

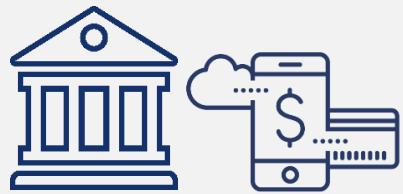
# Capital Markets Day 2021

## | Disclaimer

This announcement contains certain forward-looking statements with respect to the financial condition, results or operation and businesses of Network International Holdings plc. Such statements and forecasts by their nature involve risks and uncertainty because they relate to future events and circumstances.

There are a number of other factors that may cause actual results, performance or achievements, or industry results, to be materially different from those projected in the forward-looking statements. These factors include general economic and business conditions; changes in technology; timing or delay in signing, commencement, implementation and performance of programmes, or the delivery of products or services under them; industry; relationships with customers; competition; and ability to attract personnel.

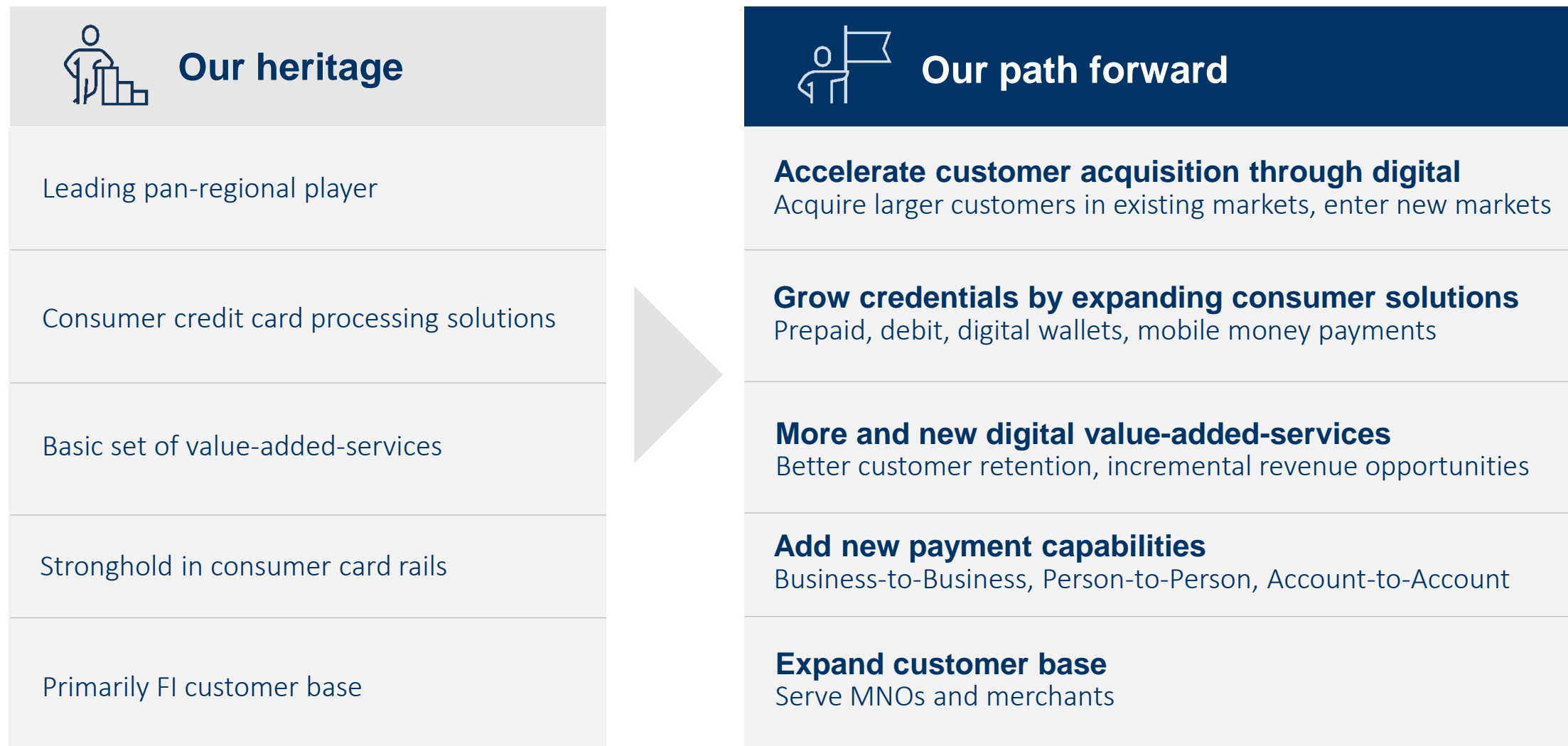
You are cautioned not to rely on these forward-looking statements, which speak only as of the date of this announcement. We undertake no obligation to update or revise any forward-looking statements to reflect any change in our expectations or any change in events, conditions or circumstances.



