market positioning. In 2021, Worldline has 113 strategic suppliers covering 37% of the Group's expenditure.

Key market trends and drivers of change in the payments industry

Non-cash payments such as alternative payment instruments are transforming the payment services market. Changing consumer behaviour, evolving regulations, emerging technologies and the arrival of new players are accelerating the adoption of electronic payments, providing Worldline with demanding challenges and inspiring opportunities for growth.

New customer behaviour

The average consumer uses several connected devices, goes online multiple times a day from multiple locations including on-the-go and in-store, and shares their experience on social networks. The always-on, always-connected nature of smartphones and other devices is creating new opportunities to increase the frequency of interactions with customers and increase transaction volumes.

The rise of e-commerce and m-commerce

The rapid growth of online commerce is a major driver of growth in non-cash payment transactions. We expect growth in the e-commerce sector to continue to outpace bricks-and-mortar. We are also seeing an accelerating shift towards an omnichannel environment, where offline and online experiences are merging to form one seamless experience.

The Covid effect

Covid-19 has accelerated the adoption of electronic payments. Despite the wide range of restrictions applied all over the world at different times of the pandemic, the Capgemini 2021 World Payments Report forecasts that volumes of non-cash payments will grow at a CAGR of 17.9% from 2020 to 2025. The volumes expected for the coming years are 15% higher than pre-pandemic forecasts.

Mobile first

Mobile is an increasingly important channel for consumer engagement and payments. According to GlobalData, m-commerce already accounts for more than 50% of the value of online purchases in countries such as India, Italy and Brazil. It will not be long before other countries join them.

**Estimated volume of non-cash
transactions in 2025**

1.8 trillion

(Source: Capgemini World Payments Report 2021)

Technological transformation

Every player in today's payments market is facing the challenge of change and innovation at a pace and a scale that has never been seen before. New technologies and new ways of engaging with consumers are delivering unprecedented opportunities to accelerate the growth of electronic payments. At the same time as embracing technological transition, consumers, merchants and financial institutions all want the point of interaction and payment to become as frictionless as possible. Responding to this demand is one of Worldline's greatest challenges.

Contactless payments

The adoption of contactless payments increased in 2021, spurred on by the pandemic. According to the Capgemini World Payments Report, 74% of consumers say they will continue to pay for goods and services with contactless cards after the pandemic. In response to rising demand, many countries increased the upper limit of both single and cumulative payments. The result has been a permanent change in payment habits.

Contextual commerce

Contextual commerce is selling consumers what they want, when they want it, all with as little friction as possible. We believe that merchants can use contextual commerce to deliver purchasing opportunities to consumers in a way that is relevant to them, increasing their sales online and in-store.

Conversational commerce

Conversational commerce is e-commerce carried out using technologies such as chatbots and smart speakers (Google's Assistant, Amazon's Alexa and Apple's Siri). Increasing numbers of consumers are already using conversational commerce to find, select and pay for products and services. With the introduction of voice biometric recognition and authentication, the role of voice in online retail is set to soar.

M2M payments

Machine to Machine (M2M) technology can enable automated payments with little or no human interaction. With multiple retailers successfully launching or announcing pilots for checkout-less stores, 2021 was a breakthrough year. In the medium term, we expect to see the permissioned access of "things" to data such as consumers' bank accounts and payment information.

Regulatory momentum

Regulatory changes are transforming financial services in Europe and beyond, creating outsourcing opportunities for payment service providers, increased demand for value-added services and new challenges for all players in the market.

PSD2

The European Union's revised directive on Payment Services, or PSD2, is transforming almost every corner of the payment services market and enabling new fintech players to offer payment services and develop new models of payment.

Instant Payments

Since Instant Payments went live in Europe in 2017, it has become possible to make euro transfers in less than ten seconds in a total of 23 European countries. Displacing cash and cheques, Instant Payments have huge potential in segments such as peer-to-peer (P2P), person-to-business, business-to-business (B2B) and even machine-to-machine (M2M) payments.

CBDCs

The launch of numerous projects for Central Bank Digital Currencies (CBDCs) such as the Digital Euro will create new opportunities for both incumbents and newcomers in the payments industry.

New entrants

Big tech giants such as Google, Apple, Meta and Amazon, and Chinese leaders such as Baidu, Alibaba, Tencent and Xiaomi, are using their access to consumers and their financial power to create an even richer ecosystem. Worldline is building close partnerships with these players and orchestrating new value-added services for the merchant community.

Fintechs

Unencumbered by legacy technologies, fintechs are changing the way that consumers interact with financial service providers. While large banks are responding positively to the rise of the platform economy, challenger banks are in prime position to take advantage of the changing landscape.

New POS providers

Providers of innovative mobile POS solutions (mPOS) and software-only solutions (softPOS) have intensified their activity due to the increase in the use of smartphones around the world. These solutions are extending the addressable merchant base by making payments affordable for micro merchants.



Our competitive strengths

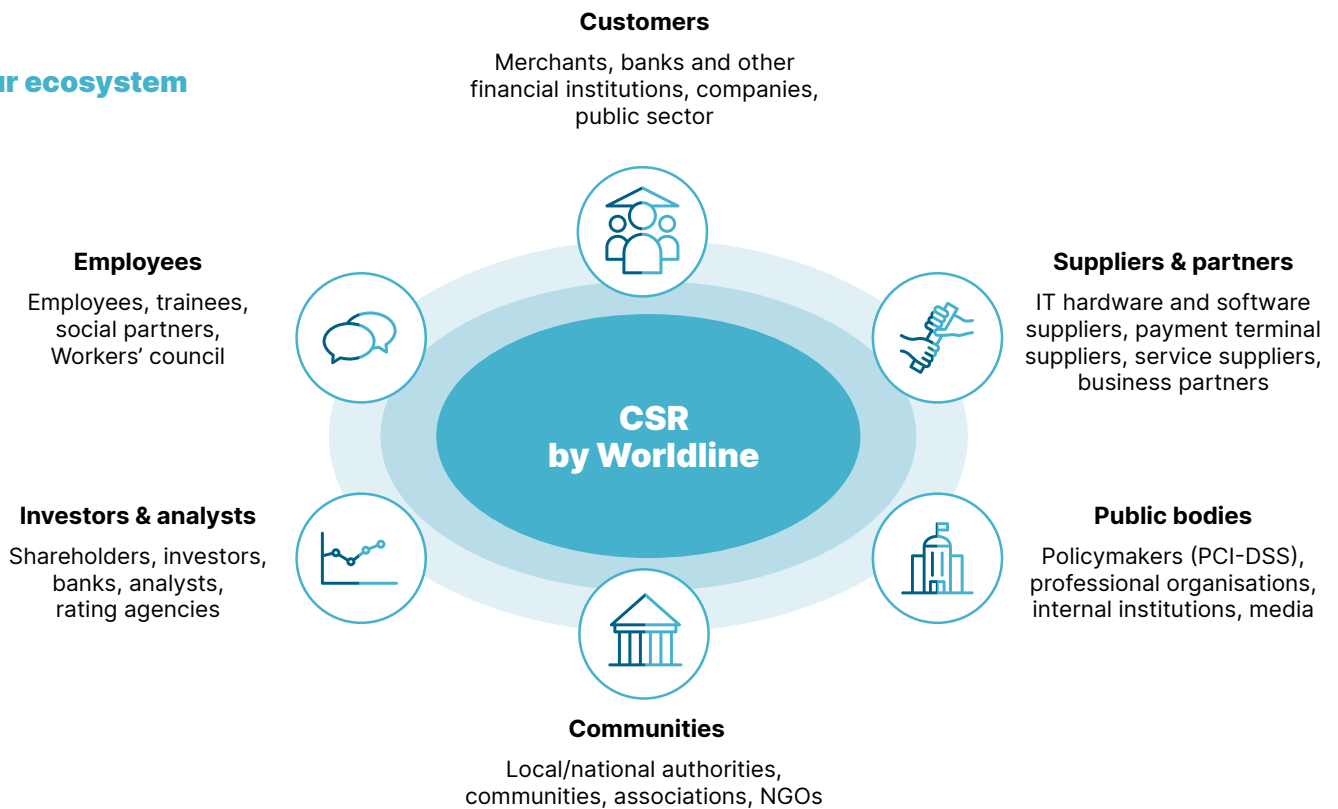
In a payments ecosystem which is undergoing significant change, Worldline is uniquely positioned to compete with both established incumbents and also the new breed of fintechs, while seeking strategic partnerships in the evolving payments ecosystem:

- **We are the leader for payment services and processing in Europe and have an expanding global footprint, especially in emerging markets;**
- **We have a comprehensive positioning across the extended payments value chain and;**
- **We have a leading presence in the high-growth area of next-generation payment services.**

Our integrated vision

Creating sustainable value for all

Our ecosystem



Business

Building customer trust with reliable, secured, innovative and positive impact solutions



People

Being a responsible employer



Ethics & value chain

Ensuring business ethics including human rights and increasing sustainable procurement practices within our value chain



Environment

Reducing our environmental footprint



Local communities

Helping our local communities through positive impact solutions and social initiatives

Integrating the extra-financial challenges of our stakeholders

At Worldline, our Corporate Social Responsibility (CSR) strategy is at the heart of our business model, helping us to act on the most critical issues affecting our stakeholders and our activities.

The long-term growth of our payments ecosystem and digital transactions depends on stability, which makes it important for us to address the threats and opportunities that all our stakeholders face.

We talk regularly with our stakeholders. This includes not just our customers and investors, but also our employees and suppliers, as well as the public bodies and the communities that we work with.

Our corporate strategy integrates the extra-financial challenges affecting our stakeholders as part of our aim to open up new avenues for creating shared value, while also increasing our resilience and acting in accordance with our company purpose.



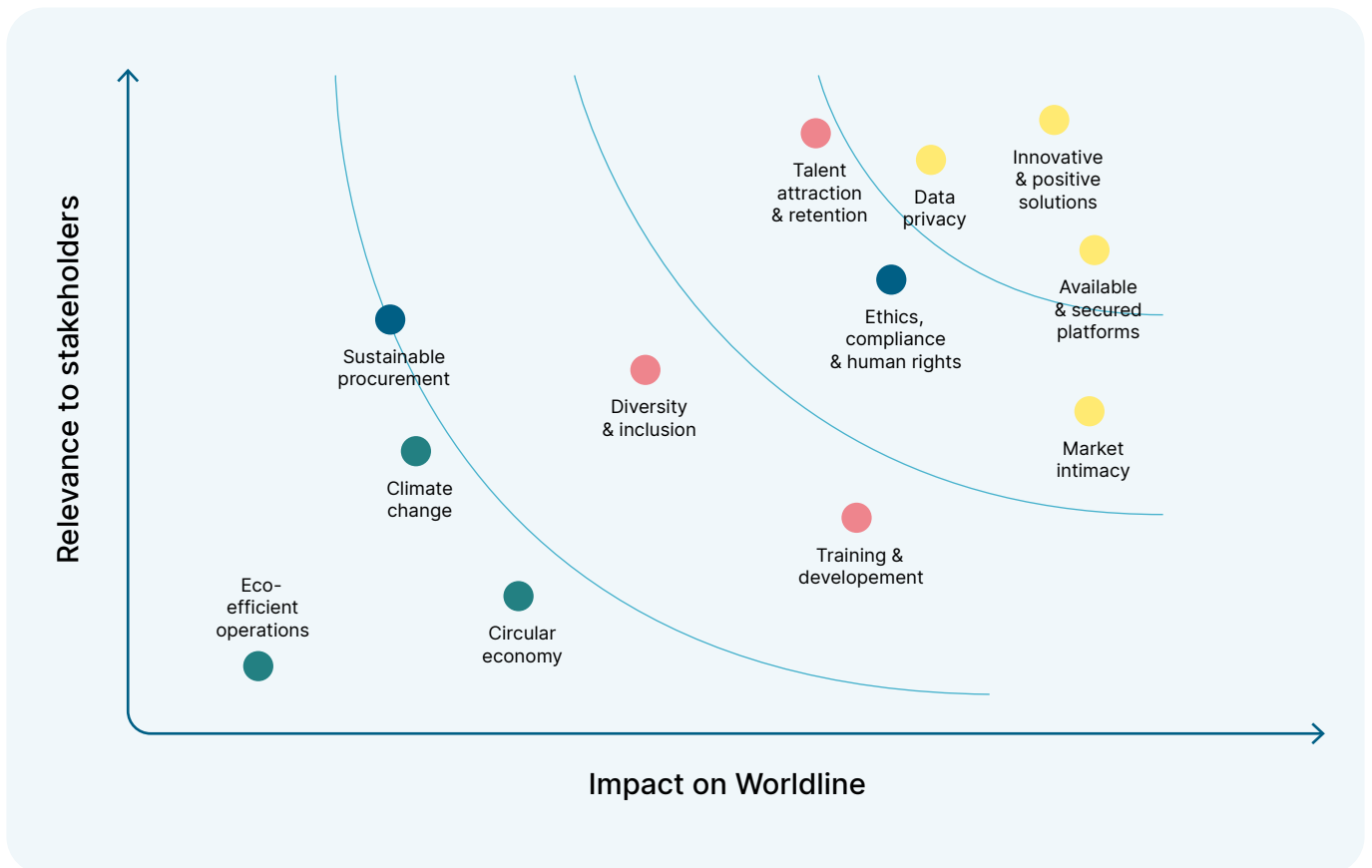
Identifying, addressing and resolving stakeholder challenges

In 2021, following Worldline's acquisition of Ingenico, we updated our CSR materiality matrix to cover the company's new challenges. Since 2014 we have based our sustainability approach on a materiality analysis, which formalises the CSR challenges for our activities in relation to all our stakeholders.

Following an extensive dialogue with our stakeholders, the materiality assessment has been updated and identifies the most important challenges affecting our stakeholders, the wider market and Worldline.



Our materiality matrix



Key changes to our materiality matrix

Worldline's updated materiality matrix takes into account findings from our dialogue with all our stakeholders, both internal and external, as well as market practices. Compared with the materiality matrix last updated in 2018, the new version includes a consideration of the human resources challenges that the company is facing – especially in connection with talent management as well as our new ambitions (announced in the Trust 2025 programme) around training and disabled employees. Finally, our new climate change ambitions and associated commitments have been given greater prominence.

Building customer trust with fully available and secure platforms and reinforcing values for customers through sustainable and innovative solutions

- The term 'Innovative solutions' has been replaced by innovative & positive solutions in order to cover the **positive impact solutions** offered by Worldline.

Being a responsible employer

- The term 'people diversity' has been replaced with **Diversity & inclusion** to convey its broad scope. Diversity & inclusion now has a higher relevance within Worldline, while its impact on our external stakeholders is lower. The Trust 2025 programme provides for a specific KPI target regarding Diversity & inclusion, including disabilities.
- 'Talent attraction & development' has been replaced by **Talent attraction & retention**. Talent management has become increasingly critical for Worldline's business operations and business model, while the impact of Talent attraction & retention is higher for both Worldline and our external stakeholders than it was in the 2018 version of our materiality matrix.
- **Training & development** replaces 'the smart working environment.' The topic of training is a new dimension in the materiality matrix, reflecting Worldline's ambitions within the Trust 2025 programme. People development is associated with training.

Ensuring business ethics, including human rights, and increasing sustainable procurement practices within our value chain

- The term 'strong suppliers' partnership' is replaced by **Sustainable procurement**. This reflects Worldline's new level of maturity in relation to our procurement activities and our emphasis on those impacts that can affect the entire value chain, such as the suppliers or the type of raw materials we use.
- In line with market practice for human rights to be considered as an integral element of ethics & compliance, we now define this category as **Ethics, compliance & human rights**. Worldline has adopted its human rights policy in the course of 2021 and is currently working on its Vigilance Plan.

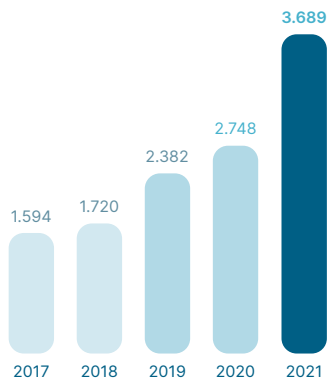
Reducing our carbon footprint

- The term 'energy transition' is replaced by **Climate change** to encompass the broader nature of this impact and to target our entire carbon footprint.
- **Eco-efficient operations** with ISO 14001 certifications remains unchanged.

