

Reinventing our Value Proposition in a World leaving the Digital Revolution

“The 4th Industrial Revolution”

Italian Salone dei Pagamenti 2025



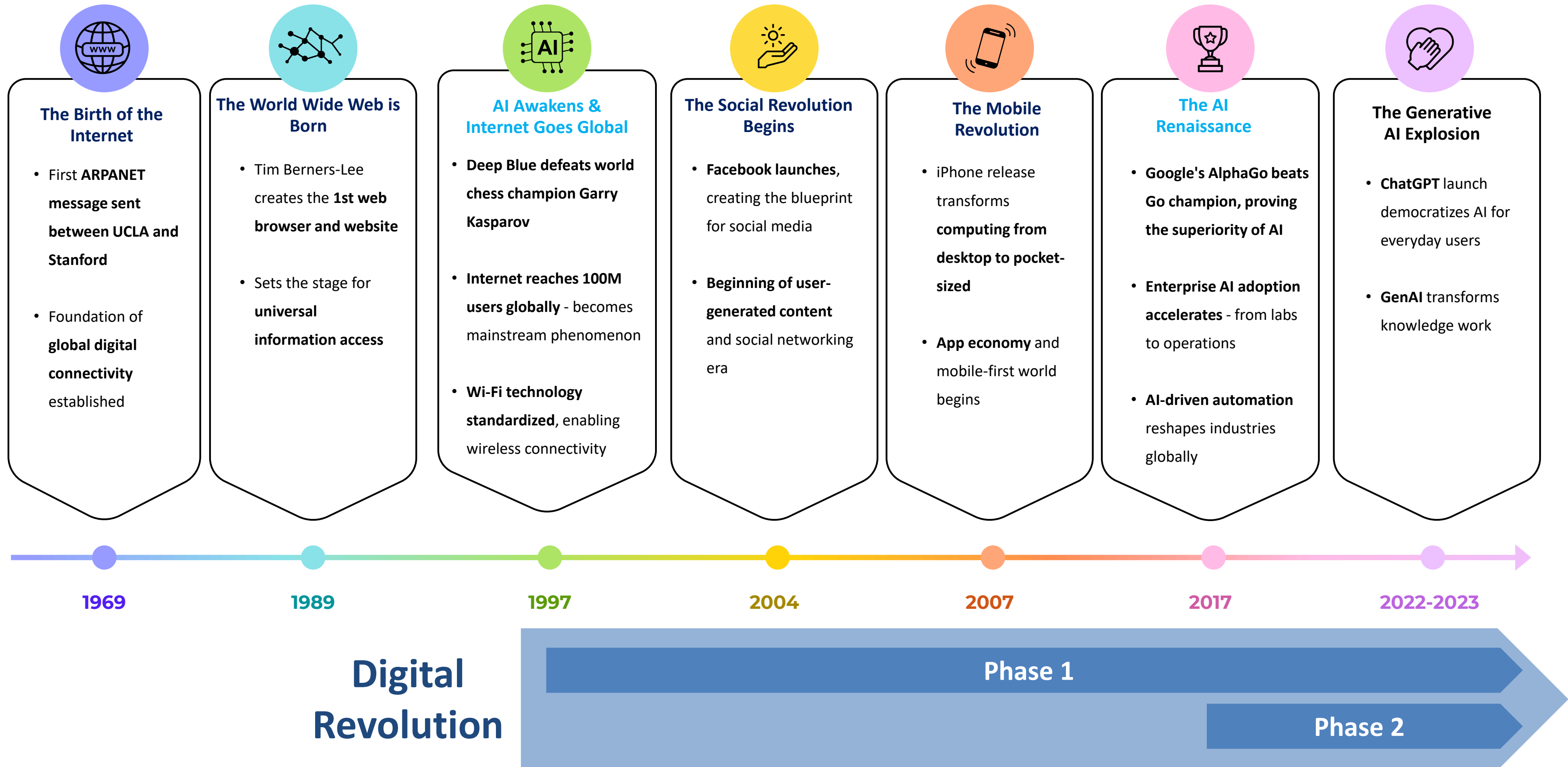
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Major Transformative Moments in Digital History



How does Digital Revolution change THE world

- Rise of China
- Gulf Countries emerging
- MAGA
- New Global players
- Decline of Europe...



