

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.



Strategic Vision

A transformation to accelerated growth

Ambition



Be the **fastest-growing** and **most innovative customer centric** payments company in the Middle East and Africa

How we get there



Accelerate

Serve more customers



Innovate

Serve customers better

Medium-long term objective

20%+


revenue CAGR

45-50%

u.EBITDA¹ margin


Further growth supported by investment

Business model transformation to drive 20%+ revenue growth

 **Our heritage**

- Direct-to-merchant in UAE and Jordan
- 'Transaction processing' the cornerstone of customer proposition
- Consumer card payments
- Majority processing revenues
- Majority UAE revenues



 **Our path forward**

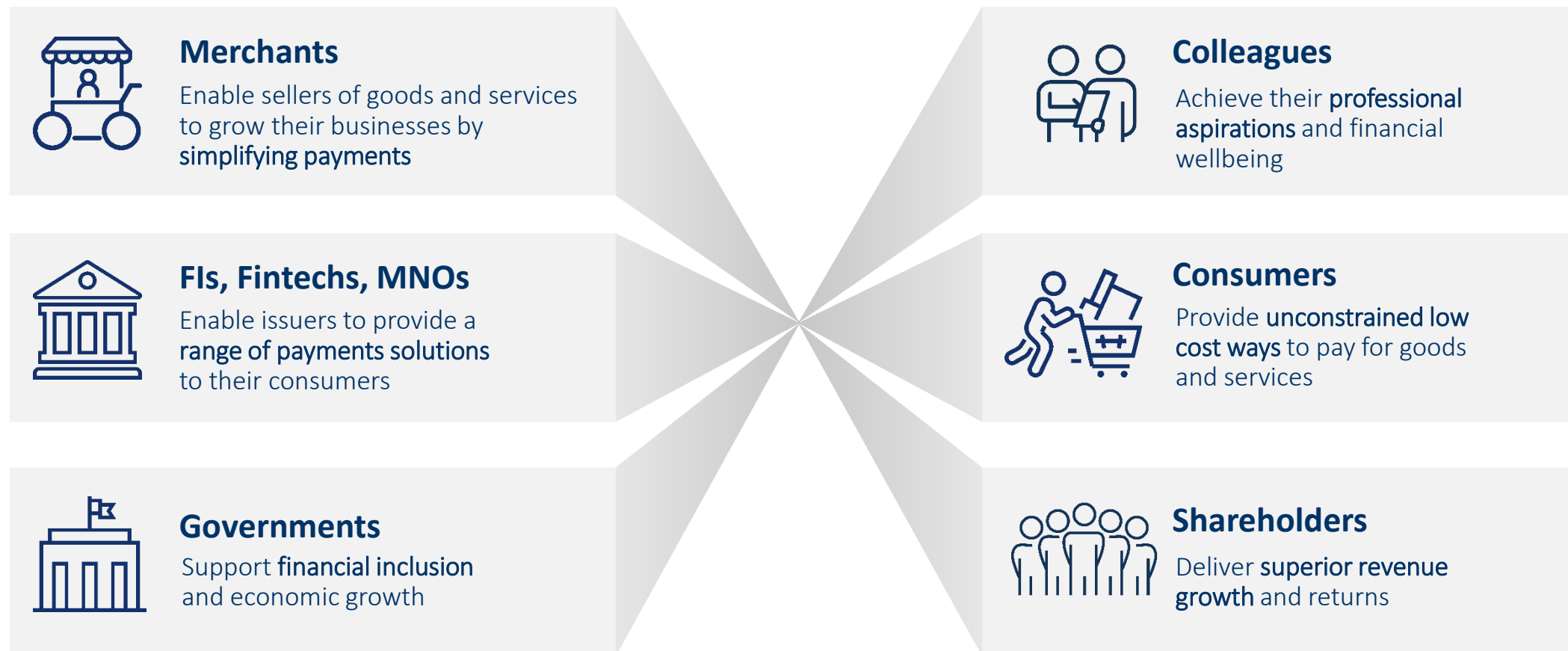
-  Extend leadership in UAE & Jordan; establish scale in 'focus' markets
-  'Value-added-services' based customer proposition
-  Cards, B2B, P2P and A2A payments
-  Faster growth in direct-to-merchant revenues
-  Wider geographical diversification of revenues

Our growth ambition is underpinned by a strong purpose



Helping businesses and economies prosper by **simplifying commerce and payments**

Doing well by doing good

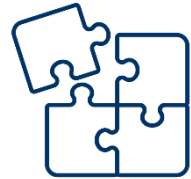


A cultural transformation is underpinning faster growth

The Network Way



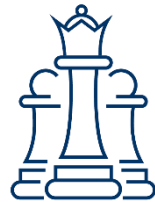
We put the customer at the heart of everything we do