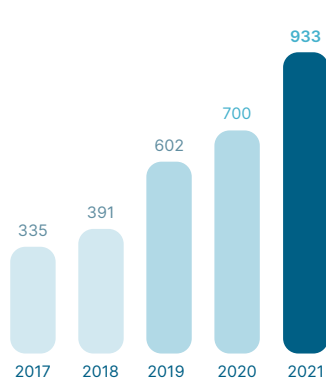


2021 key performance indicators

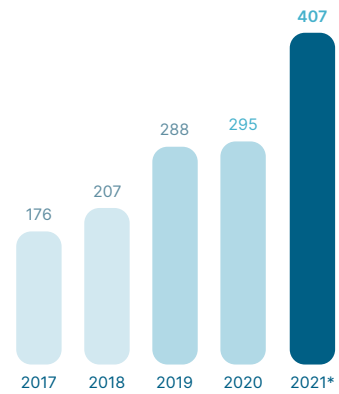
Our key financial indicators



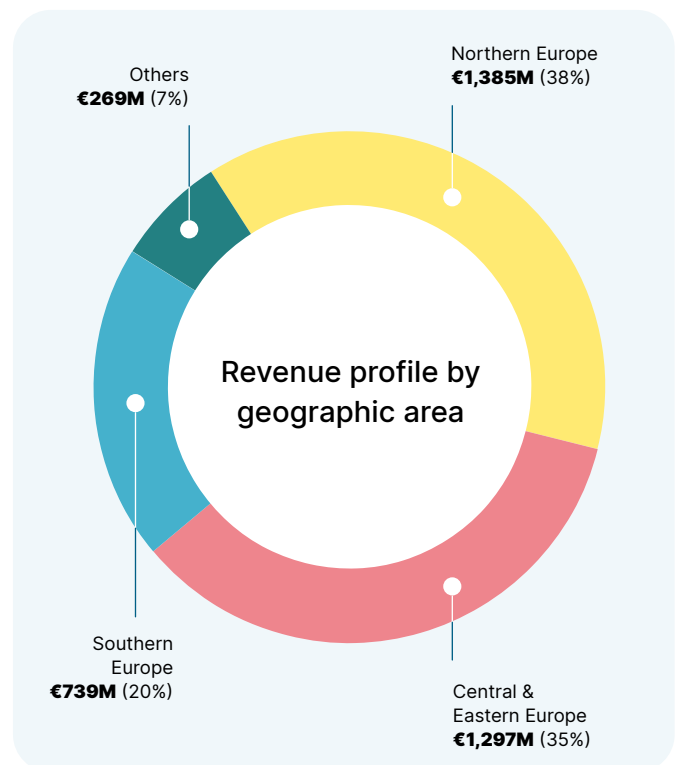
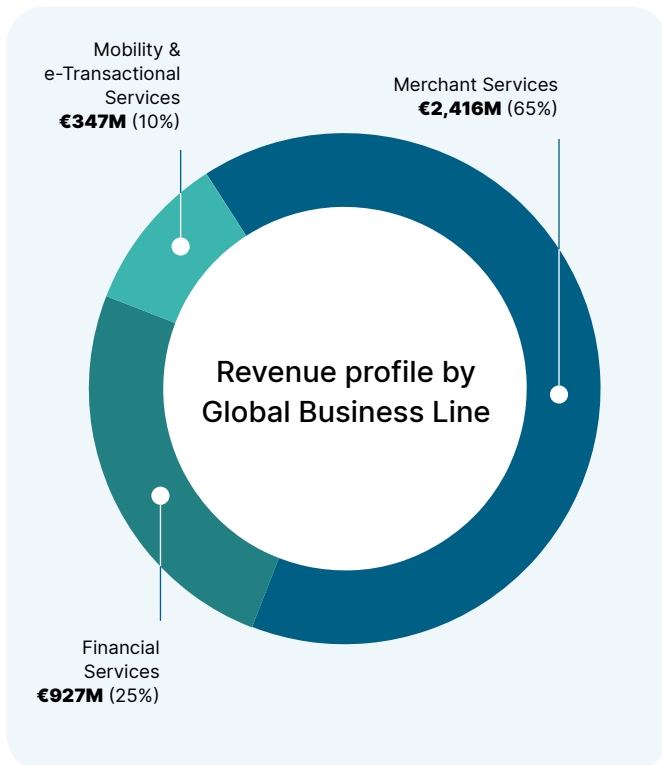
5-year revenue evolution
(in € billion)



5-year OMDA evolution
(in € million)



5-year free cash flow
evolution (in € million)

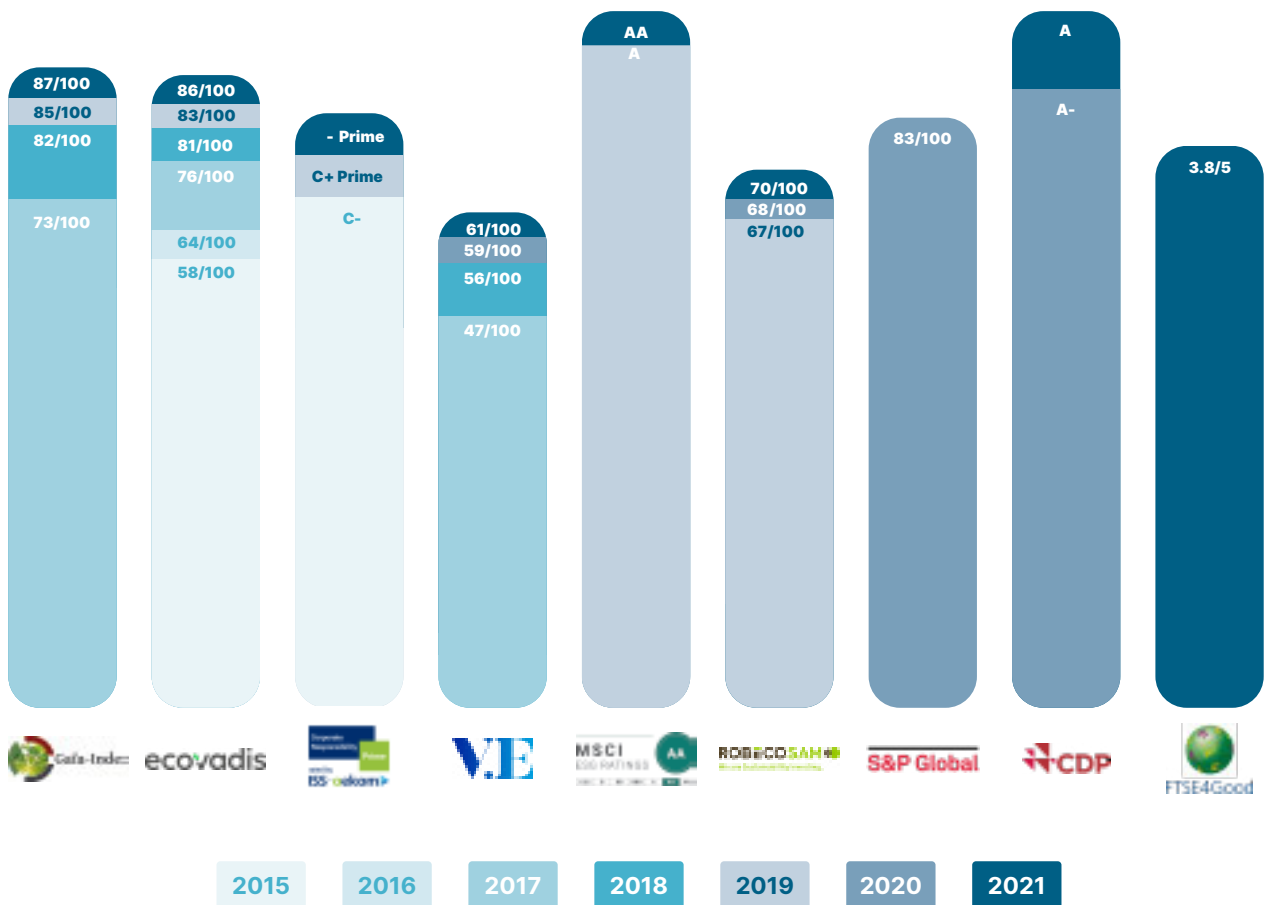


* from continued operations

Our key extra-financial indicators

Progress of the Trust 2025 roadmap 2020-2025

In 2021, Worldline continues to be recognised as a leader in its sector by the main non-financial rating agencies.



Driving change through operational performance

Interview with Lisa Coleman, Group Head of Post-Merger Integration and Operational Performance

What were the highlights of Worldline's operational performance in 2021?

2021 was an exciting, complex and challenging year for our operational performance.

We completed the first 12 months of our integration programme for Ingenico, delivered quick wins, accelerated organisational change and initiated major IT programmes such as consolidating our payment platforms.

How did the pandemic affect Worldline's operational programme?

A crucial element to our success in 2021 was our ability to stay in touch and engaged with our people, even during a period of extended remote working.

We got to know new colleagues in the most extraordinary circumstances, we focused on our priorities and the deployment of our solutions, and we delivered on our commitments. We have introduced a hybrid working approach so that Worldliners can work from home up to 50% of the time.

How well is Worldline reacting to developments in the market?

In an environment of fast-changing technology, the year reinforced the critical importance of change management, of being open, and of reacting flexibly to circumstances.

For example, we responded quickly to changes in the employment market by ramping up recruitment capacity and accelerating our onboarding of new talents. We delivered c. 25% growth in our nearshore and offshore teams in 2021.

Recruitment, values, culture and the employee experience are major priorities for Worldline's executive team. We are making excellent progress in all these areas.



“With clear ownership and accountability, strong engagement from management and regular touchpoints and discussions, we have succeeded in transforming ourselves, generating synergies and creating real value for our stakeholders.”

Lisa Coleman,
Group Head of Post-Merger Integration and Operational Performance

How is the market's perception of Worldline changing?

To maximise the impact of the new Worldline brand, which covers nearly all our operations, we launched a series of initiatives to improve our external positioning.

We also redesigned our communication and marketing campaigns to support the growth of our business.

What are Worldline's operational performance priorities for 2022?

We will continue to deliver on integration projects for acquisitions that we have already completed as well as for any new acquisitions that we make.

Another priority will be to continue to implement our UNITED transformation programme throughout Worldline. And we will continually challenge the way we go about our business. Under the umbrella of our SMART programme, we will remove pain points, focus on higher value-added activities and seek new ways to improve our productivity and accelerate our growth.



UNITED we stand

Following the closure of our acquisition of Ingenico at the end of 2020, in 2021 we rolled out the UNITED programme to integrate Ingenico across Worldline. The programme saw us outperform our initial targets and make rapid progress with the integration of Ingenico's people, despite the challenges of working remotely due to Covid-19.

Using best-of-breed practices from both Worldline and the former Ingenico, we are transforming our company so that it is focused on fostering customer centricity, agile decision-making and marketing the benefits of our products and solutions.

The programme oversaw reskilling of staff into new positions and harmonising key internal IT processes such as our systems for enterprise resource planning and payroll. By the end of the year, we had merged our separate global headquarters into one building in Paris and launched numerous other real estate plans.

Under the framework of UNITED, we are continuing to harmonise our payment platforms, consolidate our data centres and unify our networks. We have also defined a new customer relationship management solution for our end-to-end sales process which we will deploy in 2022.



Our commitment to creating value**40**

Our business challenges**42**

Our people challenges.....**56**

Our ethics, compliance and sustainable procurement challenges**66**

Our environment challenges**72**

Our local communities challenges**76**



Reinforcing trust in our societies

Our commitment to creating value

CSR central to our value creation

Corporate Social Responsibility (CSR) is at the heart of Worldline's strategy for value creation. This integrated approach allows us to respond effectively to our CSR challenges, improve our performance and create sustained long-term value for customers, investors, employees and all our stakeholders.

Rising to the CSR challenges of an enlarged Worldline

In 2021, the integration of Ingenico and the launch of our Trust 2025 roadmap for CSR opened a new chapter for excellence, innovation and sustainability at Worldline. Our extended global reach and supply chain resulting from the acquisition of Ingenico is a key step change in terms of the scope of Worldline's CSR challenges. As a global leader intent on shaping the future of payments, we are more committed than ever to operating payment solutions that enable viable economic growth and reinforce trust and security in our societies.

Our CSR roadmap for 2025

Trust 2025 is our new five-year roadmap for CSR and will play a major role in ensuring we can achieve this vision. It builds on the success of our previous programme Trust 2020 and reflects our intention to scale up our commitment to excellence in CSR and to embed trust and security at the heart of all our activities.

Designed closely with the active engagement of both the Executive Committee and the Board of Director's Social and Environmental Responsibility Committee, and validated by the Board of Directors in 2021, Trust 2025 introduces new best practices to maintain Worldline's CSR leadership of the payments industry.

The programme is structured around eight ambitions (see p.13) to address Worldline's major challenges in the following areas: business, people, ethics, value chain, the environment and includes a new focus on local communities. Across all these areas, the 16 measurable objectives set by Trust 2025 represent a significant advance on our previous CSR programme.

Increasing our CSR momentum

We have raised our ambitions and added new targets to address all our major challenges. For example, to attract and retain top talents we will significantly increase annual training. We have raised our target for CO₂-eq reductions to 25% by 2025 (scopes 1 and 2). This industry-leading target, which applies across the scope of our enlarged business, has been validated by the Science Based Targets initiative and is consistent with a 1.5°C trajectory for global warming. Previously, we were targeting a 20% reduction in emissions, compatible with global warming of below 2°C.

The integration of Ingenico has provided a useful opportunity to consolidate a best-in-class suite of compliance policies, including our new anti-money laundering & counter-terrorist financing policy and our new Human Rights policy that addresses our increased risks and commits us to thorough oversight of our key suppliers.

As part of our company-wide employee empowerment process, our Onboarding plan, we are raising awareness through webinars and roadshows about the CSR challenges Worldline faces, the actions we are taking and how employees can play their part in helping us step up the pace to achieve the targets of Trust 2025.



"With the integration of Ingenico, we are scaling up our commitment to excellence in CSR so we can meet the ambitious targets of Trust 2025."

Sébastien Mandron,
CSR Officer

Embedding sustainability in our operations and our offerings

Worldline is progressively reinforcing its commitment to excellence in sustainability through the integration of the United Nations' Sustainable Development Goals in our customer solutions, our dialogue with stakeholders, our internal operations and throughout our value chain. The UN SDGs have been formally integrated into our Corporate Social Responsibility strategy and Trust 2025 programme.

Stakeholder tool to measure sustainable performance

Worldline carries out a detailed mapping analysis to identify and measure our contribution to all SDGs. We chart this information onto a universal reading grid on sustainable development so that customers, investors and other stakeholders can see how Worldline's solutions contribute to the UN SDGs and contribute to our customers' sustainable performance.

For more information, please see pages 90-91.

2025 targets for revenue that contributes to UN SDGs

To meet our customers' expectations and exceed their satisfaction levels, we embed our sustainability commitments into our innovations and our solutions. Worldline's Trust 2025 programme includes a target for generating revenue that contributes to the UN Sustainable Development Goals.

Economic benefits



Generating growth with solutions that make payments processes easier and more customised, improving customer experience and loyalty.

Social and well-being



Supporting the protection of vulnerable populations by facilitating access to secure and sustainable payment solutions, e-health services and transport systems anywhere anytime, thereby contributing to financial and social inclusion.

Environmental footprint



Being a player in the fight against climate change through digital solutions to reduce paper and transport use and optimise energy consumption (e.g. through smart grids).

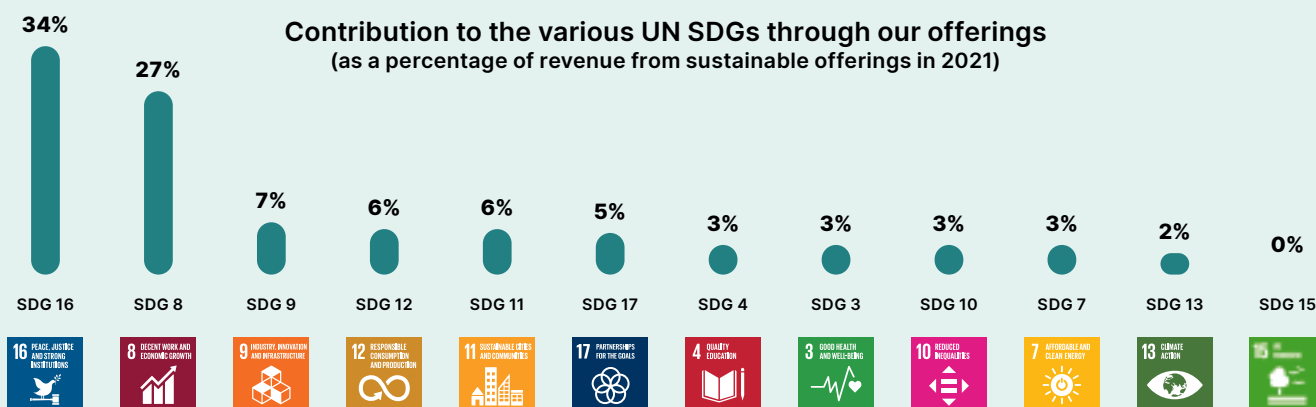
Governance, trust and compliance



Committing to deliver trusted and secure solutions across the payment value chain through all Worldline solutions to minimise the risk of fraud and cyberthreats, and ensure compliance with data protection regulations, while supporting citizenship and democracy.