How does Digital Revolution change our world

- Simple
- Fast
- Transparent
- Lean
- User Friendly

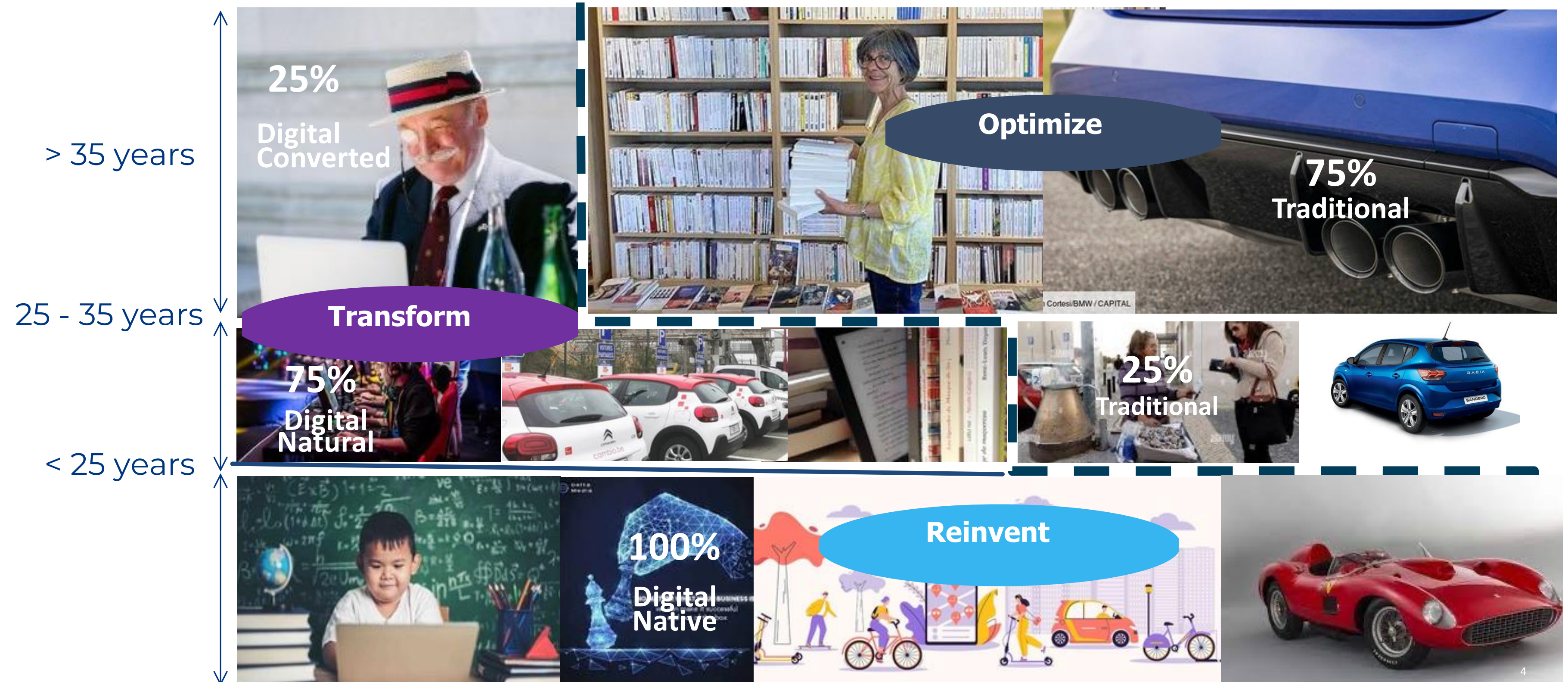


**How do the
Digital
Revolution
change our
world**

**From Traditional
to Digital Natives**



From Traditional to Digital Native



How do the Digital Revolution change our world

Major
Mega trends

Internal



Megatrends changing our world



**From
Local
to Glocal**

**Merge Global
deals and Local
implementation**



**From
Ownership
to Usage**

**Move to
subscription**



**From
Thermic
to Electric**