We build better everyday



We move fast, together



We aim for scale and market leadership

Our Values



Be open and honest, with positive intent



Own every decision



Always do the right thing



Celebrate wins, sunshine failures

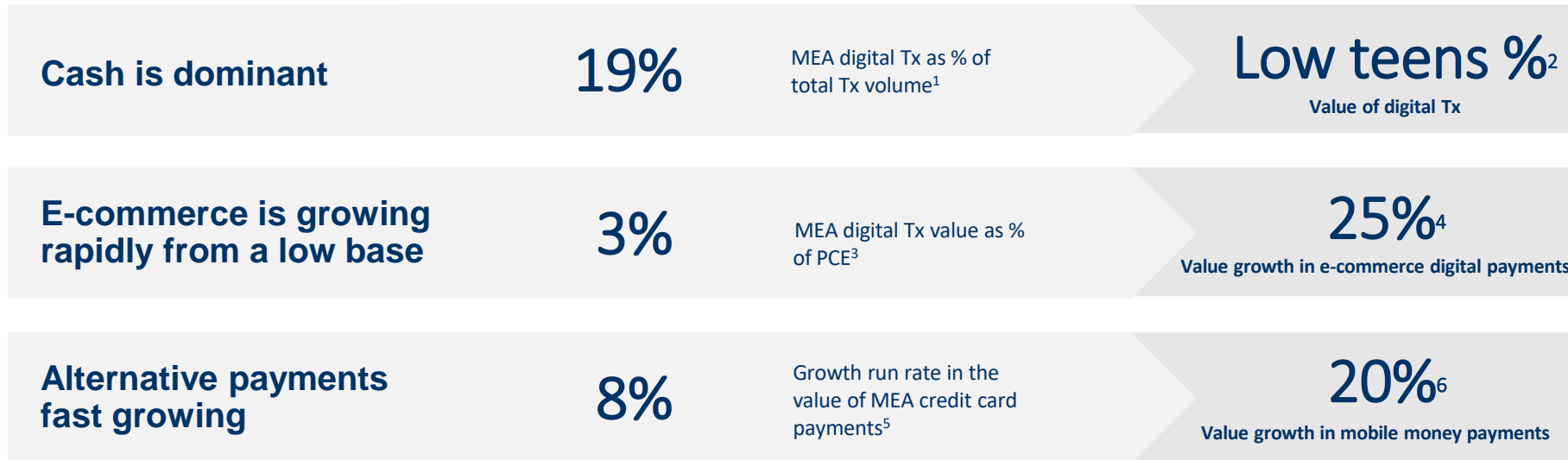
Why are we strongly positioned to accelerate growth?

- 1 **Structurally attractive markets:** underpenetrated, accelerating digital payment adoption
- 2 **License to win:** customer trust, value chain coverage, scale, local presence, team of payments experts
- 3 **Focused growth strategy:** in high personal consumption expenditure markets

1

Structurally attractive markets

 Expected MEA growth (2021-25 CAGR)



Note: Source: Edgar, Dunn & Company 2020 data **1.** Transaction volumes. **2.** Transaction value, forecast for total non-cash payments excluding account to account. **3.** Transaction value, includes E-commerce (non-cash), M-commerce and E-commerce cash on delivery, PCE being Personal Consumption Expenditure. **4.** Forecast for total Tx value growth in E-commerce (non-cash) payments. **5.** Transaction value, total credit card payments **6.** Forecast growth in mobile money Tx value

2 Our license to win



Comprehensive capabilities

- › One stop shop provider to financial institutions and merchants
- › Ability to develop the payments ecosystem as a whole



Scale

- › Cost advantage
- › Capacity to invest in market leading capabilities



Local presence in multiple markets

- › One partner for pan-regional merchants and financial institutions
- › Ability to originate and serve start-ups, SMEs and mid-market customers



Trusted experts

- › Local regulatory licenses and certifications
- › High technology resilience
- › Long standing relationships, low attrition

2

We are trusted by customers and stakeholders



Local presence

>1,700 employees¹
23 markets in-country presence¹



Experienced leadership

Recently refreshed team
20+ years average payments experience



State-of-the-art tech platforms

Newly invested
99.9% systems availability



High regulatory and compliance standards

10 card scheme certifications
7 ISO certifications
PCI DSS/PIN compliant
Regulatory licenses

3 Focus growth markets



Large consumer spending pool (PCE USD)¹



Significant headroom (Digital as % of Tx vol)²



Fast growing (Forecast digital payment growth)³





Risk (ease of doing business / FX / capital controls)

| | | | | |
|---------------------|------|------------|----------------------------|----------|
| Saudi Arabia | 500m | 18% | 12-13% | Low risk |
| Egypt | 340m | 25% | 29-30% | Low risk |
| South Africa | 250m | 39% | 8-9% | Low risk |
| UAE | 230m | 23% | 8-9% | Low risk |
| Kenya | 100m | 12% | 11-12% ⁴ | Low risk |
| Jordan | 45m | 22% | 16-17% | Low risk |

Note: All data points refer to 2020 unless otherwise specified. 1. Edgar Dunn & Company data, PCE – Personal Consumption Expenditure. 2. Transaction volumes. 3. Total Transaction value for non-cash payment (excluding Account to Account) 2021-2025 CAGR. 4. Edgar Dunn & Company data, credit, debit and prepaid value of payments, 2021-2025 CAGR.

3 Focused growth strategy: leveraging our strengths, aligned with market trends

| |  Accelerate |  Innovate |
|---|---|---|
| Strategic initiatives in action Delivers 20%+ revenue CAGR | Faster signup of merchants & FIs Digital onboarding, more distribution | Harness the power of partnerships New customers, new capabilities |
| | Grow merchant base Technology advancements to lower cost of acceptance | Add new revenue streams to every transaction Expand range of value-added-services |
| | Access new revenue pools Execute in the Kingdom of Saudi Arabia | Be the e-commerce champion in the region Leverage DPO |
| Further growth opportunities | New markets | Enable new payment flows |
| | Win large FI and multi-market customers | |

Selective M&A will also have a role to play to grow faster



Accelerate

Serve more customers

In-market consolidation

Scale faster in new markets



Innovate

Serve customers better

Shorten time to market for new capabilities

Investments rigorously assessed against strategic and financial lenses

Building blocks of the faster growth plan