In 2021, Worldline generated € 2,109 million of sustainable revenue, which is broken down as follows according to the SDGs to which our company contributes most.

Contribution to the various UN SDGs through our offerings (as a percentage of revenue from sustainable offerings in 2021)



Our business challenges

Risks



- Sustainable innovation
- System security & reliability
- Business continuity
- Data protection
- Customer relationship management
- Safety and physical security

Opportunities



- Sustainable digital transformation and business reinvention
 - Cyber and advanced security offering
 - Operational excellence
 - Legal & internal control mechanisms
- Trust & compliance throughout the value chain
- Delivery quality and competitive advantage



Trust 2025 key ambitions

- #1 Guarantee delivery of excellence and utmost quality of service**
- #2 Enhance customer experience through positive impact solutions**

Trust 2025 Dashboard	Indicator	2021	Target 2025
Platforms secured & available	Quality score – Contracts services availability & response	99.9890%	99.9900%
	Quality score – Platforms services availability & response	99.877%	99.9900%
	% of data subject requests answered in time and in compliance with Worldline privacy policy	97.2%	100%
	% of ISO 27001 certified sites according to the security policy	51%¹	100%
Customer experience & innovation	Customer Net Promoter Score	46	52
	Total revenue of “sustainability offering” (€M)	2,109	2,307

¹ Eligible sites include site with more than 50 employees, strategic data centers and sites with less than 50 people but certified to fulfil business requirements.





Merchant Services

Worldline is the European leader in Merchant Services and we offer the market a unique value proposition with our global portfolio of payment solutions. We provide our merchants and banking partners throughout Europe with a single entry-point to the entire payment ecosystem, simplifying access to new payment methods. Worldline supports local needs, languages and currencies and we are helping merchants offer their customers sophisticated digitised ways to pay, while ensuring complete security and regulatory compliance.

Extending our global reach

Merchant Services has benefitted from the significant expansion of our geographical reach and the enlargement of our product portfolio following the integration of Ingenico. We have combined Ingenico's expertise in acceptance with Worldline's leadership in acquiring, creating new possibilities for cross-selling.

As well as generating cost and revenue synergies, the integration generated immediate synergies in terms of culture, innovation and operations.

We continued to acquire new Merchant Services activities throughout 2021, in Greece, Italy and the Scandinavian countries. In today's acquiring market, we are the clear partner of choice for banks who want to join forces with an industrial player with the technologies and products that they need to become more competitive.

Enriching our value proposition

In the challenging economic conditions of the pandemic, Worldline has enabled merchants to diversify their payment methods and add new smartphone-based possibilities such as QR codes and Buy Now, Pay Later. In 2021 our Android payment terminals such as YUMI transformed in-store interactions. We are enabling new omnichannel payment methods such as Account-to-Account transactions and helping our global customers access popular, low-cost local payment methods in international markets. We are also leveraging our strengths in acceptance and acquiring to provide merchants with a full-service offering that is completely tailored to their industry. With a customer-centric approach and strong partnerships across the payment value chain, we are delivering innovations that are creating even more value for merchants and accelerating our own business.

Accelerating our opportunities for growth

Our three-year strategic plan envisions further acquisitions and partnerships with banks to extend the reach of our products in Europe and beyond.

As the pandemic recedes, we continue to support small merchants with simple and low-cost solutions while helping larger customers enhance their omnichannel offering and expand into high-growth markets around the world.

At the same time, we will continue to consolidate our platforms, migrate to cloud, develop new offerings and intensify cross-selling to our customers. Supported by the tail winds of today's fast-paced market changes such as the shift from cash and the rise of local payment methods, we fully expect to achieve double digit organic growth from 2022 to 2024.



"After a period of extraordinary transformation, we are continuing to enrich our value proposition for merchants and to strengthen our position as a trusted partner for the long term."

Vincent Roland,
Head of Merchant Services

1.1 M

merchants
served

c.22BN

acceptance and acquiring transactions
per year

c.270K

e-commerce customers
and websites

Growing in Greece

In 2021 Worldline acquired a leading position in the dynamic Greek market with the acquisitions of network services provider Cardlink and 80% of Eurobank Merchant Acquiring.

With a c.20% share of transaction volumes and a portfolio of 123,000 merchants, Eurobank Merchant Acquiring is one of the largest acquirers in Greece. In a country experiencing a strong move away from cash towards cards and digital payments, the acquisition represents a major opportunity for Worldline to expand its Merchant Services activities, especially in the travel and hospitality industry.

These two operations, Eurobank and Cardlink, will give Worldline a leading position in the Greek market. Cardlink is the country's leading network services provider, managing around 500 million transactions a year, representing 53% of merchant sale volumes.

Worldline will now provide merchants in Greece with a strong end-to-end value proposition, covering the needs of all sizes of retailers. We will accelerate our growth in the country through Point of Sale acceptance deployment, introducing value-added services and launching a one-stop-shop offering for merchants.

Avanti in Italy

In another significant step forward in Worldline's strategy of partnering with major banks to enhance its presence in high-growth markets, Worldline acquired 80% of Axepta Italy, the merchant acquiring arm of BNL, in 2021.

Axepta Italy is one of the largest Italian acquirers, with c. 200 million acquiring transactions per year, a c. 5% market share, and a diversified and loyalised customer portfolio of around 37,000 merchants in this fast-growing market.

There are attractive growth opportunities in the Italian payments market, driven by the shift from cash to cards and electronic payments, which accelerated during the pandemic. In a context where luxury and retail sectors are flourishing, and strengthened by our leading role in the travel and tourism sector, the country offers ample growth opportunities for Worldline's rich portfolio of solutions.

More than 100 new colleagues have joined Worldline following the transaction. This alliance with BNL is another example of Worldline's appeal to banks as an unrivalled strategic partner for their merchant services activities.

A Scandinavian powerhouse

With the acquisition of Handelsbanken's card acquiring activities in the Nordic countries of Sweden, Norway, Finland and Denmark in 2021, Worldline pursued our strategy to expand our presence in strong growth markets across Europe through partnerships with leading local financial institutions.

Handelsbanken is a major card acquirer in the Nordic region with over 550 million transactions acquired per year, representing a payment volume of c. € 20 billion. The company also serves a diversified portfolio of more than 20,000 merchants.

We plan to scale up our platforms and roll out our solutions in close partnership with Handelsbanken to drive our growth in this region which is already seeing a rapid increase in digital payments and e-commerce, supported by a solid economic environment.

Opening new corridors to growth markets

As a global player, combining global scale with in-depth local understanding and partnerships, Worldline is in a unique position to support major digital merchants access fast-expanding, complex markets such as South Korea and India.

Thanks to our payment corridors offering, consumers can purchase products on popular global e-commerce sites using domestic payment methods rather than the more expensive

international schemes – reducing fees and increasing authorisation rates. Our offering in high-growth geographies and markets such as Brazil, India and China, moreover, enables merchants to accept local payments and currencies without the need to set up a local business entity, as well as to avoid high cross-border fees and manage foreign exchange risks. Soon we will add new corridors to other attractive online markets, including Singapore and Japan.



Financial Services

Worldline processes the largest volume of financial transactions in Europe. At a time when payments are commoditising rapidly, our customers benefit from our industrial scale, our global expertise, our full coverage of the value chain and our in-depth understanding of local markets. Worldline’s Financial Services business line is the partner of choice for banks who want to take their payments operations to the next level.

Solid progress despite pandemic restrictions

As lockdowns and restrictions on commerce were less severe in 2021 than in 2020, transaction volumes increased year-on-year across all four main areas of the Financial Services business line: acquiring, issuing, account payments and digital services. We recorded a steady overall revenue growth of 5% during a second year of the Covid-19 pandemic which profoundly challenged the way we work together. The pandemic generated a surge in demand for our Access Control Server (ACS) solution for secure e/m-commerce, providing cardholders with a user-friendly interface and trusted authentication method.

Growing the digital opportunity

Worldline’s Digital Services are unlocking new opportunities to accelerate our growth. We are developing new use cases and value propositions in areas such as Digital First Issuing and we are seeing high levels of interest in secure, bank-based e-identity. As digitisation intensifies, banks have a critical role to play by providing society with secure identification services. We are working closely with PSA Payment Services Austria to roll out a pioneering digital identity solution that will point the way to a new era of e-identity services based on banks. As a clear leader in value-added digital services, we are also participating in initiatives which will transform payments.

Priorities for today and tomorrow

Our migration to cloud will increase our competitiveness and flexibility and will support the continued growth of our processing volumes. Our position at the heart of the open banking ecosystem will be a major growth accelerator for Worldline and our customers. Open banking is creating major opportunities for banks and Third Party Providers (TPPs). We will play a central role in its development by intensifying trusted partnerships with fintechs across the open banking marketplace and developing new value-added services for banks. As we expand our geographical presence we will continue to focus on our long-term partnerships, on trust and on sustainability to ensure we create value for our customers and all our stakeholders.



“Our clients in the financial services sector turn, and return to Worldline because we are the most trusted, reliable and innovative partner in payments solutions to support them on their journeys of digital acceleration and payments transformation.”

Michael Steinbach,
Head of Financial Services



320+

financial
institutions

c.15BN

payments
per year

c.125M

cards under
management

c.10BN

issuing processing
transactions

c.11BN

acquiring processing
transactions

A trusted partner for ABN Amro

In 2021, we renewed a long-term outsourcing contract with ABN Amro covering many parts of our Financial Services portfolio offerings, including Issuing and Acquiring Processing, Clearing and Settlement for Instant Payments, SEPA Credit Transfers and Digital Services.

The comprehensive contract renewal is a clear statement of confidence in Worldline from a former Equens shareholder. When Worldline became the full owner of Equens in 2019, ABN Amro and the other banks who had been shareholders of Equens gained complete commercial freedom to select their financial services partner. At a time of increasing competition in payments, ABN Amro's decision confirms that Worldline is the most reliable and trusted partner in the payments processing marketplace.

Partner in Austrian transformation

Worldline is helping PSA Payment Services Austria turn Austria into one of the world's most advanced ecosystems for payments and transactions.

In early 2021, the payment system operator extended its agreement with Worldline from processing card payments to covering the clearing and settlement of domestic and international interbank payments. Together, we are laying the foundations for the instant payments of the future.

In November, we were chosen to provide the technological basis of ich.app, PSA's innovative digital ID solution for Austria. Based on our WL ID Centre and WL Trusted Authentication offerings, ich.app will enable consumers to use their existing ID as a customer of an Austrian bank to quickly identify themselves with online retailers and service providers. In 2022, PSA Payment Services Austria will start rolling out this ground-breaking initiative, which will be one of the world's most extensive bank-led e-identity solutions.

ATMs in the Baltics

In 2021, Luminor Bank, the third largest financial services provider in the Baltics, signed a five-year agreement with Worldline to operate and upgrade its ATM network across Estonia, Latvia and Lithuania.

Unifying the network will make it more efficient and will provide Luminor's customers with consistent functionality and service across the Baltics. As its trusted partner, Worldline will introduce innovations across Luminor's network, making cash transactions more accessible and secure for all the bank's customers.



Mobility & e-Transactional Services

Mobility & e-Transactional Services offers customers a breadth of solutions designed to accelerate and enhance new digital services and new business models that take advantage of the increasing digitisation of the physical world at the same time as encouraging sustainable mobility, reducing energy consumption and securing data.

Ready for market momentum

The pandemic had a mixed impact on our business in 2021. In e-ticketing, ticket volumes were higher than in 2020 and we saw a significant increase in processing volumes in the Trusted Digitisation domain, where we are supplying healthcare companies and insurers with a new range of secure digital applications. In France, we are the leading provider of hosting solutions for patient data and in Germany we manage electronic healthcare cards for a range of insurers.

Targeted solutions for the digital age

Across many industries, we helped our customers respond to the pandemic in 2021 in innovative ways that reinforce trust in our society. For example, over 100 banks in Europe are now using WL Contact, our cloud-based call centre solution, to strengthen their customer relationships while there are restrictions on face-to-face contact.

In the Trusted Digitisation area, whether digitalising customer identification for health insurers, tracking tobacco products across Europe and beyond, or helping the French government get young people into work, we are making digital transactions more secure, trusted and transparent.

We have numerous opportunities in the public transport sectors in France and the UK, where we provide payment services for transport companies. Worldline is focused on driving social mobility through payment and access solutions. The creation of Great British Railways will provide many opportunities. Meanwhile, Worldline is well positioned to provide our tried and tested state-of-the-art solutions in response to the EU's plans for regulation of electronic identification and trust services (eIDAS).

A rapid growth agenda

As we move into 2022 and into the future in general, we will accelerate our growth and expand our margins by placing added focus on product innovations. To respond even more effectively to our customers, we are rapidly migrating to the cloud. By embracing the principles of agile software development, we will transform the way we deliver our processes and develop solutions faster than ever before.

We are also intensifying our cooperation with Worldline's other business lines. We have expanded our mobile application competence centre and increased our supply of cutting-edge solutions to Merchant Services, such as digital wallets and WL Scan & Pay. We work very closely with our colleagues from Financial Services to make sure our WL Contact customers are benefiting from Worldline's digital banking solutions and to develop innovative e-identity services for the payments ecosystem. Worldline provides core components for Austria's national digital ID solution "ich.app" to PSA Payment Services Austria GmbH. Our B2B payments product WL Bill Pay & Match is leveraging our group payment solutions.



"Wherever we operate, our priority is always to create value for our stakeholders and to seize new opportunities to increase trust and security."

Claude France,

Head of Mobility & e-Transactional Services



350+

customers across numerous industry sectors

1.9BN

SMS sent per year

3.5M

connected objects

10M

secured ID and passports generated per year

WL Contact comes of age

Worldline's WL Contact offering is helping more than 100 banks improve customer communications and enhance their relationships despite pandemic restrictions. In 2021, the volumes of interactions processed by WL Contact were 35% higher than in 2020.

At BNP Paribas operations across Europe more than 20,000 people are now connected to WL Contact, in both call centres and in bank branches. WL Contact manages all types of queries from bank cardholders, whether they want to check their balance, ask for a block on the use of a card if it has been lost or stolen, or make a wide range of other requests.

WL Contact uses the latest advances in AI and chatbot technology to help our customers provide an immediate and effective response and to process customer requests in complete security, unlocking major productivity gains. Using WL Contact, most customer calls can be handled in an average of just 20 to 40 seconds.

In 2021, global technology firm OMDIA recognised Worldline as a global cloud contact centre provider, citing the WL Contact offering. "Worldline has now developed into a world-class cloud contact centre provider", OMDIA said.



232M

WL Contact calls per year

Certified secured cloud in France

In 2021, Worldline became the third company to obtain the SecNumCloud qualification from the French National Agency for Information Systems Security (ANSSI) for the Infrastructure as a Service (IaaS) solutions it offers on its private cloud. This recognition demonstrates Worldline's high level of security in the provision of Cloud services.

Ticket to ride

Travellers to Gatwick Airport near London are enjoying a vastly improved customer experience thanks to new self-service kiosks designed and installed by Worldline.

The new ticket vending machines, which we developed in 2021 in partnership with Evoke Creative, make it much simpler and quicker for rail customers to purchase tickets.

Govia Thameslink Railway (GTR), the UK's busiest rail operator, is currently trialling the machines as part of the redevelopment of Gatwick Airport rail station. The full screen customer interface and purchasing flow of the new kiosks aim to simplify the payment process in line with the overall UK rail industry strategy to improve the ticket purchasing experience so as to attract more passengers to travel by rail.

€16BN

Tickets sold per annum

8.2/10

UK transport clients' Net Promoter Scores

Digitalising healthcare information

The Carte Vitale health insurance card has been an indispensable part of French life for over 20 years, providing millions of people with easy access to healthcare. In 2021 Worldline joined forces with digital healthcare specialists GIE SESAM-Vitale as part of an innovation partnership to develop a smartphone app that will usher in a new, digitalised era for the Carte Vitale.

The new app will enable online identification and authentication for insured people and will grant users access to a range of new online functions in addition to the services provided by the physical Carte Vitale.

Worldline is deploying all its expertise in mobile security and authentication to ensure the highest levels of protection for sensitive healthcare data. Users of the mobile app will benefit from at least the same level of security as holders of the physical card.

Quality, security, risk management and business continuity

In a fast-changing payments market and a complex security landscape, Worldline deploys all its expertise and experience in quality, security, risk management and business continuity to ensure complete peace of mind for our customers and stakeholders. In 2021, we took the best practices of Worldline and Ingenico to establish a target organisational model for our extended organisation, implementing revised methodologies and reporting processes to ensure the very highest levels of quality, security and value creation for all our customers.

Rapid progress to integrated security

Having nearly doubled in size following our acquisition of Ingenico, Worldline's potential exposure to security threats increased. In response we upgraded our risk management system, implemented a new governance structure and enhanced our agility and speed in responding to any potential cyberattack.

