



nexi

2022 Capital Markets Day

The Leading PayTech European by Scale, Local by Nature

September, 27th 2022

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Nexi today: the Leading European PayTech



nexi

Leadership

#1

By Merchants Served¹

#1

By Value of Acquiring Transactions¹

#1

By Cards Issued¹

Unique reach

~2.2 million

Merchants served²

~170 million

Cards managed

1,000+

Financial Institutions served

Scale and profitable growth

3.0€ billion

2021 Net Revenue³

+10% YoY

1.4 € billion

2021 EBITDA³

+13% YoY

47%

2021 EBITDA Margin³

+2 p.p. YoY

Three key messages

1

Privileged position in very attractive markets

- Europe **fragmented** and **very attractive** for strong entrenched players
- Accelerated **strong market growth**, with **secular shift** from cash to digital
- Exposure to **very attractive markets**, with only **36%** card penetration
- A mix of strong **Leader** and established **Challenger** positions

2

Differentiated growth strategy

- Differentiate through **scale** and **market & customer proximity**
- Drive **accelerated growth** on **SME**, **eCommerce** and **Advanced Digital Issuing**, through superior products and commercial execution
- Deliver **strong synergies** and continued **operating leverage**

3

Strong profitable growth and cash generation

- **Revenues** growing **~9% CAGR¹**
- **EBITDA** growing **~14% CAGR¹** with **~+900 bps** margin expansion by 2025
- **Excess cash generation** of **~2.8 €B+** in 2023-25, available for further value creation
- **Normalized EPS** growing **~20% CAGR¹**

Agenda for today

Central European Time

Overview

Nexi: The Leading European PayTech

8:30 AM – 9:15 AM

Our Growth Plan

9:15 AM – 9:45 AM

Break

9:45 AM – 10:00 AM

Business Deep Dives

Winning in Merchant Solutions

- SME & LAKA
- eCommerce

10:00 AM – 11:15 AM

Winning in Issuing Solutions

11:15 AM – 11:45 AM

Break

11:45 AM – 12:00 PM

Closing

Closing Remarks

Q&A

12:00 PM – 1:00 PM



Nexi: The Leading European PayTech



Paolo Bertoluzzo

1.

**Our evolution to a privileged leadership position
in very attractive markets**

Nexi evolution from Italian Champion to the Leading European PayTech...

2019 - IPO

The Italian Champion



2022 - Today

The Leading European PayTech



Performance
Acceleration

Investments in
Innovation &
Technology

Competence &
Talent
Development

Strategic
Investments &
Value-Accretive M&A

Focus on
Core Business with
Non-Core Disposals



...growing the company stronger today and stronger for the future

2019 - IPO



2022 - Today

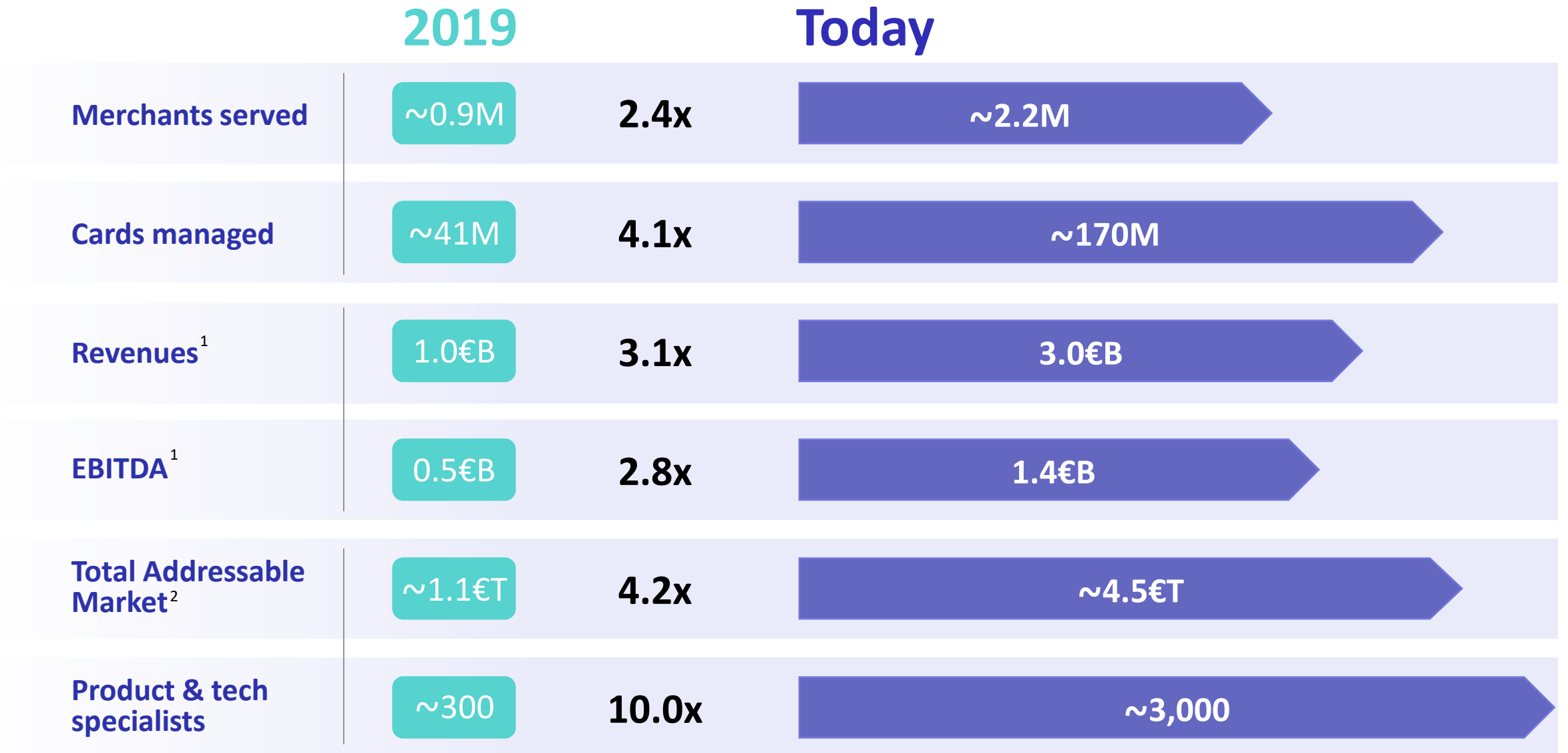
The Italian Champion

- Leading Italian provider with domestic focus
- National client base with strong bank heritage
- Payments focus with adjacent capabilities
- Increasing investments in Tech & Innovation
- Track-record of bolt-on M&A

The Leading European PayTech

- European PayTech leader in most attractive markets
- International & diversified client base
- Digital payments focus with strong tech DNA
- #1 in Europe by Investments in Tech & Innovation
- Successful large-scale transformational M&A

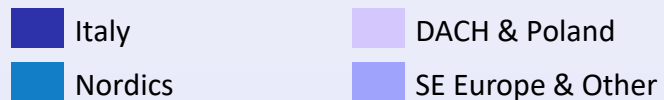
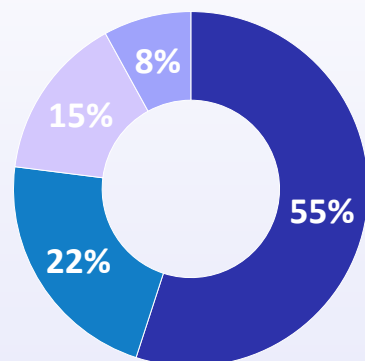
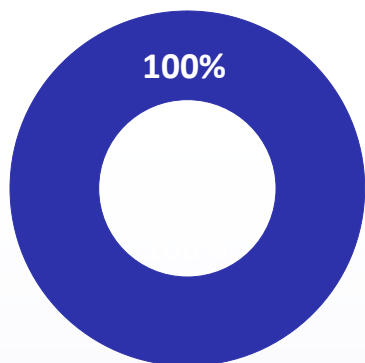
Our journey led to a substantial increase of our scale and growth potential...



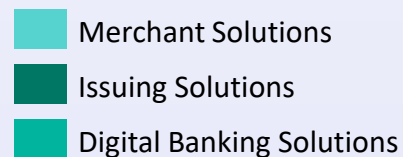
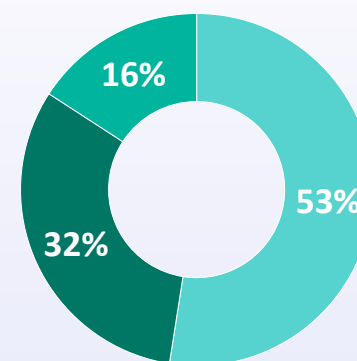
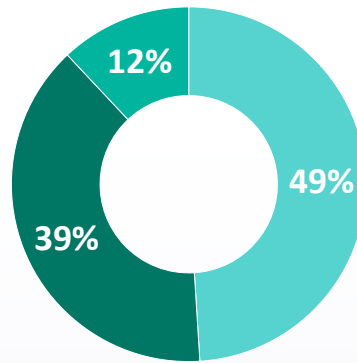
...while also making our business well diversified and resilient

Revenue Mix, %

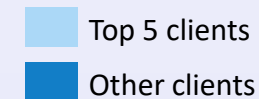
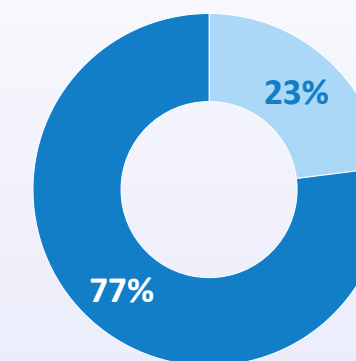
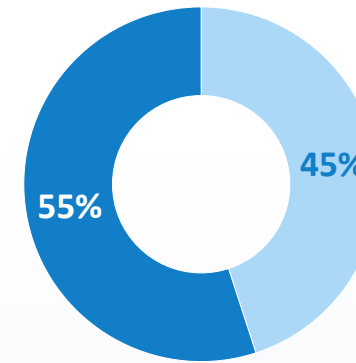
By Geography



By Business



By Customer Concentration



The European payments landscape is complex and fragmented, therefore very attractive and defensible for strong entrenched players



>150 local **payment methods** in Europe, >10 **national debit schemes**



SME-dominated markets, 100% local



Enabling platforms (i.e. ERP / CRM) often country-specific



~75%¹ of **LAKA** buying “locally”



Significant **local regulations** for payments and financial institutions



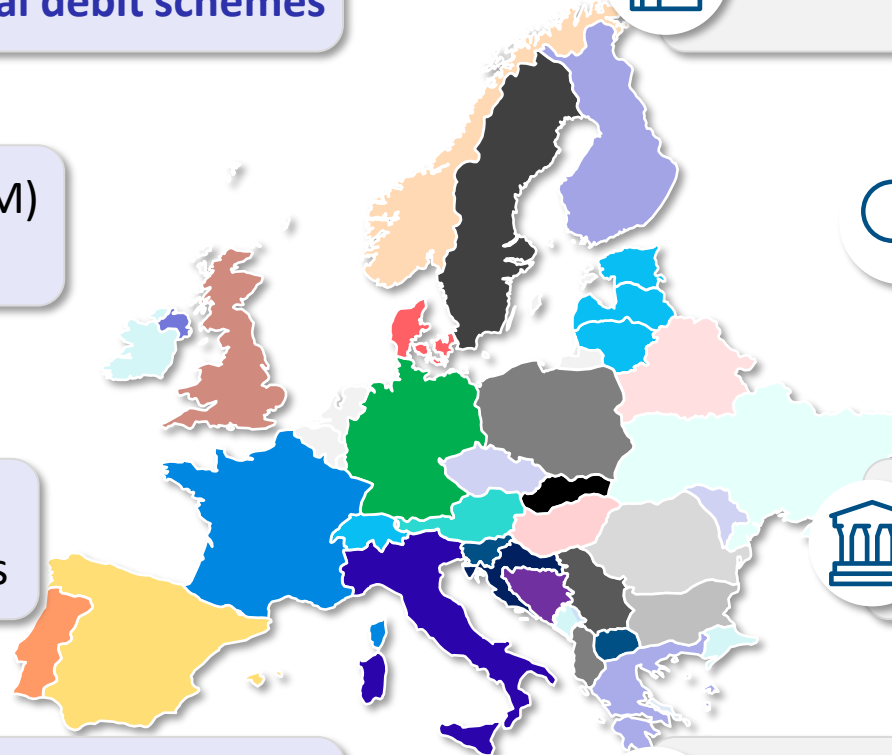
Financial Institutions still very local, with different approaches in payments



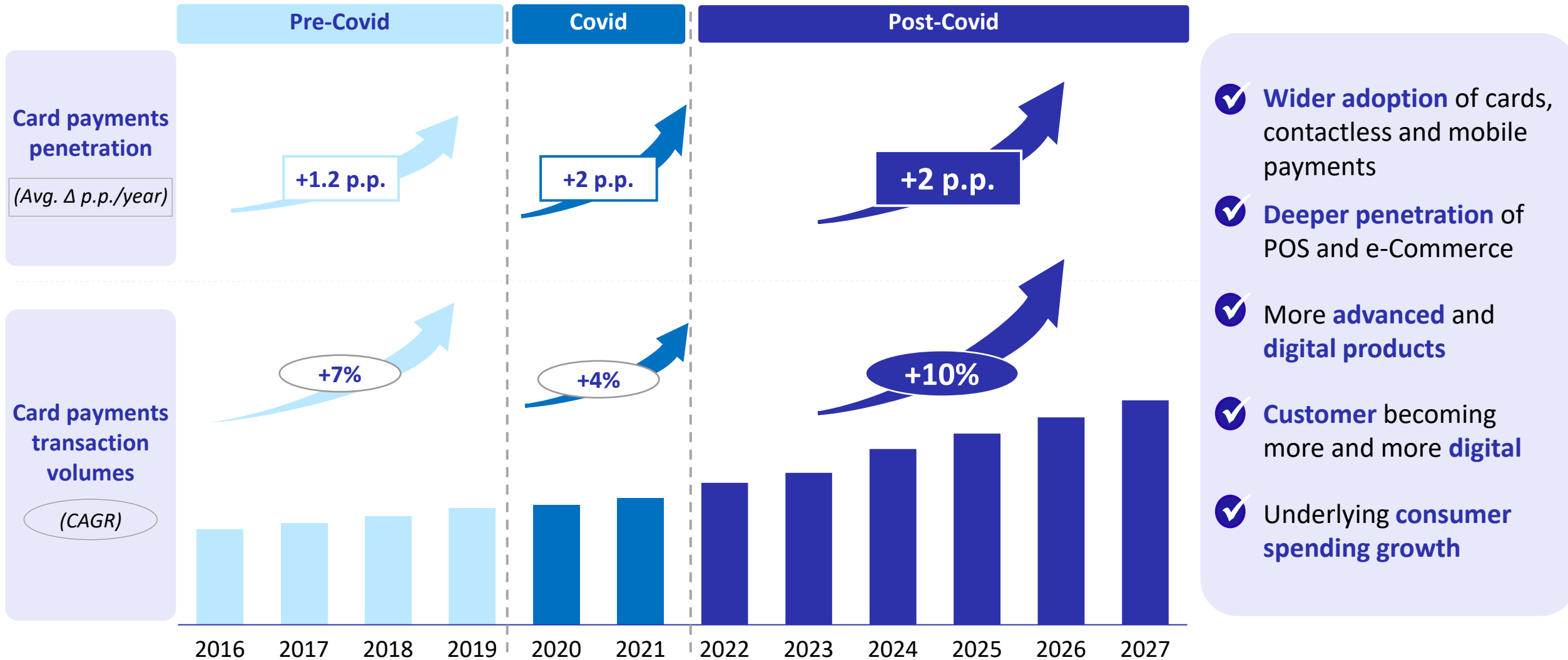
Each country with **specific tax** and **administrative** requirements











Local **competitive dynamics**, very different by market



Digital payments market will continue to grow strongly in the future, supported by continued secular shift from cash to digital payments



Nexi uniquely positioned in European most attractive markets, with a mix of strong Leader and established Challenger positions

	Italy ¹ 	DACH 	Central-South Eastern ² 	Nordics 	Nexi Europe	Non-Nexi Europe ³	Total Europe
Consumer spending 2021	1.0€T	2.1€T	0.8€T	0.6€T	4.5€T	3.4€T	7.9€T
Card payments penetration 2021	32%	33%	30%	62%	36%	61%	47%
Card trx value est. growth CAGR '22-'25	13%	11%	14% ⁴	6% ⁵	10%	7%	9%
Market share	 Leader	 Challenger	 Challenger	 Leader			

- ✓ Total addressable market for Nexi of **~4.5€T**, **~60% of Europe**
- ✓ Average card penetration still **low (36% vs 61% of non-Nexi countries)**
- ✓ **~40% value⁶** in strong defensible **Leader positions**
- ✓ **~60% of value⁶** in **Challenger positions** with **large room to grow** market share

Source: Managerial estimates. Notes: (1) Italy based on Bank of Italy 2021 data; (2) Includes i) Poland and ii) Greece, Slovakia, Croatia, Slovenia, Hungary, Czech Republic, Serbia, Romania, Albania, Bosnia, Bulgaria, Macedonia, Montenegro (only selected flags displayed); (3) Non-Nexi Europe includes UK, France, Spain, Portugal, Belgium, Netherlands and Luxembourg; (4) Based on estimated growth rate for Croatia, Slovakia, Hungary, Poland and Greece; (5) International schemes only; (6) Based on 2021 Consumer spending.

Nexi future growth coming from both market and market share acceleration



Strong and unique growth opportunities

- ✓ **Increase of ~600€B³** of value of card spend in Nexi markets in 2022-2025
- ✓ **Market share acceleration** in Nexi challenger position countries
- ✓ **European expansion** offering future **additional opportunities**

Evolving customer needs offering exciting additional opportunities for Nexi



Consumers becoming more and more digital

- Digital and **mobile payments**
- Confidence with **multiple payment methods**
- **Seamless** customer **experience** across channels and devices
- **Safety** and **security** of transactions becoming key



Digital payments becoming central for Merchants

- Digital **payments acceptance** as a **must-have**
- **One-stop solutions** to manage and grow their businesses
- **Integrated** and **omni-channel** solutions
- **Fully-responsive support** both digital and local



Financial Institutions transforming digitally

- Digital-first **customer interactions** and products
- IT systems transitioning to **modern** and **agile** ones, although **with challenges**
- Approaching **payments** in **multiple ways**
- Focus on **partnerships** in **non-core Fintech** activities

2.

**Differentiated strategy to drive
strong profitable growth**

Our strategy to drive strong profitable growth

Strategic value drivers

- 1 Differentiate through **scale** and **market & customer proximity**
- 2 Drive focused **accelerated growth** in **SME**, **eCommerce** and **Advanced Digital Issuing** through superior products and commercial execution
- 3 Deliver strong **synergies** and continued **operating leverage**

Core business foundations

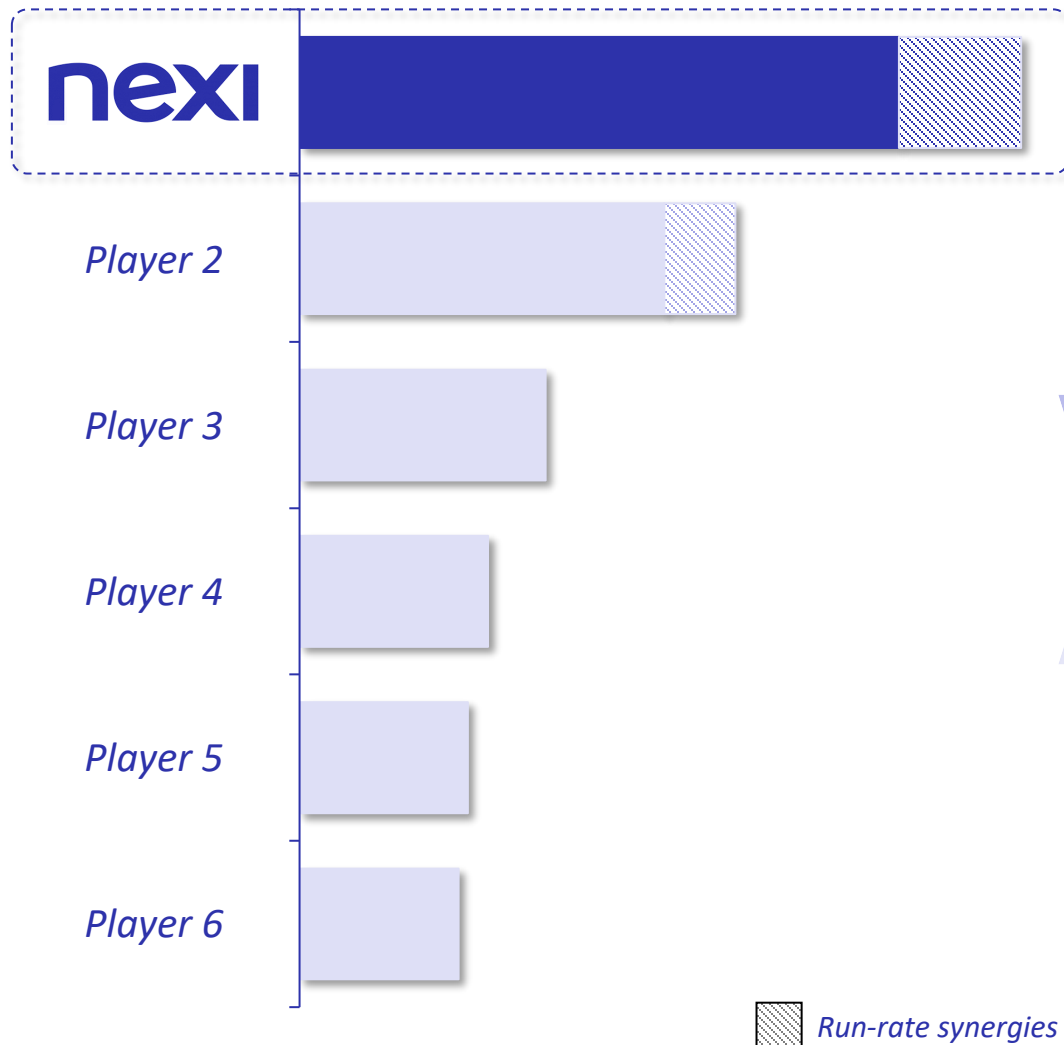
4 Superior **technology capabilities**, driving **innovation agility** and **efficiency**

5 One integrated **talented team**, with deep **PayTech capabilities**

6 **ESG championship**, making **digital payments** a driver of **progress**

1 Nexi European scale providing unique advantages

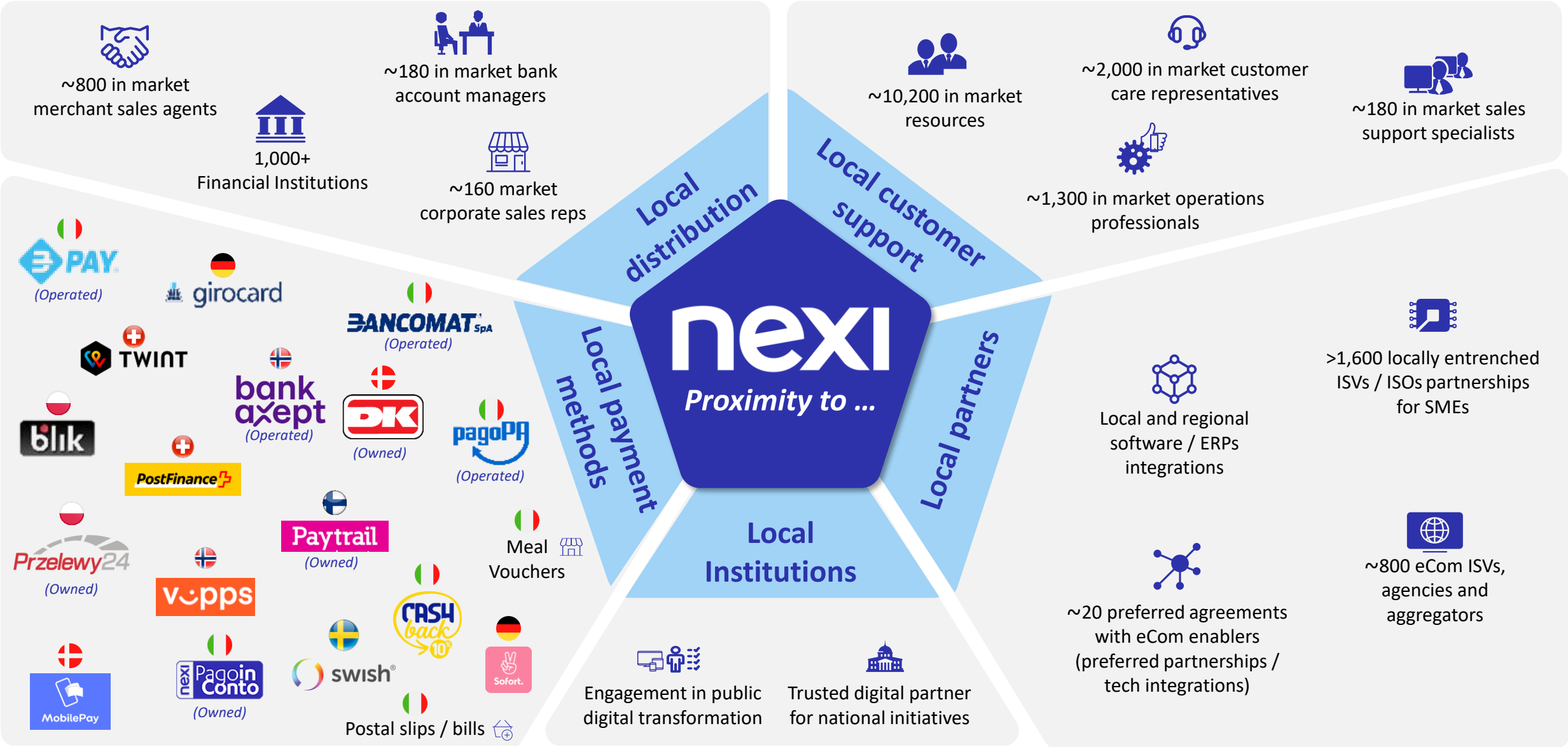
Ranking by 2021 EBITDA in Europe (€B)



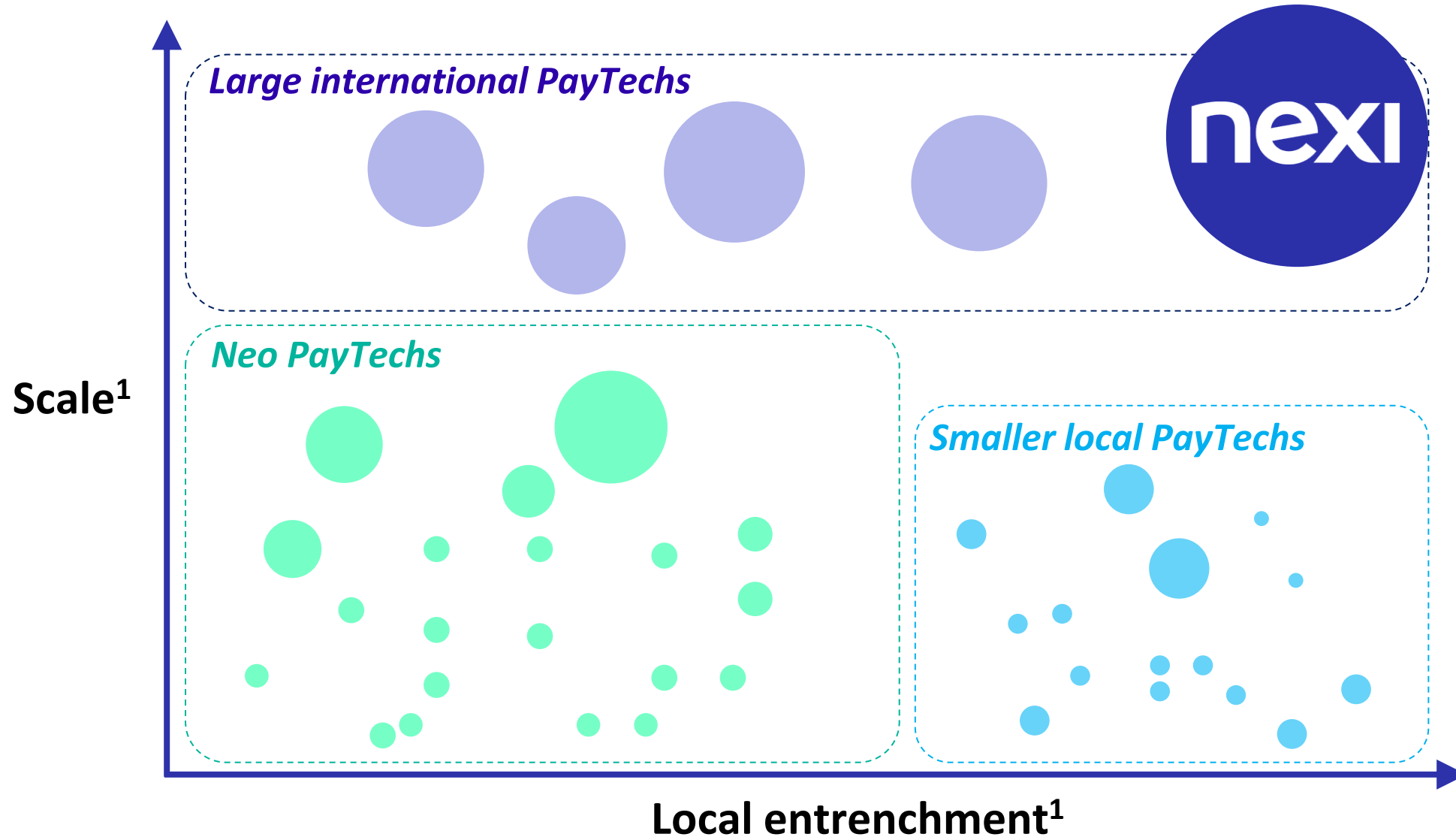
Pan-European scale unlocking significant benefits

- ✓ Efficiency and operating leverage
- ✓ Innovation and technology firepower
- ✓ SME Champion proposition
- ✓ eCom European platform at scale
- ✓ Omni-channel LAKA proposition
- ✓ Financial Institutions propositions

1 Nexi market & customer proximity key to win in local markets



1 Nexi unique differentiated positioning combining large scale and deep market & customer proximity



Drive focused accelerated growth in key market opportunities through superior products and commercial execution (1/2)

X% Weight on total 2021 Group revenue¹



Merchant Solutions

52%

SME

o.w. 52%²

Strengthen European leadership through:

- Modular flexible **one-stop shop solutions**, segment and local-specific
- **Payments-software integration**, partnering with ISVs
- Investments on **local distribution**, both direct and indirect

LAKA

o.w. 10%²

Grow in National (and Regional) **Mid/Large corporates** with:

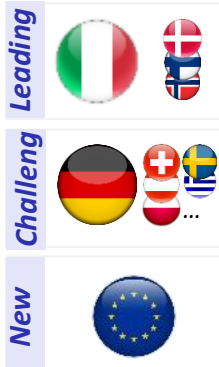
- **Industry-specific omni-channel** propositions
- **Deep local entrenchment** via partnerships and tech integrations
- Investments in dedicated **local sales** and **support capabilities**

eCommerce

o.w. 20%²

Achieve **leadership in mid market** through:

- **High-conversion omni-acceptance** and collection **solutions**, with full local integrations
- **Local front-ends** with **one pan-European** integration layer
- **Cross-selling synergies** with **SME** and **LAKA**, with further investments in **local go-to-market** and support



✓ *Consolidate leadership and grow value across verticals*

✓ *Win market share and accelerate growth*

✓ *Drive accelerated growth with focus on specific verticals*

✓ *Win market share across all markets*

✓ *Over time, expand into new markets³*

2

Drive focused accelerated growth in key market opportunities through superior products and commercial execution (2/2)

X%

Weight on total 2021 Group revenue¹

Issuing Solutions

32%

Win new customers in Europe

- Win **new Bank customers** on **digital processing** across **Europe** leveraging unique platform agility
- Win **Corporates/FinTechs** and **medium/smaller Banks** through Nexi unique **Payments-as-a-Service** propositions

Grow customer base value

- Upsell **modular VAS proposition** on **Banks** customer base
- Upgrade **medium/smaller customer Banks** to Nexi unique **Payments-as-a-Service** propositions



Digital Banking Solutions

16%

Grow in Account-based Payments

- Accelerate **integrated Account Payments** and **Collection solutions** for **Corporates** and **PA**
- Drive **Account-to-Account/Instant Payments** growth across Europe

Rationalize business portfolio

- Focus on key **growth strategic opportunities**
- Dismiss/partner on **non-core businesses**

Deliver strong recurring synergies, well above M&A plans...

Key transformation initiatives...

Revenue expansion through best-in-class **products** and **cross-fertilization** across markets

Tech platforms optimization/consolidation

Procurement optimization

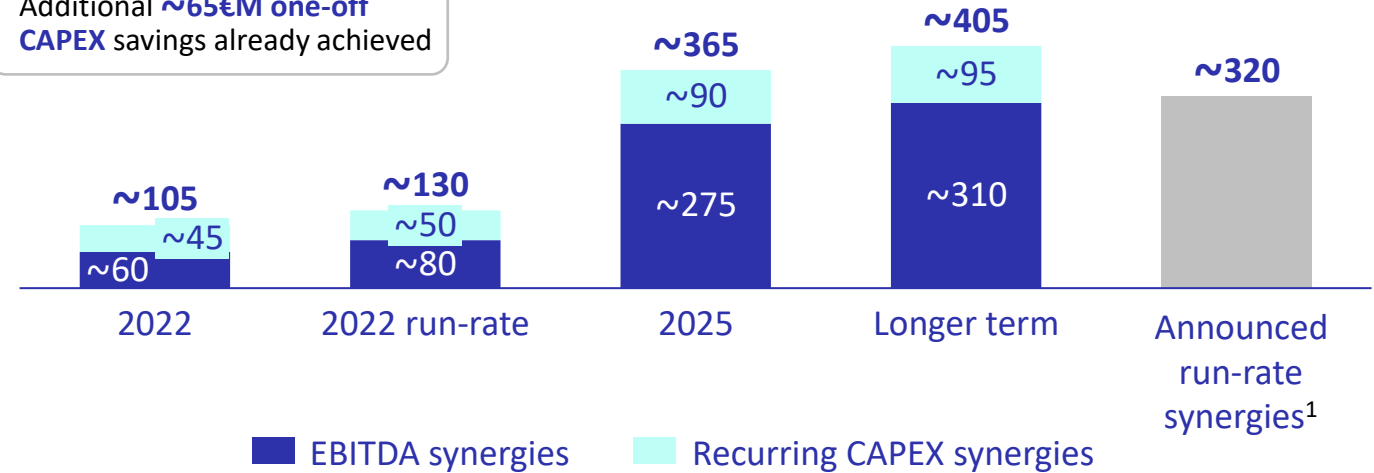
Insourcing and operational excellence

Continuous **opex/capex planning & optimization**

...driving strong synergies, short and long-term

Total cash synergies (€M)

Additional **~65€M one-off CAPEX** savings already achieved

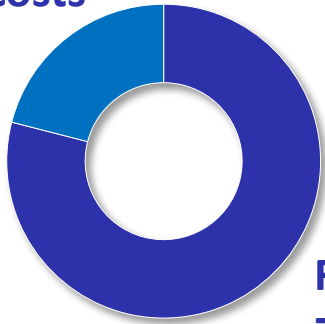


- ✓ **~105€M** synergies confirmed by **2022**
- ✓ **~365€M** synergies to be delivered by **2025**, **~405€M** in the **longer term**
- ✓ **25%+ more synergies** than announced

...and continued operating leverage driving EBITDA margin expansion

Limited variable costs^{1,2}

Variable Costs
21%

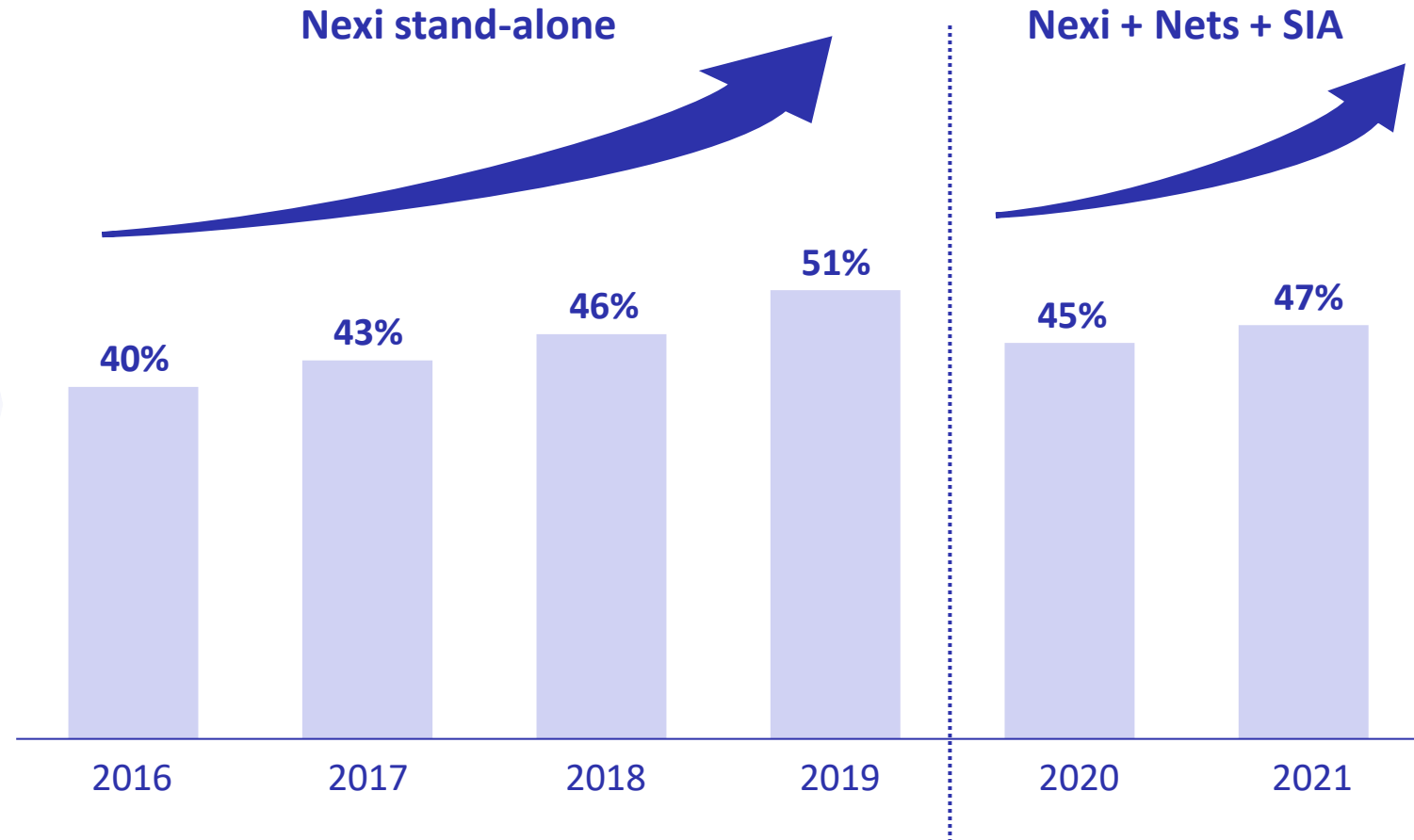


Fixed Costs
79%

Continuous efficiency improvement

- Operational transformation
- Process digitalization
- Efficiency culture

Continued EBITDA margin expansion as part of our DNA²



Superior technology capabilities at scale...