**Use Technology
as an economic
weapon**



**From
Stand alone
services
to Platforms**

**Move to
embedded
offers**



**From Physical
to Phygital**

**Create
leaner and
immersive CX**



**From Function
to Mission**

**Redefine people
management**



**From AI
to Augmented
Intelligence**

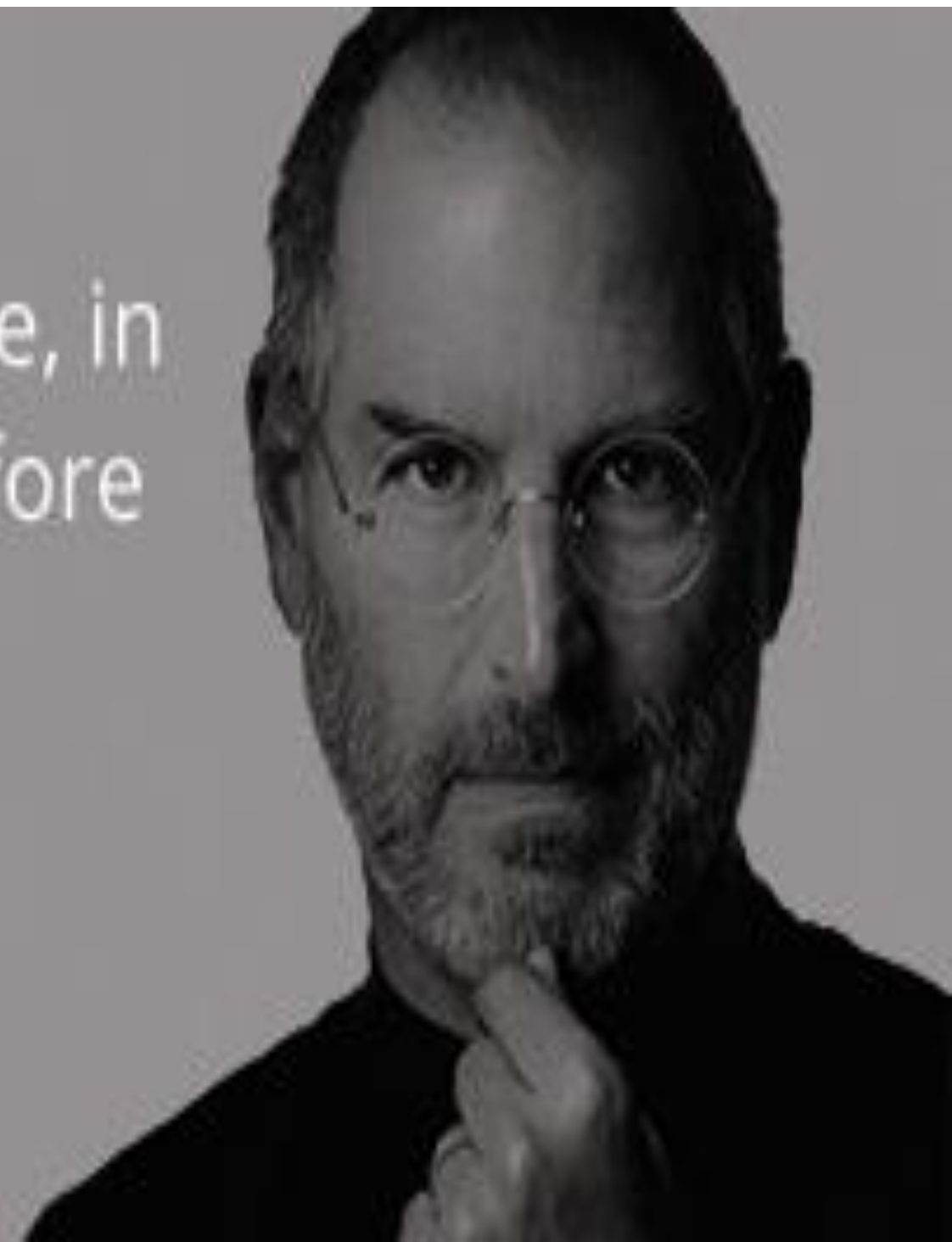
**Position CX / EX
above
productivity
gains**

Some humble advices



“ Get closer than ever to your customers. So close, in fact, that you tell them what they need well before they realize it themselves. ”