Over the course of 2021 we fully integrated our global security management organisation, which consists of state-of-the-art capabilities in fields such as threat intelligence, identity and access management and vulnerability management. Making full use of our expertise in Endpoint Detection and Response and the work of our Computer Security Incident Response Team and Security Operations Centre, we aim to exercise full control of all assets within Worldline's newly extended perimeter.

As we integrate the IT assets of our acquisitions and transform our IT landscape for cloud, we are embedding security improvements in the design of our software environment across all our endpoints and networks.

Worldliners form a key element in our security defence and receive dedicated training in security as part of our efforts to protect Worldline against attack. In 2021, 94% of Worldliners across all our global business lines completed a comprehensive online security training programme covering our security policies and related standards, procedures and guidelines. In 2022, we will deliver differentiated training, including advanced training for Worldliners working in more sensitive positions or fields.

Raising the bar for a secure future

High service availability in relation to our contracts and platforms and enhanced quality and security are stabilising customer satisfaction levels. In 2021, we achieved a customer satisfaction score of 8.1/10 in our annual tactical survey and reached a Net Promoter Score of 46.



“We have restructured and redefined our security organisation model, taking the best of Worldline and Ingenico. We have also revised our governance of risk management and have prepared our organisation to respond to the increasing trend of cyberattacks.”

Eglantine Delmas,

Group Head of Quality, Risks and Security

51%
of 75 eligible sites certified for ISO 27001¹

94%
employees received dedicated security training

500M+
transactions secured

Fighting back against mobile fraud

At a time when four out of five online attacks involve mobile applications, with banking apps a target of choice for fraudsters and hackers, Worldline is focusing its efforts on protecting the data of its customers and their end-users from mobile fraud.

Our strategy for combatting fraud is built on three key elements: the expertise of the Worldline Mobile Security Centre; the implementation of an adaptive security paradigm; and the anticipation of new market needs around mobile cybersecurity.

Our Mobile Security Centre, which has been active for ten years, has secured more than 20 million mobile devices in a wide range of sectors and in 2021 secured more than 500 million transactions.

Our adaptive security paradigm allows us to respond dynamically to any cyber-threat. We regularly inform our clients of new threats to mobile security and we prevent attacks using an end-to-end approach that includes features such as Hardware Security Modules (HSM). We also monitor and detect any intrusions on the smartphones of end-users and manage the corresponding alerts.

We are anticipating new needs that are emerging in the financial services market, in the public sector, and in healthcare, transport and merchant services. As physical items such as national ID cards, tickets, payment terminals and paper healthcare records are digitalised, it has never been more important to ensure that sensitive data is not accessible to outsiders and that attackers cannot enter the smartphone application.

Mapping Worldline's risks

In addition to the cybersecurity risks that Worldline faces as a major player in the payments industry, in 2021 our risk mapping exercise identified a series of other risks to which we are exposed.

A risk that has emerged, and which we expect to continue in 2022, is the supply chain risk. A shortage in electronic components has impacted all companies in the technology industry and beyond. We are closely monitoring developments in our supply chain and are in regular contact with our suppliers to assess and mitigate this risk.

An additional risk that evolved in 2021, is the increased competition for talent in the technology and payments industries, while the continuing Covid-19 pandemic is putting more pressure on people. In response, Worldline is actively enhancing its employer brand and improving its performance in attracting and retaining talent. For more details, please see pages 58-59.

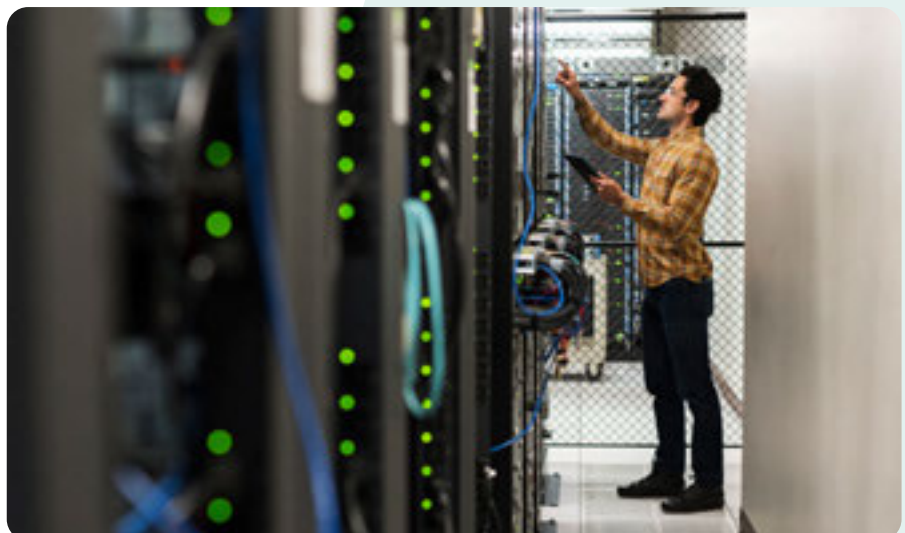
For all the risks identified by our risk mapping exercise, we have implemented mitigating actions to ensure that we meet our strategic objectives.

Business continuity in the pandemic

Worldline offers resilient business continuity to all its customers, committed at all times to service availability, quick response times, regulatory compliance and alignment with best practices, ensuring the full confidence of our customers and protecting our reputation.

We made full use of our Business Continuity & Resilience programme in 2021 to minimise disruption from the Covid-19 pandemic to our customers, employees and other stakeholders. We also implemented local business continuity plans, and all employees were fully able to work from home or on site depending on the recommendations of each government.

With regular monitoring by Worldline's Executive Committee, based on the input of local management, Worldline has been able to provide full continuity of service throughout the crisis and position itself strongly for the post-pandemic recovery.



¹ Eligible sites include site with more than 50 employees, strategic data centers and sites with less than 50 people but certified to fulfil business requirements.

Innovation

The innovation ecosystem at Worldline focuses on areas of strong strategic interest to develop and expand our vision of future value-added offerings for our clients, partners and their customers. We work alongside our customers in dedicated innovation sessions and workshops to develop proofs-of-concept (POC), identify opportunities for co-innovation and solve business challenges. We work together not just to imagine the digital future, but also to create it.

Personalising the customer experience

Researchers at Worldline Labs are leveraging the latest technological advances to improve the experience of consumers online and in-store. We are developing chatbot and voicebot solutions that integrate the latest developments in Natural Language Processing (NLP) and sentiment analysis to increase the satisfaction of online users.

Our engineers are testing the security of facial recognition and developing non-intrusive solutions that recognise, for instance, a consumer's hands and palms.

We are even researching ways to use AI to authenticate users from their behaviour, based on the inputs generated by their devices.

Worldline specialists are also using AI to make it simpler to use vending machines and smart lockers, helping consumers pay invisibly, and progressing towards a whole new level of trust across the customer experience.

The opportunity to transform

With our unique end-to-end coverage of the payment value chain and adjacent markets, we are leading the way in introducing value-added innovations across the world of payments and transactions.

In Merchant Services, we are helping merchants accept Alternative Payment Methods. In Financial Services, we are enabling banks to offer a new range of services such as Account-to-Account Payments. In Mobility and e-Transactional Services, we are helping customers roll out digital services including ticketing for public transport and recharging solutions for electric vehicles.

Thanks to our leadership of payments acceptance, acquiring and processing, our growing ecosystem of partnerships, and our unrivalled expertise in trust, security and user experience, we are helping transform the business models of our customers.

Priorities on our radar

We continue to strengthen our R&D capacity by spending € 244 million* in developing new products and enhancing the technologies and functionalities of existing solutions in 2021. We are currently consolidating our platforms and moving to cloud and APIs, allowing us to deploy new services even more efficiently and rapidly.

Our innovation community is currently focusing on opportunities in major technology domains, including Trusted AI, Distributed Ledger Technology, Self-Sovereign Identity and Advanced Virtual Assistants, which allow Worldline to create value through product innovations in areas such as open banking, Buy Now Pay Later and cryptocurrencies.

* From continued operations



“The acceleration of payment innovation is an extraordinary opportunity that is inspiring experts across Worldline’s ecosystem.”

Stéphan Blachier,
Head of Worldline Labs



Navigating digital payments

Our Worldline Scientific Community, consisting of around 40 thought leaders, identifies and analyses key trends in society, business and technology, and predicts how they will evolve, creating valuable strategic insights that help our customers prepare for the future. It also engages in regular innovation sessions with customers, partners and prospects.

In 2021, the Scientific Community published its landmark report on *Navigating Digital Payments – Reshaping Customer Experience by Simplifying Complexity*. The publication explores the challenges of the current proliferation of business models and digital currencies, the potential for new in-store experiences and autonomous payments, and the opportunities for changes in regulation to increase trust at the point of sale.

Innovating for sustainability

Innovations from Worldline are helping reduce the environmental impact of electronic payments and increase accessibility and social inclusion.

In 2021 we completed a major analysis of the carbon footprint of an electronic payment transaction, quantifying the impact of online and in-store payments made with cards or smartphones. This analysis is informing our efforts to design terminals and data centre processes that will minimise our environmental impacts.

As payment terminals and kiosks evolve towards mainly touch interfaces, Worldline Labs has developed a protocol and app that ensures a secure and reassuring experience for visually impaired people.

Away from payments, we are exploring ways to improve the care of elderly people. Using the latest advances in Machine Learning, AI and the Internet of Things, we are developing a pilot project that will remotely monitor any anomalies that occur when senior citizens are at home, potentially giving the elderly the chance to remain in their own homes for longer.

Authentication made simple

Fraud prevention and detection is a major research focus at Worldline Labs. In 2021, we increased our cooperation with the World Wide Web Consortium (W3C) to improve the trust and security of the customer experience.

Using the W3C's standard for web payment, Worldline has developed a pilot which allows consumers to pay securely online in under ten seconds. In Worldline's solution, strong authentication is carried out within the web browser when the user selects their payment option. There is no need to be redirected to another app.

In 2021 we also joined the FIDO Alliance, which aims to standardise and bring interoperability to the authentication world, reducing today's over-reliance on passwords.



“Personally I am particularly interested in how the regulatory landscape is interacting with digitalisation. GDPR and PSD2 have already become part of our 21st century narrative. In the coming years I expect this will also be the case for digital wallet, digital identity and digital currency.”

Pauline Schrooyen,
Regulatory Compliance, Netherlands

Sales & Marketing

As a recognised thought leader in the payments industry, we create value for our customers by keeping them abreast of all the possibilities of digital payments and preparing them for the challenges and opportunities of the future. Our marketing teams build close ties with our customers, ensuring they have the bespoke information they need to achieve their business objectives, including advance notice of Worldline’s new products and solutions.

New marketing channels

In 2021, when the pandemic limited face-to-face interactions with our customers, we made extensive use of our internal digital studios to communicate to the market and engage with prospects and customers. Videos and animated content have become an important part of Worldline’s marketing channels. We were able to organise our first in-person events in the third quarter of the year and will focus in 2022 on exclusive events and break-out sessions for our customers.

Integrating our customer interfaces

Following the acquisition of Ingenico, we efficiently progressed in 2021 with the integration of our marketing assets. We are currently implementing a unified web ecosystem which will provide all Worldline customers and visitors with the information they need in just a few clicks. This is a major project that involves multiple teams from across Worldline. At the same time, Worldline’s marketing automation, until now separated into different systems, will be centralised in a single platform.

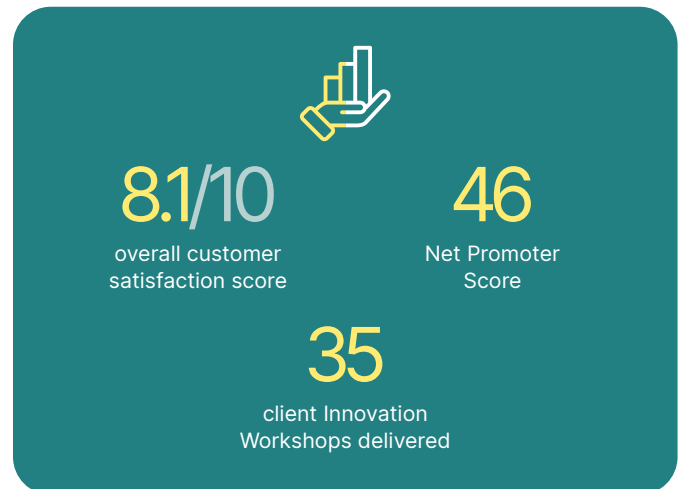
Seizing the rebranding opportunity

After completing a significant number of acquisitions in recent years, our new global brand identity has been a game changer for marketing at Worldline. With all our teams now operating under one umbrella, we are communicating to the market with a single, unique and differentiated voice.

The rebranding has now been completed for all our digital touchpoints and we are capitalising on the opportunity it presents to generate new content, new leads and new sales.

Prioritising our market position

Our priority is to position Worldline in key markets as the leader of our industry. Our lead generation engine is focused on verticals such as hospitality and transport, with a combination of core payment products and value-added services. As our portfolio evolves towards new means of payments and innovations centred on account-based payment services powered by open banking, we will always ensure that our marketing is targeted, timely and creates the maximum possible value for our customers.



“We nurture close relationships with our customers, helping them understand how our innovations and services can enhance and simplify the lives of end-users in a multiplicity of ways.”

Esperanza Moreno,
Group Head of Marketing



Global Communications

As experts in developing creative communications and innovative tools for our internal and external stakeholders, Worldline's Global Communications team works closely with all functions of the company. This was critical in 2021 so that our customers were kept abreast at all times of Worldline's latest digital payment solutions while our employees felt supported as they worked remotely during the second year of the pandemic. Our innovative initiatives reinforced our company values and maintained our open, caring and collaborative culture.

Progressing with integration

Effective employee communications were fundamental to the successful integration of Ingenico during 2021. We value the expertise and culture of our new colleagues, and our enlarged company takes the best of both worlds. We also helped to integrate former Ingenico customers smoothly and seamlessly.

Building on the branding opportunity

One of the highlights of 2021 was Worldline's rebranding which was coordinated by the Global Communications team. We now have a simplified brand architecture with a single global brand representing one community of Worldliners. It is an eco-brand, which has been conceived to minimise carbon impact in both print and digital formats – signifying our commitment to corporate social responsibility (CSR). Worldline's brand aims to convey our major asset: the trust we deliver to our customers, our employees and to society. Worldliners have embraced the new brand and we received positive feedback during workshops and other events. We are also consulting our customers on their assessment of our brand. Just as Worldline is evolving, so will our brand.

Showcasing diversity

Our strong employer brand is another of Worldline's most valuable assets. New joiners and candidates appreciate the diversity in our workforce as well as the opportunities that Worldline creates for its people to develop their careers around the world. Our internal global networks and initiatives support our employees to pursue their interests while helping to move Worldline forward in line with our company purpose and commitment to CSR. In our communications and employer branding, we reflect Worldline's unique culture, values and expertise.

Communicating excellence

We are now accelerating our communications to match the pace of growth of our company by clearly illustrating what makes Worldline stand out to our customers and our employees. We will be even more proactive with our external communications to support the growth of Worldline, sharing our remarkable partnerships, innovations and projects more widely. We are developing more digital tools for our Worldliners – our best ambassadors – to promote our brand.



“We will be even more proactive with our external communications to support the growth of Worldline, sharing our remarkable partnerships, innovations and projects more widely.”

Sandrine van der Ghinst,
Group Head of Communications

Our people challenges

Risks



- Employee well-being at work
- Talent attraction & retention
- Training & human capital development
- Diversity & inclusion

Opportunities



- Collaborative environment and being a responsible employer by leveraging well-being at work
 - People engagement
 - People career development

Trust 2025 key ambitions

#3 Foster people development, well-being and engagement

#4 Promote fairness, diversity and inclusion for greater equality & performance

Trust 2025 Dashboard	Indicator	2021	Target 2025
Talent attraction & retention	Average number of training hours per employee per year ¹	17.09	32
	Employee satisfaction as measured by the Trust Index of the Great Place to Work® survey	64%	69-70%
People diversity	% of disabled workforce in the countries imposing legal requirements	+6%²	+20%
	% of women in management positions	23.2%	35%

¹ Regarding this KPI, please note that Germany is excluded from the perimeter

² This indicator represents the evolution of the number of employees with disabilities compared to the baseline year 2020 (248 employees)



Talent development well-being and engagement, diversity and inclusion

Worldline is committed to being a responsible employer and creating value for our people, whose wellbeing and growth benefit all our stakeholders. In 2021, this commitment helped us successfully integrate 8,000 Ingenico employees (4,600 employees without TSS) who joined our company. By establishing balanced management teams and harmonising our processes throughout the enlarged Worldline, or by designing new agile ways of working, we have been able to create value for employees former and new.