Cutting-edge product development capabilities



>30K

new IT releases
in the last 12 months



40%+

YoY microservices
developed



Country-specific
gateways managed by
dedicated teams



Cloud-based
platforms &
data lake



>3k

Product & Tech
specialists



850+€M

Cash IT &
Innovation spend²



1

Pan-european
Digital Hub for software
development

Best-in-class processing and core platforms capabilities



>1K

dedicated
professionals



~15bn

issuing transactions
processed per year



~14bn

acquiring transactions
processed per year



~17bn

clearing transactions
processed per year



1,000+

financial
institutions



Long-term partner of
governments, PAs,
Central institutions &
Central Banks¹



Partner of choice
for systemic
initiatives



"Migration engine"
proven by 20+
M&A



>35

petaBytes in
storage space



>25K

servers managed
across Europe



>5K

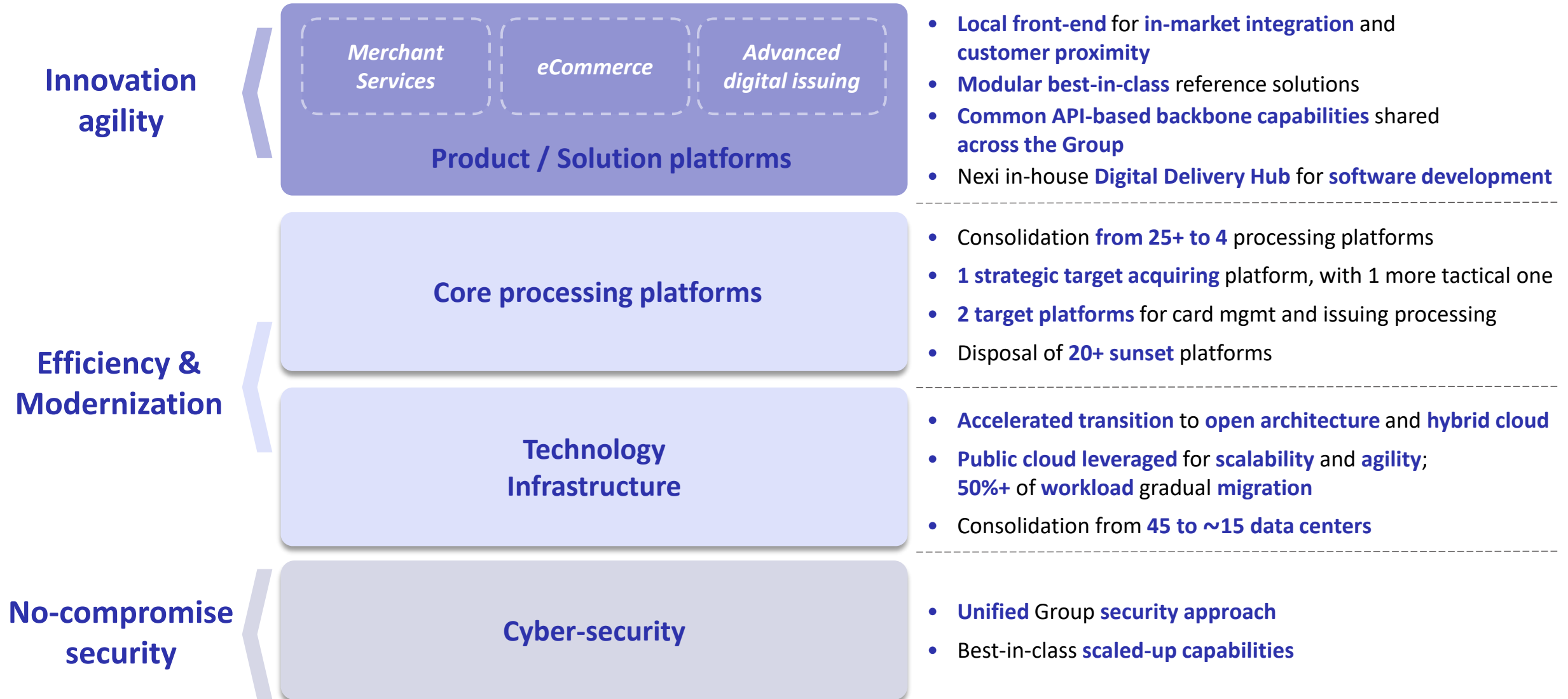
network nodes



11 countries with
technology sites

Mission-critical leading edge infrastructure capabilities

...further evolving to drive innovation agility and efficiency



5 One integrated talented team, with deep PayTech capabilities



~10,200

Employees



~3,000

Professionals in
Product & Tech



~4,600

Professionals in
Sales & Operations



50+

Nationalities



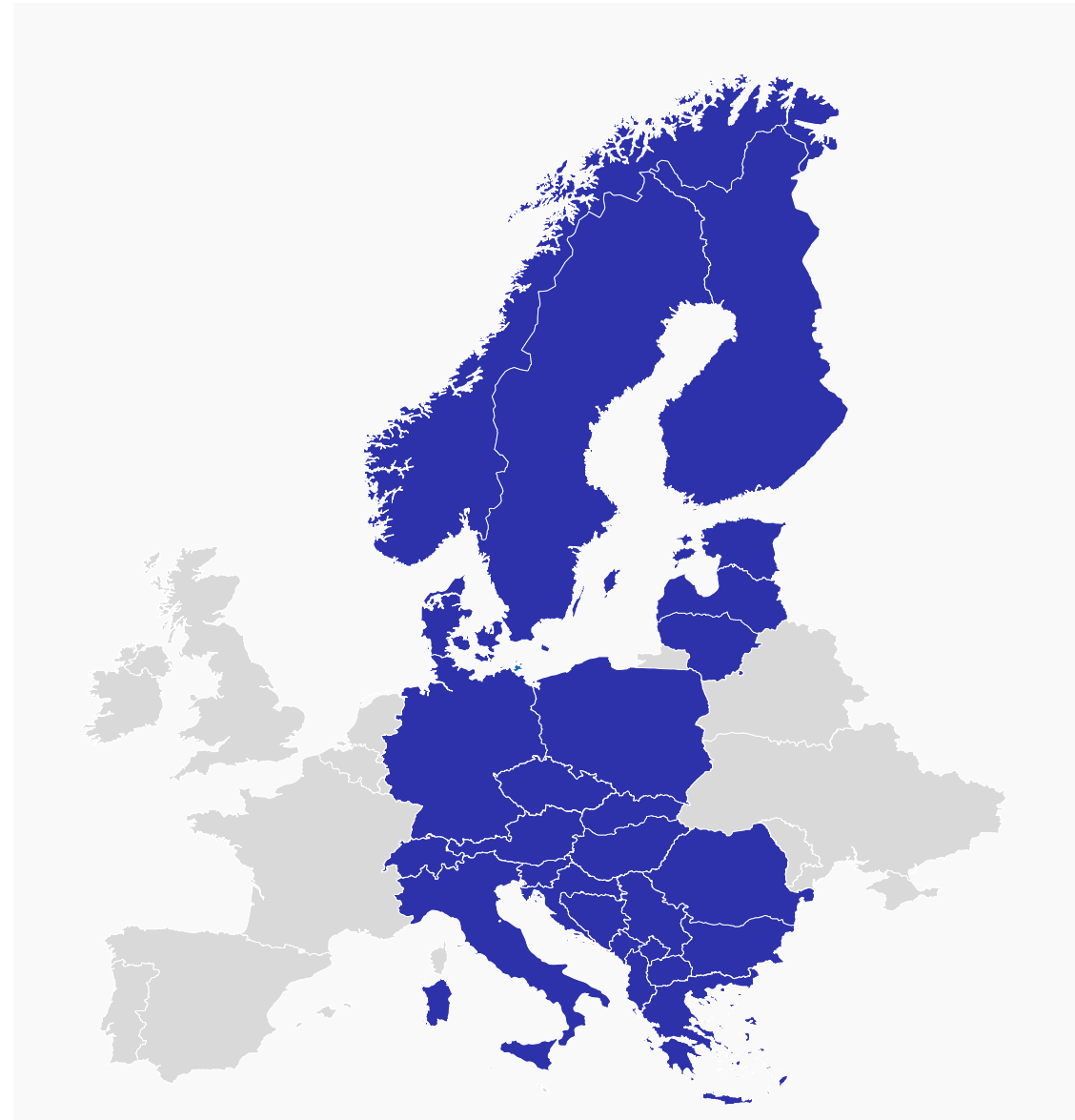
~43%

Women
employees

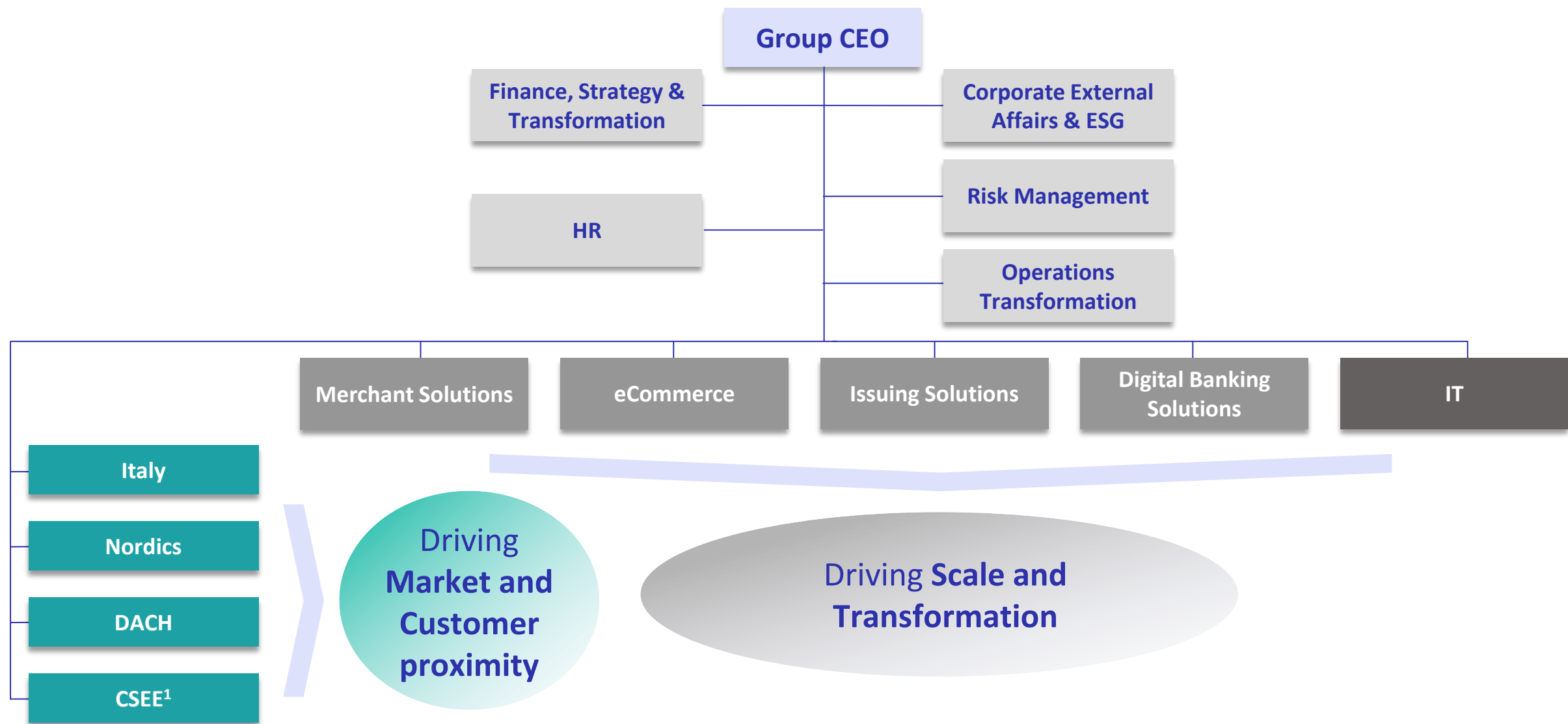


~70%

Employee
Engagement Index



5 Evolving into one integrated Operating Model to deliver strategy



ESG championship, making digital payments a driver of progress



Digital Payments as a driver for progress...



Social Progress, Digitization and Inclusion

- Support **SMEs** and **micro businesses digitization**
- Support **public services** and **PA / citizens digitization**
- Drive **digital inclusion** and increase **proximity to local communities**



Trust and Security

- Guarantee **perfect security** and **service continuity**
- Promote **customer centricity** as a business foundation



...and clear commitment to ESG championship



Sustainable Products and Supply Chain

- Improve **eco-friendly design of products**
- Promote Nexi's **sustainability standards** across **supply chain**



Decarbonization

- Achieve **Carbon Neutrality by 2022** and **Net Zero by 2040**
- Accelerate **greener consumption behaviors**



Talent Development and DE&I

- Invest in **people engagement** and **continuous capabilities upgrade**
- Ensure **proper gender / minorities representation** and **inclusion**



Governance

- Adhere to **high ethical standards** and disclose **complete ESG policies**
- Adopt a **best-in-class governance** to achieve our ESG targets

S&P Global

68
/100

vs. 61 in 2020



A-

vs. C in 2020

3.

Strong profitable growth and cash generation

Strong profitable growth and cash generation

Guidance 2021-2025 (organic basis)

Net revenues

~9% CAGR

EBITDA
EBITDA margin

~14% CAGR
~+900 bps by 2025

Excess cash generation¹

~2.8 €B 2023-2025

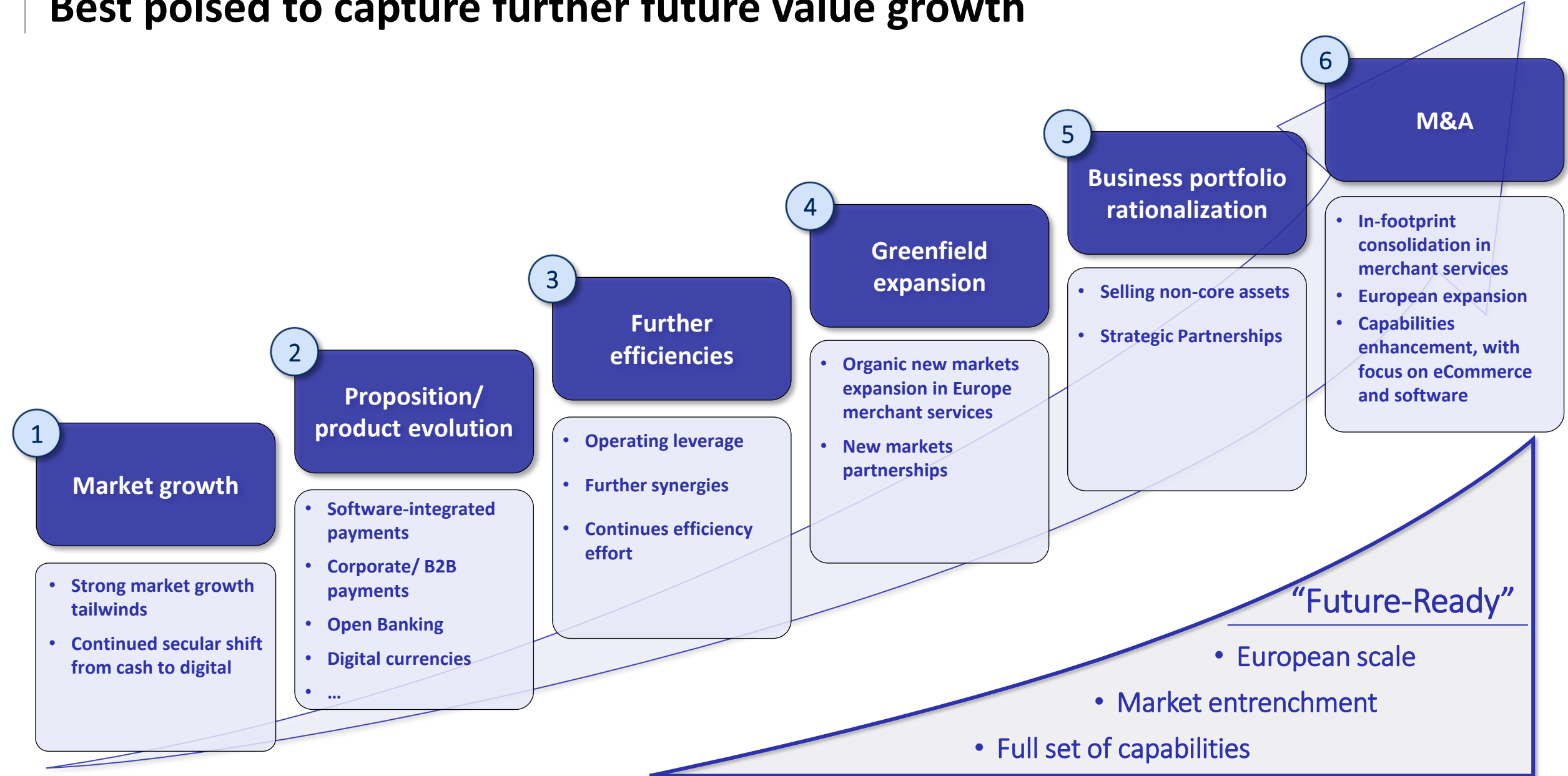
Net leverage

1.0x - 1.5x by 2025

Normalised EPS²

~20% CAGR

Best poised to capture further future value growth



Our growth plan



Bernardo Mingrone

3 key financial topics for our discussion today

1

Advantaged financial profile

✓ Resilient & predictable

- Growth with profitability
- Strong cash generation

2

Our growth plan

✓ Compelling & credible

- Simple plan for value creation
- Key targets

3

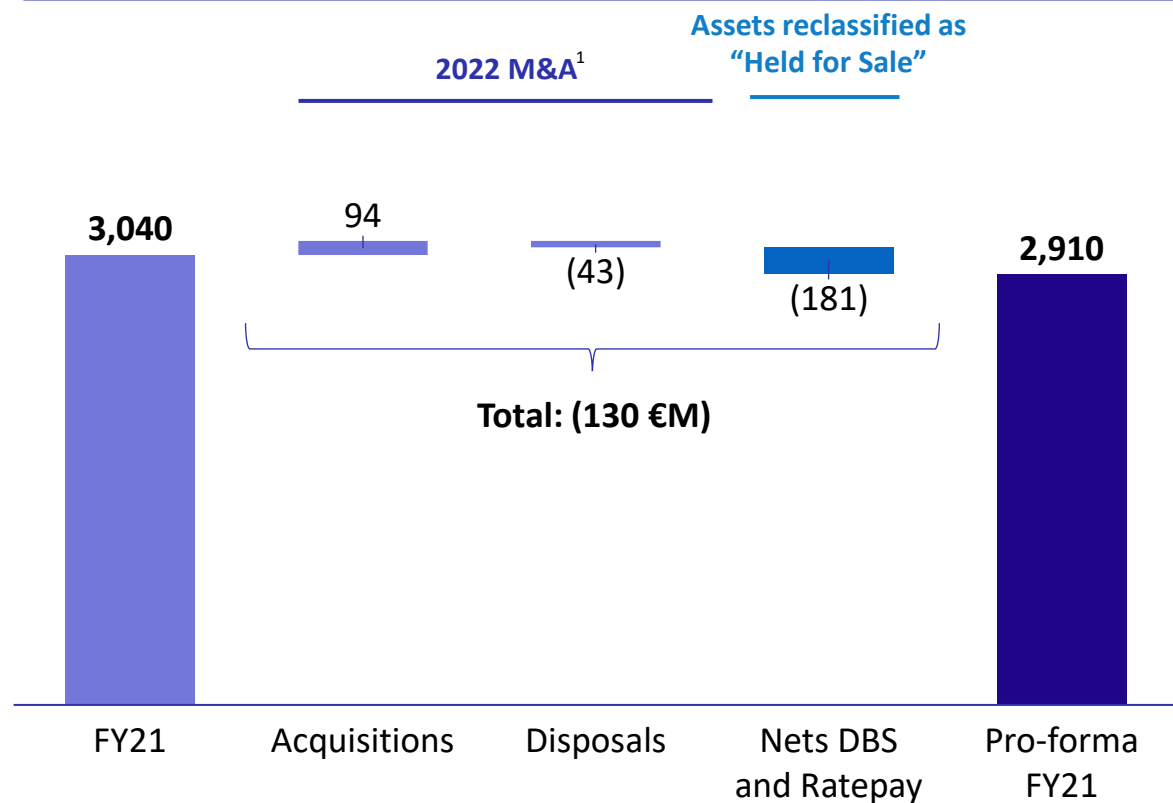
Excess cash generation

✓ Strategic & valuable

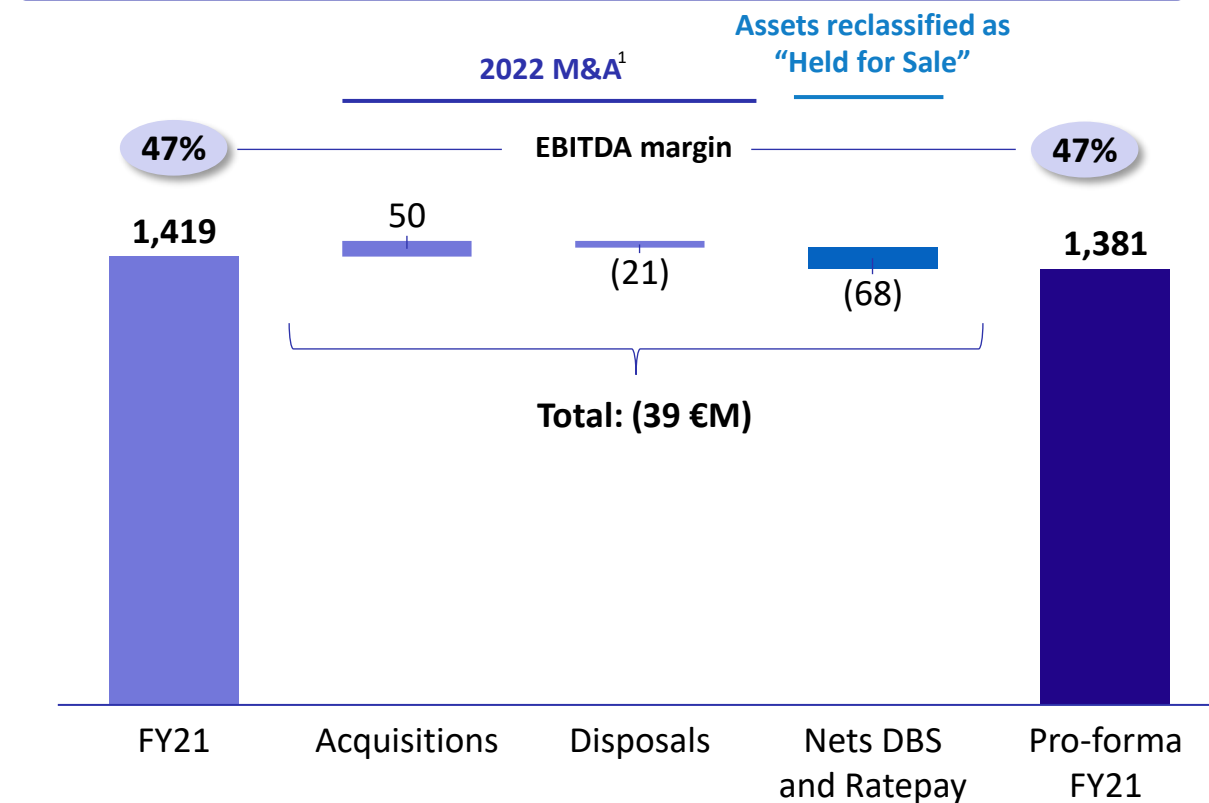
- Multiple potential options
- Value upside

Setting the stage for our financials

Net revenues (€M)



EBITDA (€M)



- Establishing “the right starting point” to best compare our performance from 2023
 - New perimeter for financial disclosure reflecting both recent M&A and selected assets reclassified as “held for sale” below EBITDA
 - Positive cash impacts from the sale of assets reclassified as “held for sale” not included in our conservative cash flow projections. No impact on EPS

Notes: (1) Acquisitions include Nexi Payments Greece (joint venture with Alpha Bank), BPER merchant book, ISP Croatia merchant book, Orderbird and Paytech. Disposals include SIA Capital Markets business, EDIGard and non-SEPA business. Some of the listed M&A transactions are still subject to regulators authorizations.

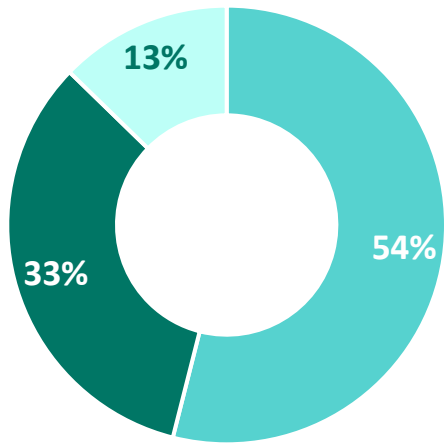
1.

Advantaged financial profile

Well diversified business providing consistency in our performance and dependability in our results

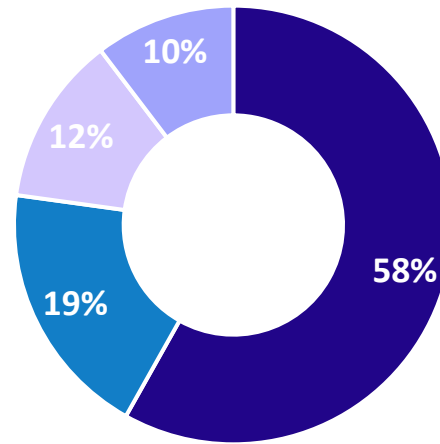
Revenue breakdown (2021 PF)

Business line



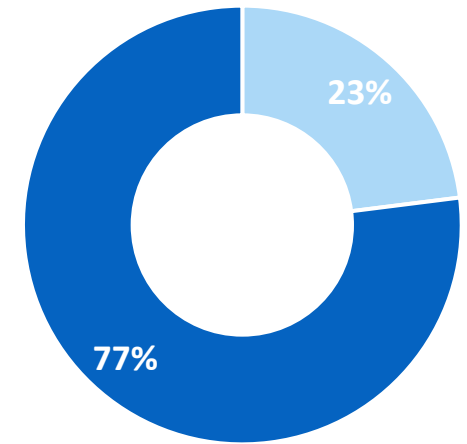
Merchant solutions
Issuing solutions
Digital Banking solutions

Geography



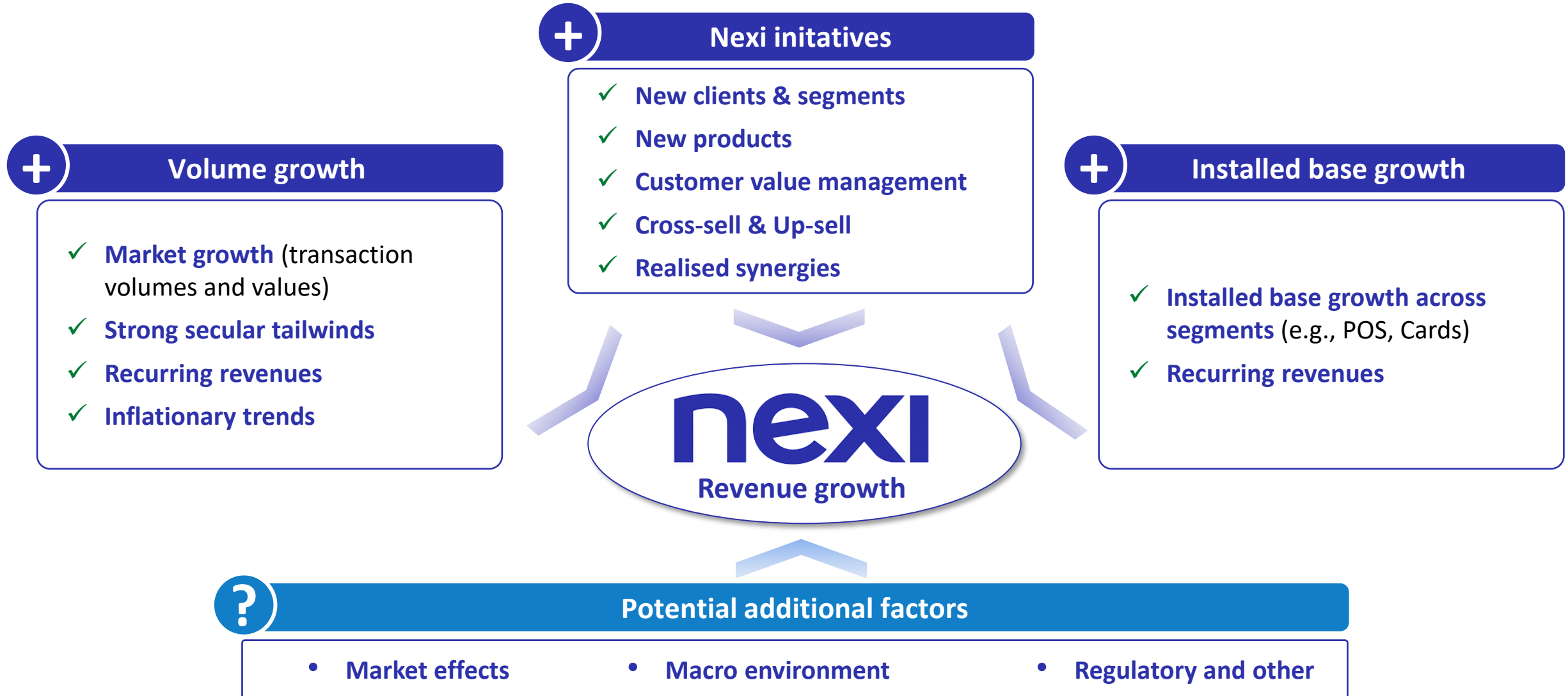
Italy
Nordics & Baltics
DACH & Poland
SE Europe & Other

Customers



Top 5 customers
Other customers

Business model underpinned by clearly identifiable and achievable growth opportunities, for both volume driven and installed base revenues



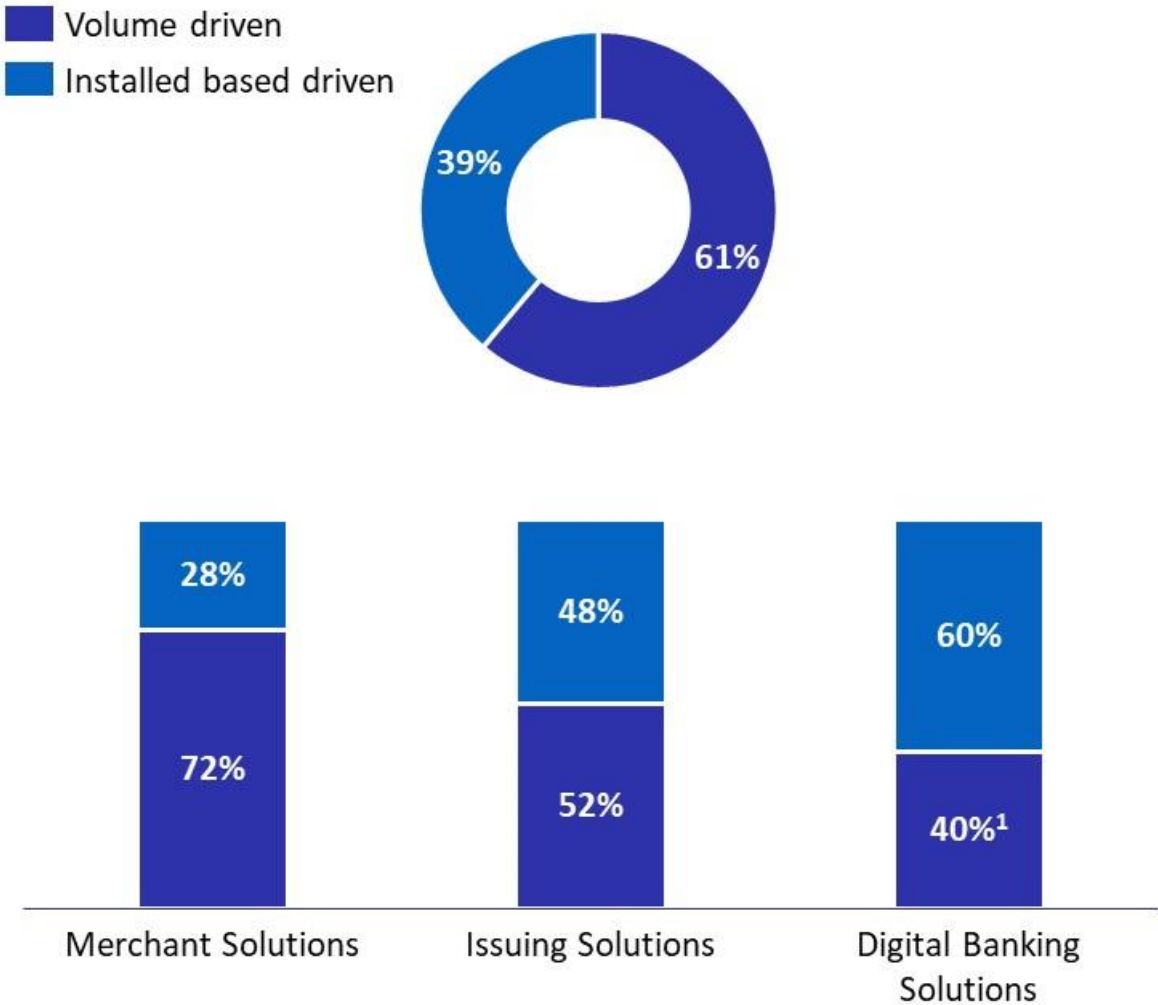
Recurring revenues providing resilience and predictability with growth expected from all drivers