## Financial Institutions and Fintechs

Customer line focused on market leading processing solutions

# A transformation in the making to drive faster growth



# We are uniquely positioned to win share

Capabilities	Trusted Reputation	Local Presence	Scale
<p><b>End-to-end</b> across processing solutions</p>	<p><b>15 years</b> Average customer tenure<sup>1</sup></p>	<p><b>15</b> Countries on-soil presence</p>	<p><b>50+</b> Countries served</p>
<p><b>30+</b> Value-added-services</p>	<p><b>Best-in-class</b> technology and systems</p>	<p><b>200+</b> FI &amp; Fintech Customers</p>	<p><b>16m+</b> Consumer credentials under management</p>
			<p><b>750m+</b> Transactions processed</p>

## Relevance

- |                                                                                                                                                                                            |                                                                                                                             |                                                                                                                                                                                      |                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>› Multiple, resilient sources of revenue</li> <li>› Provide both bespoke, tailored solutions and off the shelf easy to consume solutions</li> </ul> | <ul style="list-style-type: none"> <li>› Strong brand reputation</li> <li>› Long standing customer relationships</li> </ul> | <ul style="list-style-type: none"> <li>› Locally relevant player with licenses and regulatory certifications</li> <li>› Trusted by customers with multi-regional presence</li> </ul> | <ul style="list-style-type: none"> <li>› One partner to grow with across the region</li> <li>› Invest in leading capabilities</li> <li>› Cost advantage</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Note:** 2020 data 1. Refers to average tenure of top ten customer relationships

# Payments is a local business; local expertise is important to serve customers



**Note:** 1. Markets with Network customers 2. Saudi Arabia hiring of local team has been initiated, technology hub in development

A diverse customer base gives us the credentials to win new business

### Financial Institutions























### Digital banks, fintechs and non-traditional players



# We compare favourably to our competitors



**Network >**

-  **Local presence**  Serving customers in 50+ countries, with on-soil presence in 15
-  **Multi-country client portfolio in MEA**  Trusted by clients with multi-regional operations
-  **Tech platform**  Best-in-class platforms to accommodate customer needs
-  **Services across the payments value chain**  Issuing / acquiring core processing services, coupled with local tech and ops support
-  **Value-added-services**  Good existing base relevant to the region and a strong pipeline

