Every day, billions of people around the world use our products, platforms and services

They’re all benefiting from digital security technologies we’ve made convenient and reliable. Our business is about enabling organizations and individuals to interact with confidence and security; and, ultimately, it’s about providing trust. Every day.

A strong performance, once again

<table>
<thead>
<tr>
<th>Revenue all operations</th>
<th>IFRS net profit</th>
<th>Net cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>€2,389m</td>
<td>€258m</td>
<td>€449m</td>
</tr>
<tr>
<td>+6% at historical exchange rates</td>
<td>+29%</td>
<td>+27%</td>
</tr>
<tr>
<td>Profit from ongoing operations</td>
<td>€348m</td>
<td>€322m</td>
</tr>
<tr>
<td>+14%</td>
<td>+17%</td>
<td>2012: €323m</td>
</tr>
<tr>
<td>Profit margin from ongoing operations</td>
<td>14.6%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Up 100 basis points</td>
<td>Up 80 basis points</td>
<td></td>
</tr>
</tbody>
</table>

1 Adjusted financial information for all operations.
Chairman’s statement

Making a habit of success

“Gemalto has again shown why it enjoys such strong investor support.”

Investors can trust Gemalto to deliver

With yet another strong performance, Gemalto has again shown why it enjoys such strong investor support. From its formation, the Company has consistently delivered on its promises.

In 2013, profit from operations was €348 million – 16% above the target set at the end of 2009. Continued strong revenue growth (up 10% in 2013 and up 44% vs. 2009) indicates that this performance is sustainable. The Board and management’s confidence is reflected in dividend payments that have increased in double digits every year since 2009. And investors’ confidence is reflected in a share price that in 2013 increased by +18%, in line with the CAC 40 and AEX indices in which Gemalto features, after the outstanding performance of 2012.

Appropriately ambitious new targets

This year the Company begins its next multi-year development plan. The targets for 2017 are bold and clear. We are aiming for €600 million in profit from operations – double the 2012 result. And as we bring both sides of the business into balance, we expect our Platforms & Services revenues to pass €1 billion – more than double the 2013 figure.

These goals are ambitious, and wholly credible. The strategy for the next four years is built on what the Company has already achieved. It has emerged from robust discussion between management and Board (see Governance on page 46). And it reflects the fact that Gemalto’s vision – of enabling the trust on which the digital world depends – is one whose time has come.

The right strengths for the future

The Company’s leadership in both mobile and security services gives it unique strength in these fast-growing markets. Building on its expertise and innovation, it has been able to deliver precisely what customers need – earning a market position which is in itself a powerful competitive strength.

The management team deserves credit for its achievements. Its effectiveness continues to grow. And the new multi-year development plan is a clear declaration of its intention to maintain strong financial performance, value creation and long-term thinking. Gemalto has earned its stakeholders’ trust, and will continue to earn it in the future.

Alex Mandl Chairman
Chief Executive’s review

Evolving business, consistent vision

“We are in the right place at the right time, with the right technologies and business model.”

Confident in our ambitions

In 2013, we continued our development along the path we mapped out some years ago. Though economic conditions were not easy, we over-achieved on our objectives. The main drivers for the Company’s expansion remain in place – so we enter 2014 and our new multi-year development plan, with confidence.

Earning customers’ and employees’ trust

Enabling trust is our business, and it is also central to the way we work.

We earn our customers’ trust by focusing on their satisfaction, and always perfecting what we deliver. We do not interfere with their business models or their relationships with their end-users. We operate behind the scenes, respecting their ownership of their data and helping safeguard their brand reputations.

Gemalto’s success is also our employees’ success, and we strive to engage and develop them. In 2013 our annual listening survey had record levels of participation (80%) and satisfaction (81%). I want to thank them here for their commitment, enthusiasm and focus on our objectives.

Evolving, with a consistent formula

Our new multi-year development plan anticipates continuing rapid growth. Our mission – to bring convenience and trust to the digital world – is more relevant than ever. And our unique assets and positioning suit the market’s needs. We are in the right place at the right time, with the right technologies and business model.

Our Platforms & Services business has been growing fast in recent years, and this is expected to continue as part of Gemalto’s ongoing evolution. There are also plenty of growth drivers for our Embedded software & Products business. Our new products require platforms and services to be managed and maximized once they are in use in the field. These platforms and services in turn enable the deployment and success of even more advanced features inside our new products. So both parts of the Company help each other, and expand together in a virtuous circle.

To handle this rapid development we have reinforced our Senior Management team – recreating the position of Chief Operating Officer to steer our development and sales activities, and promoting from within in accordance with our values. During this new plan our central formula will not change: we will remain frugal, carefully balancing investment and profit generation, and earning trust by delivering on our promises to customers, employees, shareholders and other stakeholders.

Oliver Piou Chief Executive Officer