Revenue drivers by business unit

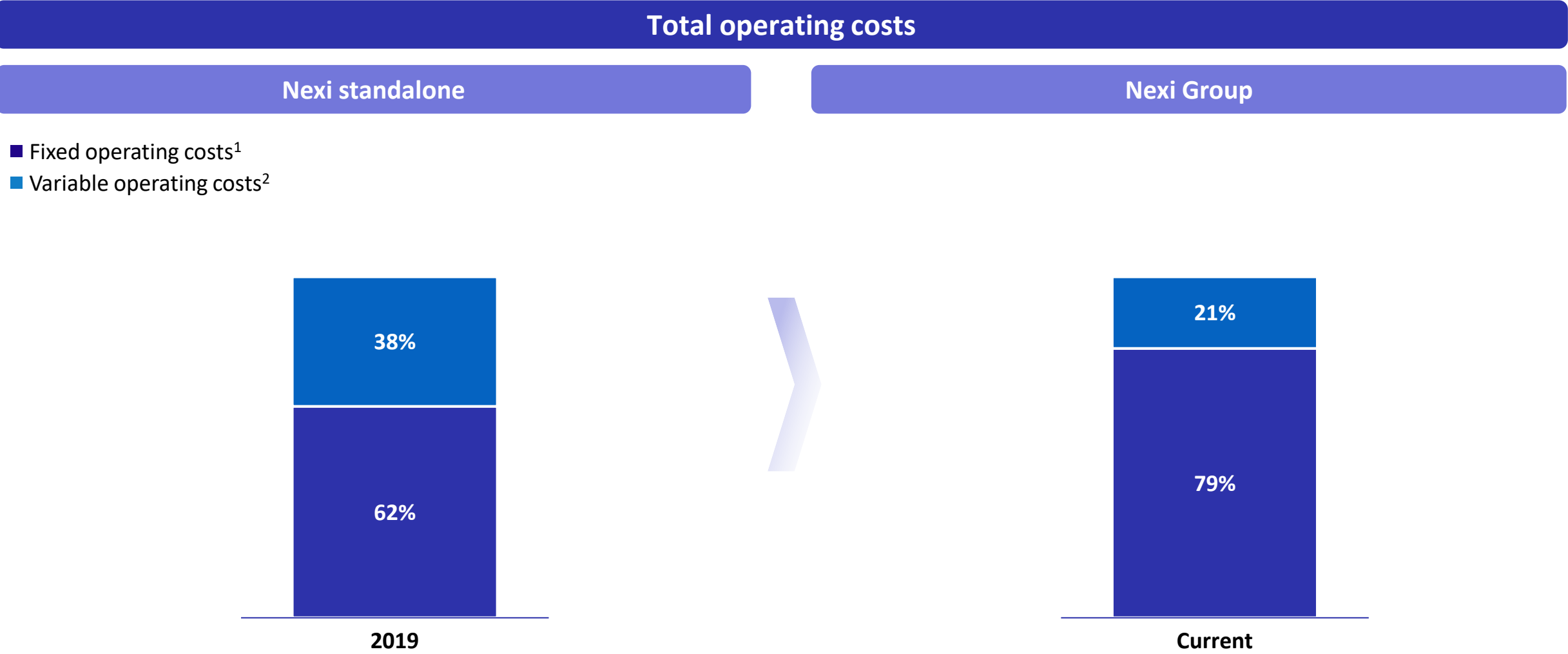
	Merchant Solutions		
Revenue Type	Acquiring	POS Management	VAS
Volume Driven	✓		✓
Installed Base Driven		✓	✓
Selected Revenue Drivers	TPV	POS Terminals	TPV & # of Transactions

	Issuing Solutions		
Revenue Type	Transaction	Card Management	VAS
Volume Driven	✓		✓
Installed Base Driven		✓	✓
Selected Revenue Drivers	TPV & # of Transactions	# of Cards	# of Cards & Transactions

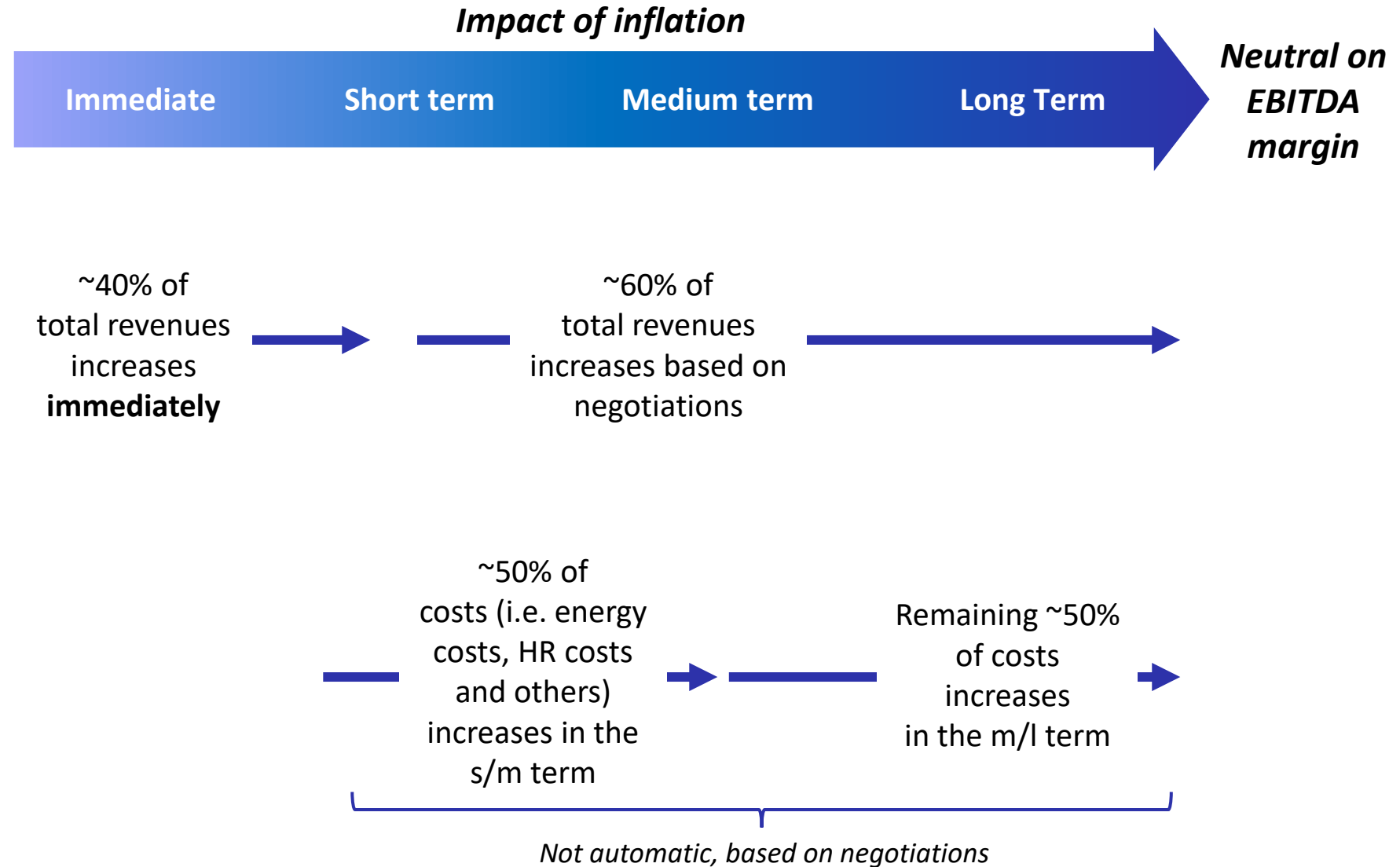
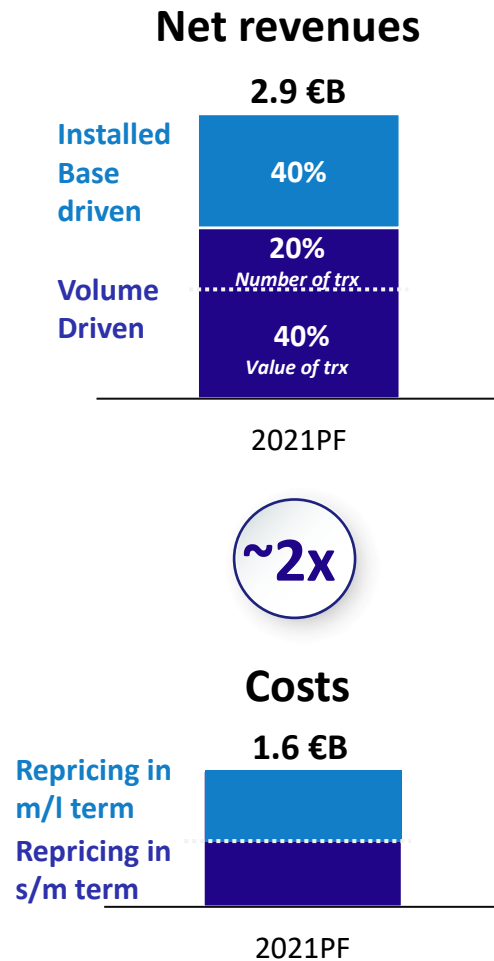
Revenue by type (2021 PF)



Cost structure provides better operating leverage to scale efficiently



Immediate positive effect of inflation on revenues and no EBITDA margin erosion

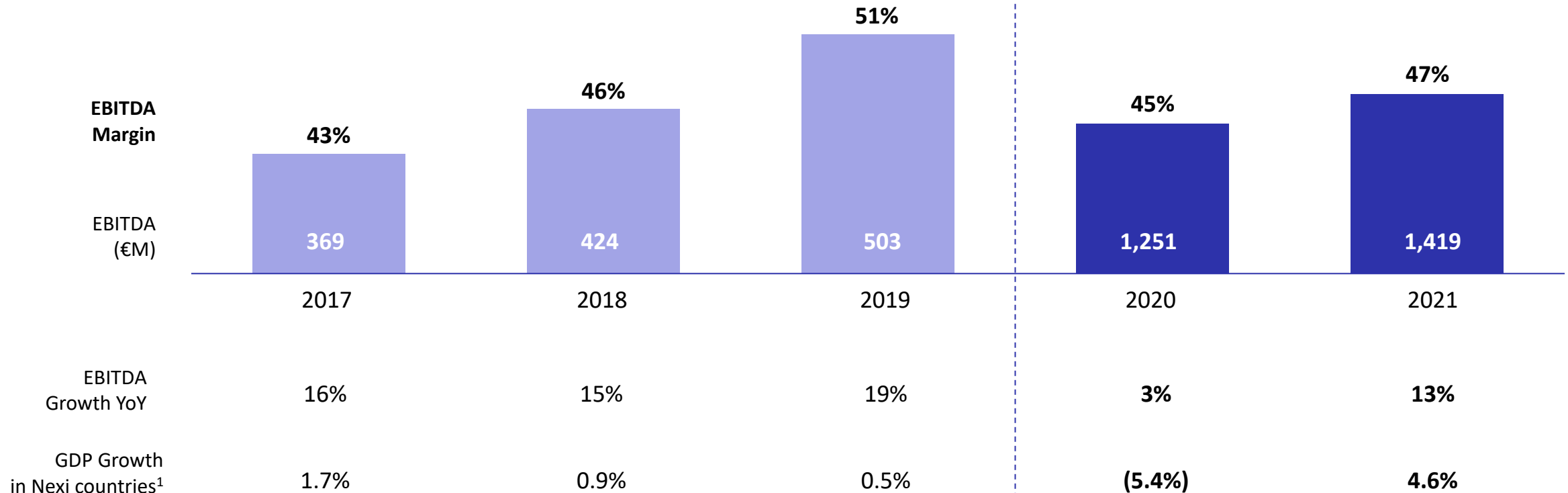


Consistent track record of strong performance

We have expanded EBITDA ~4x while maintaining strong margins regardless of underlying macro environment and are ideally positioned to further consolidate earnings growth going forward

Nexi standalone

Nexi Group



Covid-19

Stable and favorable capital base

1H22 net debt at 5.7 €B¹

Confirmed **FY22E**
net debt ~3x EBITDA
incl. run-rate synergies

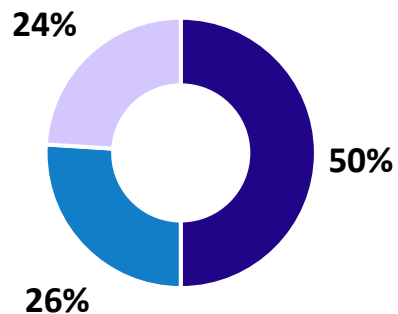
Weighted average
maturity:
4.4 years²

Weighted average
cost of debt³:
1.6%²

Fitch, S&P, and Moody's
rating:
BB/BB Positive/Ba2

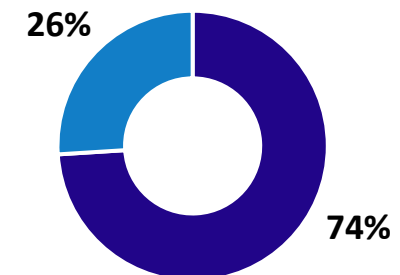
Debt type mix

■ Senior Notes
■ Term Loans
■ Convertibles Notes



Interest rate mix

■ Fixed rate
■ Floating rate



Very attractive combination of attributes to create shareholder value



Established EU market leadership

- **Privileged as the Largest PayTech company in Europe**
- Uniquely positioned in Europe's most attractive markets

Diversified & resilient model

- **High quality and diverse recurring revenue streams**
- Supported by strong secular trends, including card spend growth

Consistent profitable growth

- **Consistent track record of delivering organic growth**
- Enhanced by disciplined, highly synergistic M&A

Proven operating leverage

- **Powerful platform geared for future growth**
- Benefitted from economies of scale and network effects

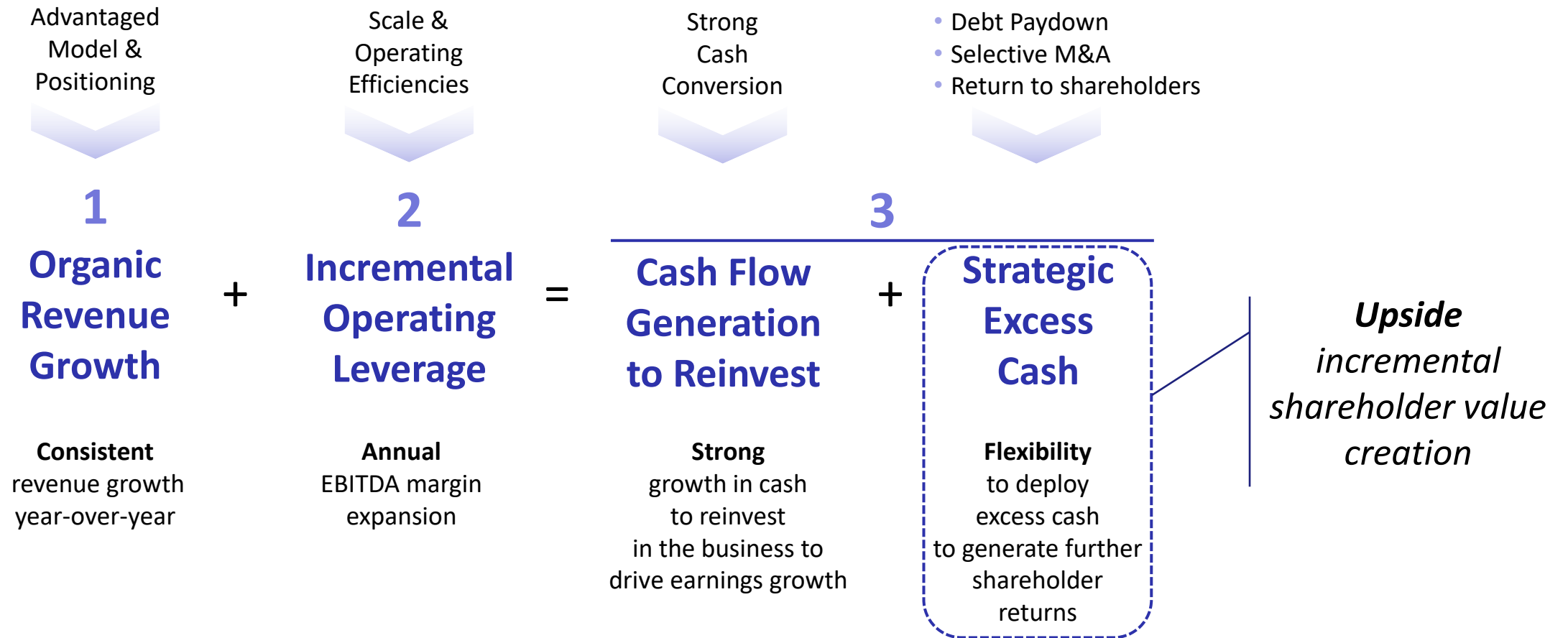
Strong cash flow generation

- **Robust and predictable cash flow generation**
- Strategic deployment for investments and/or organic deleveraging

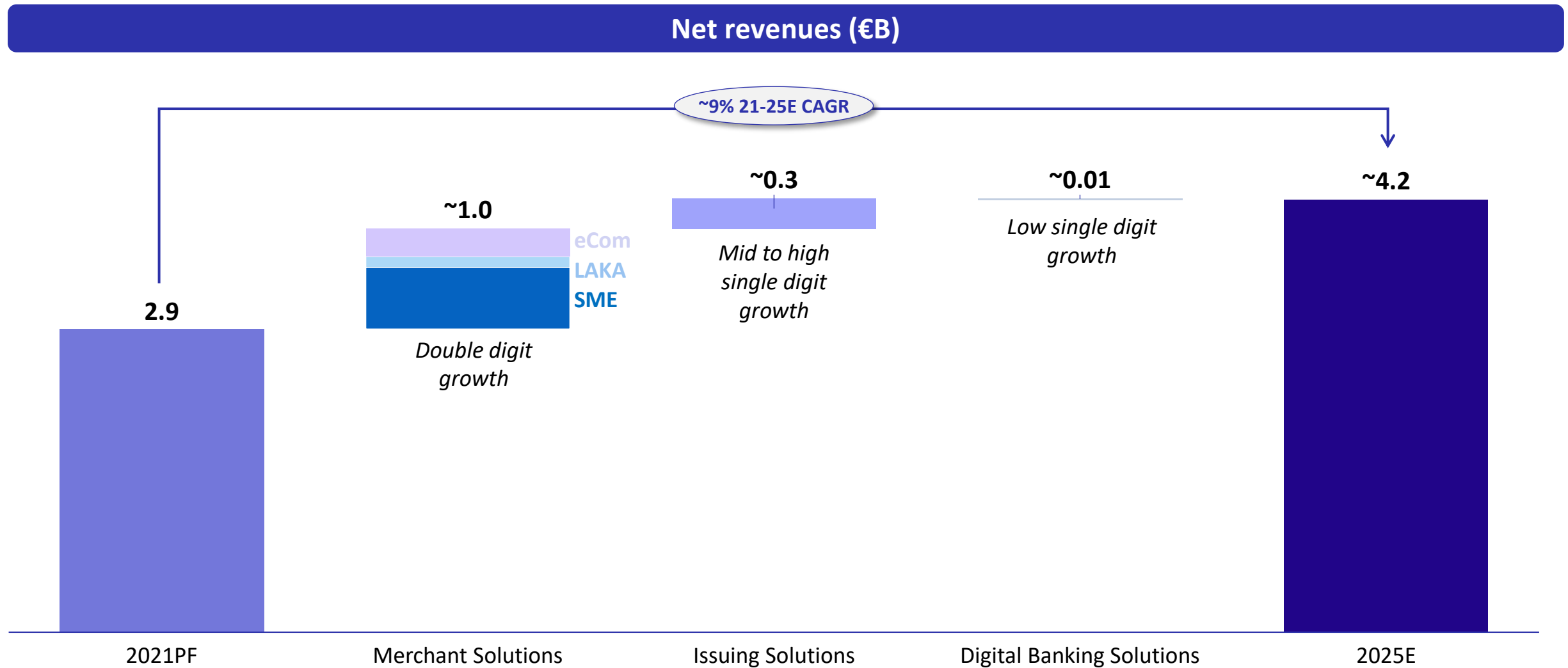
2.

Our growth plan

Creating shareholder value by compounding consistent organic growth and incremental operating leverage

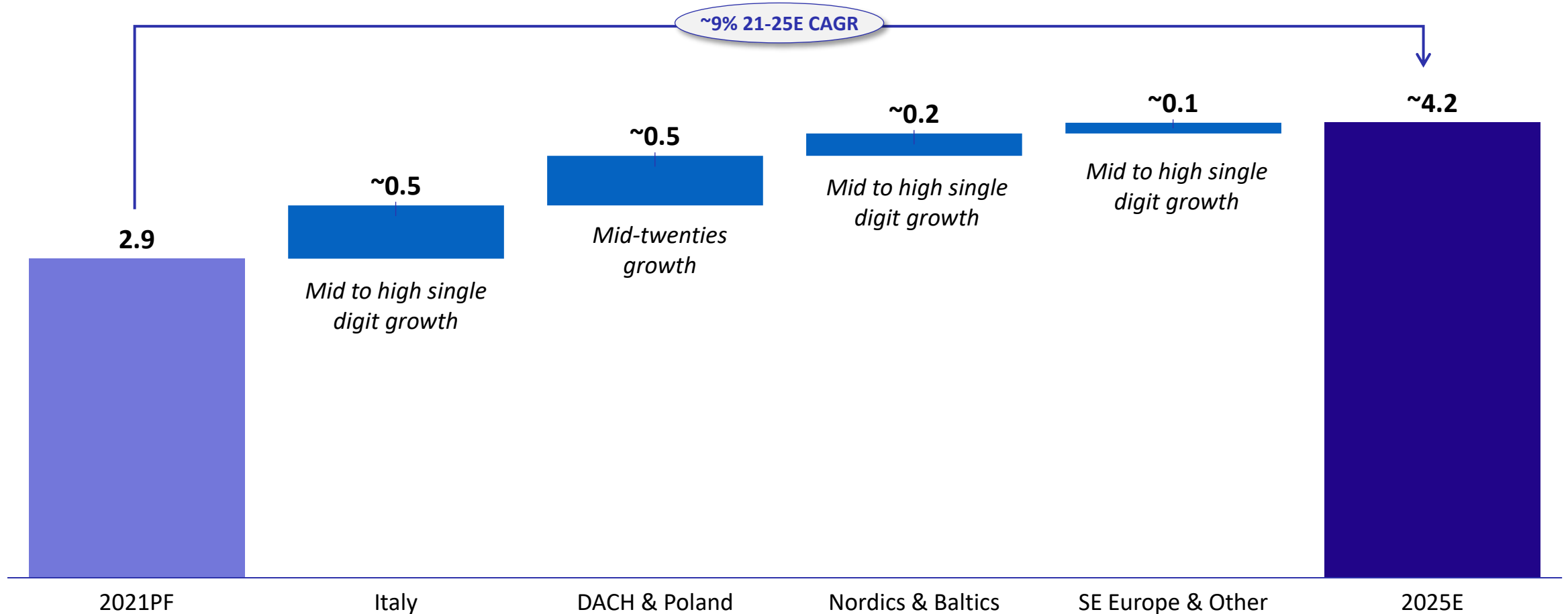


Significant revenue growth underpinned by clear strategies in key segments...

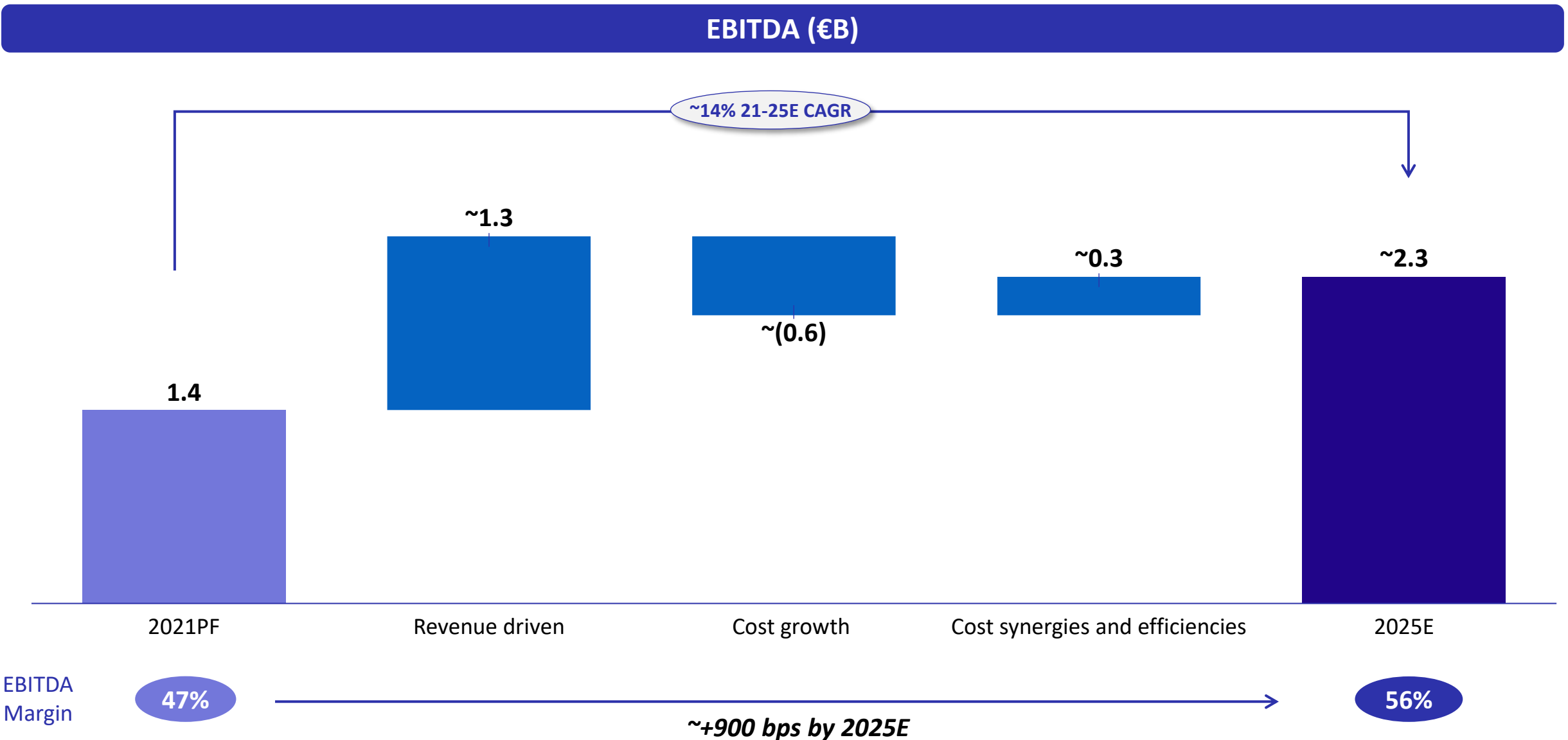


...generating strong revenue growth across all geographies...

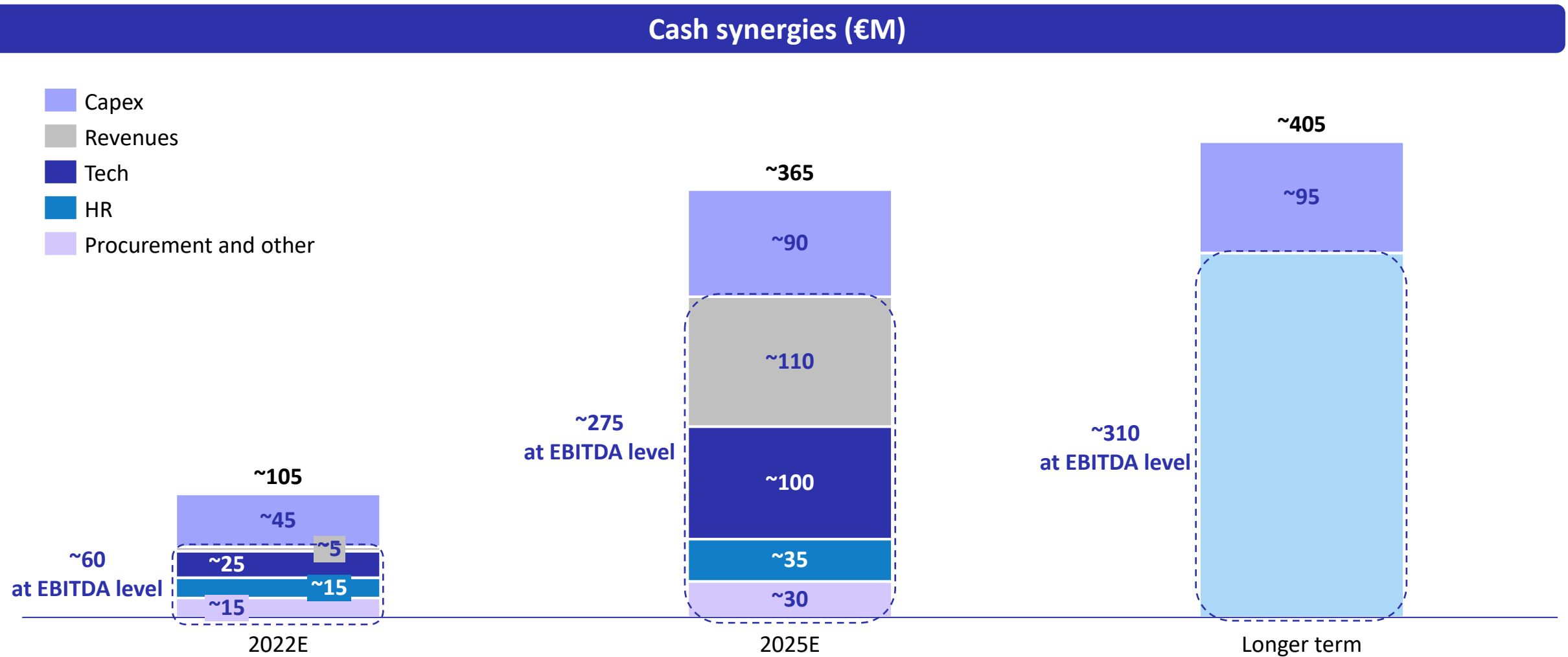
Net revenues (€B)



...resulting in ~2.3 €B EBITDA and margin of 56% in 2025

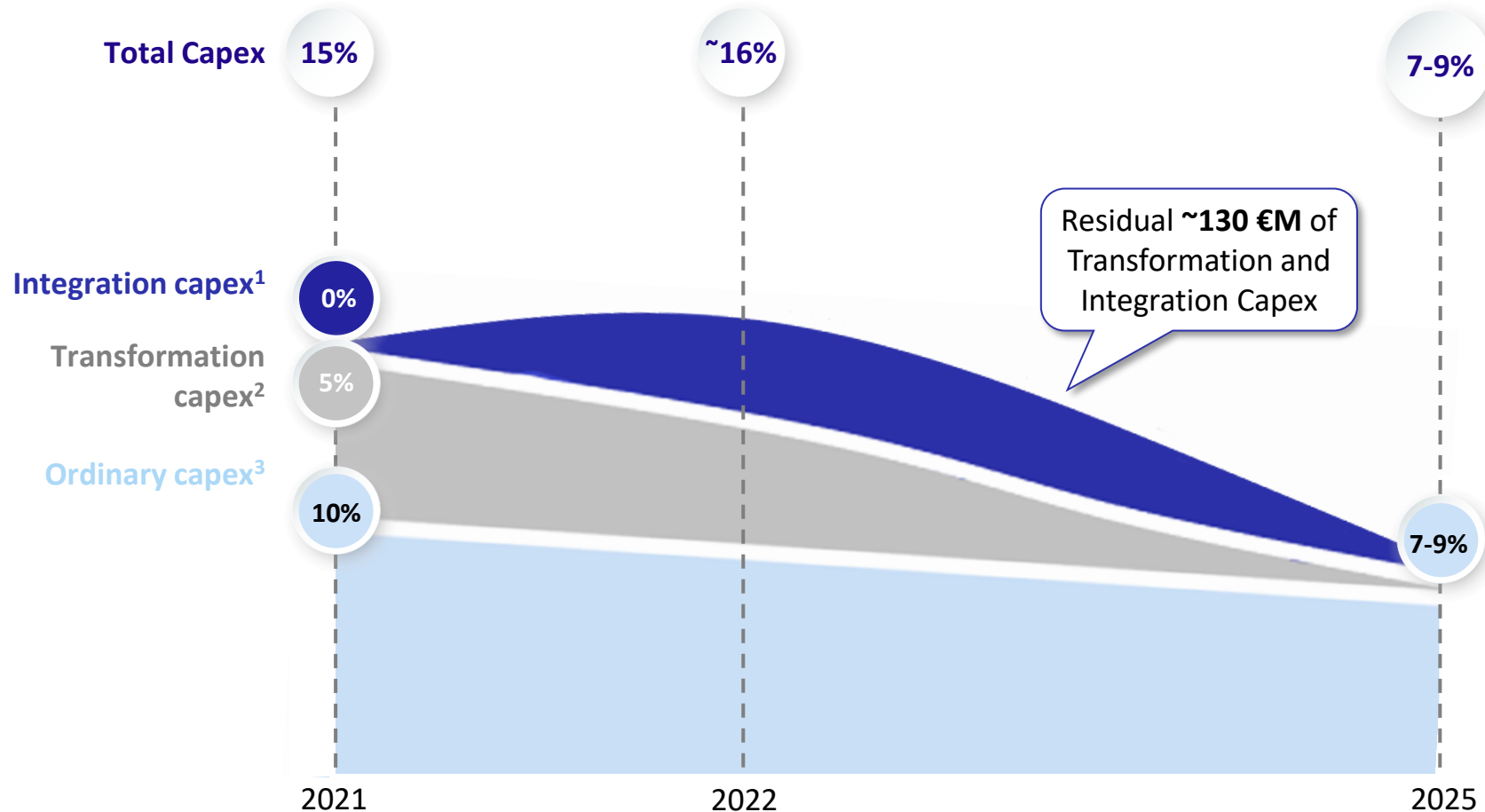


Synergies from Nets and SIA on track to deliver 10%+ upside by 2025 and 25%+ in the longer term



Total Capex to be 7-9% of net revenues by 2025

Capital expenditure (% of net revenues)

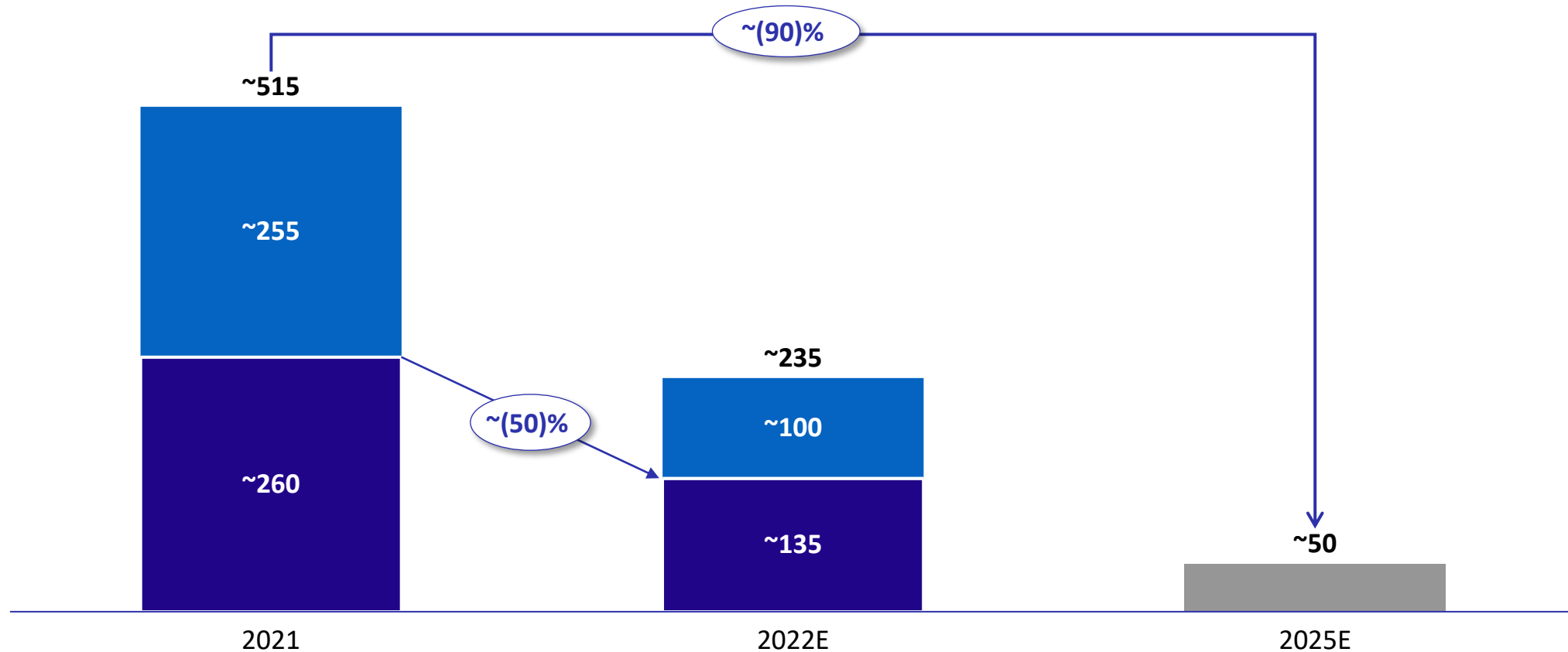


- Residual ~130 €M of **Transformation and Integration Capex** 2023-2025E (~60% of the initial ~300 €M planned to be completed by 2022)
- Key areas of further consolidation:
 - Data center contraction
 - Drive efficiencies in reducing processing platforms across business