One Worldline, One Culture

Our ONE Culture initiative aims to define the new Worldline and how to achieve it. The target is to outperform the market, to be preferred to competitors by customers and talents, to be open minded towards improvement at all levels and make decisions at the first relevant and accountable level. The initiative has empowered people across our organisation, giving them more autonomy and making it easier for them to authorise investments, recruitment and spending.

Since joining Worldline, former Ingenico employees have enjoyed access to Worldline's catalogue of c.20,000 online training courses and world-class training in technology, languages and leadership. All Worldline employees in qualifying countries were able to participate in our company-wide employee shareholding plan "Boost". Through our ongoing UNITED programme, Worldline has incorporated best-in-breed practices from Ingenico in areas such as salary review tools, innovation and customer-centricity.

In 2021 our Internal First programme, which promotes internal hiring, continued to prioritise existing employees for new openings in our organisation. We have created vibrant communities for innovators, developers, salespeople and other key roles.





<p>97%</p> <p>countries eligible for employee shareholding plan</p>	<p>37%</p> <p>female recruitment</p>	<p>9</p> <p>countries with an action plan for the employment of disabled people</p>
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Progressing in diversity and inclusion

We are making steady progress in gender equity. In 2021, 34% of the total workforce were women, 26.4% of our talents were women and 37% of new joiners were women. We are focusing on rapidly eliminating the gender pay gap in the majority of our geographies.

We have increased the ratio of women in our top 3,200 management positions from 22% to 23.2% with a target of 35% set for 2025. We make sure that women are well represented in our talent and leadership programmes, customer meetings, hackathons and sales conventions. Our global UNITED network organises events to raise awareness of all forms of diversity, including LGBTQIA. In the countries with national targets for the employment of colleagues with disabilities, we have increased the number of such colleagues by 6% and aim to reach an increase of 20% by 2025.

Prioritising the employee experience

The most significant people challenge facing Worldline is recruitment, development and retention. Our priority is to continue to improve the employee experience, including increasing training from an average 17 hours per year to 32 hours by 2025. In 2021 we introduced a hybrid work approach to encourage the return to the office while also respecting the individual needs of our employees who can work up to 50% of their time at home. We are committed to offering our people equitable remuneration and the chance to make a positive contribution to sustainability and to the world in line with our company purpose.



“For a fast-growing company like Worldline, competing for talent and attracting and retaining the best people is a strategic priority.”

Olivier Burger,
 Group Head of Human Resources

Training our people for the future

For Worldline, developing the skills of our employees and training them for new challenges is a strategic priority and a major source of competitive advantage.

Reflecting our increased investment in skills development, we recorded a seven-point improvement in the score awarded by our employees regarding training on the annual Great Place to Work® 2021 survey.

The Worldline Global Learning Offer covers the following six major categories: Technology Skills (more than 8,000 courses); Professional Skills (more than 10,000 courses); Language Skills; Our Solutions and Industry; Leadership and Management Development; and Quality, Security and Risk.

In 2021, we increased the size of our Worldline Leadership Development Programme tenfold and added new expert-led content on Diversity & Inclusion, Managing Remote Teams, Pandemic Response for Leaders, and many others.

Special programmes for Worldline managers include the six-week First Line Leaders (FLL) blended course, which is designed for Worldliners with at least one year of management experience, and an extensive Senior Level Leader (SLL) programme for experienced managers to strengthen their skills.

At all levels of our training, we aim to ignite the enthusiasm and engagement of our colleagues, build skills and capabilities that are aligned to our industry and our business strategy, and develop the Worldline leaders of the future.

Participant testimonials

“You want to be able to deliver a clear message and coach the team to achieve set goals. It sounds easy but it is hard at times. Participating in a programme like First Line Leaders gives you an understanding of all the different aspects of leadership. It can provide you with the tools to be a better leader. The programme also enables relations between all the different parts of Worldline. I welcome every opportunity to get to know new sides of this great organisation.”

“The Senior Level Leader programme was a turning point for me. It changed my perspective in terms of how I see and act in particular situations of change. Employees may not perceive and accept change in the same way as leaders. Thanks to SLL, I better realise where we are and how I can help our employees get through this change.”





Boost 2021

In December 2021 we launched a new exclusive shareholding plan for our employees, which includes the opportunity to acquire shares at a 20% discount, a matching contribution of the Company up to eight shares, and the waiving of administrative fees.

We are strongly committed to aligning the remuneration of our employees with our long-term performance and financial results. Covering 97% of our total workforce, which includes many former Ingenico employees and newly acquired companies in Italy and Greece, this share offering allows Worldline to recognise the contribution of our colleagues to our overall performance and to strengthen their sense of belonging by giving them a stake in the success of our long-term strategy.



24.5%

of eligible employees participated in the employee shareholding plan

Revamping Worldline's recruitment strategy

Worldline is committed to meeting its strong recruitment ambitions to achieve our ambition to be as a global leading Paytech.

Our recruitment strategy has resulted in more than 76,000 candidates applying for live positions at Worldline. The speed and volume of recruitment more than doubled in H2 2021 vs 2020 thanks to a revamped campus management, active sourcing, dynamic referral programmes in all countries, and campaigns on LinkedIn, Indeed and Glassdoor. We have also enhanced our attractiveness as an employer through external recognition such as Great Place to Work® certifications (13 countries, +6 vs 2020) and Top Employer in 9 countries (+4 countries vs end of 2020). In 2022, Worldline will recruit more than 5,000 experts globally.

Well-being and engagement

Putting well-being and inclusion first

Promoting well-being and inclusion is crucial for Worldline's performance. We are committed to providing a considerate and caring working environment in which employees feel empowered and encouraged to reach their full potential. At Worldline, we are convinced that it is the quality and commitment of our people which enable us to innovate and create value for society. This is why we strive to become a Great Place to Work® and to provide a secure and non-discriminatory workplace for our people.

Well-being at Worldline

Launched in 2015, our Wellbeing@Worldline initiative was built jointly by Worldline employees and the support of our management to enhance a culture of well-being throughout the company. The programme aims to promote a stimulating and healthy working environment as well as to provide the best conditions for the development of skills and talents.

In order to make continuous progress in encouraging a culture of well-being and inclusiveness, Worldline runs an annual satisfaction survey for all its employees. The survey is administered by the independent Great Place to Work (GPTW) Institute® and provides a detailed view of both employees' expectations and the areas for improvement that they would like to see the company address.

To ensure that Worldline makes every effort to provide a working environment where all employees feel safe, included, empowered and equipped to reach their full potential, the new Trust 2025 programme sets out our ambition to increase the Trust Index to 69-70%. Worldline has launched company-wide initiatives to achieve this ambition, such as our Leadership Academy, which aims to empower Worldline managers around the world, and our ONE Culture initiative (see below).

We are proud that 13 countries were certified a Great Place to Work in 2021, which represents an increase of nine countries compared with 2020, including France where Worldline has many of local initiatives in place. The Worldline ForMe phone line, for example, enables Worldliners in France to benefit from three unlimited, confidential and free support services: health assistance, social and family assistance and psychological support. In 2021 the French Wellbeing team also organised conferences and workshops on themes such as yoga, gestures and postures and meditation as part of a Worldline course on well-being.

In 2021, Worldline's GPTW Trust Index remained unchanged at 64% despite the largest acquisition and integration in the company's history having taken place during the year.

64%

Average Trust Index
Great Place to Work®



Camaraderie

78%

of employees consider
Worldline is a friendly
place to work



Work-life

83%

of employees recognise
the flexibility to take time
off when necessary



Diversity

89%

of employees have a
positive perception of
diversity

Towards ONE Culture

Launched in 2021, the ONE Culture initiative is reinventing the way that Worldline works so as to bring to life our values – Innovation, Excellence, Cooperation and Empowerment – and create a united company with a culture that is committed to outperforming the market.

As part of the initiative, we are simplifying key processes, speeding up decisions and execution and collaborating across the company so that we align our strategy and culture with the needs of our customers and the market. For example, to strengthen our key value of empowerment we have radically simplified our processes for approving investment, spending and recruitment.

ONE Culture, by transforming our working practices and helping us outperform our competitors, aims to establish Worldline as a premium brand both in the payment services market and in the employment market. The ONE culture makes it possible to respond to the areas for improvement that emerged from the Great Place to Work regarding process efficiency for instance.



Diversity and inclusion

At Worldline, we seek to give to all our employees an equal chance to reach their full potential in the company, regardless of their gender, cultural differences, level of experience, sexual orientation or disability. It is crucial for Worldline to support all dimensions of diversity so that our employees feel empowered and encouraged to give their all at work. The company is committed to providing a secure working environment that entails promoting fair and ethical behaviours within our workforce.

Half of the Key Performance Indicators (KPIs) in the People category of our new Trust 2025 programme are dedicated to diversity and inclusion. Among the different dimensions of diversity and inclusion, specific attention has been given to gender and disability. We aim to reach the following objectives by 2025:

- Increase by 20% the number of disabled people we employ, in countries with legal requirements in place.
- Increase by 35% the number of women in management positions.

A closer look at gender equality

In 2018, the Gender Equity Steering Committee established twenty gender equity guidelines structured around the three pillars: “Women attraction”, “Women development and promotion” and “Women retention”.

A closer look at the retention pillar. To limit employee attrition, it is critical for Worldline to deploy HR neutral processes that will secure employees throughout their Worldline journey. This is why gender equity criteria have been fully integrated as a part of the annual HR processes, notably in the People and Salary review. In alignment with the ILO Convention 100 concerning “equal remuneration for men and women workers for work of equal value”, gender equal pay is also a point of attention.

To achieve equal remuneration for all employees, Worldline has voluntarily decided to expand the French Equality Index methodology and assessment, to measure compensation gaps in 14 countries, representing 80% of Worldline workforce. This analysis focused on five indicators:

1. Gender pay gap: how are women paid compared to men
2. Annual Salary increases: do women receive increases as much as men
3. Promotion: are women promoted as much as men
4. Salary increases for employees back from parental leave
5. Diversity (W/M) in the top 10% Highest remunerations

To track, locally and globally, the progress of the Gender Equity Programme, associated Key Performance Indicators (KPIs) have been identified in terms of female manager representation, women retention, attraction and evolution. These KPIs and corrective action requirements have been shared with each regional and business line Directors to identify local actions. The evolution of these KPIs are monitored monthly with the business line HRDs and shared quarterly with both the Worldline Management Committee and Gender Diversity Steering Committee.

Supporting our employees with disabilities

Globally, as part of our new Trust 2025 programme, Worldline is committed to increasing by over 20% the number of disabled people we employ in countries where there is a legal obligation to do so. We have identified seven such countries (France, Austria, Germany, Poland, Romania, China, Italy) and have designed local action plans to achieve our ambition. In 2021, the number of employees with disabilities increased by 6% in these countries.

We also have comprehensive action plans at global and country level to:

- Raise the awareness of hiring teams, managers and employees regarding disability at work
- Remove barriers to recruitment
- Help employees with disabilities to remain at work
- Ensure more inclusive communications





“Within Worldline, we believe that it is key to empower, nurture and develop equally all our talents, whilst creating an inclusive and safe workplace for all. Embracing the uniqueness of each of our employees strengthens our capacity to meet our stakeholders’ priorities, internally and externally.”

Jennifer Evora,

Head of Wellbeing, Diversity and Inclusion

UNITE network launched

Established in 2021, UNITE is our employee network that looks at equity, diversity and inclusion (EDI) in Worldline. We have one simple focus: to empower all talented, ambitious and motivated Worldliners so that they have an equal chance of becoming leaders – if this is their professional ambition – while creating an inclusive workplace and a culture of equality for all.

UNITE has the following objectives:

- Understand: share best practices, testimonials, news monitoring, toolboxes
- Nurture: awareness sessions, training and communication, mentorship
- Include: events, networks, connections
- Teams: coordination of local initiatives, internal networks, joint teams to deliver on specific themes
- Engage: UNITE daily life, external networks such as Women in Payments



Local initiatives in the UK

Progressive approaches to race equality

In 2021, Worldline became the first private sector company to achieve the Race Equality Code quality mark accreditation in the UK. The Race Equality Code initiative provides practical guidelines for organisations to follow in order to bring about real change in the area of race equality in the workforce.

Worldline UK’s CEO James Bain and Anita Gray, Head of Equity, Diversity, Inclusion (EDI) MTS UK as well as two senior management members completed the Race Equality Code Assessment as early adopters of the initiative. We also reviewed relevant company policies and identified follow up actions to form a Race Action Plan. Our progress is monitored on a monthly basis and examples of actions taken in 2021 include voluntarily reporting on the Ethnicity Pay Gap as part of Gender Pay Gap reporting, setting a diversity objective linked to pay for senior leaders, and creating an EDI intranet sharing quarterly data on representation.

Ensuring a safe workplace

In 2021, Worldline developed a domestic abuse policy in the UK to ensure that any employee who is the victim of domestic abuse has the right to raise the issue with their employer in the knowledge that they will receive appropriate support and assistance. Worldline also set up guidelines where there are concerns that an employee may be the perpetrator of domestic abuse.

Our ethics, compliance and sustainable procurement challenges

Risks



- Compliance with laws & regulations
- Bribery & corruption
- Responsible procurement & due diligence in the value chain

Opportunities



- Operational excellence
- Reputation resilience
- Legal & internal control mechanisms
- Trust & compliance throughout the value chain

Trust 2025 key ambitions

#5 Increase sustainable procurement practices within our value chain

#6 Endorse ethics and confidence in all our activities

Trust 2025 Dashboard	Indicator	2021	Target 2025
Sustainable procurement	% of suppliers evaluated by EcoVadis with a score below 45 having an action plan to solve critical findings identified	100% ¹	100%
	% of total expenses assessed by EcoVadis out of strategic suppliers' expenses	86% ¹	90%
Data protection	% of alerts investigated and related actions plan defined within two months	87%	100%

¹ An active campaign was conducted in 2021 to encourage suppliers to be assessed by EcoVadis. However, it should be noted that the definition of strategic suppliers has changed in 2020 and 2021. In 2021, the 250 largest suppliers in terms of spending were taken into account. In 2020, strategic suppliers are defined by the buyers taking into account operational business needs and market positioning. In 2021, Worldline has 113 strategic suppliers covering 37% of the Group's expenditure.



Sustainable procurement

Worldline endeavours to exert a positive influence in its payments ecosystem by applying responsible procurement practices and encouraging the highest corporate social responsibility (CSR) practices and ethical standards in our supply chain.

In 2021, we rolled out our global sustainable procurement strategy which aims to:

1. Ensure due diligence by assessing supplier related risks,
2. Promote responsible purchasing practices with buyers,
3. Continuously improve our strategic suppliers' CSR performance.

Levelling up CSR expectations in Worldline's supply chain in 2021

As part of this strategy, we have adopted an enhanced and systematic risk assessment process when onboarding new vendors. We now require more information about the CSR maturity, extra-financial risks and other risks of our new business partners whom we screen for legal infringements and exposure to corruption risks.

2021 also saw an increasing involvement of our buyers in our dealings with suppliers all along their lifecycle to ensure CSR is taken into account. Our buyers received dedicated training on our CSR criteria when sourcing suppliers and conflict minerals issue and Worldline's commitment to addressing this issue. We implemented a new KPI for the percentage of buyers who are trained each year on sustainable procurement (65% in 2021). In addition and in alignment with this strategy, buyers have been actively involved in convincing our strategic suppliers to be rated by the EcoVadis extra-financial assessment and/or to continuously improve their rating.

Focusing on our strategic suppliers with the EcoVadis rating

As a major business partner in the payments value chain, we work closely with our strategic suppliers to encourage continuous improvement of their CSR performance, in particular in relation to extra-financial assessments that are carried out by the independent sustainability rating agency EcoVadis. Our partnership with EcoVadis is an important driver for raising CSR standards in the payments ecosystem.

In 2021, we ran several campaigns inviting strategic suppliers to be assessed by EcoVadis and to share their scorecards on the Worldline platform. A total of 84 suppliers (at parent company level) were assessed by EcoVadis, representing 74% of our strategic suppliers and 86%¹ of the total spending on these strategic suppliers. The average score of Worldline suppliers assessed was 61.8/100.

¹ The definition of strategic suppliers changed in 2021 to take into account more accurately the addressable spending and also other business indicators as defined by the buyers. In 2021, Worldline's 113 strategic suppliers covered 37% of the Group's expenditure. The 2022 objective is to increase this baseline so that the strategic suppliers list is more representative of Worldline's overall spending.

Achievements and priorities for 2022

74%

strategic suppliers assessed by EcoVadis in 2021 (up from 35% in 2020)

86%¹

total spending on **strategic suppliers** assessed by EcoVadis in 2021 (up from 54% in 2020) in alignment with the Trust 2025 objectives

37%

total spending of all **Worldline suppliers** assessed by EcoVadis in 2021

100%

strategic suppliers with a score below 45/100 (bronze medal) have been contacted by Worldline and encouraged to set up a corrective action plan to improve their CSR performance

Our objective for 2022 is to increase the baseline of strategic suppliers to make them even more representative in Worldline's overall spending.

ecovadis

In 2021, Worldline presented its approach to over 3,000 participants from 79 countries at Sustain, EcoVadis's annual conference on best practices in sustainable procurement.