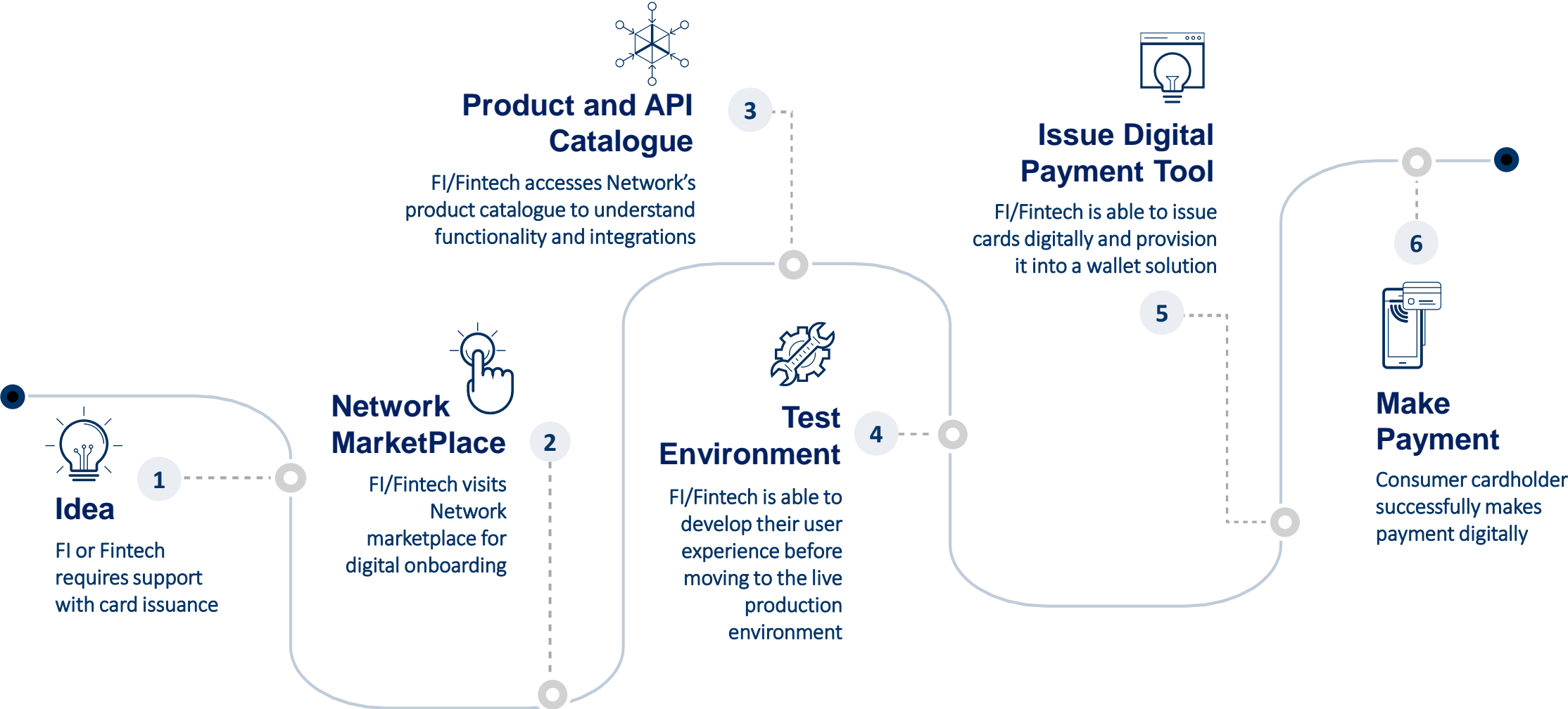
Global players	Regional and emerging players
	
	
	
	
	