Ongoing reduction of non-recurring items to continue

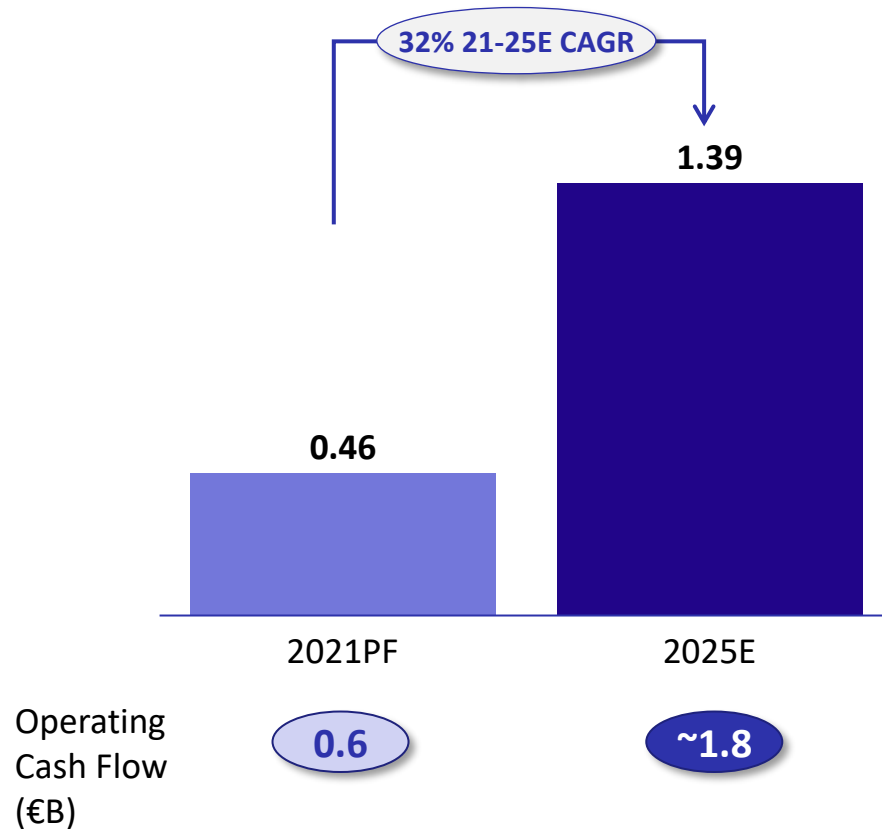
Non-recurring items (€M)

- Other non-recurring items
- Transformation and integration costs

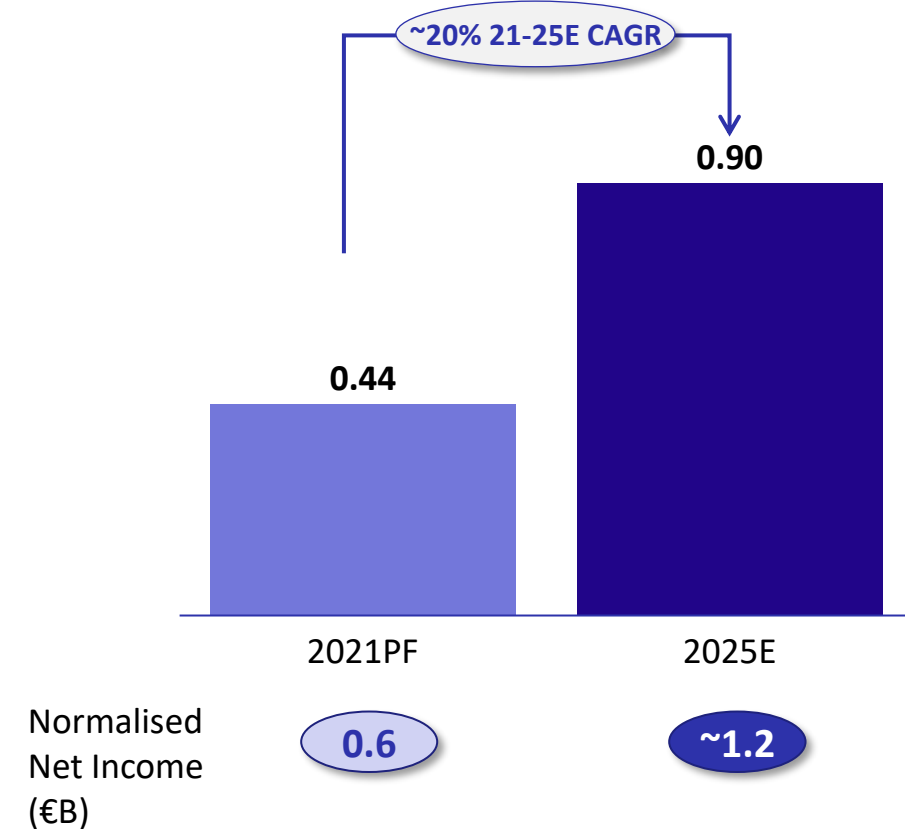


Revenue growth and operating leverage drive strong cash generation and increasing EPS

Operating cash flow per share¹ (€)



Normalised EPS² (€)



Our growth targets

Guidance 2021-2025 (organic basis)

Net revenues

~9% CAGR

EBITDA
EBITDA margin

~14% CAGR
~+900 bps by 2025

Excess cash generation¹

~2.8 €B 2023-2025

Net leverage

1.0x - 1.5x by 2025

Normalised EPS²

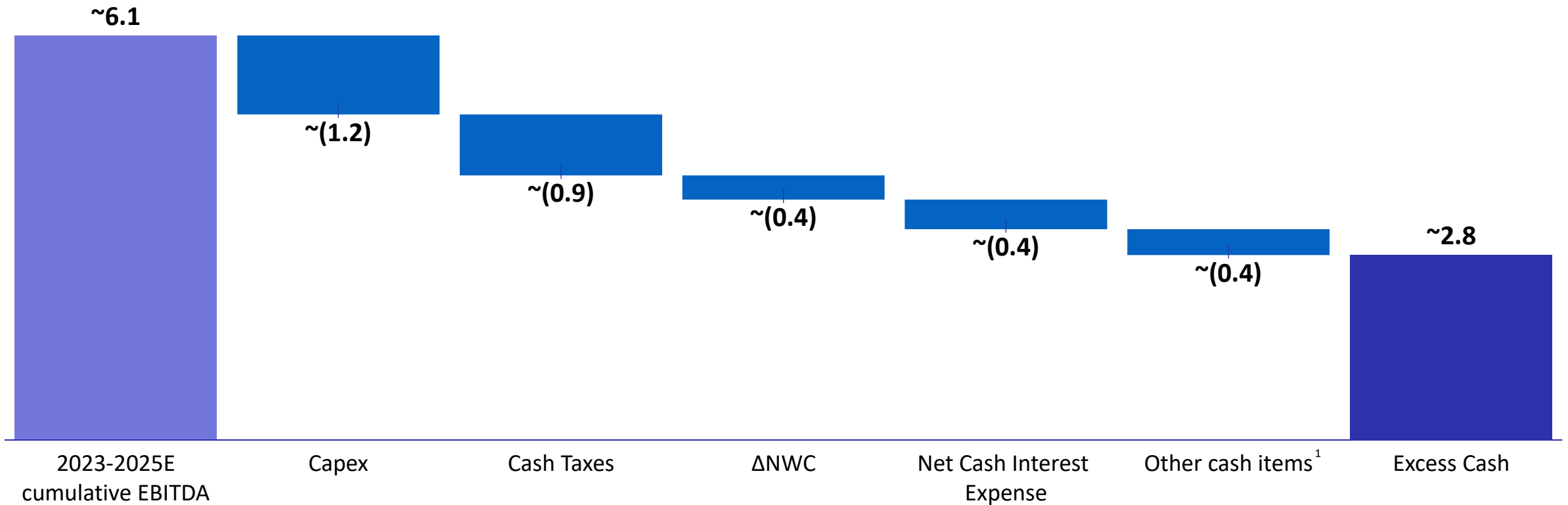
~20% CAGR

3.

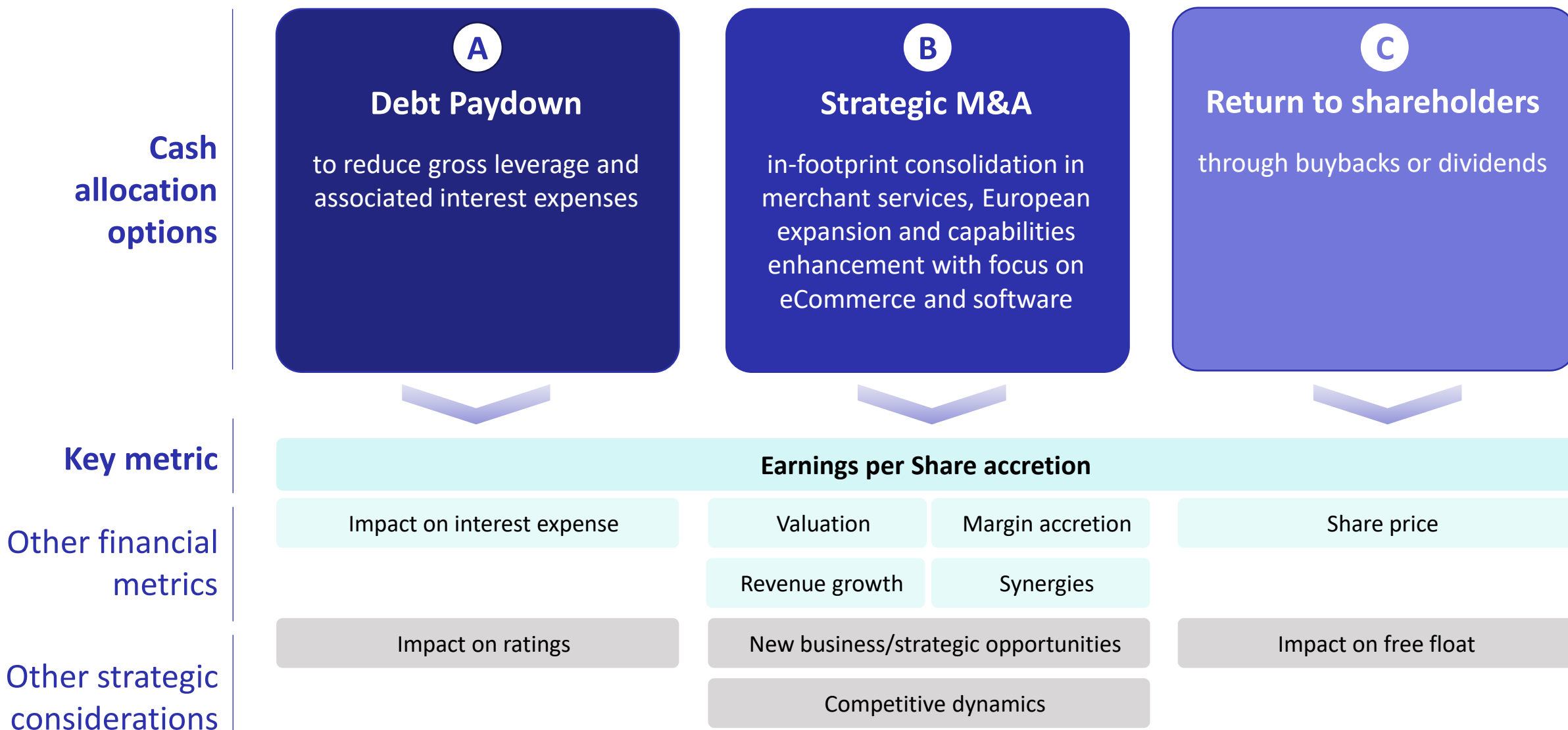
Excess cash generation

2.8 €B excess cash generated over 2023-2025 period

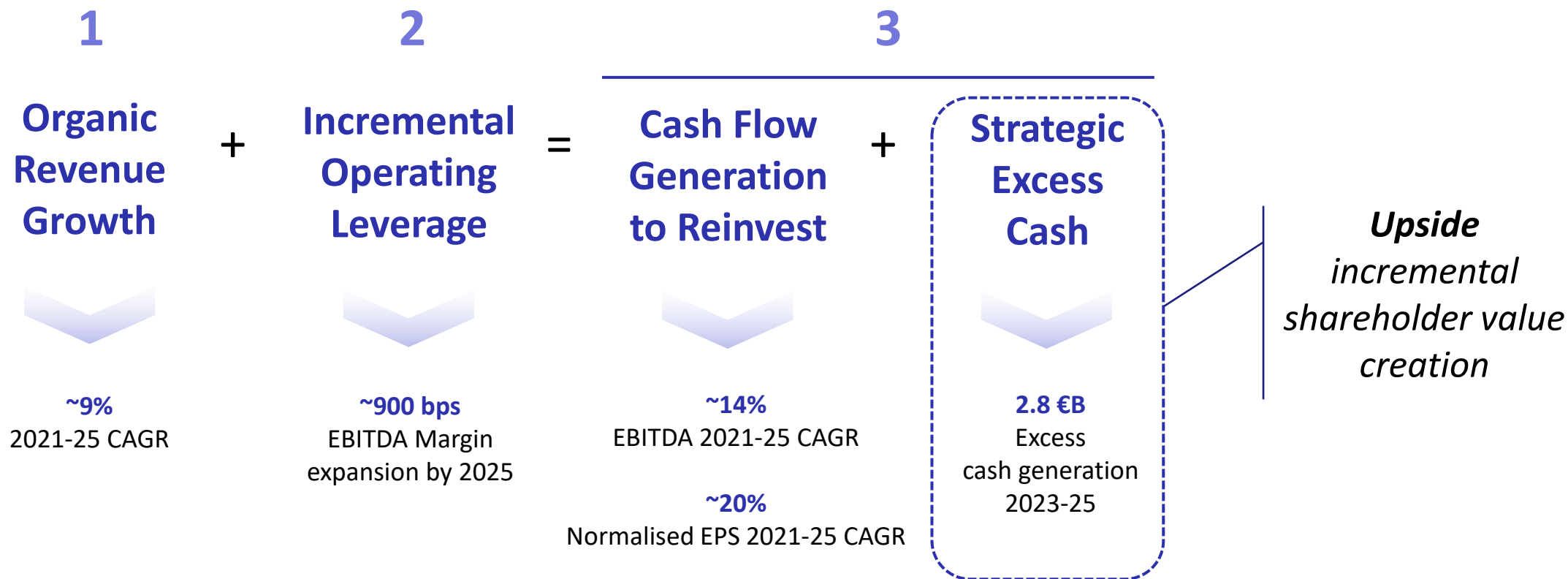
2023-2025E Capital allocation and excess cash generation (€B)



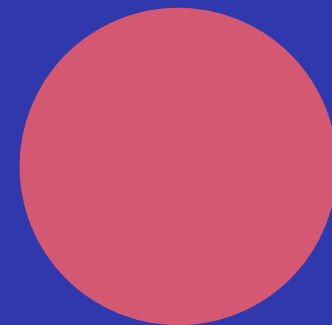
Excess cash provides significant optionality



Our simple and effective plan for value creation



Winning in Merchant Solutions



Roberto Catanzaro



Matthew Rowsell

Key messages for today

Market overview

- **European market very local** and **fragmented**, with strong challenges for new entrants
- **Nexi leader** at scale in **multiple attractive markets**

SME strategy pillars

- **Strengthen European leadership** through:
 - Modular flexible **one-stop shop solutions**, segment and local-specific
 - **Payments-software integration**, partnering with ISVs
 - **Investments** on **local distribution**, both direct and indirect

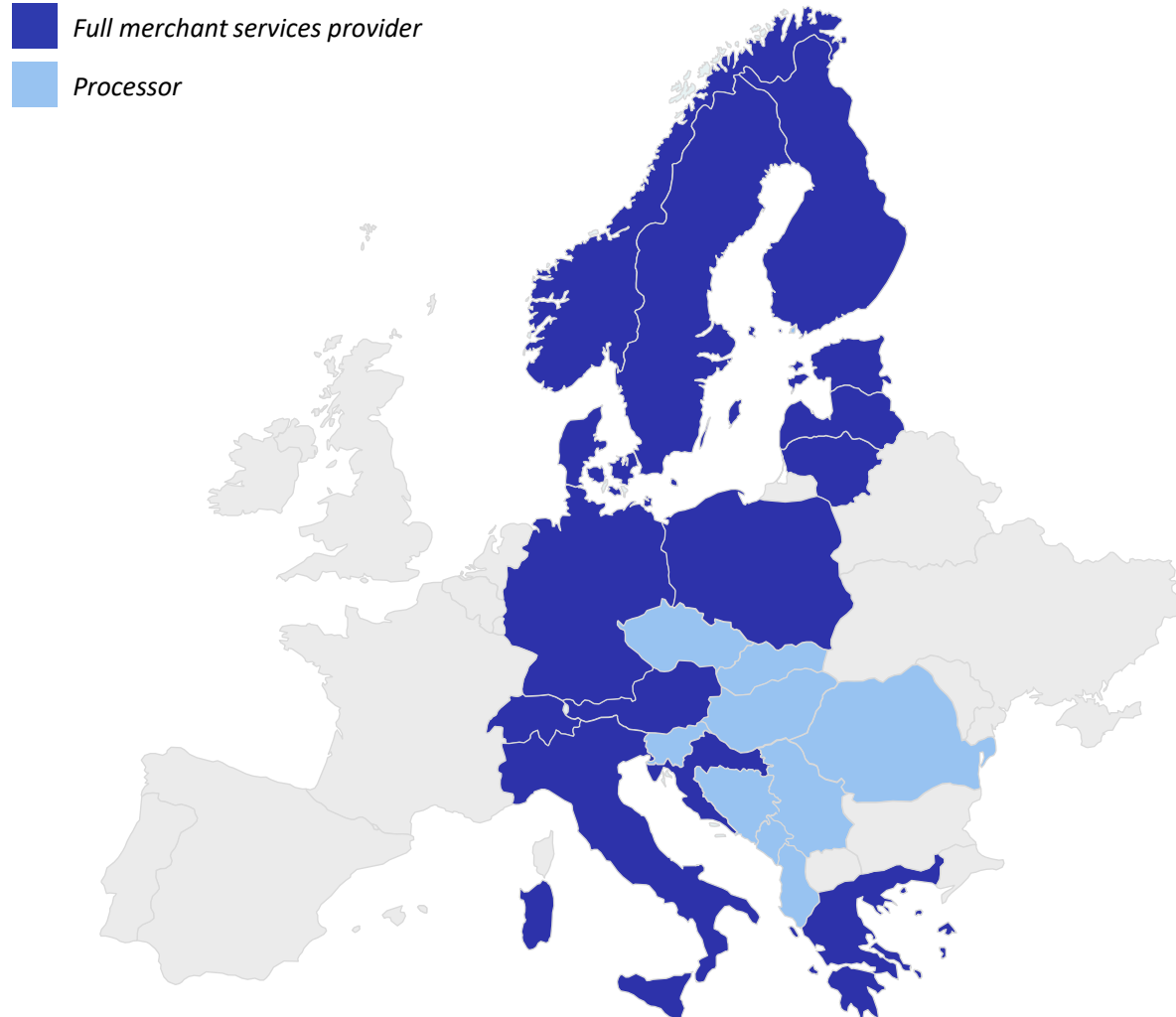
LAKA strategy pillars

- **Grow in National** (and Regional) **Mid/Large corporates** with:
 - **Industry-specific omni-channel** propositions
 - **Deep local entrenchment via partnerships** and **tech integrations**
 - Investments in dedicated **local sales** and **support capabilities**

Nexi starting point and market overview

Leader at scale in Merchant Solutions

Presence in multiple attractive European markets...



...with strong positioning in key countries



...with strong financial and operational performance over the last years

Key figures



SME



~850€M

Revenue in 2021¹



+38%

TTV Growth 'H122-'H121¹



~2.2M

Merchants Served²



120€B

TTV in 2021



2.6M

Terminals Managed³



>10

Countries
with local operations



3.1M

Customer service
interactions



LAKA



~175€M

Revenue in 2021¹



+17%

TTV Growth 'H122-'H121¹



>3,000

Corporates Served



111€B

TTV in 2021



0.5M

Terminals Managed³



618M

Corporate payments
Transactions in 2021⁴

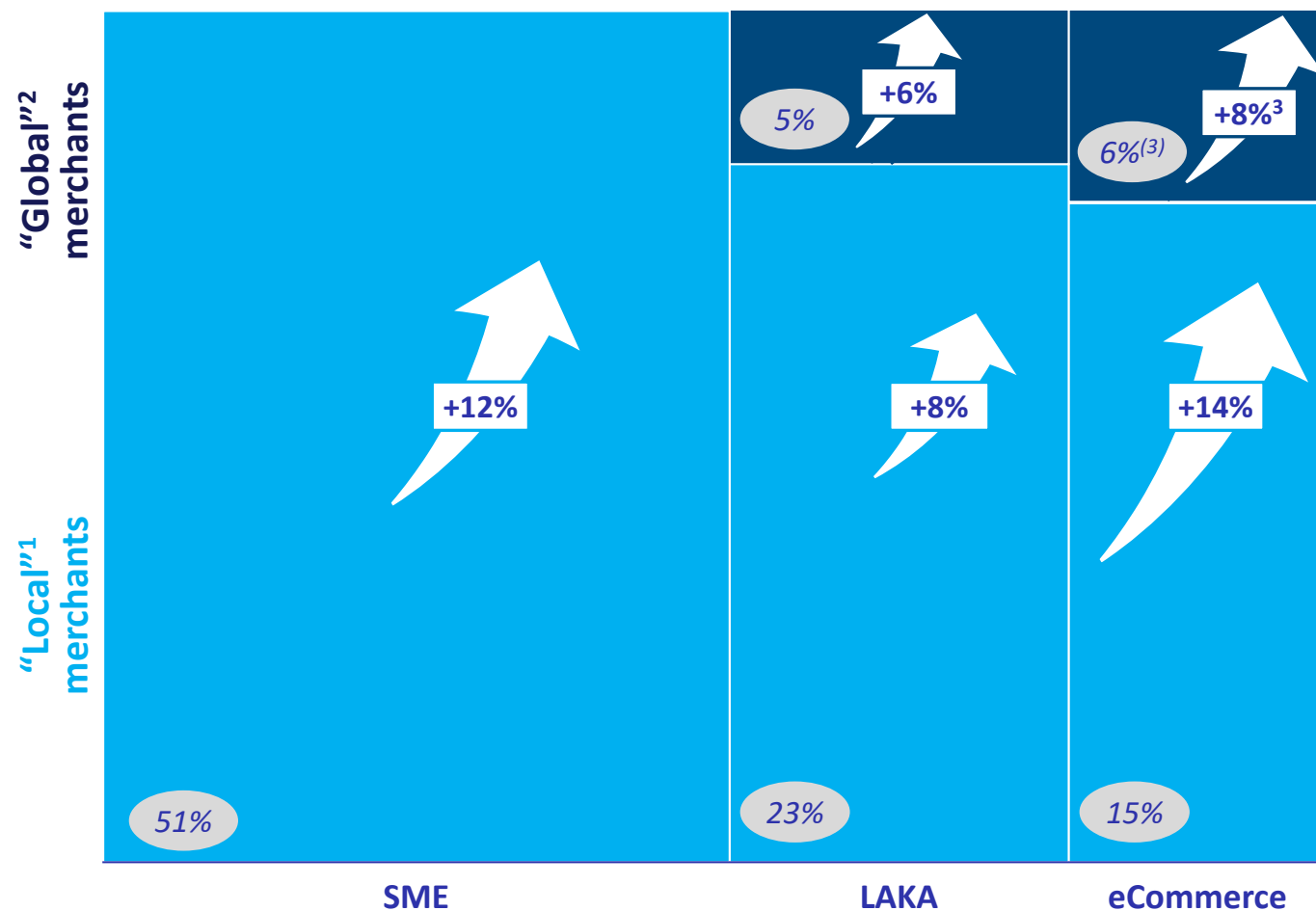


>1,000

Customer builds
per year

~90% of revenue pool concentrated in “local by nature” merchants

Nexi footprint countries – Market acquiring revenues



+xx%

TTV CAGR 2021-2025

xx%

Weight on total market revenue (2021)

- Local “by nature” customer segments account for ~90% revenues of the market...
- ...and present double-digit expected growth in the future










Local capabilities are key in European markets...

SIMPLIFIED



Despite European AML/KYC framework, many local add-on regulations

...creating significant challenges for new entrants global players

		Leader				Challenger				
		Denmark	Finland	Norway	Italy	Germany	Austria	Switzerland	Sweden	Poland
										
Acquiring ranking by market ¹	1°	nexi	nexi	nexi	nexi	Local JV	EU acquirer	EU acquirer	Local player	Global acquirer
	2°	EU acquirer	Local player	Local JV	Local player	Local player	Local player	nexi	Local JV	nexi
	3°	Local player	EU acquirer	EU acquirer	Local player	nexi	Local player	Local player	nexi	Global acquirer

Focus on SME

SME strategy recap

Three strategy pillars...

Strengthen European leadership through:

- 1 **Modular flexible one-stop-shop solution**, segment and local-specific
- 2 **Payments-software integration**, partnering with ISVs
- 3 **Investments on local distribution**, both direct and indirect

...with a differentiated approach by market

LEADING



✓ *Consolidate leadership and grow value across verticals*

CHALLENGER



✓ *Win market share and accelerate growth*

NEW



✓ *Over time, expand into new markets¹*

1 Evolving proposition into modular, flexible, one-stop-shop, local-specific solutions...

Integrated, digitally enabled propositions...

Omni-acceptance



SME focused omni-channel



Full range of advanced terminals



Wide range of VAS



Data-enabled companion Apps/Portals



...strongly local specific



Local schemes and APMs omni-acceptance



Integrated local capabilities



Local language customer support



On-site support

1

...easily tailored to vertical-specific propositions

Restaurants



- ✓ Meal vouchers
- ✓ Pay-at-a-table
- ✓ Secure reservations
- ✓ Delivery platform integration app
- ✓ Table & menu management integration

Retailers



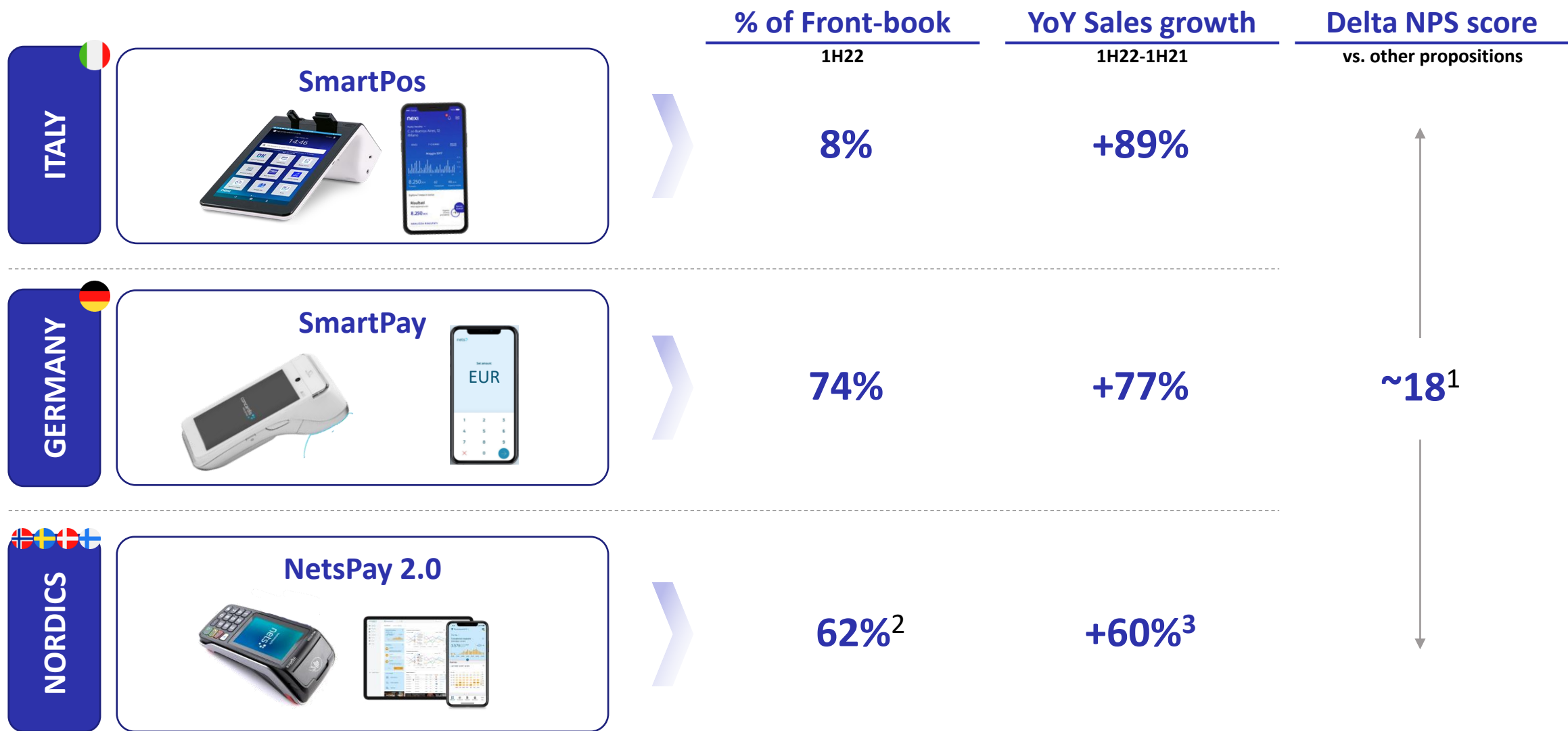
- ✓ All-in-one SmartPos
- ✓ Single eCom proposition
- ✓ Integrated omni-channel (pay-by-link)
- ✓ Discount vouchers
- ✓ Integrated tax-free

Hotels

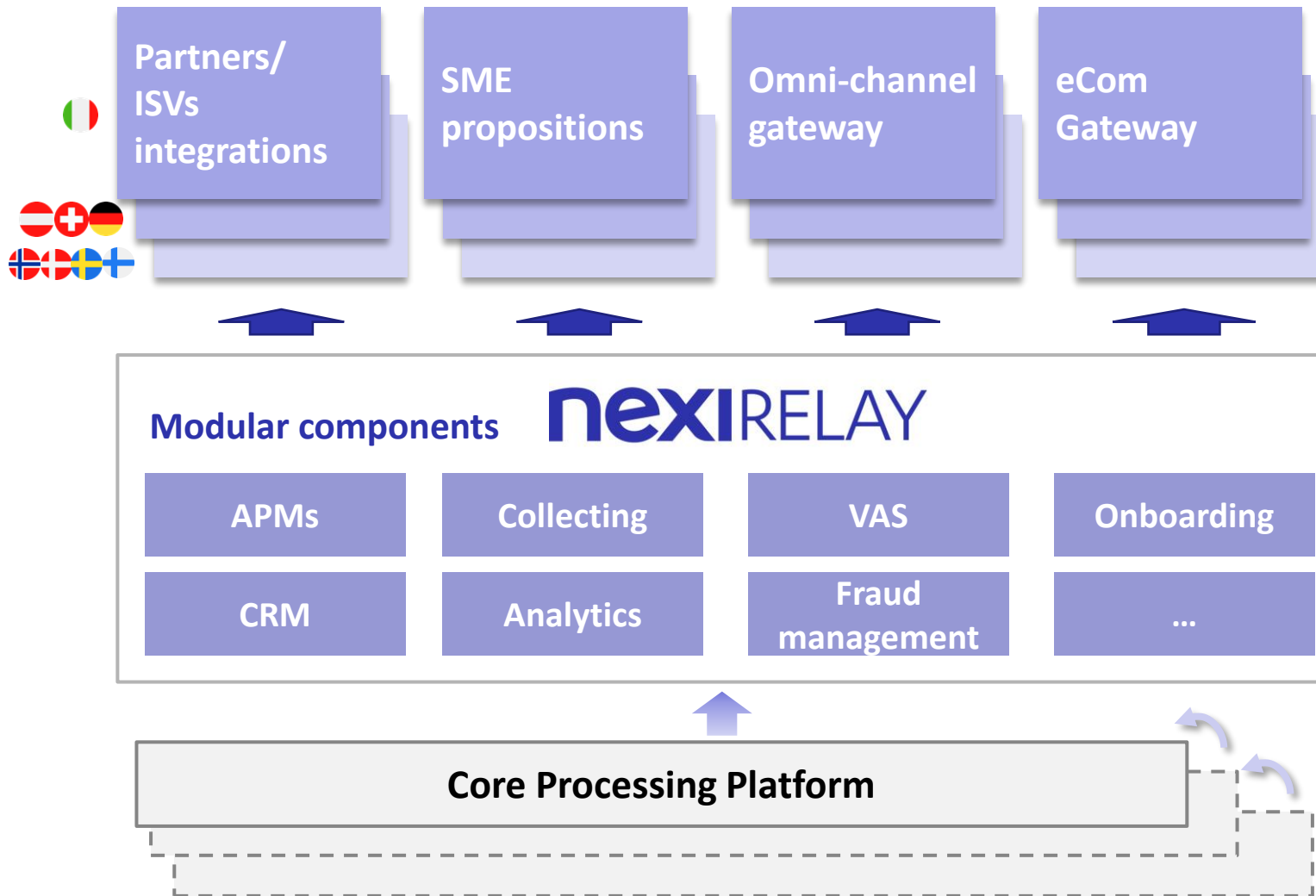


- ✓ Digital pre-authorizations
- ✓ Asian APMs
- ✓ Digital chargebacks management
- ✓ Secure reservations
- ✓ Customer satisfaction SmartPos app

1 Strong sales performances of flagship propositions across markets



1 Technology strategy aimed at combining innovation agility and efficiency



- **Local front-ends** for in-market integrations and local features
- **Modular** best-in-class reference **solutions** over time
- Dedicated **partners integration capabilities**
- **No customer migrations necessary** (also for future expansions/ M&As)

- **Common API-based capabilities** re-used across markets
- **Wide set of VAS**, proved across segments

- **Accelerated consolidation** over time into **single group strategic platform**

2 Nexi unique positioning in payments/software convergence

Market Context

- A • European **ISV space** still **local and fragmented**, no clear winners emerging
- ISVs entering payments space facing **scale and regulatory hurdles**
- Market traction focused on **2/3 verticals** (e.g., restaurants, hotels, ...)