“2021 was a consolidation year during which we strengthened and continued to implement our sustainable strategy, while refining our procurement processes to enable more systematisation across the Worldline group. Both our achievements and our new partnership with the French Sustainable Procurement association, OBSAR, are positive indicators we are moving towards the right direction.”

Lise Besné,

Procurement Sustainability, Risk & Compliance Leader



The CSR performance of Worldline’s strategic suppliers assessed by EcoVadis in 2021 (84 parent supplier companies)

86%

with a rating above 45/100

58%

responded to the Carbon Disclosure Project (CDP)

81%

have action plans on energy consumption and GHG emissions

52%

use renewable energy

88%

have a policy on corruption

81%

have an active whistleblowing process in place

62%

have an audit or assessment process of their suppliers on CSR issues

Source: EcoVadis platform



Worldline’s key document to engage its partners:

- Worldline’s key document & tools to engage its partners: the WL Business Partner’s Commitment to Integrity charter (available in English, French and Spanish). Alignment with this document is mandatory as part of the onboarding process.
- Worldline’s Alert System is available for Business Partners at ComplianceWorldline@worldline.com. All information remains confidential and if acting in good faith, no retaliation will be tolerated against the reporter.

Ethics and compliance

Compliance at Worldline plays a key role both in ensuring the company follows all applicable regulations and in identifying opportunities across the business to create value for our customers.

Responding to a shifting risks map

In 2021, we created value by leveraging our compliance expertise in open banking regulations and Know Your Customer (KYC) verification and compliance rules, helping banks to develop innovative projects that meet the needs of their customers while fully respecting all legislative requirements.

The acquisition of Ingenico has altered Worldline's risks landscape and introduced new compliance challenges in relation to supply chain risks across the production of payment terminals for our Terminals, Solutions & Services global business line, as well as increased exposure to money laundering and KYC risks. Our compliance function responded rapidly and comprehensively to adapt to this change in our risk profile.

Refining policies

As part of our Ingenico integration programme, we created a suite of compliance policies, including a detailed policy on human rights across our business environment, a new anti-money

laundering (AML) & counter-terrorist financing policy, and a new data protection policy.

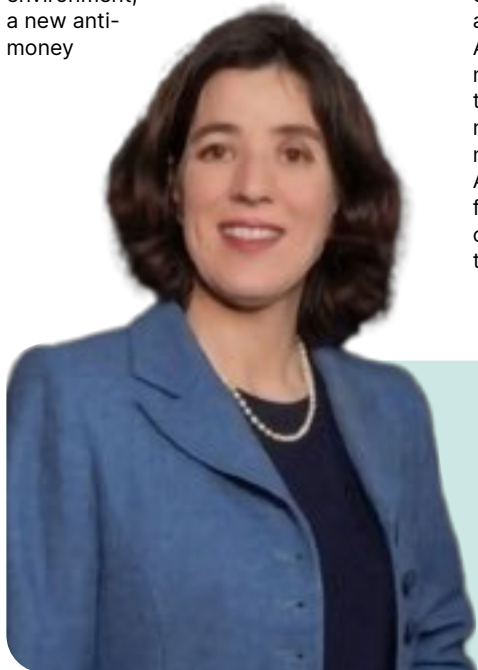
In 2021 we also published a new anti-corruption statement that reflects the risks faced by the enlarged company. It makes clear that Worldline has zero tolerance for bribery, corruption and fraud of any kind and that Worldline complies with all applicable laws with a transnational impact (such as SAPIN II in France, the UK Bribery Act 2010 and the US Foreign Corrupt Practices Act), as well as all laws in the countries where we operate.

We also updated our compliance alert system, which is available to both employees and business partners. Our communication mechanisms ensure that ethical or compliance incidents are effectively addressed while ensuring confidentiality in line with the updated standards to protect whistle-blowers.

The training priority

Training Worldliners at all levels, including members of the Board, is a critical element of compliance at Worldline. To address our current risks, we launched AML awareness training for senior managers to ensure compliance across the businesses that Worldline has recently acquired. In addition to the mandatory organisation-wide annual AML training for the most exposed functions of our company, we also organised anti-corruption training for the members of the Board and rolled

out in parallel an e-learning module for exposed functions across Worldline. We are currently upgrading the existing mandatory training in our Code of Ethics and in anti-bribery to make the courses more engaging and interactive for our employees. New joiners will be required to complete extensive training while existing employees will be trained in different key topics each year. All managers will receive dedicated training in anti-bribery and anti-corruption. Other compliance topics that will be training priorities for Worldline in 2022 include sanctions, anti-money laundering and data protection.



“Compliance is one of the best ways of helping Worldline and its customers seize all emerging opportunities.”

Emilie Maurin,
Group Chief Compliance Officer

Putting ethics front and centre

Non-corrupt and ethical business are considered critical for Worldline's long-term success, performance and sustainable business. To raise awareness on Worldline's zero tolerance approach to corruption, on United Nations International Anti-Corruption Day (9 December 2021), employees received information on the company's internal policies surrounding ethics and compliance.

Worldliners received a video message about the company's anti-corruption programme as well as links to Worldline's compliance portal and internal compliance policies. They were also reminded that they can safely report situations that they feel might be non-compliant with Worldline's Code of Ethics via the dedicated Integrity Line and email. Worldline also reminded employees of the updated Worldline Global Data Protection Policy throughout the year.

Actively monitoring data protection and compliance

In 2021 Worldline created a management-led body, the Group Compliance and Data Protection Committee, to assess progress in compliance and evaluate corruption, data protection and anti-money laundering risks. This new body receives reports of compliance incidents that have been investigated and are of critical concern to Worldline's management.

Chaired by the CEO, members of this committee include the heads of all Global Business Lines, the CFO, Group Head of Human Resources, Head of Legal and Contract Management, the CIO and the Head of Quality, Security, Risk and Compliance. Special guests are invited to meetings if required.

Towards Worldline's Vigilance Plan

During 2021 Worldline developed its Vigilance Plan, which involved comprehensive risk mapping as well as the establishment of a governance structure.

In line with the French law on Duty of Care, Worldline's Vigilance Plan will cover all the activities of the company as well as those of its subcontractors and suppliers. It will set out how Worldline mitigates any potential risks posed to human rights, health and safety, and the environment. Two committees have been established comprising members from Worldline's global compliance, CSR, risk management and procurement department.

Risks identified as part of the Vigilance Plan

Based on its business and geographic presence, Worldline has identified and decided to monitor the risks listed below

Human rights	Health & safety	Environment
<p>Personal rights</p> <ul style="list-style-type: none"> • Discrimination • Sexual harassment • Mobbing/workplace harassment • Discrimination towards indigenous population¹ <p>Working conditions²</p> <ul style="list-style-type: none"> • Freedom of association • Child labour • Forced labour • Modern slavery • Rest & leisure <p>Conflict minerals (3TG + Cobalt)</p> <ul style="list-style-type: none"> • Risk that they are mined through forced labour • Risk to finance armed conflicts/groups 	<p>Physical hazards (ergonomic, noise, temperature)</p> <p>Chemical hazards</p> <p>Inadequate workplace (building, access, asbestos)</p>	<p>Waste management</p> <p>Pollution (CO₂, chemicals)</p> <p>Resources efficiency (energy, water, raw materials)</p> <p>Biodiversity</p>

1 It might be affected through our carbon offsetting.

2 These risks may be increased through offshoring.

Our environment challenges

Risks



- Climate change

Opportunities



- Energy efficiency
- International environmental standards & initiatives
- Developing sustainable solutions

 **Trust 2025 key ambitions**
#7 Contribute to carbon neutrality

Trust 2025 Dashboard	Indicator	2021	Target 2025
Climate change	CO ₂ emissions reduction (scopes 1,2) ¹	-49%	-25%
	% of CO ₂ offsetted emissions for scopes 1, 2, 3a	100%	100%

¹ The first indicator represents the reduction in CO₂e emissions on scopes 1 and 2 with regard to the CO₂e reduction objective validated by the SBTi. The objective is as follows: Worldline SA commits to reduce absolute scopes 1 and 2 GHG emissions by 25% by 2025 from a 2019 base year. The 2019 baseline covers scopes 1 and 2 for the Worldline and Ingenico scope, including TSS, and is therefore not equal to the emissions presented in this report. In view of this scope Worldline emits in 2019 on scopes 1 and 2 20,296 tons CO₂e. In order to align with the emissions presented in this report, we have recalculated the 2019 baseline by excluding the emissions related to TSS. In view of this new perimeter, the 2019 baseline for scopes 1 and 2 is 17,679 tons CO₂e. With Worldline's carbon footprint on scopes 1 and 2 in 2021 being 8,993 tons CO₂e, Worldline's emissions have decreased by 49% compared to its baseline.



Eco-responsibility in payment services

While the growth of digital is increasing energy demand, Worldline is pursuing a low-carbon environmental strategy designed to create sustainable value for all our stakeholders.

Our environmental challenges

The Intergovernmental Panel on Climate Change defines carbon neutrality, also known as net-zero, as a balance between CO₂ emissions and absorptions on a global scale.

Maintaining global warming below 1.5°C will require drastic action by 2050. The planet's limited availability of carbon sinks (for example in the form of forests, soils, and possibly technological solutions), means that deep cuts in greenhouse gas emissions will be necessary to achieve net-zero carbon emissions by 2050.

These extreme challenges are shaping Worldline's strategies in relation to our production and consumption patterns.

A low-carbon leader

In 2021, the integration of Ingenico increased Worldline's carbon footprint by 40% (for scopes 1, 2 and 3a). To mitigate the risks of climate change, we have focused our efforts to reduce our energy consumption and lower our carbon emissions.

We have aligned our carbon accounting methodologies and set challenging new targets for reducing our carbon footprint. Using the pre-pandemic baseline year of 2019, as part of the Trust 2025 roadmap we commit to reducing our scope 1 and scope 2 emissions by 25% by 2025 and our scope 3 emissions by 7.4%. These targets, validated by the Science Based Targets initiative (SBTi), are fully aligned with the 1.5°C trajectory, improving on our previous objective of below 2°C.

Worldline was included in the CDP's A list for the first time, putting us among the leaders of the IT services industry in tackling climate change.

Our environmental priorities

To achieve our Trust 2025 ambitions, we will reduce our energy consumption and our carbon emissions while also offsetting all remaining emissions – mainly by supporting forest preservation. We are also actively assessing opportunities for capturing CO₂.

We are in the process of implementing a far-reaching energy efficiency plan for our offices and business travel. At the same time we are decreasing the energy consumption of cooling equipment and increasing the use of virtualisation in our data centres. We are also researching innovative ways to optimise server use and minimise the energy needed to process transactions.



“Following the integration of Ingenico, we have aligned our carbon accounting methodologies, overhauled our GHG reduction strategy and established even more ambitious targets for the future.”

Pierre Decrocq,
Global Environment Manager

A
CDP rating
(up from A- in 2020)

18
Offices of more than 500
employees ISO 14001 certified

1.65
average Power Usage
Effectiveness of our strategic
data centres

Switching to electric cars

As part of our ambitious plans for reducing carbon emissions, we are rapidly increasing the use of electric vehicles in our company car fleet and ensuring there are adequate facilities for charging eCars.

When their company car lease reaches renewal, Worldliners in participating countries will no longer have the option of choosing a car powered by fossil fuels such as gasoline or diesel. Instead, they will be able to opt for either a hybrid electric car or a battery-run electric vehicle.

This strategy was rolled out in Belgium in 2021 and will soon be implemented in France and Germany. It will significantly reduce the carbon footprint of Worldliners for essential business travel.

Walking for a better world

At Worldline, we encourage initiatives to promote awareness of sustainable development. In 2021, we organised sustainability initiatives to support the agenda of the UN Sustainable Development Goals programme by raising awareness of sustainable mobility, consumption and cities for example.

In 2021 Worldliners participated in the Worldline Global Walking Challenge in support of the world's commitments to tackling climate change under the UN Kyoto Protocol and the subsequent Paris Agreement. In a symbolic reminder of these commitments, Worldliners collectively walked the distance between Kyoto and Paris (9,608 km).

Refining our eco designs through life cycle studies

Worldline is using the most advanced and detailed methodology of its kind in the field of products and services eco-design to analyse the life cycle of its digital payment services.

In 2021, Worldline carried out a number of life cycle analysis studies of its main digital services, including in-store card payment transactions and e-commerce payment transactions. These studies indicate the many different environmental impacts during the various phases of the service life cycle and are being reviewed by an independent third party. Using this knowledge, Worldline will be able to target its activities to reduce the most significant impacts.

Collaborating on eco-responsible digital services

As the European leader in digital payments and transactions, Worldline has been contributing to the work on eco-responsible digital services of the French national organisation for standardisation AFNOR (Association Française de Normalisation).

AFNOR enables stakeholders to meet within dedicated working groups to discuss their practices, and together to create an AFNOR-SPEC reference document. Worldline is member of AFNOR SPEC Z77-102-0 on eco-responsible digital services. The outcome of this working group was the publication in April 2022 by AFNOR of a reference document that sets out principles relating to the indicators and methods for measuring resource consumption necessary for a digital service to qualify as eco-responsible.

The objective of the AFNOR-SPEC reference document is to establish a consensus on good practices in the design of digital services and to help reduce the impact of digital services (applications, websites, mobile applications) in terms of energy and use of resources.

This project aims to build a robust methodological document for international application. The document covers the entire life cycle of a digital product or service:

- Design and development
- Upstream indicators and measures
- Best practices and guidelines
- Downstream measurement
- Packaging/recycling

Our commitment to global carbon neutrality

In 2021, the French government agency for energy (ADEME) issued a recommendation that companies should not claim to be "carbon neutral" and that the phrase "carbon neutral" should only be used at a global or governmental level. Instead companies should refer to the ways in which they contribute to this broader carbon neutrality, so as to prevent the phrase "carbon neutral" itself from being overused. Worldline has decided to follow this ADEME recommendation from an ethical standpoint.

"The Breton members of Worldline had the opportunity to get involved in the Worldline Global Walking Challenge to compete with their colleagues from other sites and above all respond to the call for solidarity.

The Breton sportsman, once he had put down his galette saucisse and Lancelot beer, was able to make the kilometres count to reach the Grail and win a nice reward for a noble cause!"

Olivier Focqueur, Project manager



Our local community challenges

Risks



Opportunities



- Philanthropy
- Positive impact solutions

Trust 2025 key ambitions

#8 Help our local communities through positive impact solutions and local initiatives

Trust 2025 Dashboard	Indicator	2021	Target 2025
Local communities	Volume of collected donations in €m	310.8	500



Making a positive difference in our local communities

Because we consider the development of communities locally a part of our responsibility, Worldline is stepping up its engagement efforts by encouraging users to make donations via its payment solutions. Furthermore, our green banking solutions help Worldline customers do business in an environmentally friendly way. Worldline is also involved in technical sponsorships or mentoring with local community charities and non-governmental organisations on topics relevant to their organisations – including financial inclusion, philanthropy and academic research.

Helping local communities through positive impact solutions

Every little helps: supporting micro-donations on terminals

More and more consumers consider their purchases as an act of citizenship by favouring responsible brands. Since 2016, Worldline has supported this movement by offering its retail customers an in-store donation service. We enable consumers to make micro-donations on payment terminals in an increasing number of countries, including France, Spain and the United Kingdom.

In 2021 we raised €6,202,553 from 19.4 million transactions from our solution, representing a 30% growth compared with 2020. This initiative is backed by our network of European partners:



Supporting NGOs to receive online donations

Worldline also makes an active contribution to fundraising efforts through its online payment services, which it offers to non-governmental organisations (NGOs) at preferential rates.

Worldline addresses the needs of more than 200 NGOs through its partner network and 70+ NGOs directly, including Greenpeace and Amnesty International. In december, during activity peak, the transactions number can reach up to 1 million. In 2021, Worldline enabled associations to collect €304 million securely via their websites.

As part of its Trust 2025 programme launched in 2021, Worldline is targeting €500 million for the collection of donations. By the end of 2021, we had reached 62% of this target. This goal reinforces Worldline's ambitions in supporting hundred of charities' fundraising each year. The total amount of donations is for in-store micro-donations and for online donations to NGOs.

Facilitating green banking

In 2021, Worldline partnered with the fintech ecolytiq to provide sustainable banking solutions across the European market.

Worldline's Green Banking offering is a 3-step approach:

1. Deliver carbon footprint insights to end users based on banking transactions, allowing them to be more conscious of their environmental impact.
2. Provide features to encourage end users to change their behaviours in a win-win ecosystem.
3. Promote green bonds or other Socially Responsible Investment (SRI) financial products and offer an easy way for end users to subscribe to these products.