~ Steve Jobs, Apple



**Intelligence is
on the field**

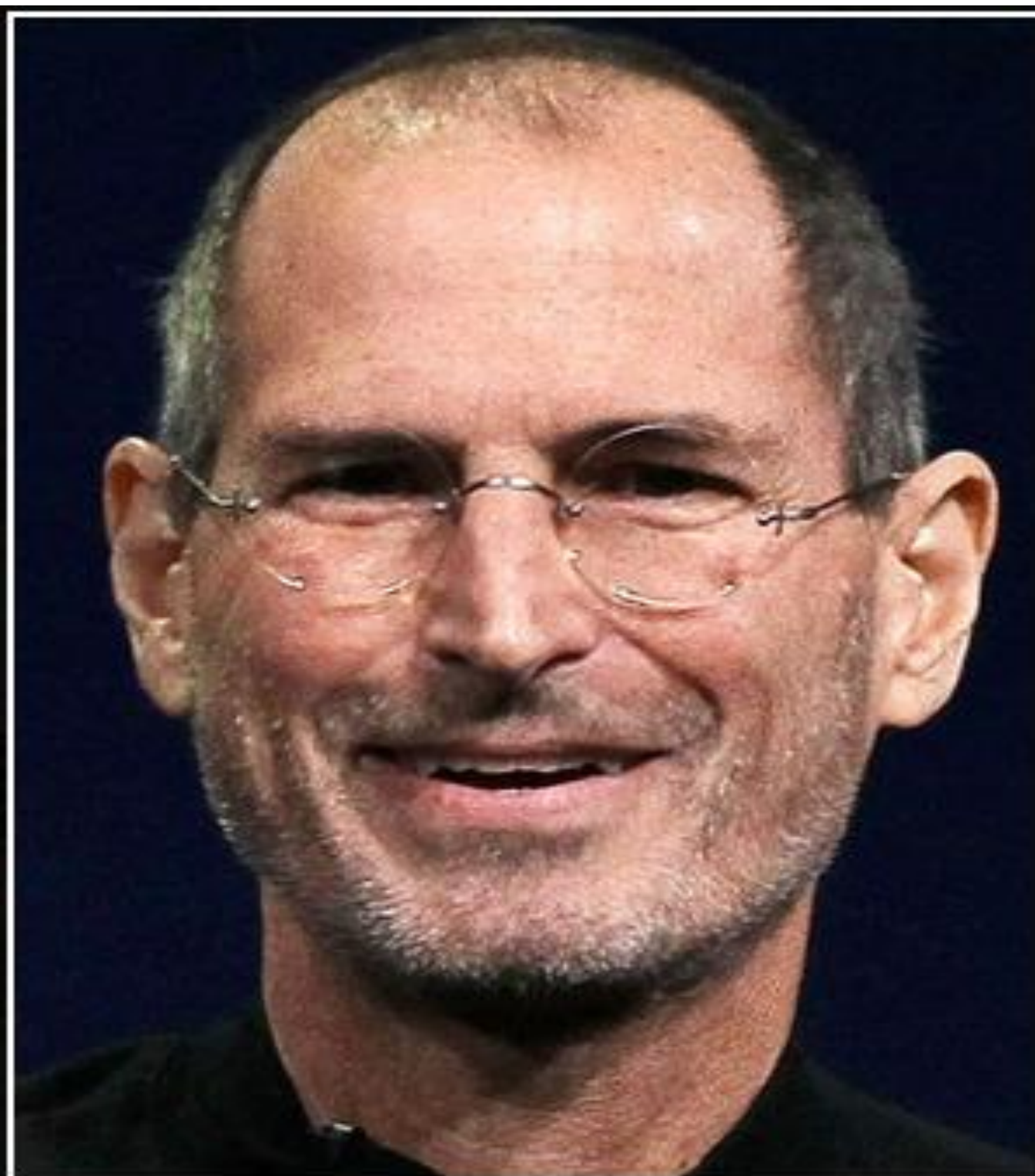


Always think outside the box and
embrace opportunities that appear,
wherever they might be.

— *Lakshmi Mittal* —

AZ QUOTES

**Think
out of the box**



Start small, think big. Don't worry about too many things at once. Take a handful of simple things to begin with, and then progress to more complex ones. Think about not just tomorrow, but the future. Put a ding in the universe.

— Steve Jobs —

AZ QUOTES

**Start
small**

**Think
Big**

**Scale
Fast**



Our goal is long-term growth in revenue and absolute profit - so we invest aggressively in future innovation while tightly managing our short-term costs.

— *Larry Page* —

AZ QUOTES

Invest in the Future