# Our strategic initiatives for growth leverage on our strengths and market trends

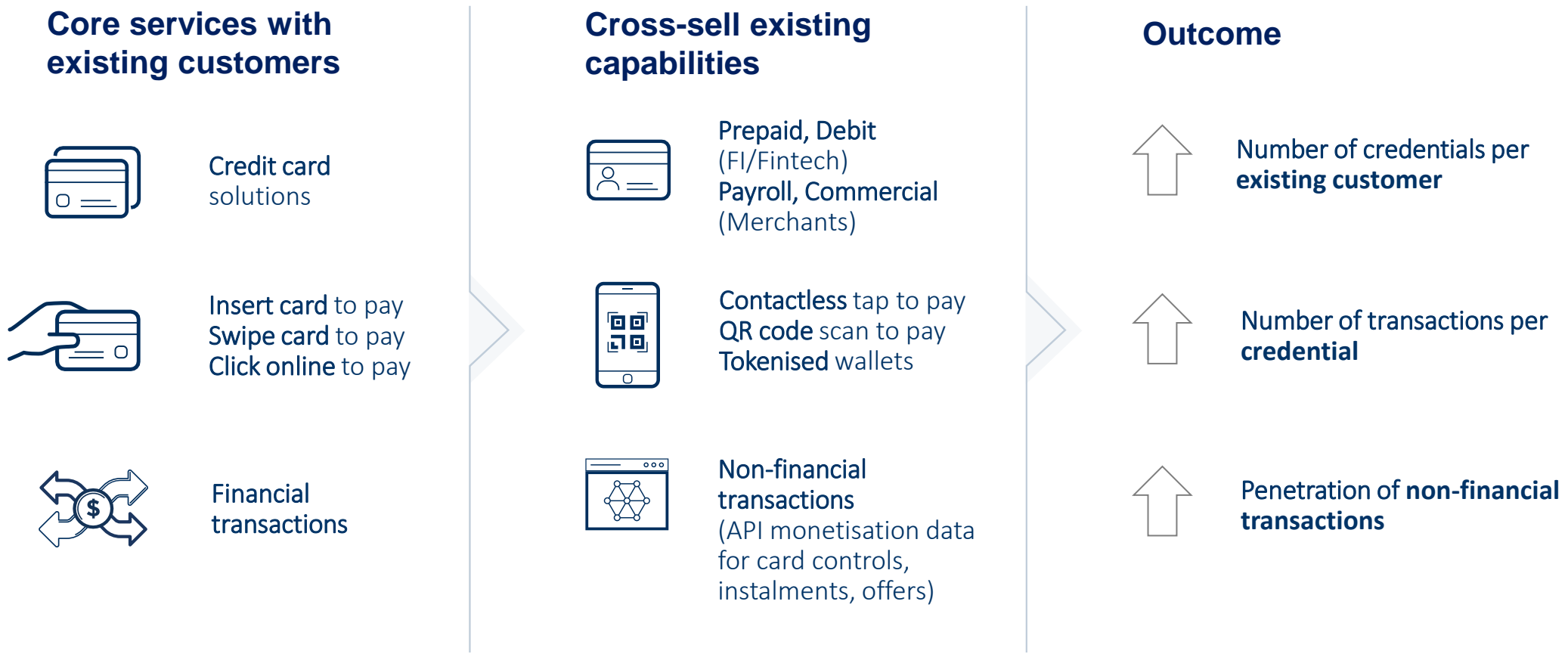
	 <b>Accelerate</b>	 <b>Innovate</b>
Strategic initiatives in action	<b>Faster signup of FIs</b> Digital onboarding, more automation	<b>Harness the power of partners</b> Deploy new capabilities faster
	<b>Expand consumer solutions</b> Prepaid, debit and digital wallets for proximity and remote commerce	<b>Enrich transactions with new revenue streams</b> Expand the range of value-added transactions, advisory and analytics services
	<b>Access new revenue pools</b> Execute in the Kingdom of Saudi Arabia	
Further growth opportunities	<b>Win large FI and multi-market customers</b> Pan-regional FIs, MNOs, Merchants	<b>Enable new payment flows</b> Business to Business, Person to Person, Account to Account

# Digital customer onboarding and servicing will enable faster onboarding



Note: FI 'Financial Institution'

# Our digital capabilities will significantly expand credentials and transaction growth



Note: FI 'Financial Institution'

# We are very excited about our journey in the Kingdom of Saudi Arabia

## Dynamic payments landscape

18%

Digital payments penetration<sup>1,2</sup>



70%

Government target digital payments penetration

60%

Growth in POS devices 2019-20<sup>1</sup>

12-13%

2021-25 expected digital payments growth<sup>1,3</sup>

## We are well placed to win

- > One stop shop full-service offering
- > Established track-record in neighboring UAE
- > Existing established relationships in KSA
- > Best-in-class technology stack



## Significant outsourcing opportunity

- > Payments processing insourced at 10 of the 12 largest banks
- > Strong sales pipeline

## Medium-long term financial targets

**USD 50m**

Revenue

**c50%**

EBITDA margin

- > Capital investment up to USD 10m
- > First customer revenues expected in 2022
- > Fast payback in 3-4 years

Note: 1. Source Edgar Dunn 2. 2020 share of non-cash transaction count as a % of total consumer and commercial payment transactions. 3. Expected digital Tx value growth



# Partnering with several companies to accelerate the launch of new capabilities

## Strategic



## Customer Engagement



## Security Solutions



## Omni-channel Integration





# Adding value to every transaction and expanding our range of services

## Existing value-added-services



Advanced Issuing Fraud Solution



Card Control



3D Secure



Legacy Fraud Solution for Acquirers



Instant Issuance



Easy Payment Plan



Tokenisation for Issuers



Electronic Bill Presentation



Tokenisation for Acquirers

## Coming soon



3D Secure 2.0 / Biometrics



Enterprise Wide Risk Solutions



Buy Now Pay Later



WhatsApp Banking



Advanced Fraud Solutions for Acquirers



Hyper Targeted Loyalty



Fintech in a Box







SME in a Box (for DTM base)