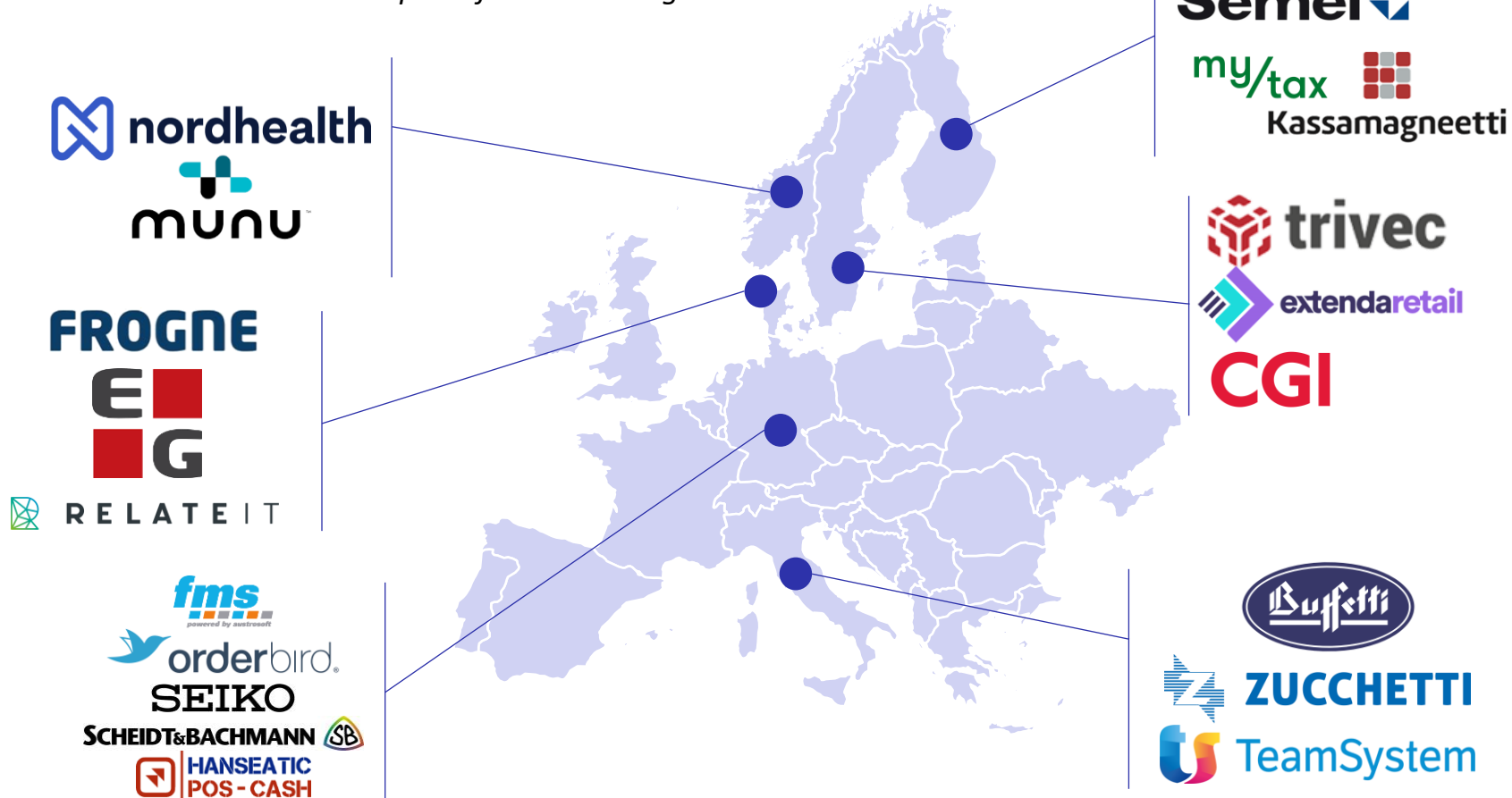
Nexi distinctive positioning

- B • Focused and **differentiating capabilities** for payments/software integration
- C • Nexi already deeply **integrated with local leaders**, with **strategic 360° partnerships** and with optionality for future extensions
- D • Joint proposition offering new opportunities for **customer value growth**, through cross/up selling on **large SME customer base**
- Dedicated investments for **direct salesforce** as key enabler
- E • **Strategic optionality** to extend into **“owned” propositions** for key verticals (i.e., Orderbird acquisition)

2A

European ISVs space is still local and fragmented

Selected examples of Local Leading ISVs



- **Local specificities** relevant also for **store software** (i.e., tax, integrations)
- **Local players** modernizing effectively **vs SaaS/Cloud**
- Emerging **global ISVs** and many **local players** coexist, with **no clear winner**
- **ISVs** moving **into payments** facing **challenges** on:
 - **Scale**
 - **Regulatory** complexity

	Nordics	Italy	Germany
			
Estimated number of ISVs	>300	>200	>1,300

2B

Our differentiating capabilities for payments/software integration

Fast Integration

- Granular payment API
- ECR/all-in-one integration
- Dedicated testing capabilities
- Continuous plug-in/APIs evolution/upgrading

Dedicated partner support

- Dedicated partner portals and documentation
- Dedicated help desk
- Developer evangelization

Superior partner/merchant onboarding

- Fully digital merchant onboarding
- Dedicated KYC/AML capabilities
- “Licensing” business models simplifying regulatory requirements
- Advisory services for IP establishment



2B We forge strategic, 360° partnerships with ISVs...



ZUCCHETTI



Italian leader in store software, with >700K customers, serving multiple verticals



360° strategic partnership with **joint go-to-market**



Full digital payments capabilities integrated into **ERPs** and **vertical software** (Hospitality, Wellness) including:

- Full **Omni-channel acceptance** proposition
- **Digital Issuing** and **payments accounts**
- **Open Banking** payments
- **Digital Invoicing**



Access to **>1,500 local distribution partners**

2C

...and are deeply integrated and “Partner of Choice” for local leaders



HAMAG

team
blue

Microsoft



wisdomic
PART OF FRENDY

ZUCCHETTI

fiftytwo

trivec

OnlinePOS

KG KONSUM GRUPPEN NORGE AS

Kalicom.
Kasse | Terminal | Bezahlautomat

CKV.
KASSEN.PARTNER

REA CARD

A1



iPratico

ORACLE

KMZ
KASSENSYSTEME

CUSTOM

H RESTA

DYLOG[®]
SOFTWARE & TECHNOLOGY



DEHOGA
WESTFALEN

kassapolar

SVENSK
HANDEL

VIRKE
HOVEDORGANISASJONEN

ITSPERFECT

>900 distribution
partners and
integrations in
>10 countries



















+60% YoY¹
front-book
growth

2D

Integrated software-payments propositions offering upselling opportunities



Integrated payments/software solution:

Software		Payments	
	Reservation Management		 Secure Reservation
	Table ordering/payments		 Portable SmartPos with menu/billing app
	Self checkout app		 eCommerce acceptance, card on file
	Delivery management		 Pay-by-link
	Supplies restock		 B2B payments automation
	Loyalty management		 Digital receipts



Higher incidence of VAS in integrated propositions driving customer value



Large **SME customer base** with strong cross-selling opportunities



Dedicated investments in **direct sales force** as key enablers

2E

We have strategic optionality to extend into “owned” vertical propositions



Leading **hospitality software providers**, serving **>15K merchants**



Full **end-to-end** store **management solution**



Complete **payments integration**



Unique **analytics capabilities**



+135%¹ YoY **front-book growth**



4x average monthly revenue² vs payments only propositions

3 Continuing to invest into resilient and diversified local distribution footprint to drive growth for key verticals



		Strategic relevance	Segment focus	Local coverage	Results achieved
DIRECT	DIGITAL 	↑	MICRO/ SMALL	Live in 7 markets	+126% YoY front-book sales <€200 CPA ¹ in Italy
	TELESALES 	↗	SMALL	~200 operators	+37% YoY front-book sales 5.3 RGUs ² /FTE/Day
	FIELD SALES FORCE 	↗	MEDIUM	Target of ~250 dedicated FTEs	+76% YoY front-book sales
INDIRECT	BANKS 	→	ALL	>150 banking partners in Italy and Greece	+25% YoY front-book sales (on new propositions)
	ISOs/ISVs 	↑	SMALL/ MEDIUM	~930 Partners in 7 markets	+60% YoY front-book sales

3 Digital and retail distribution driving front-book growth

The screenshot displays the Nexi Shop homepage with a navigation bar including 'POS E PRODOTTI', 'OFFERTE PER TE', 'MONITA', and 'SUPPORTO'. The main banner promotes 'Nexi SmartPOS Cassa' with a 'PRIMO' badge, highlighting 'POS e Cassa in un'unica soluzione' (POS and Cash in a single solution) for a monthly fee of 55€ (27.50€ net) plus a 79€ activation fee. A 50% discount is offered on the first 12 months. Below the banner are several product cards: 'Nexi Mobile POS' (canone 0, activation 29€), 'Nexi SmartPOS Cassa' (registratore telematico, canone 55€, activation 79€), and 'Accessori Rotolini POS' (POS roll paper). A sidebar on the left offers a refund on micropayments and zero commissions for digital payments up to 10€.



Fully digital onboarding, adapted to multiple channels (e.g., retailers, online)



Solution configuration online tool



Up-sell engine for VAS and accessories



Dynamic promotion/pricing engine



“Bank connect” for bank leads referral



Multiple retailers partnerships













<200€

Cost Per Acquisition

+126%

YoY front-book sales

Accelerated growth fueled both by solid front-book dynamics

Market		Stock POS	Front-book growth	Market share expected trend
		1H22 - FY20, thousands	1H22 vs 1H21, percent	
LEADER	 ITALY	+109	+4%	
	 NORDICS	+3	+41%	
CHALLENGER	 GERMANY	+9	+55%	
	 SWITZERLAND	+37	+169%	
	 POLAND	+85	+76%	

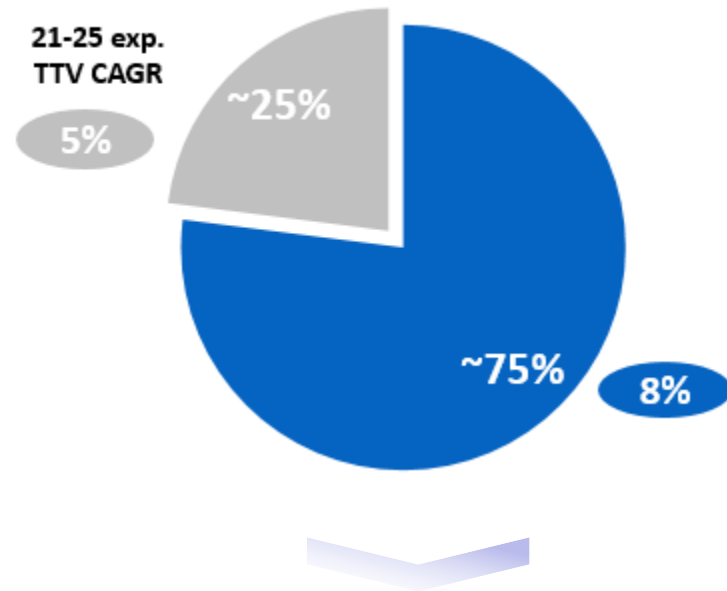
Focus on LAKA

>75% of European LAKA revenue pool in “local by nature” merchants and verticals

LAKA¹ revenue pool in Nexi footprint markets

Breakdown by type of merchant, %, 2021²

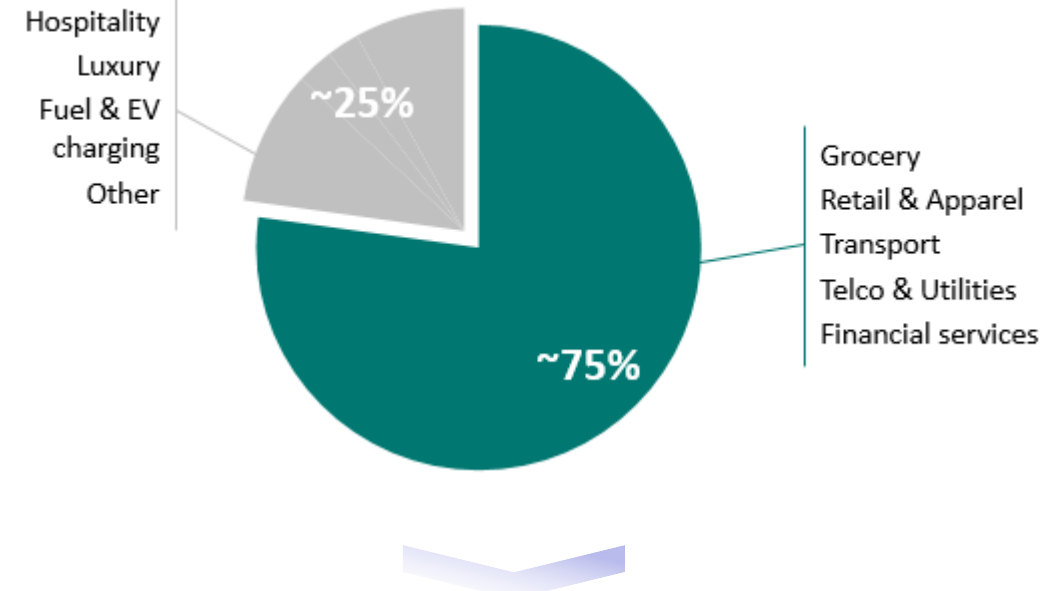
- Local and Regional/Global procuring locally
- Regional/Global procuring centrally



Local and Regional/ Global locally procuring merchants are the fastest growing segments











Breakdown by vertical, %, 2021²

- Predominantly “local by nature” verticals
- Balanced verticals with mix of local/global merchants



“Local by nature” verticals with >75% of revenues

Nexi is already deeply entrenched in “local” verticals...

Vertical	Nexi share of acquiring revenues, 2021	Complexity of customer needs	Nexi strategic focus
 Apparel and Retail	~30%	Medium	↑
 Grocery		Medium	↑
 Telco, utility & media		High	↑
 Fuel and EV charging		High	↗
 Mobility, transport & proximity		High	↑
 Hospitality		Medium	→
 Restaurants		Medium	→
 Finance & Insurance		Low	→
 Travel		High	↓
 Luxury	~1%	Low	↓

...serving >3k merchants including many flagship brands...



...with strong opportunity in Mid-Large Corporates



VIKING LINE



REK M



UNITED COLORS
OF BENETTON.

Luisa Spagnoli



CHRIST

FASTWEB



aceq
energia

elisa



FLEMING'S
HOTELS



A&O



CONAD



Significant **market presence**
(at least 50% of revenue pool)



Local presence and capabilities
as key differentiator



Lower cost-to-serve, leveraging
more industrialized propositions



Less contested space, often
mono provider



Higher profitability (2x) vs Large
LAKA

LAKA strategy recap

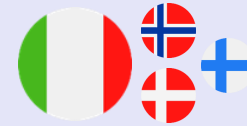
Three strategy pillars...

Grow in **National** (and Regional) **Mid/Large corporates** with:

- 1 **Industry-specific omni-channel propositions**
- 2 **Deep local entrenchment** via partnerships and tech integrations
- 3 Investments in dedicated **local sales** and **support capabilities**

...with a differentiated approach by market

LEADING



✓ *Consolidate leadership and grow value across verticals*

CHALLENGER



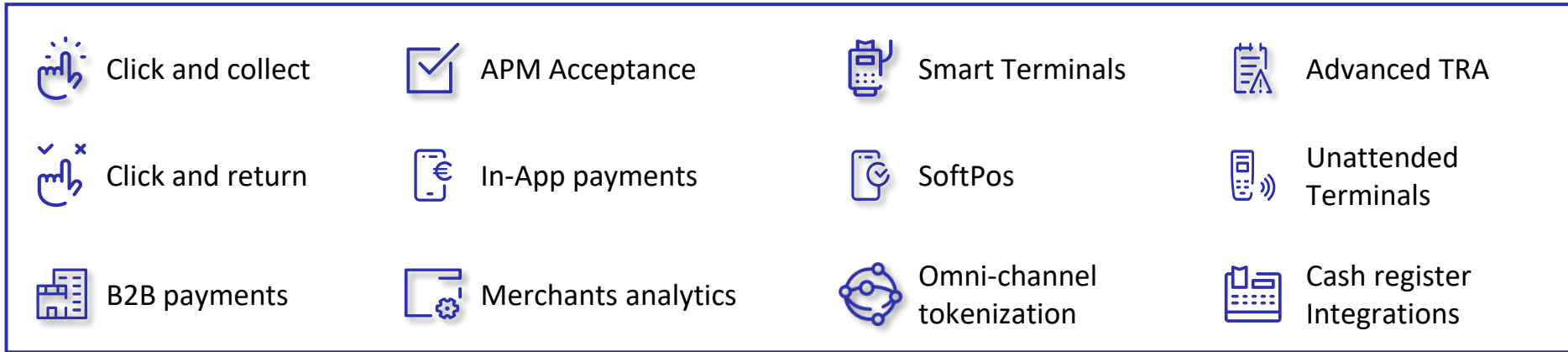
✓ *Drive accelerated growth with focus on specific verticals*

NEW

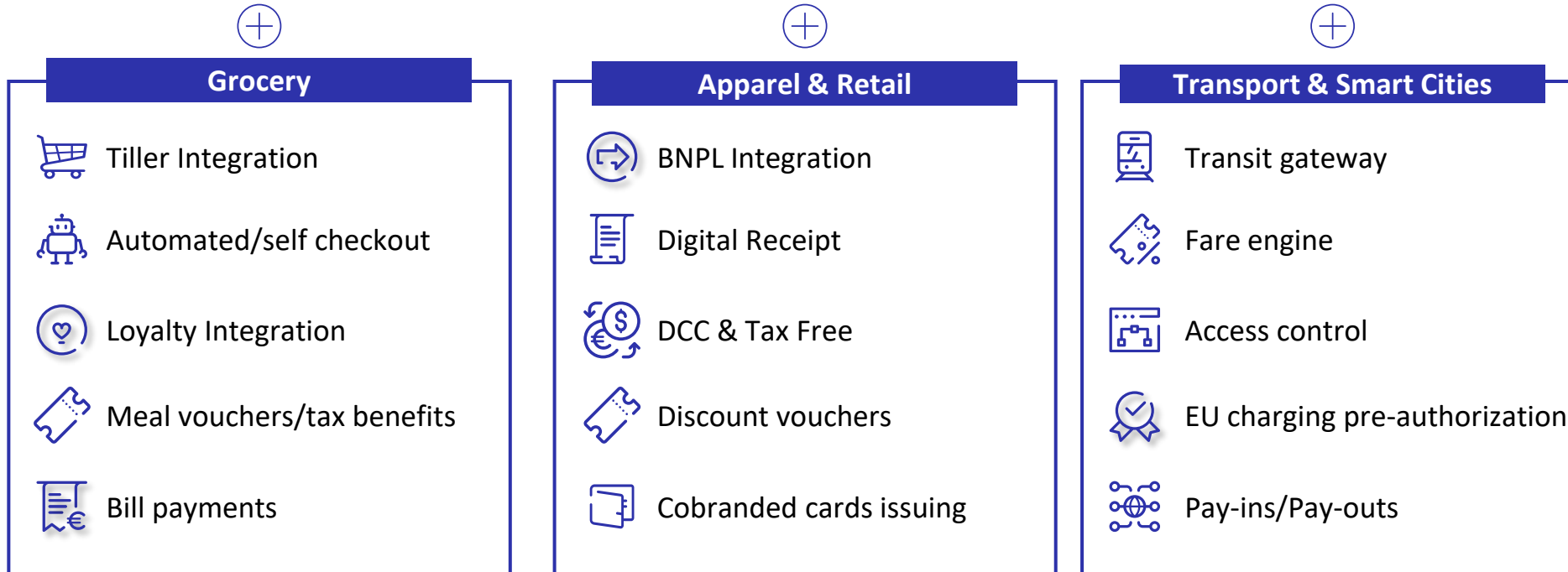


✓ *Over time, expand into new markets¹*

1 Building vertical specific, industry focused, modular proposition...



Omni-channel
“foundational”
capabilities



Vertical-specific
capabilities,
focused on revenue
enhancing VAS

1

...with customer proximity as a key differentiating factor

Key merchant needs



High acceptance rate



Superior service levels



Competitive pricing



Multiple store formats



Self/automated check-out



Accounting/ERP integration

Local presence

- ## Nexi distinctive proposition
- Local **APMs** enablement
 - Leverage **local/dual sided issuing data**
 - Local customer operations for **terminal replacements**
 - In-market scale/**operating leverage**

Industry knowledge

- **Integration** with tillers
- Multi-format/multi-hardware **terminal management**
- **Self-scanning** merchant apps
- **Automated checkout** platforms integration
- **B2B payment** capabilities
- **Integrated collection**

1 Omni-channel integrated proposition for grocery – Conad case study

Customer needs

- 1 Reliability and scale
- 2 Best-in-class eCommerce and in-store customer experience
- 3 Omni-acceptance platform integration

Nexi Solutions



Multiple store
format acceptance



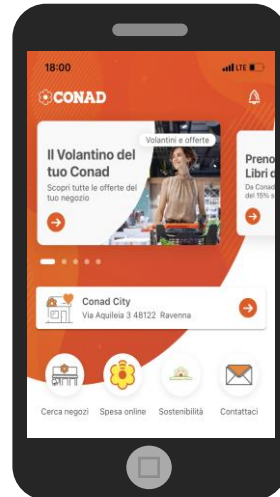
Omni-channel
click-and-collect



In-app payments



Bill payments
at tiller



ABOUT CONAD

Conad is a **cooperative society** active in **all Italian regions** active **since 1962**. Headquartered in Bologna, it currently consists of 5 retailers.

3K+ Stores through Italy

>19.6€B Net Revenue in 2021



1 Vertical propositions to digitize merchant processes – German energy provider case study

Customer needs

- 1 Single service provider for German subsidiaries
- 2 Simplification of reconciliation
- 3 Electronic invoices

Nexi Solutions



**Innovative store
formats acceptance**



**Full eCommerce
acceptance**
Including APMs & integrated
reporting



**Process digitization
VAS**
Digital receipts
and e-invoicing



ABOUT THE COMPANY

German leading Retailer and Energy provider active in both B2C and B2B in multiple verticals.

~3K+ stores in **50+** countries

~20€B total revenue in 2021

~100€M Total Nexi Transaction Value

2

Ecosystem entrenchment and platform integration as key distinctive capability

CRM



Platform **plug-ins** and **native integrations** for **omni-channel** and **acceptance**



SAP Hybris (v)

Microsoft | Dynamics 365

ERP/ Accounting



Extensive expertise in **back-end integrations**



ORACLE
Piteco
FINANCIAL SOFTWARE & CONSULTING

ECR/Tiller platforms



Extensive network of **partnerships** and **integrations**



Vertical Specific



Integrated industry-specific propositions
(including hardware)



ORACLE Opera
ORACLE Xstore



2 Deep integration with merchant Salesforce platform – Chicco case study

Customer Needs

- 1 Consolidate payment infrastructure
- 2 eCommerce solution available on multiple markets
- 3 Full ERP/Accounting integration

Nexi Solutions



Multi store format acceptance



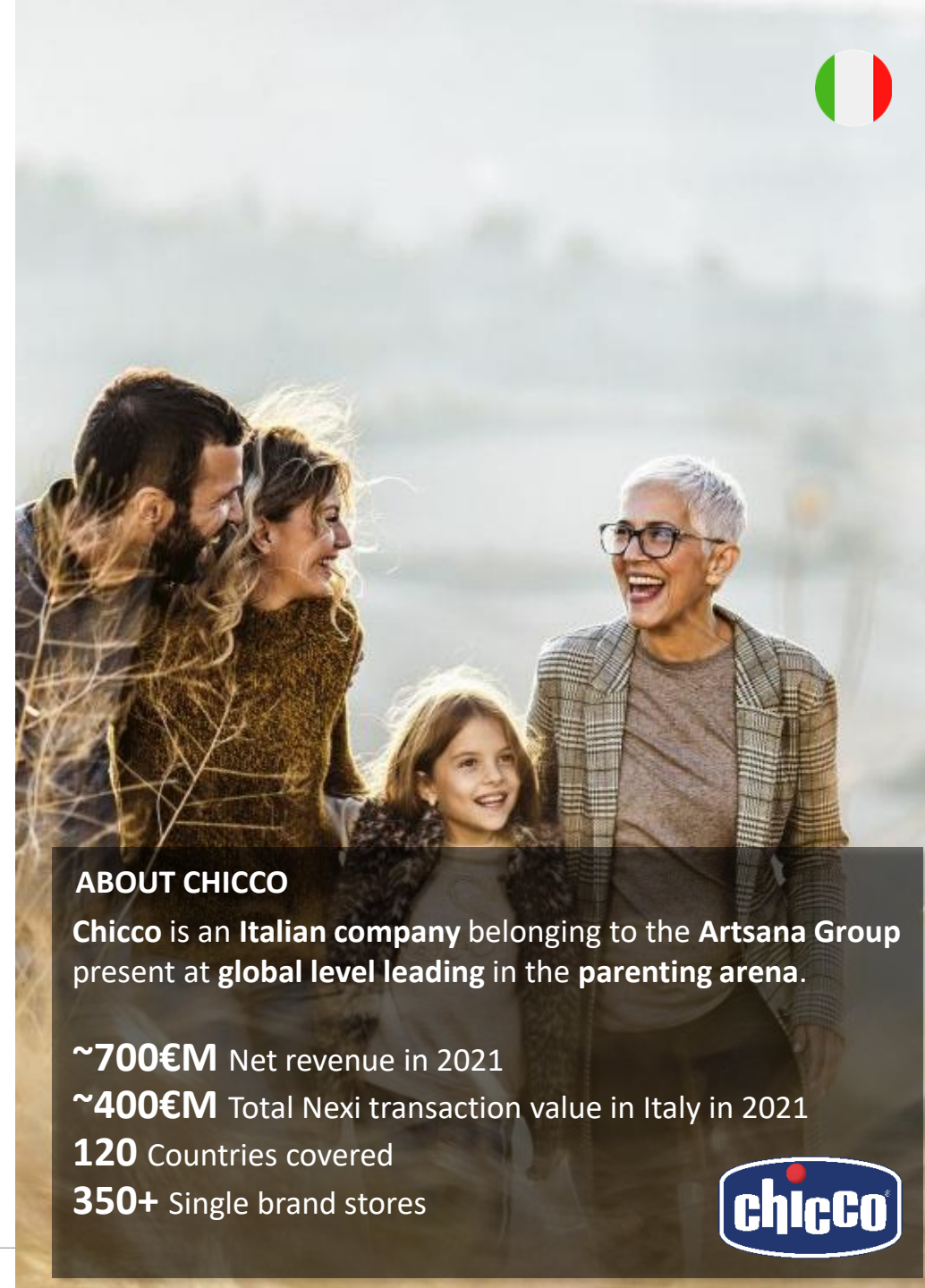
Deep CRM Integration

Salesforce integration for Omni-channel



Advanced Reporting integration

Recent win against global digital-native player



ABOUT CHICCO

Chicco is an Italian company belonging to the Artsana Group present at global level leading in the parenting arena.

~700€M Net revenue in 2021

~400€M Total Nexi transaction value in Italy in 2021

120 Countries covered

350+ Single brand stores

2

ERP integration and customer proximity as key differentiator – Tom Tailor case study

Customer Needs

- 1 Innovate payment infrastructure
- 2 Best-in-class shopping experience
- 3 Simplify reporting and reconciliation across geographies

Nexi Solutions



In-store
acceptance



Best-of-breed
terminals



Deep ERP/
accounting
integration

ABOUT TOM TAILOR

Tom Tailor is a German clothing, footwear and accessories brand, founded in 1962 and now present in all major EU countries. It operates in the fashion industry selling directly to end customers through multi-channel.

~800€M revenue in 2021

400+ Owned Stores

160+ Franchise stores

11K+ Partner retailers



TOM TAILOR

Local go-to-market and customer support as key competitive advantage

Solution design



- **Industry-dedicated** pre-sales engineers
- Product managers fully integrated in **customer solutions' design**

Tender management



- Local sales managers in **10 countries**
- **Cross-market, cross-functional teams** for multi-country customers

Customer integration



- **>1,000 customer integration** projects managed p.a.
- **Dedicated test facilities** and **capabilities**

Service management



- **Dedicated service managers** with full SLAs coverage
- **Local field support in 10 countries**
- **>20K customer interactions** per annum

Industry knowledge

Local presence and scale

“For global players I am just a number, for Nexi I am a real customer. You really care to stay close to our business „

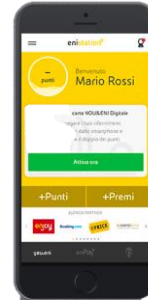
German retailer

3

Customer proximity in end-to-end solution design – Eni case study

Customer needs

- 1 **Digital Transformation** in multiple markets
- 2 **Diversification** of the **Portfolio of services**
- 3 **Increase** in **customer satisfaction**



Nexi Solutions



Omni-channel acceptance & acquiring

POS, eCom, App ENI Mobile



Multi-format acceptance

Unattended, walk-in, EV charging...



Digital Issuing

Fuel Commercial Cards



Corporate Payments

Clearing integration, Open Banking payments



Revenue-enhancing VAS

Gift cards, loyalty services, bill/tax payments



ABOUT ENI

Eni is the **leading global energy company**, active since 1953 with a diversified set of operations in 69 countries

~75€B Total Revenues

~2€B Total Nexi transaction value

~4K Fuel Stations in Italy

~400K Customers in ENI App



3 Local customer support as key competitive advantage – Hotel chain case study

Customer Needs

- 1 Fast and effective transaction processing at the hotel desk
- 2 Solutions for distance selling
- 3 Effective and time-saving check-in experience

Nexi Solutions



Advanced Terminal integration

Oracle platform
Integration, Terminal
card tokenization



Turnkey hospitality PSP solutions



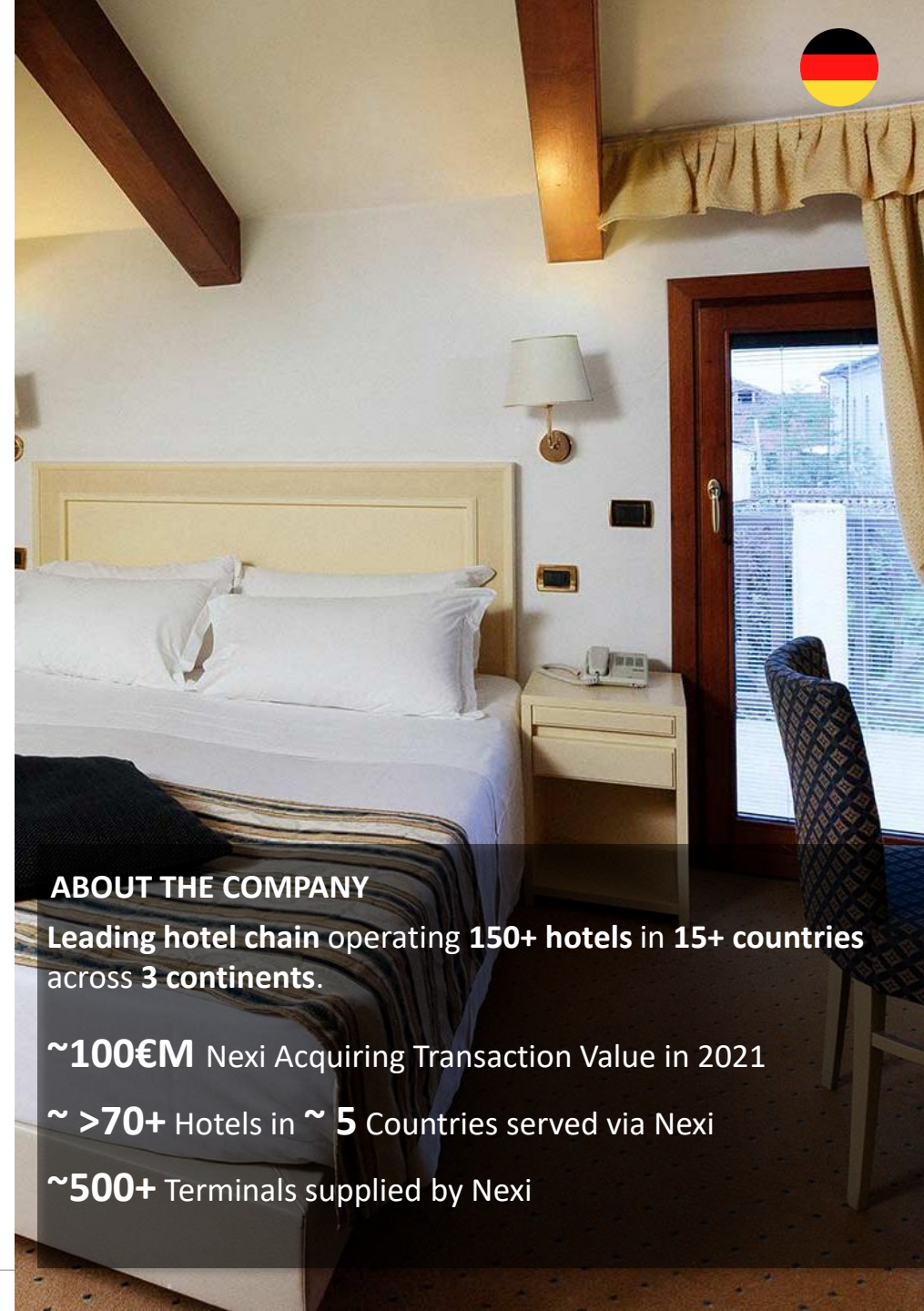
Unattended solutions

POS solution
for Self Check-In



24/7 dedicated local support

Recent win against global digital-native player



ABOUT THE COMPANY

Leading hotel chain operating 150+ hotels in 15+ countries across 3 continents.

~100€M Nexi Acquiring Transaction Value in 2021

~ >70+ Hotels in ~ 5 Countries served via Nexi

~500+ Terminals supplied by Nexi

Winning in Merchants Solutions: key takeaways

Market overview

- **European market very local** and **fragmented**, with strong challenges for new entrants
- **Nexi leader** at scale in **multiple attractive markets**

SME strategy pillars

- **Strengthen European leadership** through:
 - Modular flexible **one-stop shop solutions**, segment and local-specific
 - **Payments-software integration**, partnering with ISVs
 - **Investments** on **local distribution**, both direct and indirect

LAKA strategy pillars

- **Grow in National** (and Regional) **Mid/Large corporates** with:
 - **Industry-specific omni-channel** propositions
 - **Deep local entrenchment via partnerships** and **tech integrations**
 - Investments in dedicated **local sales** and **support capabilities**

Winning in eCommerce



Omar Haque

Key messages for today

Market overview

- European **eCom market is local** and **fragmented**, dominated by local payment methods and ecosystems
- **Mid-market** is the **largest, most attractive** customer segment
- Nexi is the leading European eCommerce provider with **unique market position and assets**

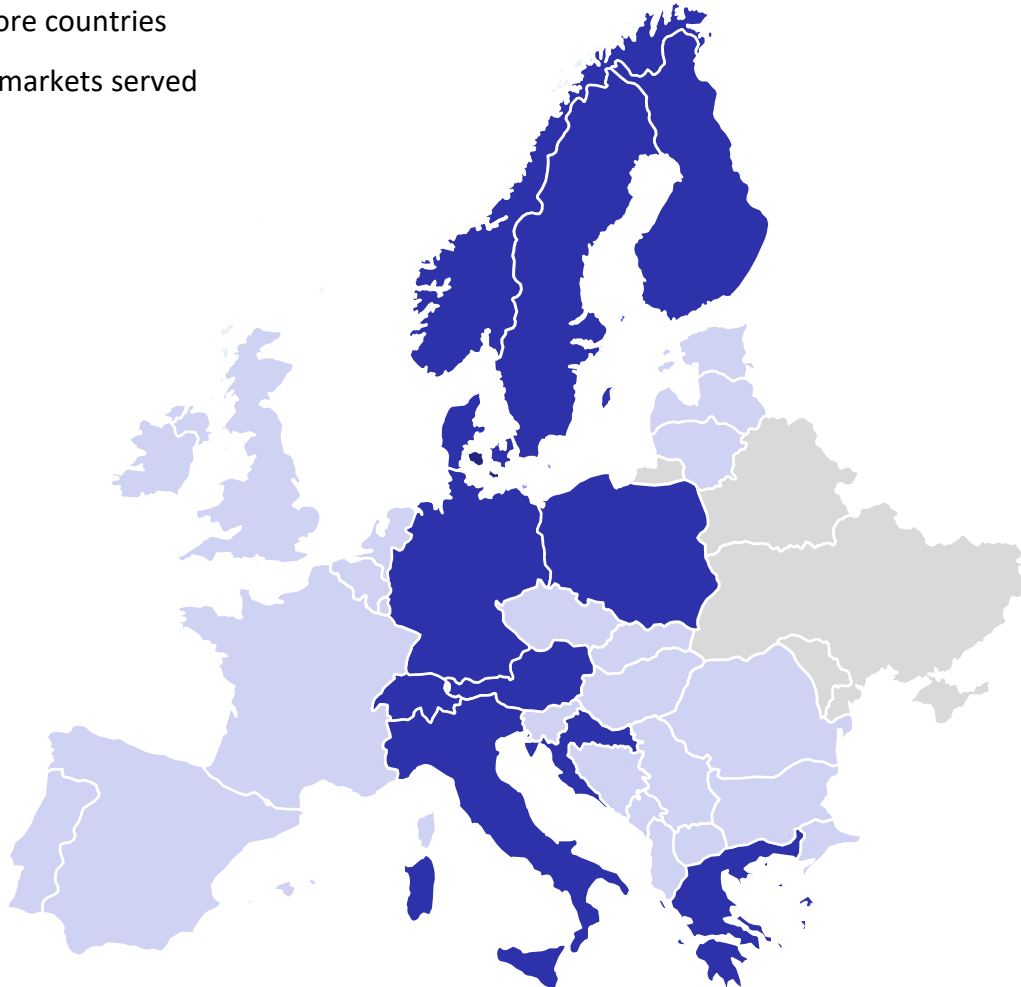
eCommerce strategic pillars

- Achieve **leadership in mid-market** through:
 - **High-conversion omni-acceptance** and **collection** solutions, with full local integrations
 - **Local front-ends** with one **pan-European** integration layer
 - **Cross-selling synergies with SME** and **LAKA**, with further investments in **local go-to-market** and **support**

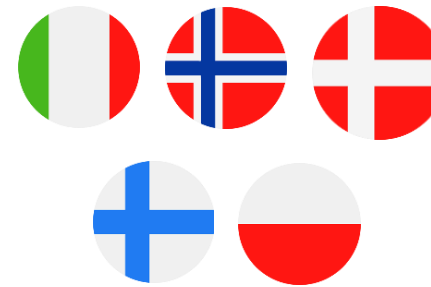
Leading European eCommerce provider...

