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



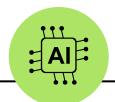
The Birth of the Internet

- First ARPANET
 message sent
 between UCLA and
 Stanford
- Foundation of global digital connectivity
 established



The World Wide Web is Born

- Tim Berners-Lee creates the 1st web browser and website
- Sets the stage for universal information access



Al Awakens & Internet Goes Global

- Deep Blue defeats world chess champion Garry
 Kasparov
- Internet reaches 100M
 users globally becomes
 mainstream phenomenon
- Wi-Fi technology
 standardized, enabling
 wireless connectivity



The Social Revolution Begins

- Facebook launches, creating the blueprint for social media
- Beginning of usergenerated content and social networking era



The Mobile Revolution

- iPhone release transforms computing from desktop to pocketsized
- App economy and mobile-first world begins



The AI Renaissance

- Google's AlphaGo beats
 Go champion, proving
 the superiority of Al
- Enterprise Al adoption accelerates - from labs to operations
- Al-driven automation reshapes industries globally



The Generative AI Explosion

- ChatGPT launch democratizes AI for everyday users
- GenAl transforms knowledge work

1969 1989 1997 2004 2007 2017 2022-2023

Digital Revolution

Phase 1

Phase 2

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

Optimize 75% **Traditional Transform** Reinvent 100%

> 35 years

25 - 35 years

< 25 years

How do the Digital Revolution change our world

Major Mega trends



Megatrends changing our world















From Local to Glocal

From Ownership to Usage

From **Thermic** to Electric

From Stand alone services to Platforms

From Physical to Phygital

From Function to Mission

From Al to Augmented Intelligence

Merge Global deals and Local implementation

Move to subscription **Use Technology** as an economic weapon

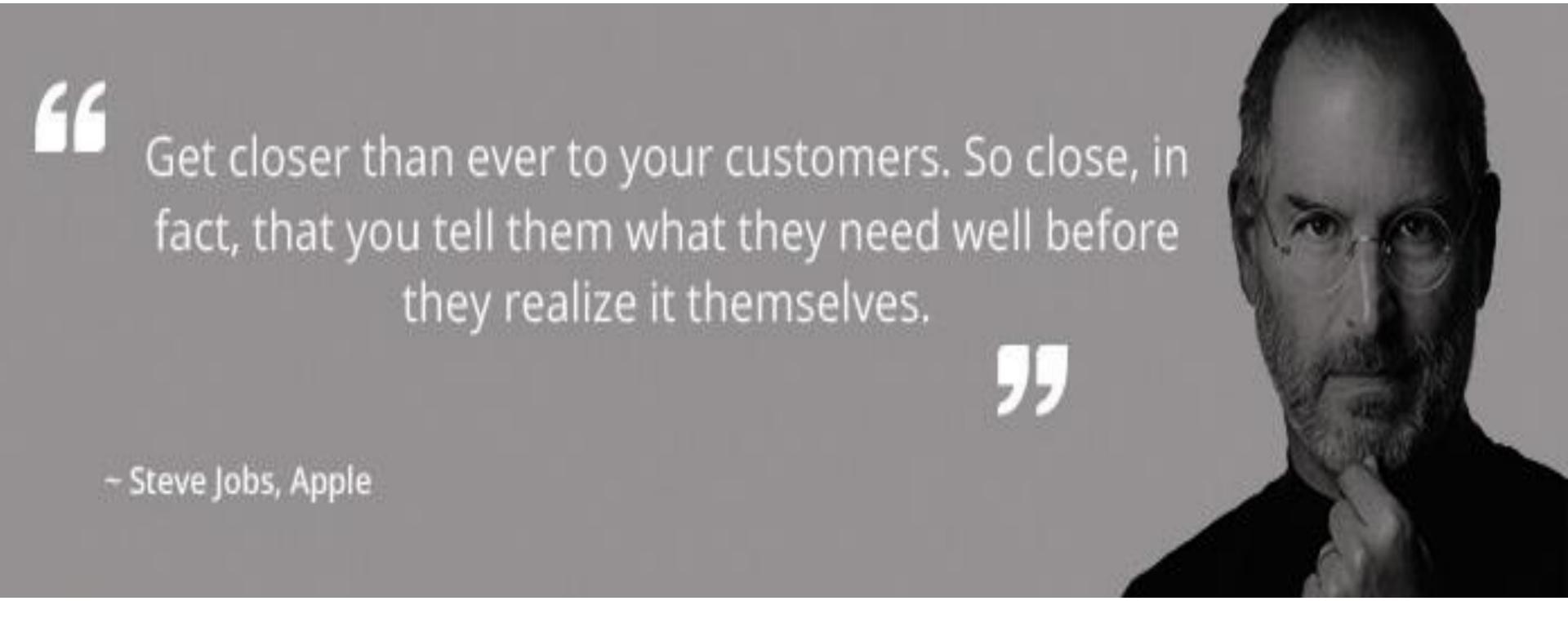
Move to embedded offers

Create leaner and immersive CX management

Redefine people Position CX / EX above productivity gains

Some humble advices





Intelligence is on the field

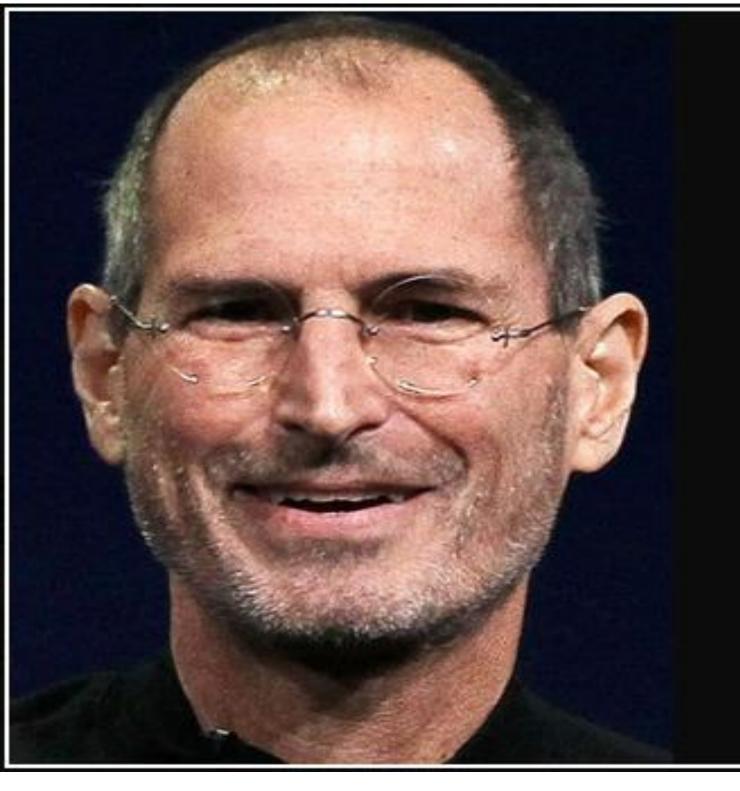


Always think outside the box and embrace opportunities that appear, wherever they might be.

— 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