Plug in and go with Worldline's new WL EV charging solution

Worldline EV charging solution, suitable for either big infrastructures or as a one-stop shop for smaller players, addresses the needs of both EV charging geographies and client business models. Payments include simplified acquiring coverage across Europe. The solution is rolled out to infrastructure owners, charging point operations, electric mobility providers and EV charger manufacturers to help supercharge their businesses.

Given the explosive growth of both EVs and digital payments, the WL EV charging solution is uniquely positioned to impact the EV charging market and to become part of everyday life for millions of people promoting carbonless mobility.

“We see 2021 as the most successful year since the introduction of this facility for consumers to round up their payments in favour of charities when they use payment terminals. The microdonation solution has been deployed in a growing number of retailers, both existing and those that have recently chosen to work with Worldline. We are proud of this success, and we are already looking forward to an even more exceptional year in 2022!”

Michaël Amsellem,

Head of Products, Global Sales & Verticals



Helping local communities through social initiatives

Worldline has been helping local communities in the countries where it operates over the years through social initiatives which are structured around three objectives; namely to:

- Provide social care especially for young people and to support female empowerment.
- Promote digital inclusion and employability through skills sponsorship.
- Fight disease and contribute to social welfare.

Raising funds to help homeless children

In the United Kingdom, one flagship activity for Worldline employees is supporting the Railway Children charity which raises funds to help homeless children who often seek shelter in train stations. In 2021, due to Covid-19 and the cancellation of many events, Worldline was unable to participate in the Railway Children's annual event and so we made a large donation directly to the charity instead. Worldline also supported the actions of its employees carried out on behalf of the Railway Children by providing a donation for each employee initiative.

Contributing to the UN World Food Programme

At group level, Worldline initiated a worldwide donation campaign among its employees in 2020 and 2021 to contribute to the UN World Food Programme. Worldline employees donated 12,000 meals to support the world's largest

humanitarian organisation's effort to use food assistance to build a pathway to peace. Worldline itself, meanwhile, donated an extra 10,000 meals to close the campaign.

Social action in India

In India, besides the traditional donations to the *Prime Minister CARE* fund or the *Prime Minister National Relief* fund, Worldline placed special emphasis on supporting CSA – Catalyst for Social Action.

CSA is a non-profit organisation focusing on childcare which believes that adoption is the best form of child rehabilitation. Worldline supports four childcare institutions whose aim is to ensure every adoptable child finds a home.

c. €730k

invested in local communities

Charities Worldline is proud to support

Emergency relief



Health



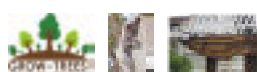
Social Welfare



Education



Environment





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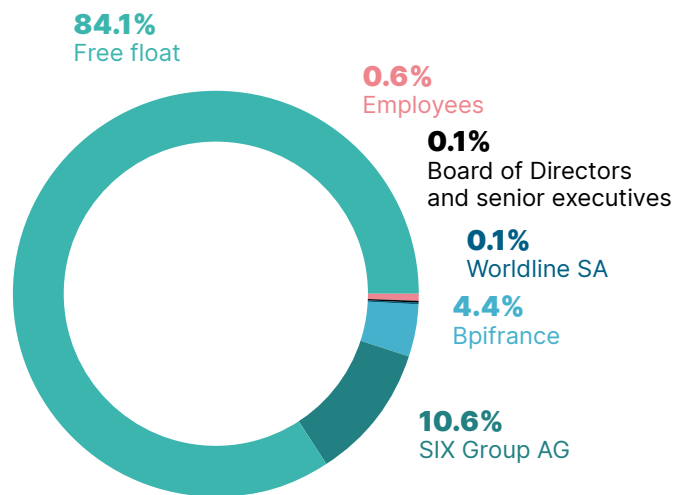
Our governance

Robust and effective governance

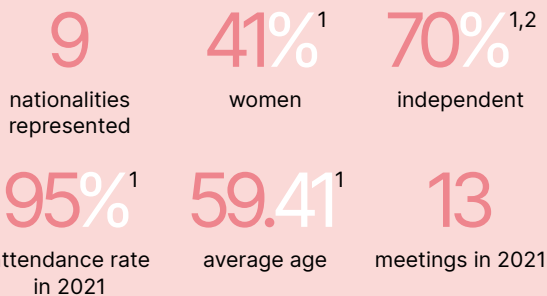
As planned at the time of the Ingenico acquisition, the new governance of the Group has been implemented by the Board of Directors, with Bernard Bourigeaud appointed as Chairman on 25 October, 2021 while Gilles Grapinet remains Chief Executive Officer.

Worldline Board of Directors' decision to separate the roles of Chairman and Chief Executive Officer reflects the application of the highest standards of corporate governance and ends a brief period during which Mr Grapinet temporarily held both positions. Mr Bourigeaud's extensive and long-standing experience in the IT and payments sectors will be an invaluable asset to Worldline as it progresses in its path towards becoming a global Paytech champion.

Group shareholding structure



The Board of Directors



Role of the Board of Directors

The Board of Directors determines the strategy and orientations of the Group's activity and oversees their implementation. The Board of Directors endeavours to promote long-term value creation by Worldline, notably by considering the social and environmental aspects of its activities.

¹ The Censor and Directors representing the employees are not taken into account when determining the average age and the independence and gender diversity ratio.

² 65% before Mr Gilles Arditti became independent. Indeed, since his retirement in February 2022, Mr Arditti met all the independence criteria, the criterion of absence of significant business relationships being met since the date of his departure from Atos.

Composition of the Board of Directors

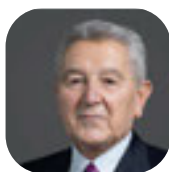
The current composition of the Board of Directors proceeds and results from the resolve to achieve a balanced Board and major work on its composition notably to reflect Worldline's shareholding structure following completion of the acquisition of Ingenico in October 2020.

As of the date of this document, the Board of Directors is composed of 17 Directors plus two Directors representing the employees. Twelve members (or 70%) were qualified by the Board of Directors as Independent Directors in accordance with the criteria set forth in the AFEP-MEDEF Code (including the Lead Independent Director) and five others qualified as non-independent Directors. The Board of Directors also comprises two non-voting members (one Censor and one representative of the Social and Economic Committee). The Board benefits from the strong and wide range of complementary skills and experiences of its members.

Nonetheless, on the recommendation of the Nomination Committee, the Board of Directors has decided to reduce its size with a target Board of 13 Directors (plus two employee Directors, in accordance with the Pacte law, and a representative of the Social and Economic Committee) by 2024. This reduction will be achieved progressively from 2023 when the Board is due to be reduced by two Directors and the Censor and in 2024 with the contemplated reduction of the positions of two additional Directors³.

³ Detailed information on the composition of the Board of Directors is available in the Board's corporate governance report that is included within the 2021 Universal Registration Document, in Section G.2.3.

List of current members of the Board and roles



Mr Bernard Bourigeaud
Chairman of the Board of Directors⁴



Mr Gilles Grapinet
Chief Executive Officer



Mr Gilles Arditti
(Independent Director)



Mrs Agnès Audier
(Independent Director)



Mr Aldo Cardoso
(Independent Director, Chairman of the Audit Committee)



Mrs Mette Kamsvåg
(Independent Director)



Mrs Giulia Fitzpatrick



Mrs Danielle Lagarde
(Independent Director, Chairwoman of the Social and Environmental Responsibility Committee)



Mrs Marie-Christine Lebert
Director representing the employees



Mr Arnaud Lucien
Director representing the employees



Mrs Caroline Parot
(Independent Director)



Mr Georges Pauget
(Lead Independent Director)



Mr Luc Rémont
(Independent Director, Chairman of the Remuneration Committee)



Mr Daniel Schmucki
(Chairman of the Strategy and Investment Committee)



Mrs Nazan Somer Özelgin
(Independent Director)



Mr Thierry Sommelet
(Independent Director)



Mr Michael Stollarz



Mrs Susan M. Tolson
(Independent Director)



Mr Lorenz Von Habsburg Lothringen
(Chairman of the Nomination Committee)



Mr Jos Dijsselhof
(Censor of the Board)

⁴ Mr Bernard Bourigeaud took up the role of non-executive Chairman of the Board of Directors on 25 October, 2021.

A diverse and inclusive Board

As of the date of this document, eight out of the 19 Directors (including Directors representing the employees) are women. As well as being committed to the diversity of the Board, Worldline identified and implemented actions in 2021 to strengthen female representation at all levels of the company.

The Executive Committee

The Executive Committee as of 31st December 2021 (set out below) develops, implements and advises on Worldline’s strategy and business projects for the benefit of its customers, shareholders and employees. It is also responsible for promoting effective interaction and cooperation between Worldline’s global business lines and international business markets.

Each business line is managed by a dedicated member of the Executive Committee.



Mr Gilles Grapinet
Chief Executive Officer



Mr Marc-Henri Desportes
Deputy Chief Executive Officer



Mr Alessandro Baroni
Chief Business Divisions Officer
and Deputy Head of the Financial
Services (FS) Global Business Line



Mr Olivier Burger
Group Head of
Human Resources



Mrs Lisa Coleman
Group Head of
Operational Performance



Mrs Eglantine Delmas
Group Head of Quality,
Risks and Security



Mr Matthieu Destot
Head of Terminals,
Solutions & Services (TSS)
Global Business Line



Mr Charles-Henri de Taffin
Group Head of Legal &
Contract Management



Mr Christophe Duquenne
Group Chief Technology &
Operations Officer



Mrs Claude France
Head of Mobility & e-Transactional
Services (MTS)
Global Business Line



Mr Wolf Kunisch
Head of Strategy, Public &
Regulatory Affairs



Mr Grégory Lambertie
Group Chief Financial Officer



Mr Pascal Mauzé
Group Head of Communication,
Marketing & Sales Performance



Mr Roger Niederer
Chief Market Officer, Merchant
Services (MS) Global Business Line



Mr Vincent Roland
Head of Merchant Services (MS)
Global Business Line



Mr Niklaus Santschi
Chief Executive Officer, Payone



Mr Michael Steinbach
Head of Financial Services (FS)
Global Business Line and
CEO of equensWorldline

CSR governance at Worldline

Worldline has dedicated governance structures and incentive mechanisms in place to ensure its Corporate Social Responsibility (CSR) strategy is implemented throughout the company.

SERC's role in Trust 2025

The Social and Environmental Responsibility Committee (SERC) is one of the Board of Directors' five specialist committees. Its principal role is to support the work of the Board to provide effective CSR governance of Worldline. This involves overseeing and evaluating Worldline's strategy for social and environmental responsibility, as well as the CSR risks and opportunities faced by Worldline.

The Committee is composed of a maximum of five members (which currently includes CEO Gilles Grapinet) who are appointed by the Board of Directors from among its members. The key topics that the Committee reviewed in 2021 at its four meetings were Worldline's practices in responsible purchasing, the results of a life cycle analysis of payment transactions, our climate strategy, and the company's annual statement on extra-financial performance. The Committee played an important role in the development of the Trust 2025 programme and was closely involved in a consultation on the Trust 2025 KPIs devoted to the environment and the circular economy.

CSR reporting to Worldline's executive management

Worldline's CEO, Board of Directors and its committees, as well as the Executive Committee all play an active role in overseeing the effective implementation of the company's CSR strategy.

Worldline's Corporate Social Responsibility department is an international team of 13 people with a network of ambassadors in 15 countries. The department, which is run by the Corporate Social Responsibility Officer who reports directly to Worldline's CEO, is responsible for the effective roll out of Worldline's action plans across the company. The Officer reports on a quarterly basis to the CEO on the company's CSR actions and achievements and also presents the results from CSR initiatives, roadmap progress and action plans to the Worldline Executive Committee as well as to the Works Councils.

The CSR Officer reports to the CEO on Worldline's environmental and climate change governance, including risk management, and outcomes from the quarterly meetings of the company's Environmental and Climate Board which monitors Worldline's progress in reducing carbon emissions, extending ISO 14001 certification and fulfilling the environmental objectives of Trust 2025.

Incentivising a strong CSR performance

Worldline is firmly committed to associating its employees with the long-term financial and extra-financial performance of the company. We award long-term incentives (LTI) such as stock options and/or performance shares to our corporate officers, senior managers and key experts, to help associate their compensation with Worldline's results and align it with shareholders' interests. In addition to a series of financial indicators, the vesting of some of these incentives is subject to achieving a CSR performance condition.

In 2021, the Board of Directors introduced into the LTIs a series of new CSR indicators that relate to Worldline's CSR policy and are in line with the Trust 2025 strategic plan. These indicators include Worldline's EcoVadis and CDP scores, the level of employee engagement and the improvement in the percentage of women in management.

In addition, Boost, a new shareholding plan was launched exclusively for Worldline employees in 2021. For more details, please see page 58.

Performance in relation to main KPIs

The following table presents the Key Performance Indicators (KPIs) related to Worldline's Corporate Social Responsibility performance in 2021 and our four main challenges. All KPIs are presented in Worldline's 2021 Universal Registration Document.

Challenge 1: Customer trust with reliable, secured, innovative and positive impact solutions

Material aspect	GRI Standard	Indicator	2021	2020	2019	Perimeter 2021	
						Per employee	Per revenue
Market intimacy	GRI102-44	Overall customer satisfaction from Tactical Surveys (scope from 0 to 10)*	8.1	8.2	8.2	-	100%
Available & secured platforms		% of incident responses compliant with Worldline security policy	100%	-	-	-	46%
Available & secured platforms		% of employees trained on dedicated security trainings	95%	-	-	91%	-
Data privacy		% of Compliance Assessment of Data Processing performed on active processing activities	83.37%	99.7%	99%	-	48%
Innovative & positive solutions		Number of patent families	43	-	-	-	100%
Innovative & positive solutions		Innovation sessions delivered by Worldline for customers*	35	51	14	-	100%
Sustainable innovation		Revenue eligible to EU Green Taxonomy Regulation	77%	-	-	-	100%

*Externally verified

Challenge 2: Being a responsible employer

Material aspect	GRI Standard	Indicator	2021	2020	2019	Perimeter 2021	
						Per employee	Per revenue
Training & development	GRI 404-1	% of employees having an Individual Development Plan*	24.71%	-	-	74%	-
Training & development	GRI 404-1	% of employees having two individual performance meetings per year	83.97%	-	-	89%	-
Talent attraction & retention		% of jobs filled with internal candidates and internal promotion	63%	-	-	82%	-
Talent attraction & retention		Voluntary attrition	9.7%	-	-	100%	-
Diversity & Inclusion		% of women within the EXCOM and in the Business Management Committees	18%	-	-	100%	-
Diversity & Inclusion	GRI 405-1	% women within company (globally)*	34%	32.7%	31.5%	100%	-

*Externally verified

Challenge 3: Ensuring business ethics including Human rights and increasing sustainable procurement practices within Worldline's value chain

Material aspect	GRI Standard	Indicator	2021	2020	2019	Perimeter 2021	
						Per employee	Per revenue
Ethics, compliance & human rights	GRI 419-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulation (>100K)*	0	0	0	-	100%
Ethics, compliance & human rights	GRI 205-2	% of employees trained in Code of Ethics - E-learning*	94.7%	96%	95%	91%	-
Ethics, compliance & human rights	GRI 205-2	% of management and exposed function trained in anti corruption and anti-bribery - e-learning	88%	-	-	91%	-
Sustainable procurement		% of strategic suppliers evaluated by EcoVadis*	74%	35%	100%	-	100%

*Externally verified

Challenge 4 : Reducing its environmental footprint

Material aspect	GRI Standard	Indicator	Perimeter 2021				
			2021	2020	2019	Per employee	Per revenue
Eco-efficient operations		% renewable energy in data centres & offices*	91%	92%	90%	100%	-
Climate change	GRI305-4	CO ₂ emissions by revenue (tCO ₂ /million euros) scopes, 1, 2, 3a*	2.8	3.9	4.9	-	96%
Climate change	GRI305-4	CO ₂ e emissions by employee (t CO ₂ e/employee) scopes 1, 2, 3a*	0.6	0.7	1.0	93%	-
Climate change	GRI305-4	Total CO ₂ emissions (t) scopes 1, 2, 3a*	9,846	8,262	11,461	95%	-
Eco-efficient operations		Number of ISO 14001 certified sites	20	15	11	100%	-

*Externally verified

% of Compliance Assessment of Data Processing performed on active processing activities: Inclusion of Processing Activities that are active and all Worldline entities within the European Economic Area and the United Kingdom. Exclusion of processing activities relating to ex Ingenico entities for the pre-United times (before 11/2020) as Ingenico group of companies did not build their inventories (records of processing activities) with a Worldline CADP assessment. The following structures or legal figures are considered not relevant, thus excluded: joint-ventures (Payone), branches, and offices.