Presence in attractive European markets...

- Nexi core countries
- Other markets served



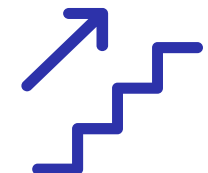
...with strong positioning in key countries



Established
Leader



Challenger



...with a strong starting point and performance



Key figures



~220€M

Revenue in 2021¹



21%

TTV Growth
'H122-'H121¹



~69€B

TTV in 2021¹



>70K

Merchants served



#1

Local PSP/Acquirer in
Italy, Nordics and Poland



650+

Total FTEs dedicated
to eCommerce¹



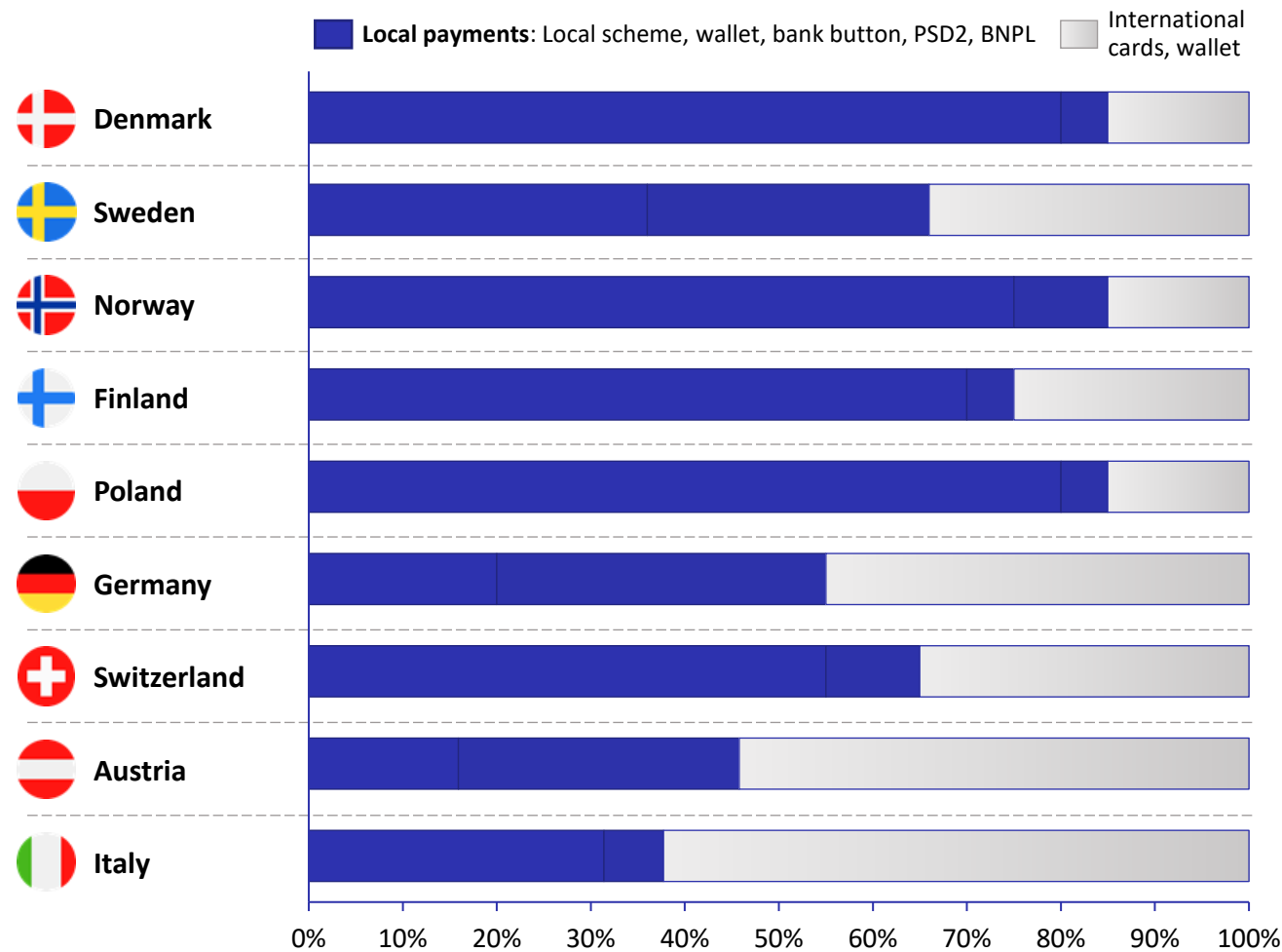
315+

Product engineers
dedicated to eCommerce²

European eCommerce market is very fragmented, requiring deep local presence and expertise

Local payment methods dominate our markets...

Breakdown of TTV by payment method, percent



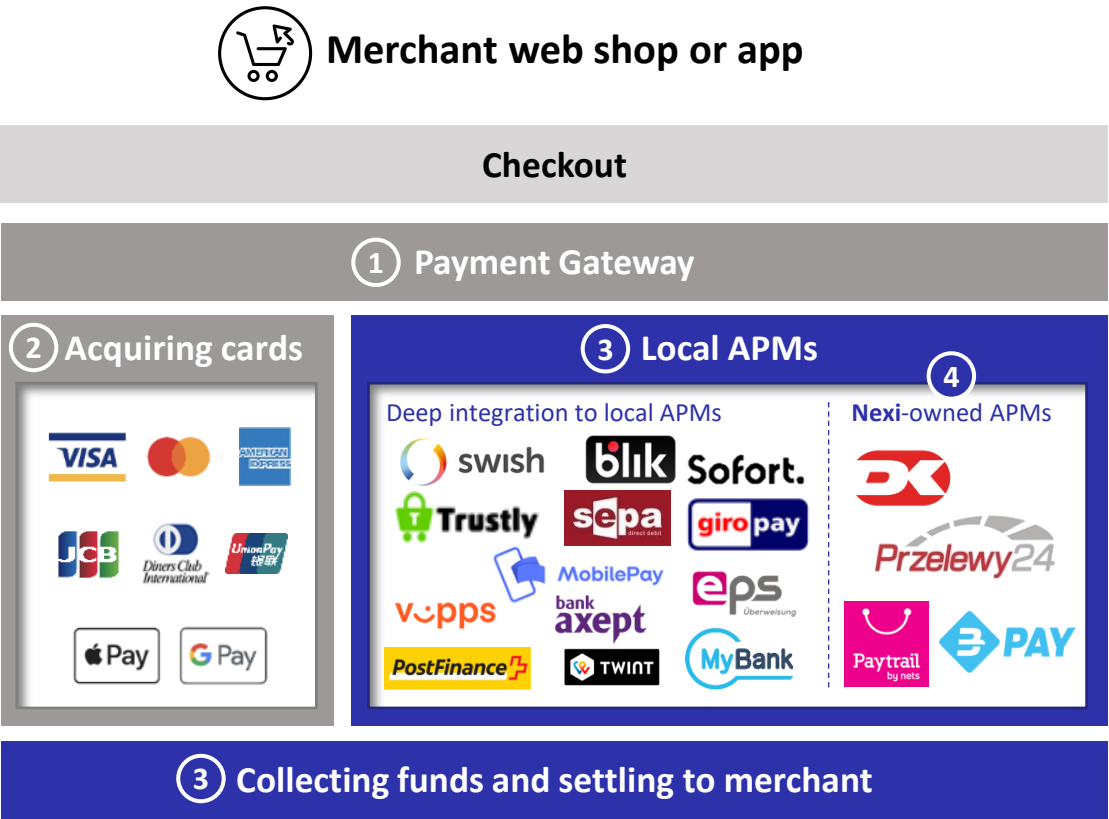
...with Nexi integrating all of them

Deep integration to int'l methods	Deep integration to local methods	Owned/operated local methods
<div>VISA</div> <div>MasterCard</div> <div>AMERICAN EXPRESS</div>	<div>MobilePay</div>	<div>DK</div>
<div>PayPal</div>	<div>swish</div> <div>Trustly</div>	
<div>JCB</div> <div>Diners Club International</div> <div>UnionPay</div>	<div>bank axept</div> <div>vopps</div>	
<div>Alipay</div>	<div>MobilePay</div> <div>pivo</div> <div>Siirto</div>	<div>Paytrail</div>
<div>amazon pay</div>	<div>blik</div> <div>PayPo</div>	<div>Przelewy24</div>
<div>WeChat Pay</div>	<div>giro pay</div> <div>Sofort.</div> <div>sepa</div>	<div>ratepay</div>
<div>Klarna.</div>	<div>TWINT</div> <div>PostFinance</div>	
<div>Apple Pay</div> <div>Google Pay</div>	<div>eps</div>	
<div>+ others</div>	<div>MyBank</div>	<div>PAY</div>

Complexity increases our relevance and our ability to create value

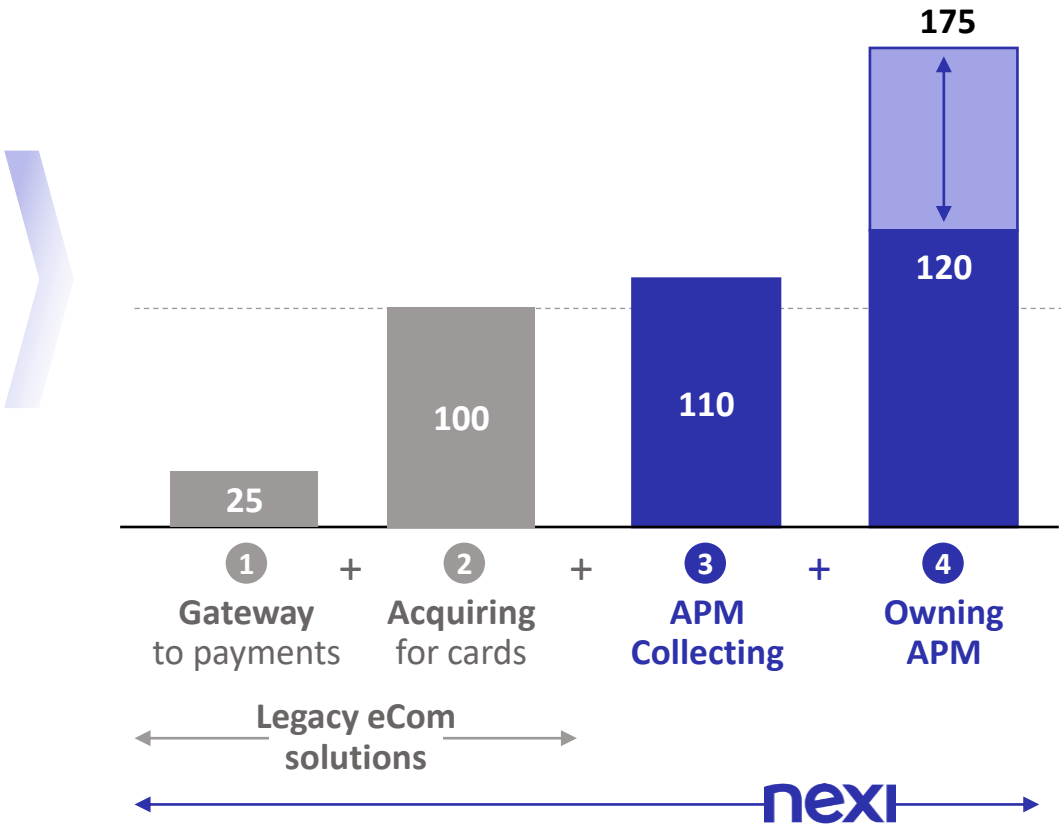
Local complexity increases our relevance to merchants...

Illustration of a merchant’s webshop payment setup



...driving up Nexi’s profitability

Comparison of Nexi vs. legacy take-rates by depth of role
Average acquiring take-rates indexed to 100

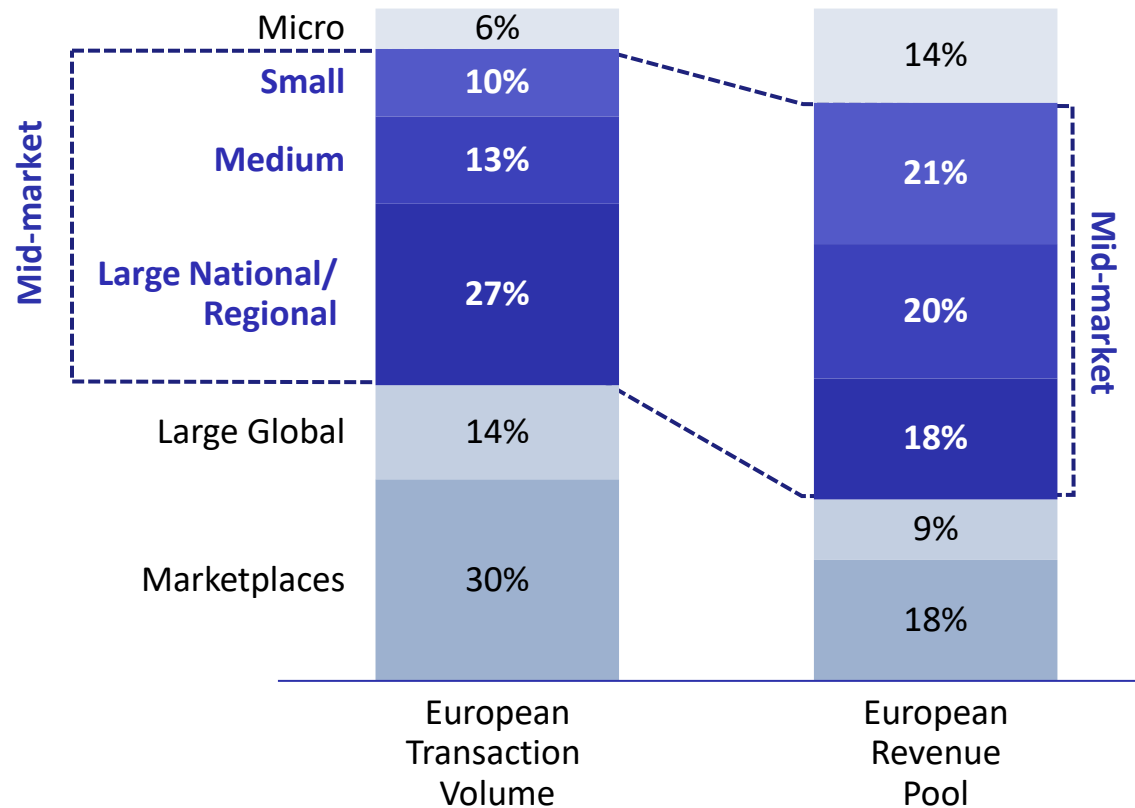


The mid-market is the most attractive segment of the eCommerce market...

Mid-market is the largest and fastest-growing segment of the market...

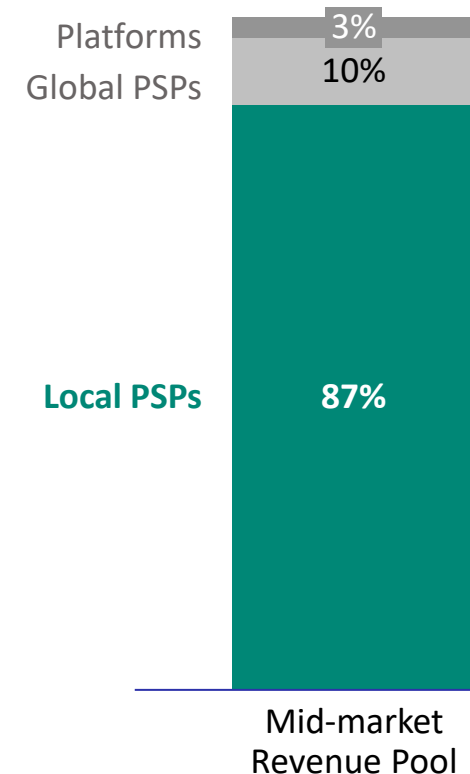
European TTV and Revenue breakdown by type of merchant, 2021

- ↑↑ 10-15% CAGR
- ↑ 7-10% CAGR
- ↗ 0-7% CAGR



...in the least contested space

European Mid-Market Revenue Pool by type of competitor, 2021



...with mid-market merchants facing the greatest challenges selling online

Fewer resources focused on **converting shoppers to paying customers** vs. large merchants



Struggle to cope with local complexities for **collection and reconciliation**



Limited room to compete on online advertising **investments** vs. large merchants



Need **expert sales advice** and **local sales and support** to integrate their webshop

eCommerce strategy recap

Three strategic pillars...

Achieve **leadership in mid market** through:

- 1 **High-conversion omni-acceptance and collection solutions**, with full local integrations
- 2 **Local front-ends** with one **pan-European** integration layer
- 3 **Cross-selling synergies with SME and LAKA**, with further investments in **local go-to-market** and support

...to win share across all markets

LEADING



CHALLENGER



✓ *Win market share across all markets*

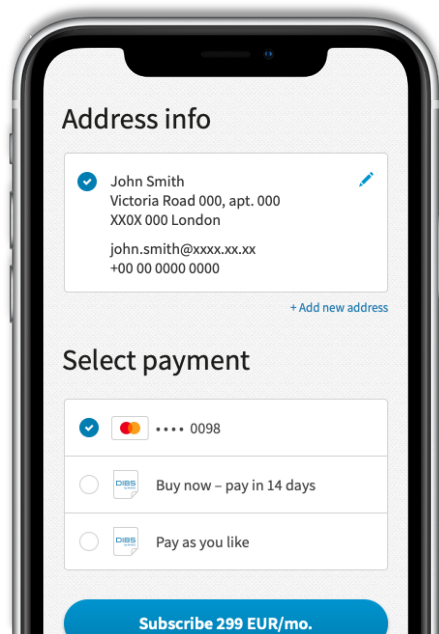
NEW



✓ *Over time, expand into new markets¹*

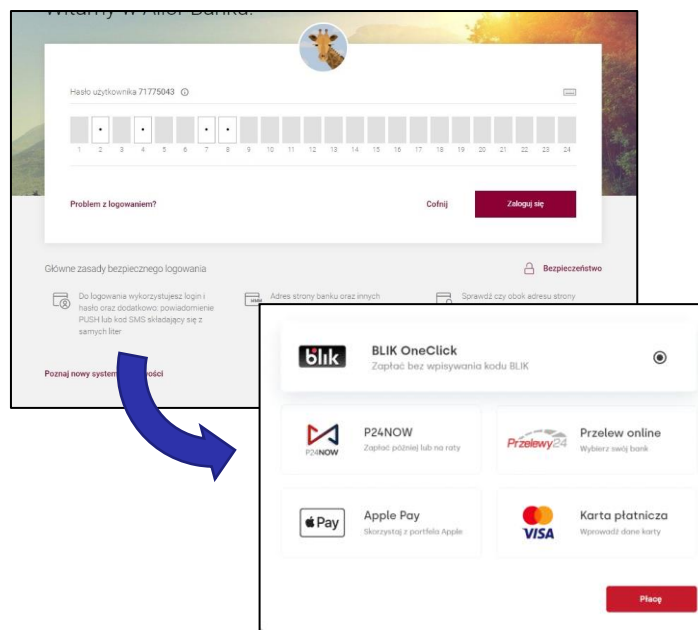
1 High-conversion, omni-acceptance, flexible and modular solutions

A Help merchants sell more by converting visitors to customers



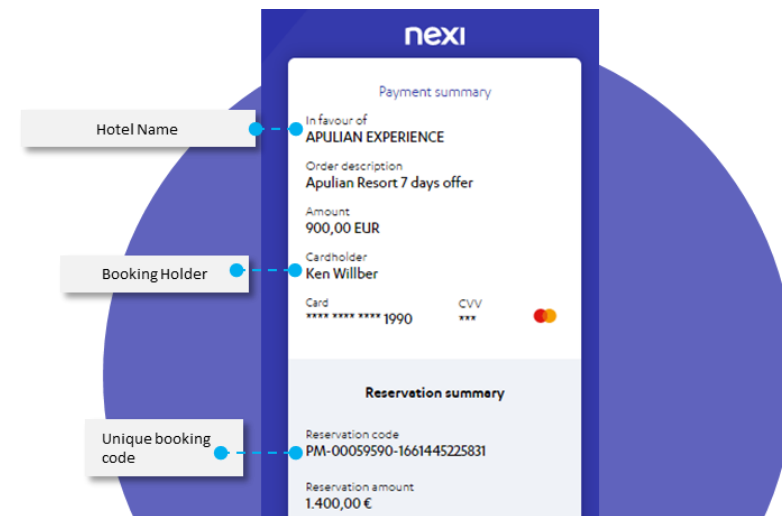
Locally tailored one-click checkout

B Drive ecommerce penetration by simplifying APMs



Local complexity, simplified

C Help omnichannel merchants survive and thrive online



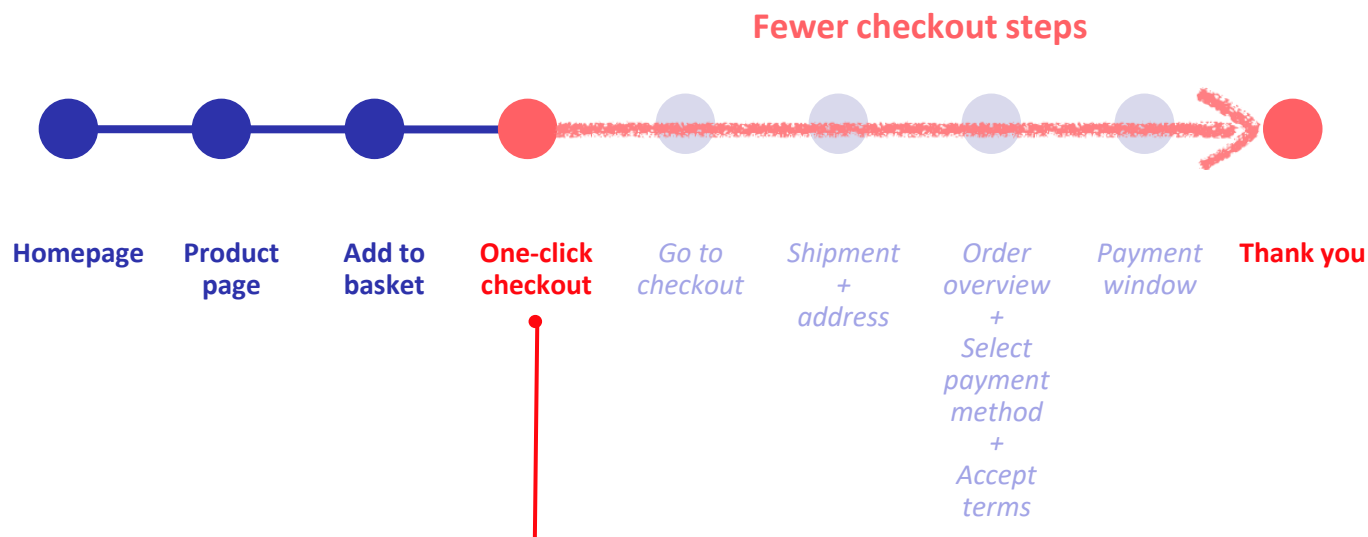
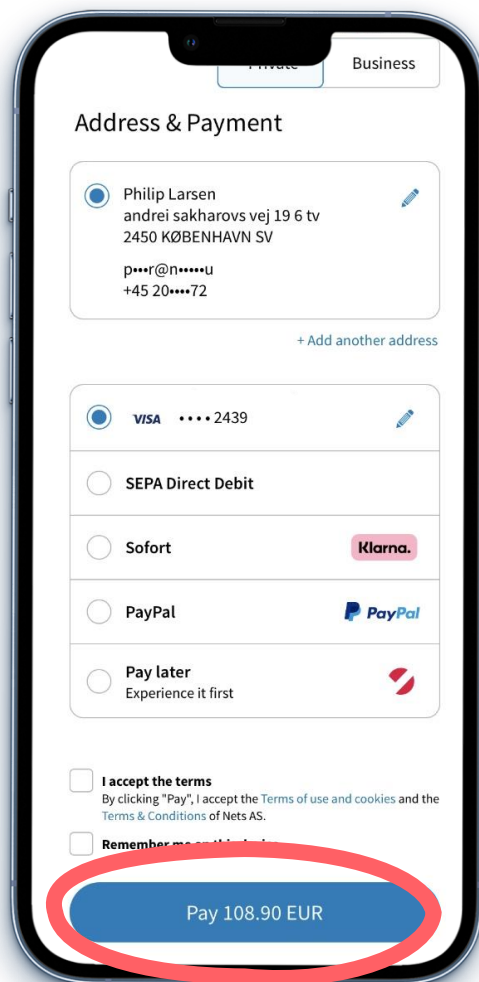
Local, industry-specific solutions

1A

We improve conversion with one-click checkout, driving our merchants' revenue

Nexi's one-click checkout solution removes 4 to 7 steps in the checkout process...

...improving merchants' sales performance



In a single click the consumer confirms products in the basket, preferred shipping address and payment method and accepts T&Cs

40%

Nordic shoppers with 'accounts'

+12p.p.

Higher checkout conversion rate vs legacy solutions

5-20%

Higher revenue vs legacy solutions

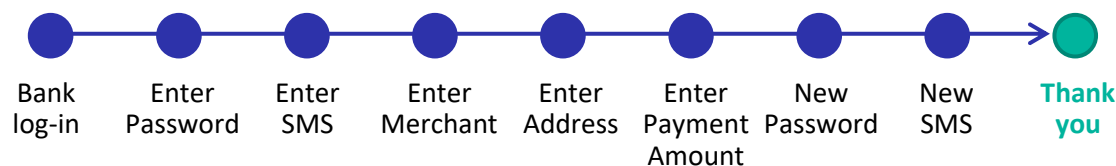
1B

We bring enterprise-level functionality to simplify high-friction local markets

Poland Example: Payment comparison between **nexi** / Blik and Polish bank

Before: >50% of Polish eCommerce market is high-friction with many verticals “blocked” from selling online

8 steps to pay online with Polish bank transfer



Examples of most impacted verticals



Hotel
bookings



Car rentals



Online
grocery



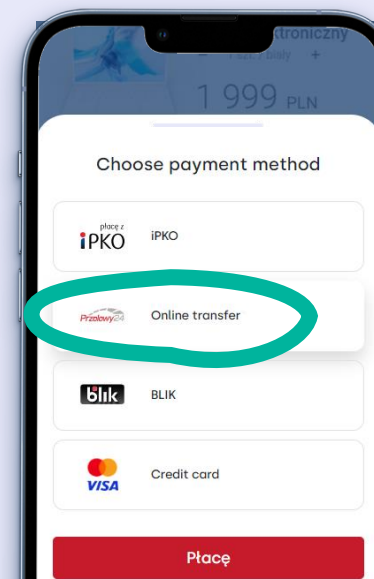
Streaming



Kiosk
sales

After: Nexi adapts local APMs with “low-friction” features, unlocking growth

Sample mobile payment enabled by Nexi P24



36%

Nexi Poland
Q1 22 - Q1 21 TTV
growth rate vs.
market at 13%

Seamless checkout with
near-zero friction

1C We use our deep local expertise to create vertical-specific features

Nexi's deep tailoring to local requirements...

The screenshot shows a Nexi payment interface for a hotel booking. The interface is divided into two main sections: 'Payment summary' and 'Reservation summary'. Callouts point to specific fields and features:

- Hotel Name:** Points to 'In favour of APULIAN EXPERIENCE'.
- Booking Holder:** Points to 'Cardholder Ken Willber'.
- Unique booking code:** Points to 'Reservation code PM-00059590-1661445225831'.
- Check In / Check Out:** Points to 'Check-in 31/08/2022' and 'Check-out 08/09/2022'.
- Tariff Type / Possibility to expand the details:** Points to 'Property policies'.
- Number of Nights:** Points to 'Number of nights 8'.
- Explicit confirmation of acknowledgment and T&C acceptance:** Points to the 'In order to proceed, I confirm to accept the cancellation Policies' checkbox.

The 'Payment summary' section includes:







- Amount: 900,00 EUR
- Card: **** * 1990
- CVV: ***

The 'Reservation summary' section includes:

- Reservation amount: 1.400,00 €
- Property policies: Non-refundable fee

At the bottom, there are 'BACK' and 'CONFIRMATION' buttons, and a 'Merchant Country: Italy' label.

...specific to the hospitality industry...

-  Reputation guarantee
-  Extended “no-show” management
-  Pre-payments in instalments
-  Digital disputes management
-  Payment-integrated T&C “click to accept”
-  Full integration with CMS

...resulting in strong performance

1.6K
Hotels served

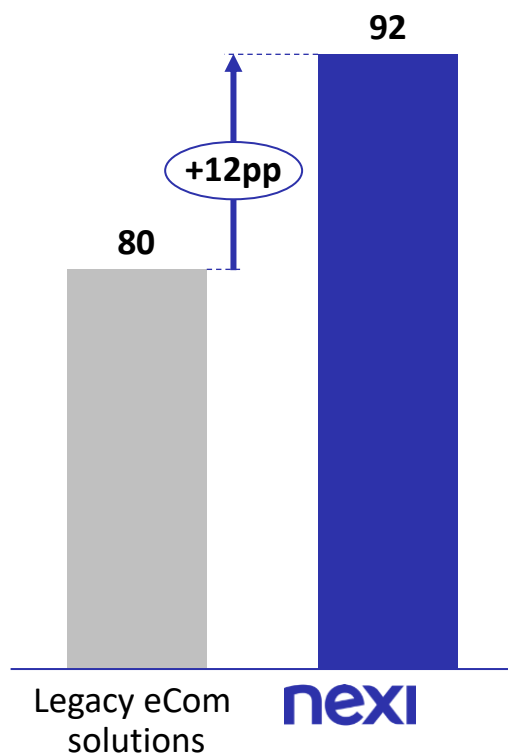
>30
Specialised ISVs
integrated

0
Chargeback
cases lost

1 These innovative propositions capture 2.5x economics vs. legacy solutions

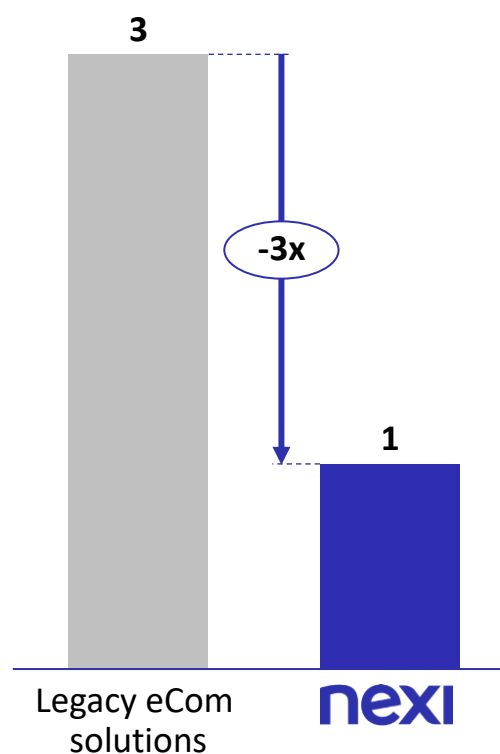
Merchants generate more revenue...

Checkout conversion rate, percent



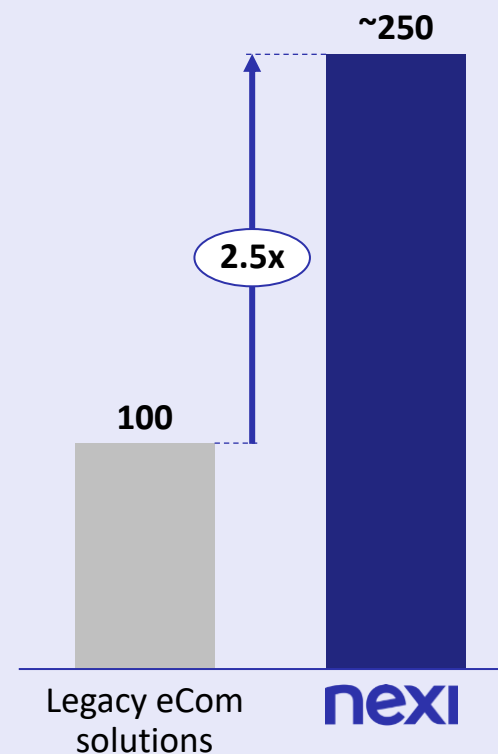
...at lower cost to operate...