Real time data analytics



# Our range of data and advisory services will serve customers better

		<b>Solutions</b>	<b>Benefits</b>
	<b>Dashboards and reports</b>	<ul style="list-style-type: none"> <li>› SmartView portfolio dashboard</li> <li>› Portfolio review</li> <li>› Health check</li> </ul>	Better understanding of portfolios and areas of opportunity
	<b>Custom analytics</b>	<ul style="list-style-type: none"> <li>› ATM to POS propensity model</li> <li>› Reactivation strategy</li> </ul>	Bottom-up customer level insights for issuers to action
	<b>Strategic consulting</b>	<ul style="list-style-type: none"> <li>› Customer onboarding</li> <li>› Life-cycle management</li> <li>› Card value proposition</li> </ul>	Top-down P&L driven strategies and recommendations
	<b>Execution support</b>	<ul style="list-style-type: none"> <li>› Authorisation strategy changes</li> <li>› Fraud rule changes</li> <li>› Risk control; credit limits</li> </ul>	Execution of strategies and insights using Network technology stack

# We are starting the journey to harness significant untapped revenue pools

	Opportunity	Our solutions
 <p><b>New or underserved markets</b></p>	<ul style="list-style-type: none"> <li>› <b>Nigeria:</b> underserved by Network</li> <li>› <b>Iraq:</b> new market, represents c4% of MEA PCE<sup>1</sup>, only 12% digital Tx penetration<sup>1,2</sup></li> </ul>	<ul style="list-style-type: none"> <li>› <b>Nigeria:</b> acquirer omnichannel acceptance solutions to complement issuing offer</li> <li>› <b>Iraq:</b> acquirer and issuer processing for large FIs or MNOs</li> </ul>
 <p><b>Enable new payment flows</b></p>	<ul style="list-style-type: none"> <li>› <b>Large addressable MEA Tx volume pools</b> <ul style="list-style-type: none"> <li>› <b>Mobile money P2P<sup>3</sup></b> USD c185bn</li> <li>› <b>Remittance P2P<sup>4</sup></b> USD c100bn</li> <li>› <b>B2B<sup>5</sup></b> USD 50bn</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>› <b>Digital platform</b> processing solution</li> <li>› <b>Agnostic</b> to payment type/channel</li> <li>› <b>Digital procurement and fleet management</b></li> </ul>
 <p><b>Win large FI and multi-market processing customers</b></p>	<ul style="list-style-type: none"> <li>› <b>Pan-regional banks</b> across &gt;10 countries</li> <li>› <b>Pan-regional Mobile Network Operators</b></li> </ul>	<ul style="list-style-type: none"> <li>› <b>End-to-end, regulatory compliant solutions</b></li> <li>› <b>MNO in a box:</b> companion cards and acquirer processing</li> </ul>

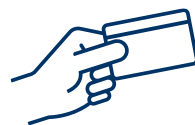
**Note:** PCE 'Personal Consumption Expenditure' 1. Source Edgar Dunn 2. Non-cash tx as % of total tx volume in 2020 3. Source GSMA Mobile Money Dataset 2020. Domestic transfers involving mobile money account including over-the-counter transactions, off-net/cross-net transfers, bank account-to-mobile money account transfers, and mobile money-to-bank account transfers. 4. Source World Bank. Inward remittance flows in 2020. 5. Source MasterCard. 2020 estimate of B2B commercial spends using cards in MEA



# Our journey to be the fastest-growing and most innovative customer centric payments company in the Middle East and Africa has begun



**Scale** – grow share, scale in underserved markets and enter new markets through digital



**Grow digital customer credentials** – credit, debit, virtual prepaid, mobile money, non-financial transactions



**Diversify revenues** – substantial revenue stream from value-added-services



**More flows** – B2C, B2B, P2P, A2A payments



**Expand customer base** -Pan-regional FIs, MNOs, merchants