Overall customer satisfaction from Tactical Surveys (scope from 0 to 10): Payone is excluded from the scope.

% of employees trained in Code of Ethics - E-learning: Payone is excluded from the scope.

% of management and exposed function trained in anti corruption and anti-bribery – e-learning: Payone is excluded from the scope.

% of jobs filled with internal candidates: Former Ingenico employees excluded from scope.

% of employees having an Individual Development Plan: Worldline Germany (but included former SPS employees in Germany), Equens Worldline Germany, Worldline Austria, Ingenico Germany and Landi are excluded from scope.

% of employees having two individual performance meetings per year: Worldline Germany (but included former SPS employees in Germany), Equens Worldline Germany, Worldline Austria, Ingenico Germany and Landi are excluded from scope.

% of incident responses compliant with Worldline security policy: For 2021, SPS, ex-Ingenico, Equens Worldline Netherlands and Equens Worldline Italy security incidents are not included in the scope.

% of strategic suppliers evaluated by EcoVadis: The value for 2019 was recalculated in order to reflect current organisation and exclude former Atos suppliers.

% of incident responses compliant with Worldline security policy: For 2021, SPS, ex-Ingenico, Equens Worldline Netherlands and Equens Worldline Italy security incidents are not included in the scope.

% of employees trained on dedicated security trainings: Payone is excluded from scope.

Revenue eligible to EU Taxonomy Regulation: Eligible Revenue amounts to €2,832m. Worldline main activities are related to the activity 8.1 Data processing, hosting and related activities. A consistency review has been carried out by the auditors.

% of women within the EXCOM and in the Business Management Committees: GBL Management committee refers to GBL Head and N-1 direct and dotted reports.

% renewable energy in data centres & offices: Are included in scope:

- Offices of more than 15 employees managed by Worldline and third parties
- Data centers with a surface area greater than 50m², managed by Worldline and third parties

Regarding data centers, excluding data centers of less than 50m², the surface area covers 81% of the Ingenico Legacy surface area and 97% of Ingenico and Worldline surface.

The following countries/entities are excluded from scope as the data is not reliable:

- Worldline: Hong Kong
- Ingenico: Ingenico E-commerce (UK), Ingenico Digital Commerce (US)

Total CO₂ emissions (t) scopes 1, 2, 3a: Are included in scope:

- All offices of more than 15 employees
- All DC of more than 50 m²

The following countries and entites are excluded:

- Scope 1:
 - Energy consumption offices & DC: Worldline Hong-Kong, Worldline USA, Ingenico E-commerce in the US and Ingenico Digital Commerce in the UK
 - Company car: Worldline Hong Kong, Worldline Netherlands, Worldline Singapore, Ingenico Austria, Ingenico Argentina, Ingenico Denmark, Ingenico Finland, Ingenico India, Ingenico Italy, Ingenico Norway, Ingenico Romania, Ingenico Spain, E-commerce in the US and Ingenico Digital Commerce in the UK
- Scope 2: Worldline Hong Kong, Worldline USA, Ingenico E-commerce in the US and Ingenico Digital Commerce in the UK
- Scope 3:
 - Private car: Worldline China, Worldline Hong Kong, Worldline Netherlands, Worldline Singapore, Ingenico Austria, Ingenico Argentina, Ingenico Denmark, Ingenico Finland, Ingenico Italy, Ingenico Norway, Ingenico Romania, E-commerce in the US and Ingenico Digital Commerce in the UK;
 - Air travel: Worldline Hong Kong, Worldline Lithuania, Worldline Poland, Worldline Singapore, Ingenico Austria, Ingenico Argentina, Ingenico China (Landi included), Ingenico Denmark, Ingenico Finland, Ingenico India, Ingenico New-Zealand, Ingenico Norway, Ingenico Romania, Ingenico Sweden, Ingenico Switzerland, Ingenico Turkey, E-commerce in the US and Ingenico Digital Commerce in the UK;
 - Train travel: Worldline China, Worldline Hong Kong, Worldline Netherlands, Worldline Poland, Worldline Singapore, Worldline Sweden; Ingenico Austria, Ingenico Argentina, Ingenico Denmark, Ingenico Finland, Ingenico India, Ingenico Italy, Ingenico Norway, Ingenico Romania, E-commerce in the US and Ingenico Digital Commerce in the UK;
 - Taxi travel: Worldline Hong Kong, Worldline Netherlands, Worldline Poland, Worldline Singapore, Worldline Sweden, Ingenico Austria, Ingenico Argentina, Ingenico Denmark, Ingenico Finland, Ingenico India, Ingenico Italy, Ingenico Norway, Ingenico Romania, E-commerce in the US and Ingenico Digital Commerce in the UK.

Auditor's letter

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Executive Management,

Pursuant to your request and in our capacity as Statutory Auditor of Worldline SA (hereinafter the "Company"), we performed a review with the aim of providing limited assurance on selected social, environmental and societal information published in the Integrated Report (hereinafter "the Information") for financial year ended December 31, 2021.

Conclusion

Based on the procedures we have performed as described under the paragraph "Nature and scope of procedures", and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Information is not prepared, in all material respects, in accordance with the criteria and procedures used by the Company (hereinafter "the Guidelines").

Comments

Without qualifying the conclusion expressed above, we draw your attention to the following elements:

- As mentioned in the section "Worldline: a snapshot" of the FY21 Worldline's Integrated Report, the Terminals, Solutions and Services (TSS) activities, accounted for as discontinued operations in the financial statements due to the on-going divestment process, are excluded from the reporting scope;
- As mentioned in the main KPI tables disclosed in the section "Performance in relation with main KPI" of the FY21 Worldline's Integrated Report, the reporting scope excludes certain group entities for the following indicators: average number of training hours per employee per year, percentage of employees having an Individual Development Plan, percentage of employees trained in Code of Ethics - E-learning, CO₂ emissions (scope 1, 2, 3A) by employee, the reporting scope on these indicators being superior to 80% of the consolidated perimeter.

Preparation of the Information

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information enables the use of different but acceptable measurement techniques that may impact comparability between entities and over time.

Accordingly, the Information must be read and interpreted with reference to the Guidelines, available on request from its headquarters from the Direction "Corporate Responsibility".

Limits inherent in the preparation of the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some data is sensitive to the choice of methodology and the assumptions and/or estimates used for its preparation.

Responsibility of the Company

The Company is responsible for:

- Selecting or establishing suitable criteria and procedures for preparing the Guidelines;
- Preparing the Information in accordance with the Guidelines;
- Implementing internal control relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor

The conclusion presented in this assurance report only covers the Information and does not extend to other information included in the Integrated Report.

Based on our work, we are responsible for:

- Expressing limited assurance on the fact that the Information has been prepared, in all material respects, in accordance with the Guidelines and are free from material misstatement, whether due to fraud or error;

- Forming an independent opinion, based on the evidence we have obtained; and
- Reporting our opinion to the management of the Company.

As it is our responsibility to issue an independent conclusion on the Information prepared by the Company, we are not authorised to participate in the preparation of the Information, as this could compromise our independence.

Applicable regulatory provisions and professional guidance

The work described below was performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this engagement and with the international standard ISAE 3000 (revised) "Assurance Engagements other than Audits and Reviews of Historical Financial Information" issued by the IAASB (International Auditing and Assurance Standards Board).

Independence and quality control

Our independence is defined by regulatory texts (article L.822-11 of the French code de commerce), and the French Code of Ethics for Statutory Auditors (*code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, professional ethical requirements, and French professional standards applicable for this assignment.

Nature and scope of procedures

We planned and performed our work in order to express a reasonable assurance regarding the following Information.

The nature, timing and extent of procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error, in the Information.

We:

- assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability;
- verified the set-up of a process to collect, compile, process, and check the completeness and consistency of the Information;
- interviewed the relevant staff from the Company's Departments at its headquarters and for a selection of contributing entities in order to analyse the deployment and application of the Guidelines;
- performed analytical procedures on the Information and verified, the calculations as well as the consolidation of the data and the consistency of its evolution;
- referred to documentary sources and conducted interviews to corroborate the qualitative information selected (process, measures and outcomes)
- carried out substantive tests using sampling techniques, for a representative selection of entities that we selected² to verify the correct application of the definitions and procedures and reconcile data with supporting evidence. The selected sample covers between 13% and 100% of the consolidated Information.

We consider that the sampling techniques and sample sizes we have used in exercising our professional judgement enable us to express our conclusion. The procedures conducted in a limited assurance review are substantially less in scope than those required to issue a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, June 8, 2022
One of the Statutory Auditors,
Deloitte & Associés

Veronique Laurent

Partner, Audit

1 **Quantitative information selected:** Overall customer satisfaction from Tactical Surveys, Net promoter score, Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulation, Number of innovation sessions delivered by Worldline for customers, Average number of Training hours per employee per year, Percentage of employees having an Individual Development Plan, Great Place to Work Trust index rate, Percentage of women within company (globally) and within management positions, Percentage of employees trained in Code of Ethics - E-learning, Percentage of strategic suppliers evaluated by EcoVadis, Percentage of total expenses assessed by EcoVadis out of strategic suppliers, Total CO₂ emissions (t) scopes 1, 2, 3a, CO₂ emissions (scope 1, 2, 3A) by revenue (tCO₂/million euros), CO₂ emissions (scope 1, 2, 3A) by employee (tCO₂/employee), Percentage of disabled employees, Quality Score - Contracts' Service Availability & Response Time (SLA), Quality Score - Platforms' Service Availability & Response Time (SLO), Percentage of data subject requests answered in time & in compliance with Worldline privacy policy, Percentage of ISO 27001 certified sites according to Worldline security policy, Percentage of incident responses compliant with Worldline security policy, Total revenue of "Sustainability offering", Employee satisfaction as measured by the Trust Index of the Great Place to Work® survey, Percentage of alerts investigated and related action plan defined within 2 months, Volume of collected donations, Percentage of suppliers evaluated by EcoVadis with a score below 45 having an action plan to solve critical findings identified, CO₂ emissions reduction (scope 1, 2), Percentage of CO₂ offsetted emissions for scope 1, 2, 3a

Qualitative information selected: Helping local communities through positive impact solutions, Helping local communities through social initiatives, Eco-responsibility in payment services (Our environmental challenges, A low-carbon leader, Our environmental priorities, Switching to electrical cars, Walking for a better world, Refining our eco-designs through life cycle studies, Collaborating on eco-responsible digital services), Well-being and engagement (Putting well-being and inclusion first, Towards ONE Culture)

2 Ingenico Germany, Ingenico United States of America, Ingenico United Kingdom, Worldline Netherlands, Worldline Italy

Information for shareholders

Information on stock

Number of shares	280,484,817 (as at December 31, 2021)
Sector classification	Information Technology
Main index	CAC 40
Other indexes	SBF 120, CAC Industrials, CAC Sup. Services, CAC All Shares
Market	Euronext Paris Segment A
Trading place	Euronext Paris (France)
Tickers	WLN (Euronext)
Code ISIN	FR0011981968
Payability PEA/SRD	Yes/Yes

Main tickers are

Source	Code	Source	Code
Euronext	WLN	Reuters	WLN.PA
AFP	WLN	Thomson	WLN-FR
Bloomberg	WLN:FP		

Shareholding structure

As at December 31, 2021	Number of shares	% of share capital	% of theoretical voting rights
SIX Group AG	29,853,529	10.6%	18.8%
Bpifrance	12,477,070	4.4%	3.9%
Employees	1,594,548	0.6%	0.6%
Board of Directors and senior executives	344,977	0.1%	0.2%
Worldline SA	326,517	0.1%	0.1%
Free float	235,888,176	84.1%	76.4%
Total	280,484,817	100.00%	100.0%

Dividend policy

The Group aims to distribute dividends representing approximately 25% of its consolidated net income, to the extent that it is compatible with the implementation of the Group's external growth policy. Compliant with this policy, no dividends were paid in 2019, 2020, or in 2021. During its meeting held on February 21, 2022 and considering the strategic priority given by the Group in 2022 to pursue its development which requires Worldline to preserve its financial leeway, the Board of Directors has decided to propose to the next Annual General Meeting of Shareholders not to distribute any dividend on the 2021 results.

Worldline's share performance

Worldline's share price finished 2021 down 38% at € 49.01. Worldline market capitalisation reached € 13,747 million at the end of 2021.

A report aligned with best standards

This report has been prepared in accordance with the GRI Standards: Comprehensive option. Worldline is a member of the Global Reporting Initiative Community and supports the mission of the GRI to empower decision makers everywhere, through GRI Sustainability Reporting Standards and its multi-stakeholder network, to take action towards a more sustainable economy and world. A GRI Content Index is available on Worldline's website (in the annual reporting section) to present clearly all the GRI references for all content disclosed in the reports. This table also matches with the United Nations Sustainable Development Goals. As a member of the United Nations Global Compact community, Worldline also publishes its Communication On Progress report on an annual basis.

More information about the Content Index Table that establishes a cohesive approach for Worldline's initiatives, our contribution to the SDGs and the GRI standards can be found at <https://worldline.com/en/home/about-us/our-commitment.html>.

Examples of Worldline's internal contributions to the UN SDGs through its sustainable solutions



Good health and wellbeing

- Flexibility at work
- Health care benefits
- Psychological support during the pandemic
- Social initiatives



Climate action

- Climate change strategy
- Carbon reduction strategy
- Environmental targets and policy



Quality education

- Training plans for employees
- Learning@Worldline
- Experts community
- Social initiatives



Peace, justice and strong institutions

- Code of ethics
- Data protection policies
- Human rights policy
- Anti-money laundering policy
- Modern Slavery Statement



Gender Equity

- Gender Equity programme
- Diversity & inclusion strategy



Decent work and economic growth

- Fair remuneration
- Modern Slavery Statement
- Worker's council consultation



Responsible consumption and production

- Sustainable supply chain
- Suppliers' evaluation
- Waste management
- Carbon reduction strategy



Affordable and clean energy

- Development of clean energies

Examples of Worldline's external contributions to the UN SDGs through its sustainable solutions



Sustainable cities and communities

By ensuring access to adequate, safe and affordable basic payment services, Worldline's offers contribute to its stakeholders' satisfaction. In addition, by helping transport players in their challenges with quick time-to-market solutions such as Rail Operations, Digital Ticketing and OP2GO, Worldline contributes to developing quality, reliable and sustainable transport for all.



Decent work and economic growth

By making payment easier with flexible digital business models, Worldline's Payment Software Licensing, Acceptance, On-Boarding and Digital Retail solutions enable the creation of economic value and growth for customers, via shorter time-to-market and costs reduction.



Peace, justice and strong institutions

Worldline's core business is to provide highly secure and traceable solutions. Worldline's Fraud Risk Management, Track and Trace, Acquiring Processing and Trusted Authentication solutions enable the decrease of fraud and corruption risks and allow stronger prevention of cyberthreat thereby contributing to the maintenance of institutions.



Responsible consumption and production

Thanks to their recognised expertise, Worldline's Trusted Digitalisation and Cloud Services solutions get the most out of dematerialisation and act as a strong lever to reduce paper use and minimise travels to access services.



Industry, innovation and infrastructure

By making financial services accessible for small industrials, Commercial Acquiring and Acquiring Processing solutions favour the development of their network and their integration into value chain and markets.

About this report

This fourth edition of Worldline's Integrated Report aims to provide all our stakeholders with a comprehensive overview of our company's financial and non-financial performance and commitments in 2021. It highlights our purpose of reinforcing trust and security in our societies, and outlines how our vision is realised through our strategic roadmap, value creation and governance.

This report draws on data from the Worldline Universal Registration Document 2021. Worldline is committed to an integrated reporting approach inspired by the International Integrated Reporting Council's reference framework. This report has been prepared in accordance with GRI Sustainability Reporting Standards: Comprehensive option and integrates Worldline's contribution to the United Nations Sustainable Development Goals (SDGs), and has been reviewed by Statutory Auditor Deloitte & Associés. It covers the 2021 fiscal year (from 1 January 2021 to 31 December 2021) and consolidates all Worldline Group entities. It is available from June 2022 in French and English.

Worldline 2021 reports



worldline.com/reports2021

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Photo credit: Frédéric Boyadjian, Getty Images.

About Worldline







Worldline [Euronext: WLN] is a global leader in the payments industry and the technology partner of choice for merchants, banks and acquirers. Powered by 20,000 employees in more than 50 countries, Worldline provides its clients with sustainable, trusted and innovative solutions fostering their growth. Services offered by Worldline include instore and online commercial acquiring, highly secure payment transaction processing and numerous digital services. In 2021 Worldline generated a proforma revenue close to 4 billion euros.

worldline.com

Worldline's corporate purpose ("raison d'être") is to design and operate leading digital payment and transactional solutions that enable sustainable economic growth and reinforce trust and security in our societies. Worldline makes them environmentally friendly, widely accessible and support social transformation.



For further information
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