Operational complexity, merchant admin FTE



...creating strong economics for Nexi

Gross take-rate, legacy indexed to 100, basis points



1 Nexi merchants thrive with our obsession for expert, local solutions



Norway's leading car parts shop

EUR 20M TTV in 2021

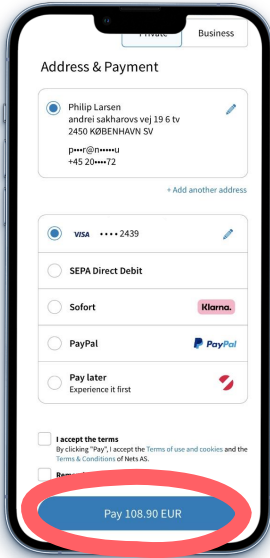
Customer need

+

Simple checkout


to replace complex partner solution

Nexi Solution




+30%


Conversion in first year alone



All Norwegian payments



One-click checkout



2.5M Norwegians



Sweden's leading telco

EUR 180M TTV in 2021

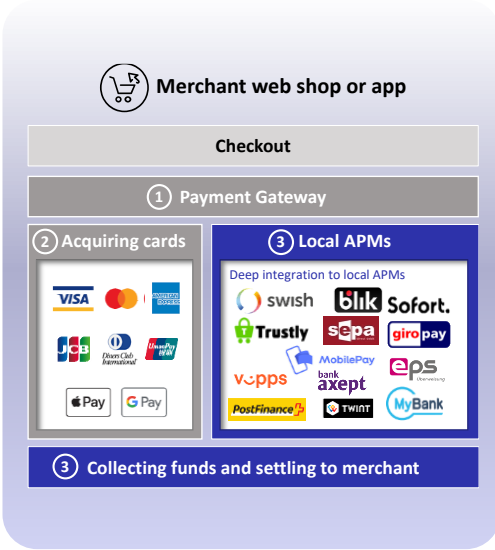
Customer need


+

Simple solution


to replace multiple providers, payments not applied to subscriber's bills

Nexi Solution





Single integration to all Swedish payment methods








Single reconciliation settlement

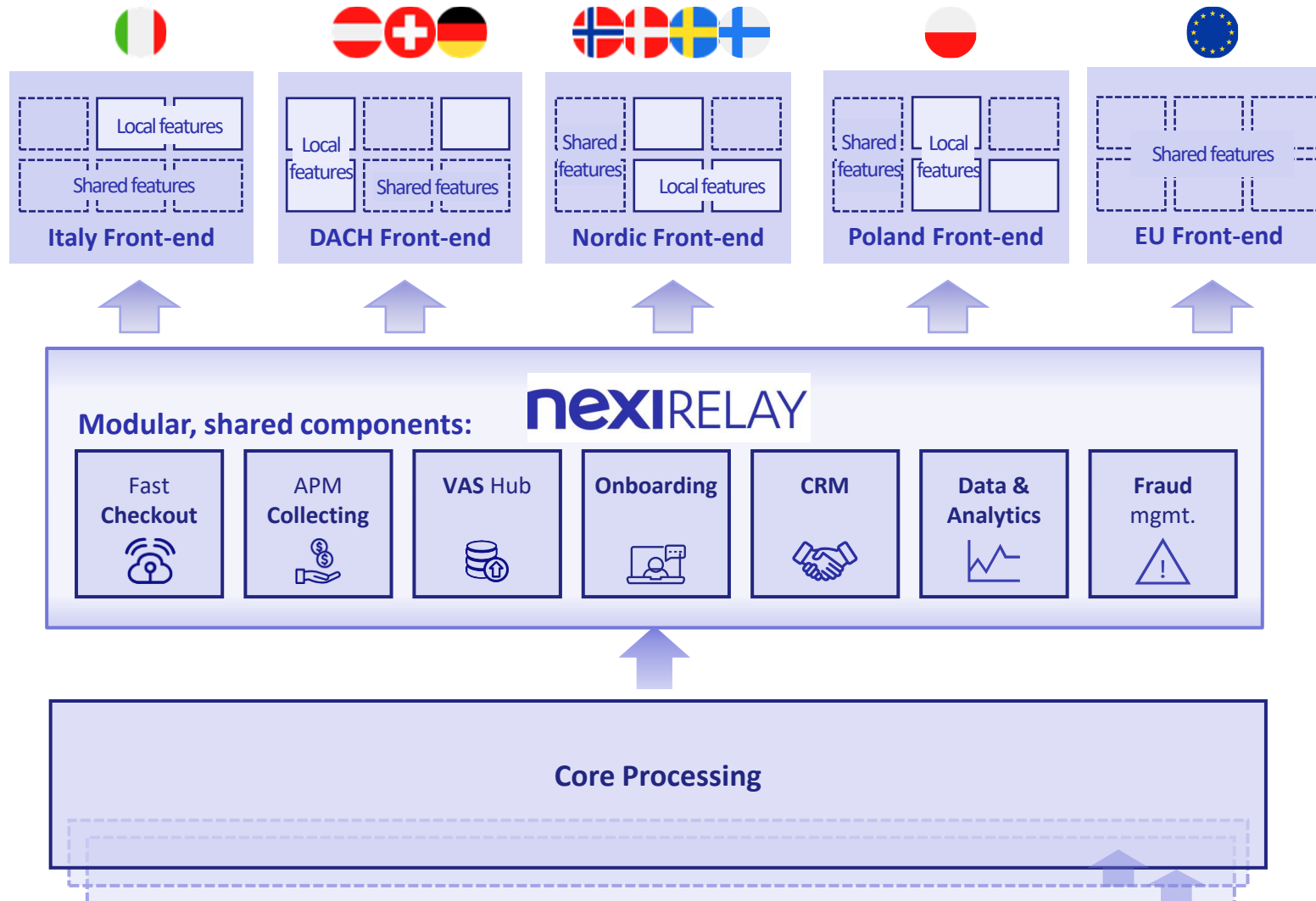
-50%

support calls related to payments

2 Nexi's localized front-ends simplify commerce complexity across Europe

	Local consumer behavior		Local fiscal/ reg requirements	Local payment specificity		Nexi deep local capability
	% TTV local payment methods	# APMs for 80% TTV		Currencies	PSD2 implementation	
 ITALY	~ 5%	6	High	EUR	<ul style="list-style-type: none"> Italian CBI Globe hub 100+ local bank variations of standard 	✓
 DACH	~ 70%	8	Medium	EUR, CHF	<ul style="list-style-type: none"> 90% Berlin Group 10% proprietary 	✓
 NORDICS (ex. Finland)	~ 60%	9	High	DKK, NOK, SEK	<ul style="list-style-type: none"> Local variations of Berlin Group standard 	✓
 FINLAND	~ 65%	5	Medium	EUR	<ul style="list-style-type: none"> Finnish API standard Individual bank variations of standard 	✓
 POLAND	~ 60%	5	High	PLN	<ul style="list-style-type: none"> Polish API standard 100+ local bank variations of standard 	✓

2 Unique advantage in tailored local front-ends with our European scale...



- **Dedicated local** front-ends for local needs
- **Shared modular capabilities** to drive scale into local markets
- Enables **future expansion/M&A**

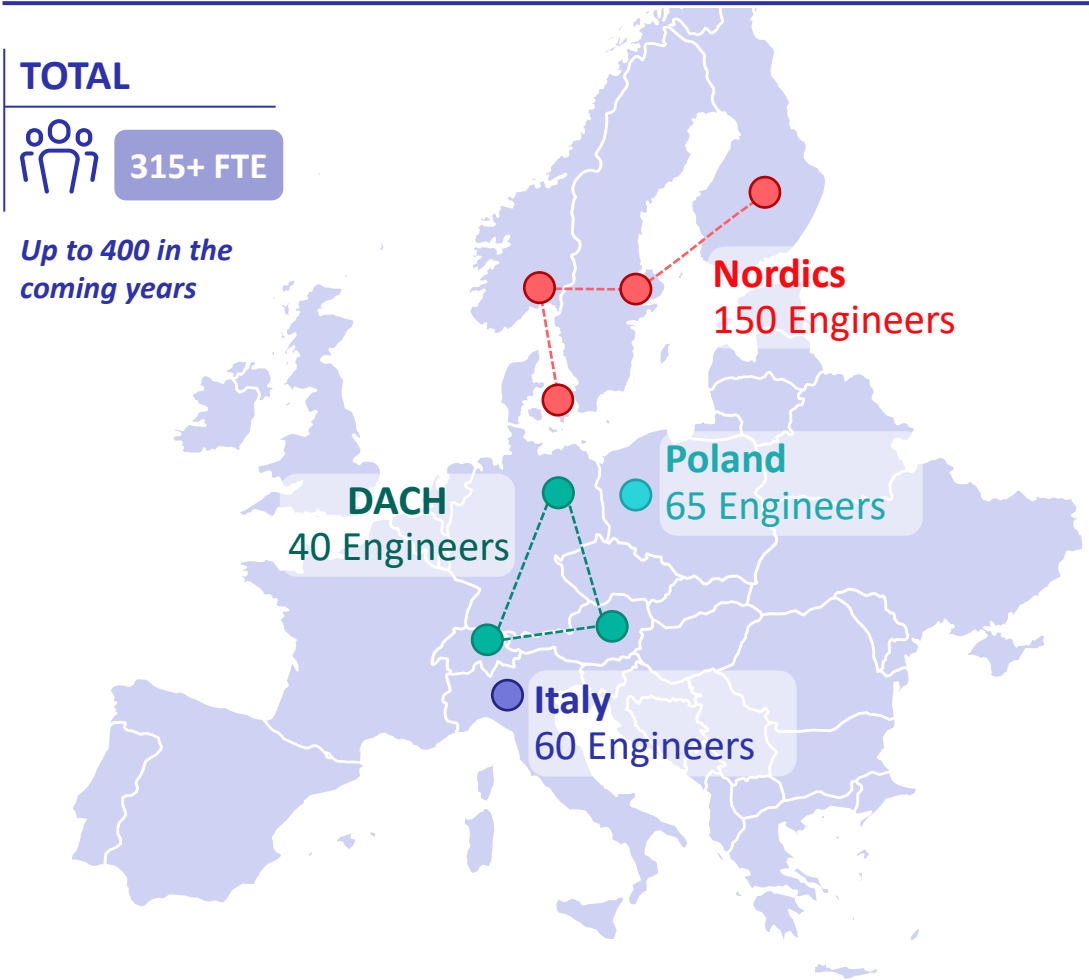
- **Modular capabilities** shared across markets
- Enables **innovation** to be deployed across local markets

- **Next-gen processing** live with at-scale customers
- **Synergies** enabler
- Best-in-class **efficiency**

2

...enabled by deep product and engineering talent, growing from 550+ to almost 1,000 in Europe

In-country dedicated eCom product engineers...



...boosted by our digital capabilities over time

nexi Digital

- **250+ engineers** (500+ by 2025) located in Milan, Bari, Katowice and Helsinki
- **Strategic delivery capabilities** to drive economies of scale
- In-house **software development firepower**



Time To Market



Lean & Agile



Best-in-class delivery



Top Talent



Cutting-edge Technologies

3 Unique opportunity to use local sales and support to unlock cross-sales

Deep local market coverage...



350+ in-country expert **sales and customer support**, also leveraging **500+ sellers** in LAKA and SME teams



300+ **distribution partnerships** across our markets

...unlocks a large cross-sell opportunity

~70k Nexi **digital-first** merchants



~2.2M
SME merchants
progressively
going online

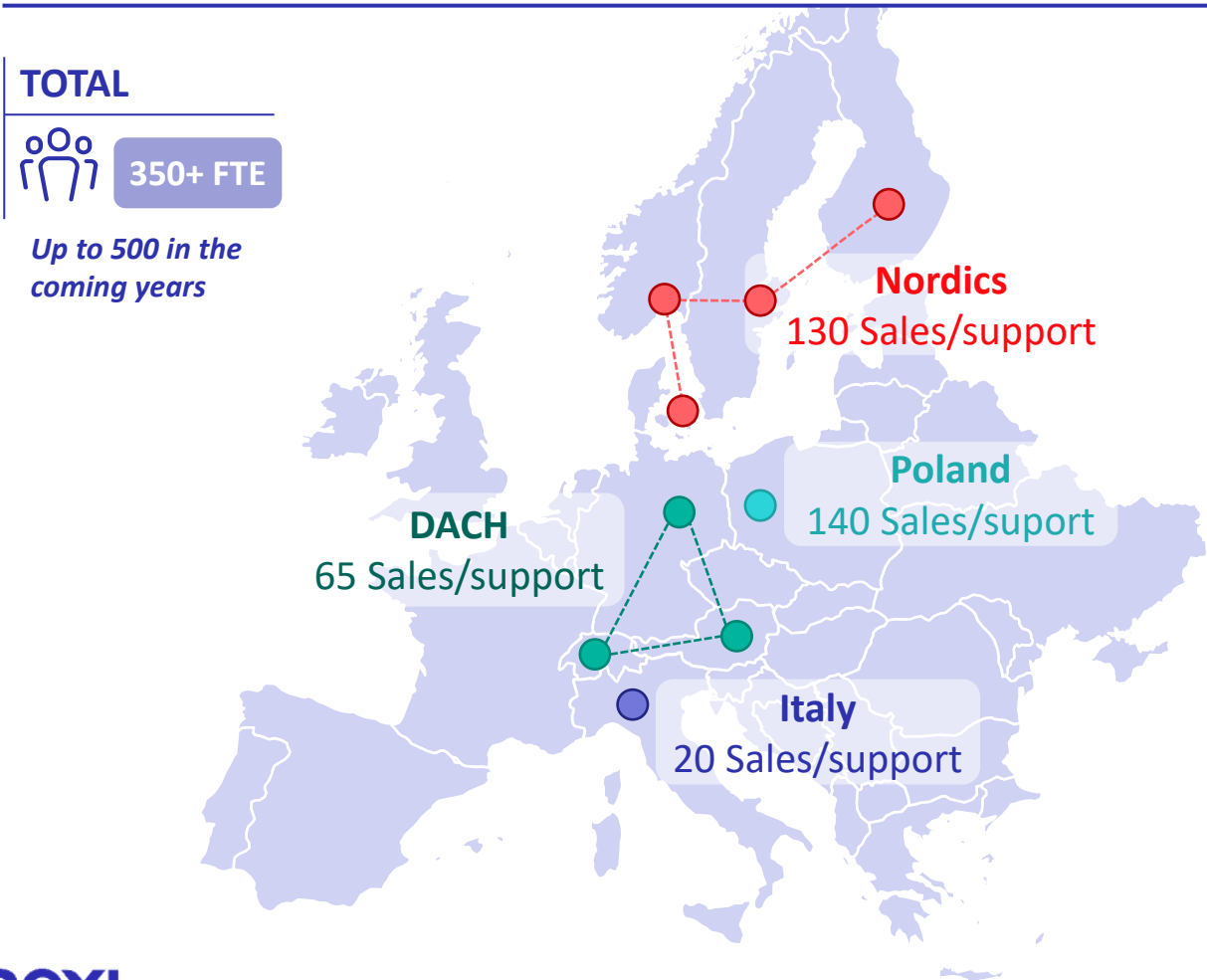


~3k
LAKA merchants
with clear
omnichannel
needs

3

350+ local, expert eCom sales and support, growing to 500+ in mid-term, combined with 500+ sellers in SME and LAKA for c.1,000 in Europe...

In-country dedicated eCom sales/support resources...



...with additional firepower leveraging through Nexi sales organization



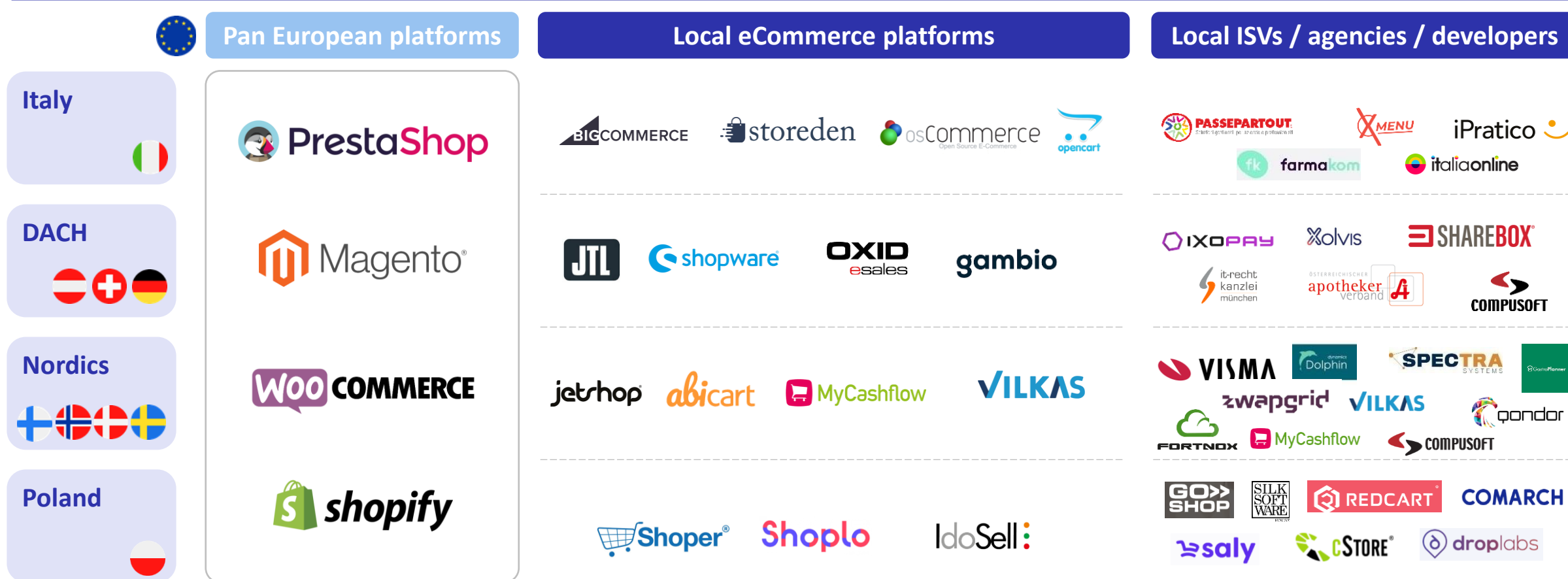
200+ in LAKA sales teams across Europe also selling eCom solutions to large omni-channel merchants

300+ in SME sales teams across Europe also selling eCom solutions to small merchants adopting online sales

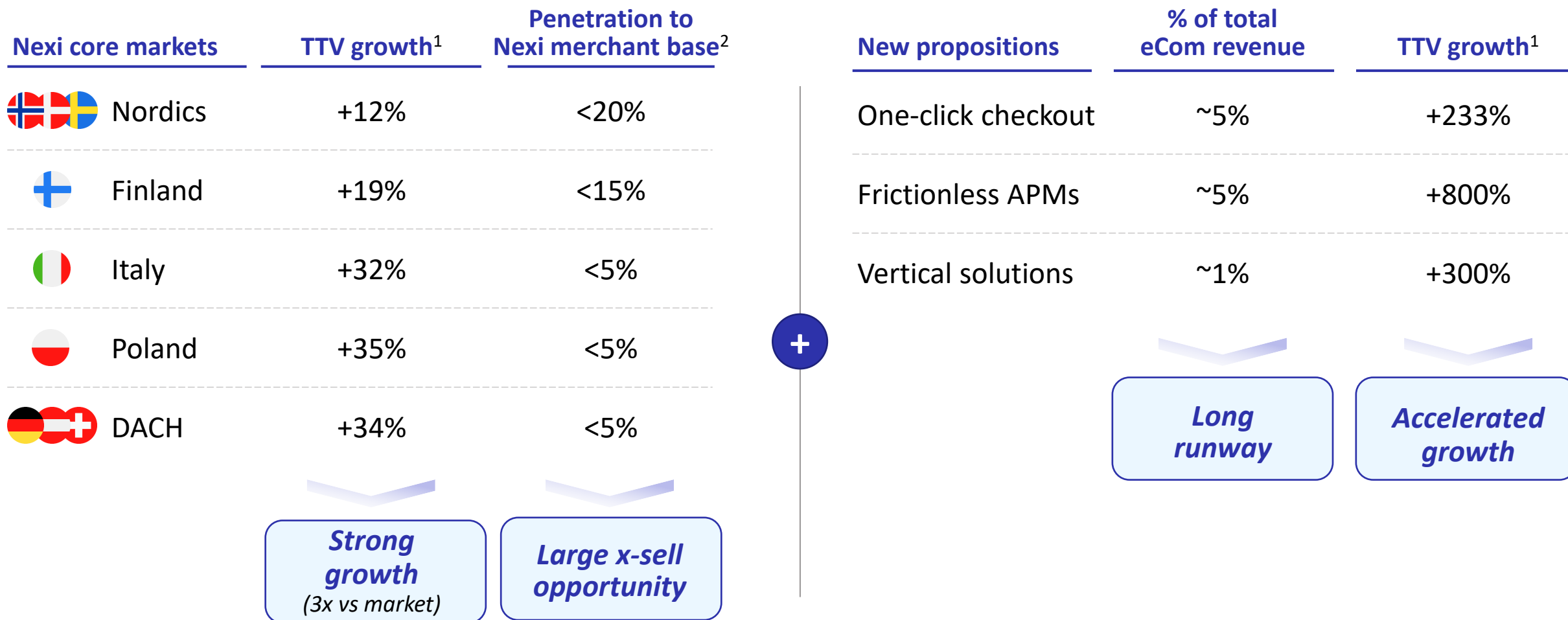
3

...and deeply entrenched into a wide local ecosystem of partners

Platform coverage & key distribution partnerships



Unlocks a large opportunity to cross-sell ecommerce into Nexi's total merchant base and accelerate growth from our fast-growing innovations



Winning in eCommerce: key takeaways

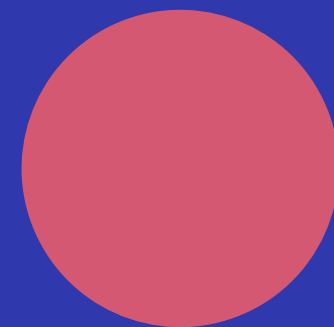
Market overview

- European **eCom market is local** and **fragmented**, dominated by local payment methods and ecosystems
- **Mid-market** is the **largest, most attractive** customer segment
- Nexi is the leading European eCommerce provider with **unique market position and assets**

eCommerce strategic pillars

- Achieve **leadership in mid-market** through:
 - **High-conversion omni-acceptance** and **collection** solutions, with full local integrations
 - **Local front-ends** with one **pan-European** integration layer
 - **Cross-selling synergies with SME** and **LAKA**, with further investments in **local go-to-market** and **support**

Winning in Issuing Solutions



Torsten Hagen Jørgensen



Alessandro Piccioni

Key messages for today

Market overview

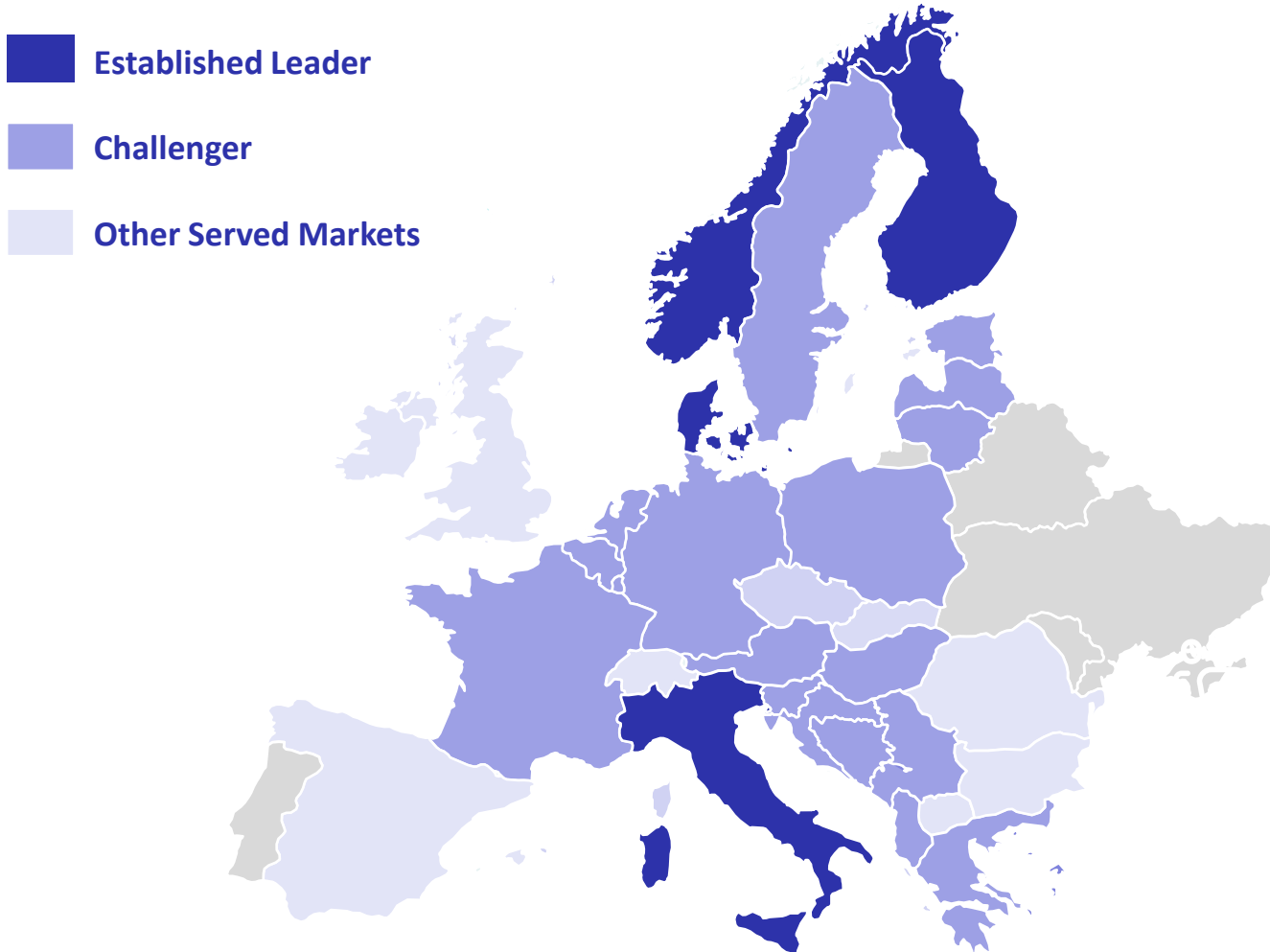
- **Exposure to attractive markets**, with strong headroom for growth
- **Nexi pan-European footprint**, with >250 Financial Institutions covered
- **Comprehensive Advanced Digital Issuing solutions**, with full value chain coverage

Issuing strategy pillars

- **Win new customers in Europe:**
 - **Bank customers on digital processing** across Europe, leveraging unique platform agility
 - **Corporates/FinTechs** and **medium/smaller Banks**, through Nexi unique **Payments-as-a-Service** proposition
- **Grow customer base value by:**
 - Upselling **modular VAS** proposition on **Banks** customer base
 - Upgrading **medium/smaller Banks** to Nexi unique **Payments-as-a-Service**

Pan European footprint and market coverage in Issuing

Nexi Group Issuing footprint



Key figures



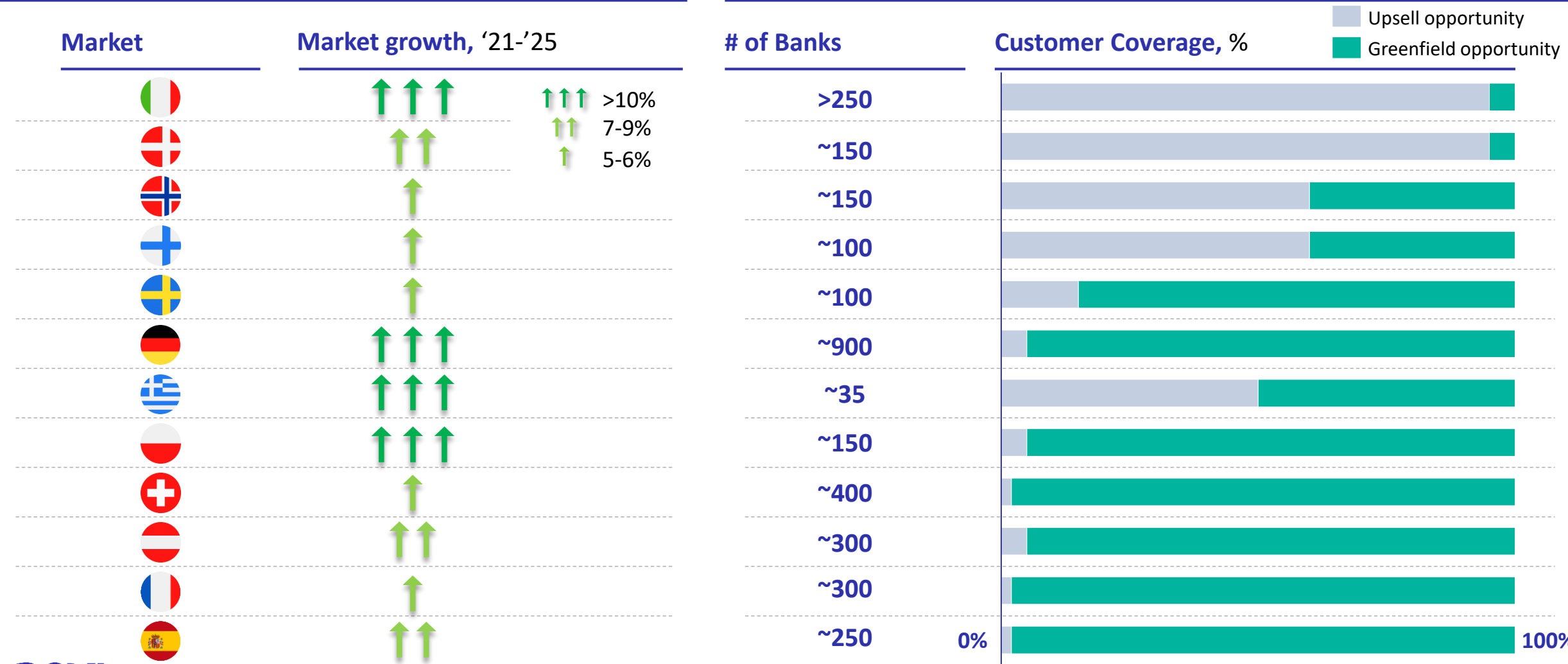
Diversified and loyal customer base of >250 Financial Institutions



Relevant headroom for growth in volumes and customer acquisition

Exposure to attractive markets
with strong growth of digital payments


Significant commercial opportunities
in a fragmented banking landscape





Comprehensive Advanced Digital Issuing solutions with full value chain coverage

Advanced Digital Issuing

Digital Processing


Core Processing


Switching


Clearing



Account Management System



bank
axept

National Debit Platforms Management

Value Added Services


Turn-key card personalization



Customer Support


Anti-fraud management


Digital disputes management


E-com "Booster"


Digital Onboarding

CVM

Engagement Programs


Customer journeys



Data science

Payments-as-a-Service

Products and Services


Consumer Cards


Mobile Payments App


Premium Cards


Customer Portals


Corporate Cards


Scheme Management

Comms & Brand Mgmt


Visual Identity


Communication Execution


ESG Support

Multiple European markets



Italy, ready for international expansion

Value per card managed

Clear strategic focus to win in Issuing Solutions

Customer Segment	New Customers	Current Customer Base
Large Banks	Win New Deals on Digital Processing	Upsell Digital VAS propositions
Medium/ Small Banks		
Fintech/ Corporates	Win New Customers on Payments-as-a-Service propositions	Upsell Payments-as-a-Service propositions

Clear strategic focus to win in Issuing Solutions

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Fintech/ Corporates	Win New Customers on Payments-as-a-Service propositions	Upsell Payments-as-a-Service propositions

Strong pipeline and recent track record of new Customer Wins...

Recent wins

- **Co-branded Cards** for retailers clients of large Banking Group
- **Digital first card solutions** for Fintech
- **Retail cards** for Consumer Finance player
- **Retail cards** for retailers clients of large Bank
- **Retail cards** for Fintech
- **Issuing of gift cards** for digital marketplace
- ...

>30€M/year incremental revenues

Active prospects discussions

- **Digital Processing across multiple EU countries** for large Banking Group
- **BNPL solutions across multiple EU countries** for captive Bank of Retailer
- **Automated clearing system** for Banking Group
- Issuing of **Debit Cards** for large Bank
- **Authorization, processing and selected VAS** for large Bank
- **Full suite of Issuing products** for new consolidated Banking Group
- ...

>180 active prospect discussions

...powered by innovative and agile Digital Processing platform

Focus next page

UNI platform as driver of both innovation agility and efficiency



Full authorization,
clearing, and scheme
settlement platform



Cloud-ready
technology



API-driven
services



Real time
access to data



Flexible multi-
scheme processing



Modular
offering



Competitive,
transparent and
predictable pricing



Best-in-class
performance
(+99,99% uptime)

Key customers

Nordea

S'banken

Handelsbanken

DNB

SpareBank 1

POP Pankki

eika.

LUNAR[®]

Lunar – Rethinking the banking experience leveraging our superior Digital Processing

Customer needs

- 1 **Keep control** of the Bank and product development
- 2 **Technological maturity** and well documented API suite
- 3 **Free up the Bank from security scope** and effort
- 4 **Onsite resources** enabling easy integration & committed collaboration

Nexi Solution



Card processing services
incl. Digital Lifecycle Management (e.g., virtual cards, Pin services, ...)



Frauds and disputes management



Account management and eSignature services



Card design customization



100% Digital Banking Experience



Innovative mobile payment solutions fitting Lunar users' lifestyle



Agile Implementation with 7-month time to market



Secured and PCI DSS compliant solution

Key results

nexi

ABOUT LUNAR

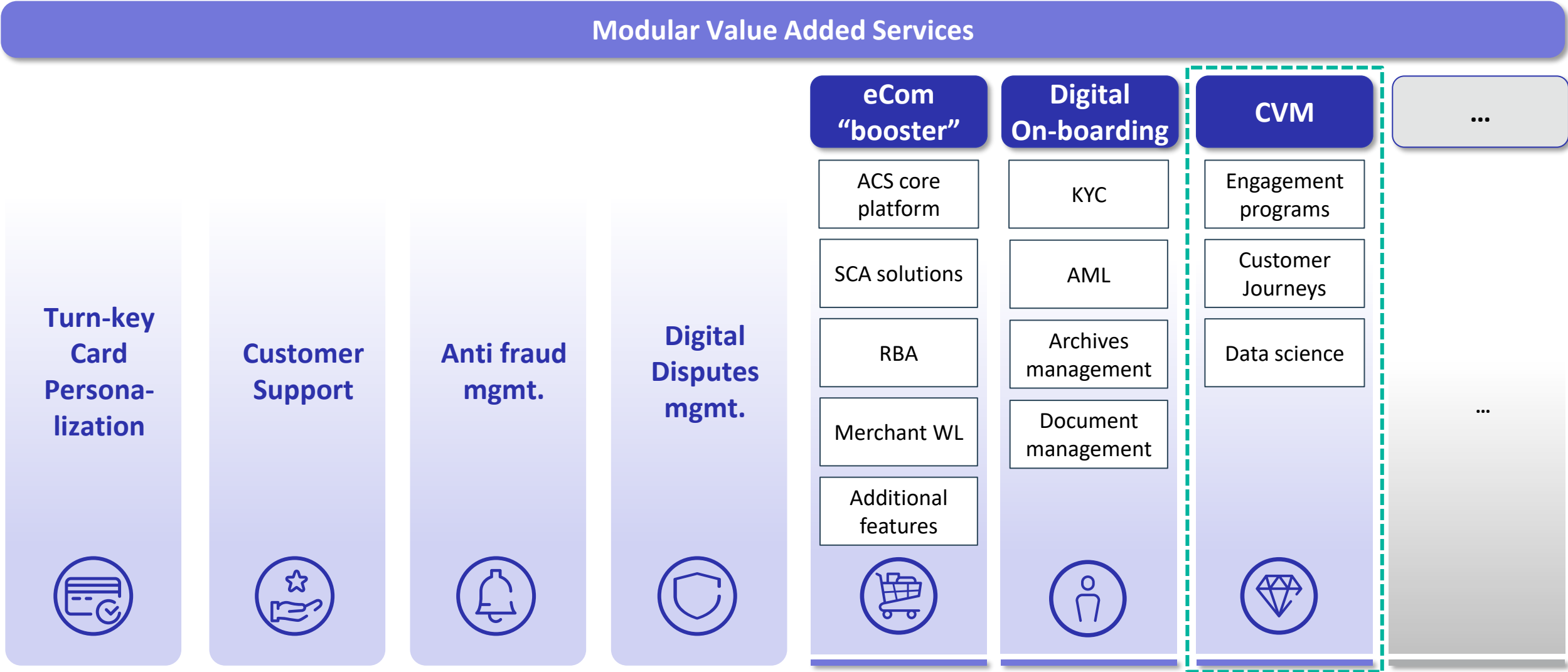
- Neo-bank established in Denmark in 2015
- 100% digital value proposition, offering mobile first banking services
- Over 500K users in Denmark, Sweden and Norway



LUNAR®

Grow Customer value on top of Digital Processing through Value Added Services

Focus next page




Intesa Sanpaolo – CVM upsell: reward transactional instant win


Customer needs


- 1 **Generate daily Customer's interactions** with Intesa via the Intesa Sanpaolo Reward App
- 2 **Real time engagement** to reward in the moment of payment
- 3 **Create** multiple mechanics to drive **behavioral engagement**
- 4 **Create digital stickiness** and increase customers' NPS

Nexi Solutions


Digital Instant Win
based on number/type of customer's card transactions


E2E solution
from co-design to go-live and activation


Creation of a data-driven, configurable **transactional instant win engine**


API integration in the ISP reward App to boost the Intesa Experience and UI


Adjustable **data driven algorithm**

+27%
Enabled customers

180K
Instant-events/week

+260%
Participants' growth

+29%
Processed transactions/day

Key results



nexi



ABOUT INTESA SANPAOLO

- Intesa Sanpaolo is the Italian leader in all banking business sectors (retail, corporate and wealth management)
- ISP serves 13.5 million customers with a network of about 3,700 branches
- €35.6 bn market capitalization (as of 30th June 22)

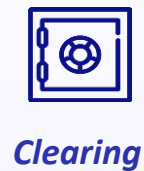
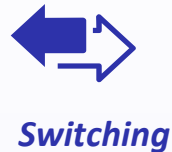
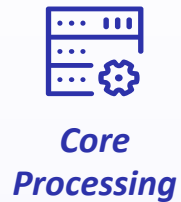
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Comprehensive Advanced Digital Issuing solutions with full value chain coverage

Advanced Digital Issuing

Digital Processing



National Debit Platforms Management

Value Added Services

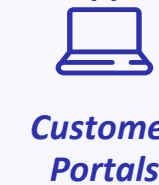
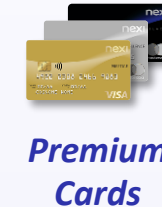


CVM



Payments-as-a-Service

Products and Services



Comms & Brand Mgmt

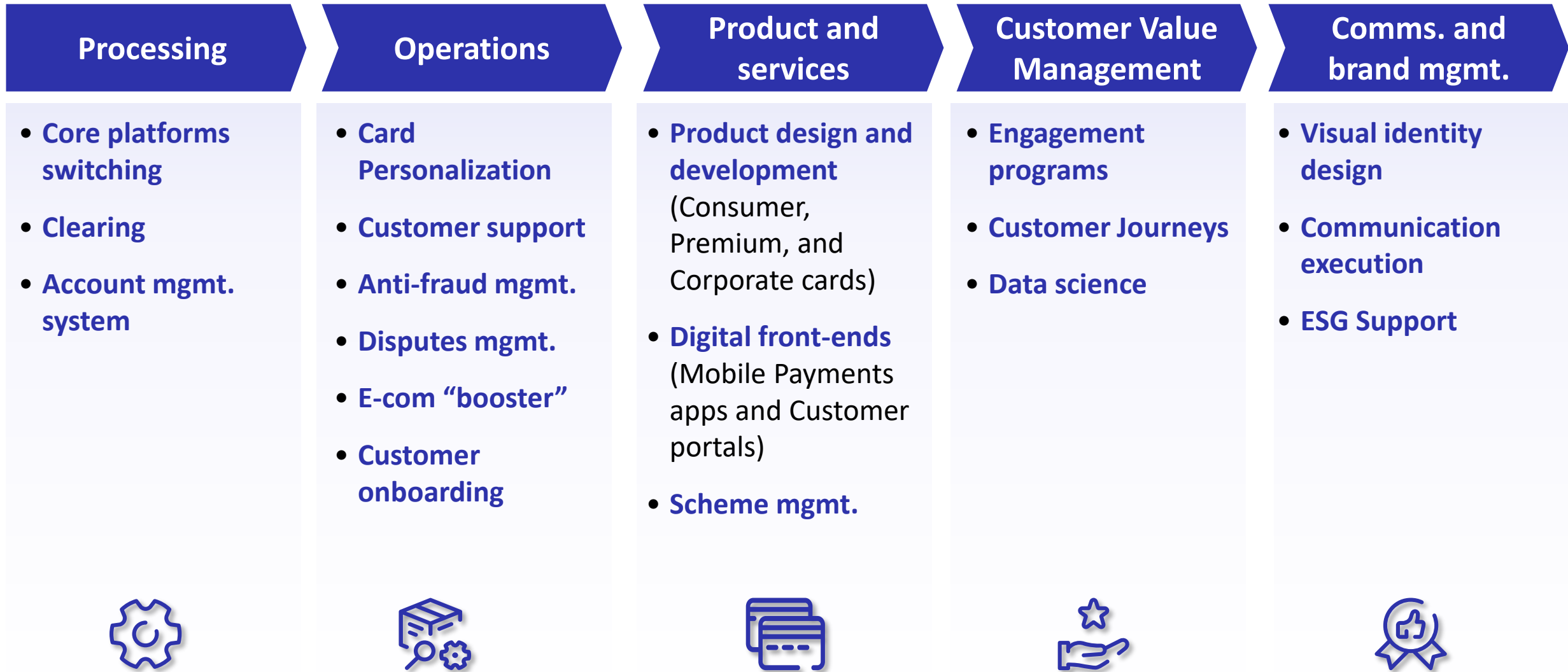


Multiple European markets

Italy, ready for international expansion

Value per card managed

Unique Payments-as-a-Service business model...



...with clear benefits for all type of clients



Key benefits of Payments-as-a-Service proposition...

...for all client segments

		Banks	Fintech	Corporates
Effectiveness	State of the art Innovation and unique Time to Market			
	Customer Value increase and lower churn			
Efficiency	Reduction of complexity over E2E Issuing Value Chain			
	Cost efficiency leveraging Nexi scale			
	Best in class Stability on critical services			
Specialized turnkey Regulatory activities management				

Payments-as-a-Service model serving 150+ Banks in Italy



Nexi Debit showing great traction, with further growth potential

Key product capabilities

- Full **turnkey card management**
- Full **SCA solution** for eCommerce
- **Advanced antifraud**
- **International** usage also for cash-out
- **Advanced digital properties**, including card management app (**NPS: >60**)
- Integrated **engagement program**
- Clear **value levers for the Banks**
 - Domestic or obsolete cards replacement
 - Business cards upselling
 - Current account native bundling



Key results

~2.1M Cards, 2021 **>140%** CAGR '19-'21

20+ Banks enabled



CheBanca! - PaaS upselling for a Digital Bank

Key products and services offered



Full Card Portfolio

(credit, debit, prepaid)



Sales wizard on Bank's properties with Nexi product catalogue



New digital features developed ad hoc for the Bank (e.g., Digital card tracking)



Deep API-based integration

with Bank back-ends



Fully branded Bank website and app

Key results



Higher value generated for Nexi and CheBanca!

+650K cards

Migrated from Backbook



Agile implementation of Nexi solutions in almost 9 months



Strong customer base



Enriched innovation roadmap, enabling all latest features for clients



Fully customized integration and access to Nexi functionalities via API

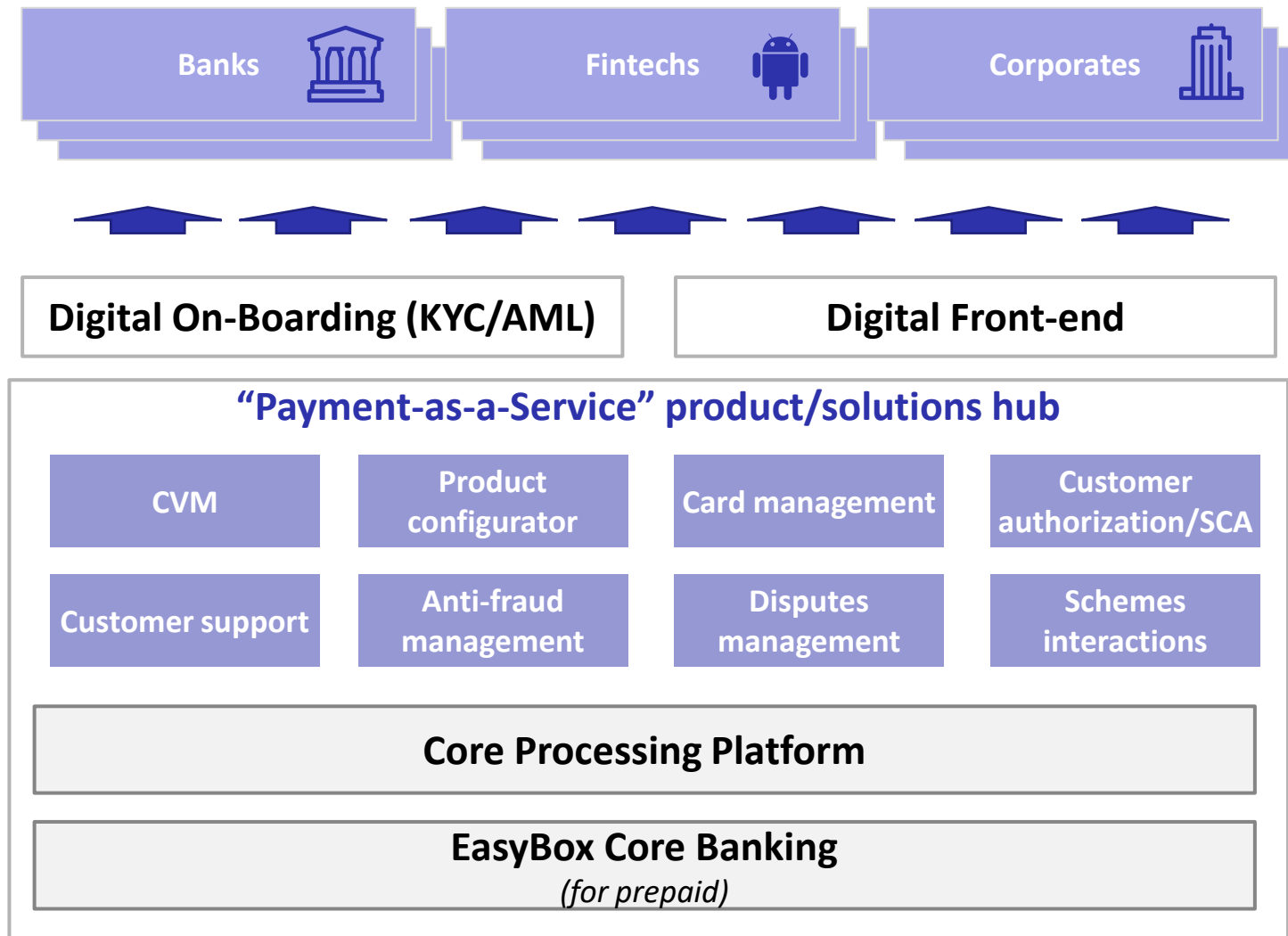
ABOUT CHEBANCA!

- Mediobanca Group's digital Retail bank founded in 2008 focused on savings and investments
- Digital first proposition based on multichannel distribution model
- Highly competitive and extensive product portfolio
- Over 800K customers in the Italian market



CheBanca!

Creating best in class product platform for PaaS propositions, combining our leading existing capabilities



- **API-based** interfaces
- **Single processing back-bone** across the Group
- **Natively cross-country** (multi-language, multi currency, ...)
- **Re-usable product configurations** for fast time-to-market
- **Sandbox and testing environment** for Fintech

GoHenry – Long term partnership on PaaS proposition for a winning Fintech

Customer needs

- 1 Build **personalized solutions** for kids and families
- 2 **Accelerate growth** in **key geographies** across Europe and US, with priority markets being Italy, Germany, France and Spain
- 3 **Drive revenue growth** with additional revenue streams and VAS

Nexi Solutions



Specific know-how
on young generations
from YAP marketing
and product design



1:1 card personalization



Instant Issuing Prepaid
card



Full digital processing



Online card
management platform



Digital Customer
onboarding including
KYC/AML

ABOUT GOHENRY

- Prepaid debit card and financial education app helping 6-18-year-olds master money skills for life
- Over 2M customers in the UK, USA & through fully owned Pixpay in France and Spain
- Doubled revenues during pandemic, 42M\$ in 2021



Winning in Issuing Solutions: key takeaways

Market overview

- **Pan European footprint**, with >250 Financial Institutions covered
- **Exposure to attractive markets**, with strong headroom for growth
- **Comprehensive Advanced Digital Issuing solutions**, with full value chain coverage

Issuing strategy pillars

- **Win new customers in Europe:**
 - **Bank customers on digital processing** across Europe, leveraging unique platform agility
 - **Corporates/FinTechs** and **medium/smaller Banks**, through Nexi unique **Payments-as-a-Service** proposition
- **Grow customer base value by:**
 - Upselling **modular VAS** proposition on **Banks** customer base
 - Upgrading **medium/smaller Banks** to Nexi unique **Payments-as-a-Service**

Conclusions



Paolo Bertoluzzo

Three key messages

1

Privileged position in very attractive markets

- Europe **fragmented** and **very attractive** for strong entrenched players
- Accelerated **strong market growth**, with **secular shift** from cash to digital
- Exposure to **very attractive markets**, with only **36%** card penetration
- A mix of strong **Leader** and established **Challenger** positions

2

Differentiated growth strategy

- Differentiate through **scale** and **market & customer proximity**
- Drive **accelerated growth** on **SME**, **eCommerce** and **Advanced Digital Issuing**, through superior products and commercial execution
- Deliver **strong synergies** and continued **operating leverage**

3

Strong profitable growth and cash generation

- **Revenues** growing **~9% CAGR¹**
- **EBITDA** growing **~14% CAGR¹** with **~+900 bps** margin expansion by 2025
- **Excess cash generation** of **~2.8 €B+** in 2023-25, available for further value creation
- **Normalized EPS** growing **~20% CAGR¹**

nexi

2022 Capital Markets Day

Annex

Annex agenda

- **Nexi: The Leading European PayTech**
- **Our Growth Plan**
- **Winning in Merchant Solutions**
- **Winning in Digital Banking Solutions**

ESG championship, making digital payments a driver of progress – Details on KPI



Inclusion in Dow Jones Sustainability Index

Time horizon to be confirmed after 2022 S&P ESG Rating release

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Integration workstreams and synergies progressing according to plan

	Nexi - Nets	Nexi - SIA
Tech platform optimisation	<ul style="list-style-type: none"> • New Group Technology strategy defined and in execution • CapEx deduplication already in execution • Infrastructure/cloud strategy and security optimization in execution 	
	<ul style="list-style-type: none"> • Group digital delivery hub live, scale-up in progress 	<ul style="list-style-type: none"> • Processing platform consolidation progressing
Insourcing and operational excellence	<ul style="list-style-type: none"> • Group governance and central functions organization in place • Turnover management and other HR optimization levers in progress • Moving into single Organizational Model from January 2023 • Operational excellence initiatives moving into execution 	
		<ul style="list-style-type: none"> • SIA Italian business fully integrated
Procurement and other costs	<ul style="list-style-type: none"> • Procurement optimization initiatives plan fully in progress • >30 strategic renegotiations already closed 	
Revenue synergies	<ul style="list-style-type: none"> • eCom capabilities extension to Italy progressing, 1-click check-out live (pilot) • Joint go-to-market on International Laka progressing • Best practices adoption on SME digital distribution underway • Engaging international banks on Payment-as-a-service and digital VAS upselling 	
		<ul style="list-style-type: none"> • Commercial plan for cross/up-selling actions under execution, upside vs plan

Annex agenda

- Nexi: The Leading European PayTech
- Our Growth Plan
- Winning in Merchant Solutions
- Winning in Digital Banking Solutions

Financial disclosure framework for Nexi's revenues

Illustrative gross to net revenues bridge (2021PF)

Gross revenues	4.6 €B
(-) Scheme fees	Fees charged by card schemes
(-) Interchange fees	Fees charged by card issuers
(-) Rebates to partners	Distribution costs in the form of fee rebates
(-) Others	Financial charges
Reported net revenues	2.9 €B

- **Reported revenues for Merchant Solutions are net of scheme fees**, which means that top line revenue growth appear slower than actual business growth and distort comparison
- **Net revenues for all business lines also take into account distribution costs / fee rebates to partners**, which distort comparison of revenue-based KPIs (e.g. capex as % of revenues)

Confirmed 2022 targets

Net Revenues

- ✓ **7-9% net revenue growth**
- ✓ **Double-digit growth in Merchant Solutions**

EBITDA

- ✓ **13-16% EBITDA growth, +2 p.p. EBITDA margin expansion**
- ✓ **Delivered synergies partially reinvested in e-Commerce and Germany acceleration**

Capex

- ✓ **8-10% ordinary capex as % of net revenues**

Non-recurring Items

- ✓ **Transformation and integration costs rapidly decreasing:** 2022 almost halved vs. 2021 combined Group level
- ✓ **~300 €M transformation and integration capex by 2024-2025**

Net leverage

- ✓ **Continued organic de-leverage** with **target net debt of ~2.5x EBITDA** including run-rate synergies, **proforma at ~3.0x EBITDA** considering all recent M&A transactions

Annex agenda

- **Nexi: The Leading European PayTech**
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- **Winning in Merchant Solutions**
- **Winning in Digital Banking Solutions**

Industry specific propositions as unlocker of value for merchants in grocery – Esselunga case study

Customer needs

- 1 Reliability and scale
- 2 Best-in-class eCom and in-store customer experience
- 3 Omni-acceptance integrated in their systems

Nexi Solutions



Multi store format acceptance



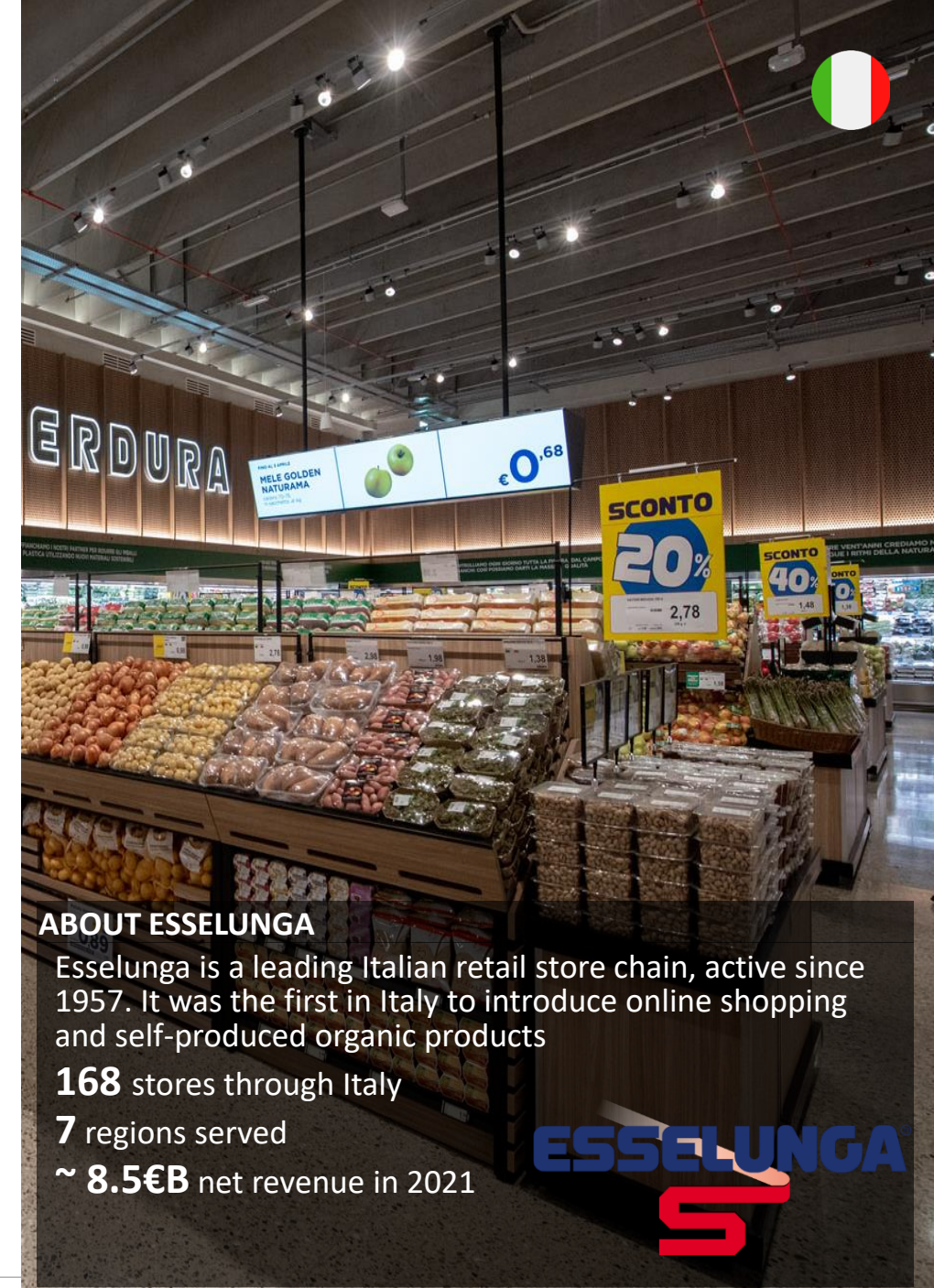
Omni-channel click and collect



In-app payments



Bill Payments at tiller



ABOUT ESSELUNGA

Esselunga is a leading Italian retail store chain, active since 1957. It was the first in Italy to introduce online shopping and self-produced organic products

168 stores through Italy

7 regions served

~ 8.5€B net revenue in 2021



Creating tailor-made solutions for Italian mid-market leader – Duferco Energia case study

Customer Needs

- 1 Innovate point of sale user experience
- 2 Make payment seamless in charging experience
- 3 Lay platform for future adjacencies and innovation

Nexi Solutions



All-in-one SmartPos

With integrated company app



Omni-channel acceptance

POS, eCom, Duferco App



EV charging specific features



Platform Integration

Salesforce Billing integration



ABOUT DUFERCO ENERGIA

Duferco Energia is Duferco Group's company that contributes in the **most integrated way** to the **energy transition**. It carries on a **comprehensive set of activities** including **energy retail, power/gas trading, energy-saving, e-mobility and renewable sources**.

2.5€B Total Nexi transaction value in June 22

300+ Employees

20 Countries covered

Meeting mid corporate needs with best-in-class solutions – Espresso House case study

Customer Needs

- 1 Fast and reliable transactions
- 2 APP payments with consumer subscriptions
- 3 Loyalty program

Nexi Solutions



Card Link

Tokenized transactions
to support Loyalty Program



High-end in-store acceptance

with best of breed hardware



Omni-channel acceptance



ABOUT ESPRESSO HOUSE

Founded in 1996, Espresso House is a Swedish coffee chain serving Nordics (Denmark, Finland, Norway, and Sweden) and Germany.

5 Countries served

460+ Coffee shops

6K+ Baristas working in Espresso House

161€M Total Transaction Value in 2021



Local customer support as key competitive advantage – JYSK case study

Customer Needs

- 1 Consolidate acquiring and acceptance providers
- 2 Increase service levels across geographies
- 3 Increase acceptance/ conversion rates

Nexi Solutions



Full acceptance solution

integrated with customer platforms



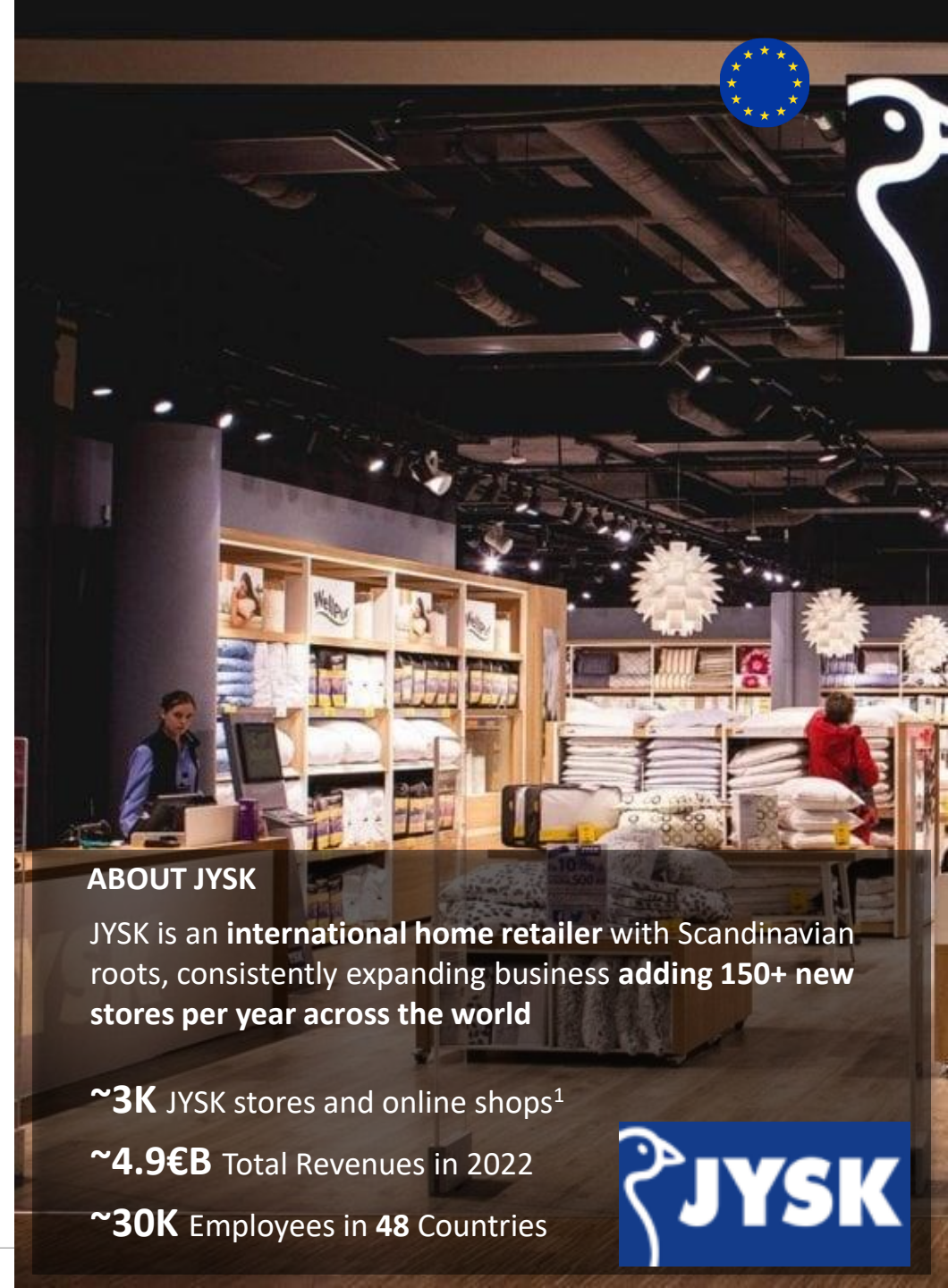
Localized customer support in 14 markets

with dedicated SLAs



Multiple terminal solutions

for different store formats



ABOUT JYSK

JYSK is an **international home retailer** with Scandinavian roots, consistently expanding business adding **150+ new stores per year across the world**

~3K JYSK stores and online shops¹

~4.9€B Total Revenues in 2022

~30K Employees in **48** Countries

B2B payments as unique capability – Generali case study

Customer needs

- 1 **Omni-acceptance** both online and in-store
- 2 **Cash management automation** through CBI and Swift
- 3 **Treasury international management**

Nexi Solutions



Omni-channel acceptance

for POS, eCom and App



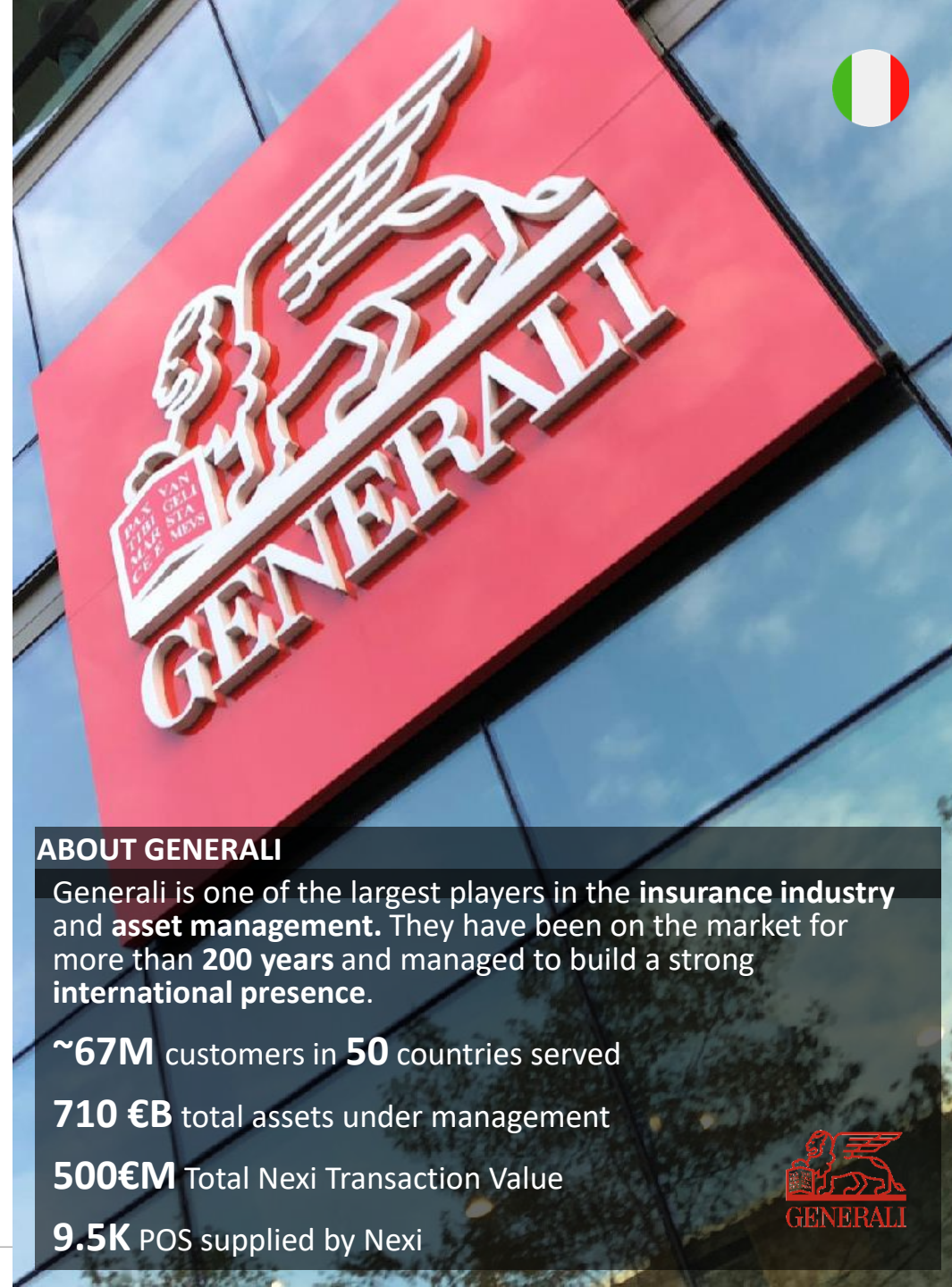
Nexi Multi Network

for cash management
automation



Swift Service Bureau

multi-country bank payments



ABOUT GENERALI

Generali is one of the largest players in the **insurance industry** and **asset management**. They have been on the market for more than **200 years** and managed to build a strong **international presence**.

~67M customers in **50** countries served

710 €B total assets under management

500€M Total Nexi Transaction Value

9.5K POS supplied by Nexi

Back-end integration as key differentiator – Allianz case study

Customer needs

- 1 Omni-acceptance both **online** and in-store
- 2 Scalable payment solution to support M&A
- 3 ERP/accounting Integration

Nexi Solutions



**Omni-channel
acceptance**



**Recurring payments
& subscription management**
Cards and Account-to account



**Online
reconciliation**



ABOUT ALLIANZ

Allianz Group is one of the leading **integrated financial services providers** worldwide serving customers a wide range of products, services, and solutions in **insurance and asset management**

~ 148€B Total Revenue in 2021

701,5€M Total Nexi Transaction Value

126m Customers served in **70** Countries

155k+ Employees



Annex agenda

- **Nexi: The Leading European PayTech**
- **Our Growth Plan**
- **Winning in Merchant Solutions**
- **Winning in Digital Banking Solutions**

Key messages

Market overview

- Emerging industry trends **creating new growth opportunities for our business**
- **Nexi leader in Europe** on Account Payments for **Banks and Corporates**, with broad spectrum of dedicated solutions

DBS strategy pillars

- **Grow in Account-based payments:**
 - **Accelerate integrated Account Payments and Collection solutions** for **Corporates** and **PA**
 - Drive **Account-to-Account/Instant Payments growth** across Europe
- **Rationalize business portfolio:**
 - Focus on key **growth strategic opportunities**
 - Dismiss/partner on **non-core businesses**

Leader in Europe on Digital Account Payments solutions for Banks and Corporates

Nexi Group DBS Footprint



Key figures



Broad spectrum of Account Payments solutions to cover all types of clients' needs

Corporate & PA Payments

Connecting Corporates/PA to Account Payments rails



SEPA &
Cross-border
Payments



Open
Banking



Bill
Payments



Digital Corporate
Banking

Corporates & PAs



Core Banking Payments

Enabling Banks to access and manage Account Payments rails



Account
Payments
Hub



Core Banking
Platforms



Intermediary Banking

Banks and EMIs/PIs¹



Payments Infrastructures

Infrastructures for sending and exchanging Account Payments transactions



SEPA &
Domestic
Clearing



Network



Central Banks
Platforms



Blockchain

Central Institutions and Banks



ATMs & Self-banking

Outsourcing services for ATMs and Self-banking



Italy



International

Banks



Emerging industry trends create opportunities for our business

NOT EXHAUSTIVE



Omni-channel solutions for Corporates on Account Payments

- Corporates need **higher integration of Account Payments/Collection services** to **meet multiple** and **differentiated needs** along the whole **value chain**



Open Banking

- Open Banking landscape evolving in Europe**, leading to more **sophisticated use cases** offered by active players, both FinTechs and traditional ones, leveraging API platforms



Instant Payments/A2A

- Instant Payments** expected to grow as a new rail (~18% share of SEPA transactions in 2027), driven by evolving **consumers needs** for **fast** and **reliable A2A payment solutions**



Secured connectivity

- Large **connectivity/secure messaging market** worth **~300€M in Europe**, with growth driven by **digital/real-time payments** and migration to **Cloud infrastructures**



Processing outsourcing

- Growing **need for banks** to **outsource Account Payments platforms** to reduce costs/complexity

Digital Banking Solutions strategic pillars and initiatives

Two strategic pillars...

Grow in
Account-based
Payments

- Accelerate **integrated Account Payments** and **Collection solutions** for **Corporates** and **PAs**
- Drive **Account-to-Account/Instant Payments growth** across Europe

Rationalize
business portfolio

- Focus on key **growth strategic opportunities**
- Dismiss/partner on **non-core businesses**

...with clear strategic initiatives

1 Corporate & PA Payments



2 Core Banking Payments



3 Payments Infrastructures



See deep dives in the following pages

1 Corporate & PA Payments: Key opportunities and main strategic initiatives

Key opportunities

- **Corporates expanding to multi-acceptance solutions**, including non-card rails and new **innovative products** in the market (e.g., Request to Pay, Open Banking), while at the same time facing fragmentation of internal Treasury systems
- **PAs undergoing digital transformation**
- **Strong Nexi starting market position in Italy** (Nexi owns and/or acts as tech provider on most Corporate & PAs payments rails), with a competitive advantage to **reduce current cost/complexity**, already serving leading players
- Opportunity for Nexi to **extend Host-to-Host business** also to mid-market Corporates & PAs
- Further opportunity for Nexi to **export Corporate & PA new Gateway** and Open Banking/Bill payments products to other European countries (not included in current Plan)

Main strategic initiatives

Accelerate penetration in LAKAs and Large PAs with new integrated Gateway proposition to access all Account Payments rails, with key features:

A

- **Omni-channel:** Account Payments rails and Card Acceptance rails
- **API-based:** single access point, single workflow
- **Value-added-services:** e.g., real time omni-channel reporting, invoice reconciliation

B

Launch dedicated go-to-market effort and broad **ERPs partnership programs**. Define new 360° offers, activate dedicated commercial campaigns with Bank partners and agreements with main ERP players to also reach mid-market Corporates and local PAs

2 Core Banking Payments: Key opportunities and main strategic initiatives

Key opportunities

- **Final consumers** demanding more and more **seamless availability of all payments' rails** across all access channels (i.e., branch, home banking, ATM)
- **Banks and Corporates modernizing their Core Banking platform** in order to **reduce complexity** and **time-to-market**
- **Strong Nexi know-how and competences** to further develop consolidated and dedicated solutions for Account Payments processing
- Opportunity for Nexi to **expand client coverage by bundling** with **Network** and **Clearing offer**

Main strategic initiatives

Drive market expansion with an innovative and state-of-the-art SaaS¹ Nexi Payment Hub, covering all steps of the processing chain from Channels to interbank exchange infrastructures:

- **Multi-Channel**: configurable over all different customer access channels of the Bank
- **Multi-ACH**: connection to all different schemes of European ACHs
- **Multi-Bank**: management of different Banking Group configurations
- **Multi-product**: rules-based configurable workflows for different payment products

Focus on mid-large European Banks with **international go-to-market** and **packaging offering** with other Nexi Account Payments services. Develop new marketing and sales approach, with integrated offers with Network and Clearing services and Sales specialists, leveraging Nexi international customer relationships

Payments Infrastructures: Key opportunities and main strategic initiatives

Key opportunities

- **Customers progressively adopting alternative/A2A payment rails**, driving relevant **expected SEPA transactions growth** (~6% in 2022-2027), with growing share also on retail payments and new Instant Payments rail
- **Strong Nexi market position** as engine of EBA Clearing, strongest player on market (~40% market share)
- Potential **faster development also of innovative rails** (e.g. Open Banking, Request-to-Pay - not included in current plan)
- **Network market expected to growth** driven by digital transactions & migration to Cloud, **with increasing need for banks to reduce connection complexity** by adopting one-stop-shop high-performance solutions
- **Strong Nexi position as owner of SIANet**, leading European network solution with distinctive features (1,000+ nodes reachable, service level, guaranteed delivery in real time, cloud ready....) and recently certified for new ECB platform (ESMIG)
- Potential **faster take-off of Cloud/Internet-of-Things** (not included in current plan)

Main strategic initiatives

Strengthen strategic partnership with EBA Clearing, supporting further development & innovation.

- (A)** Continue to actively support EBA Clearing strategic development, helping to promote diffusion of new rails (e.g. Instant, RTP) and developing new services (e.g. anti-fraud)

(B) **Accelerate SIANet promotion by leveraging product distinctiveness and enlarged market coverage.** Offer **connection/backup services** throughout European banking system **to new ECB platform (ESMIG)** and activate more **agreements with main Cloud providers** as preferred connection partner