

## Chairman's Address

Good afternoon my name is Ben Harrison and as Chairman, I am pleased to welcome you to the 2021 Annual General Meeting of Change Financial Limited.

The format for today's AGM will firstly cover the formal part of the meeting which is to consider and vote on the relevant resolutions set out in the notice of meeting. This will be followed by a short presentation from our CEO, Alastair Wilkie.

Before we move to the formal part of the meeting, I would like to acknowledge the hard work and effort of the Change Financial team over the last 12 months. As you can all appreciate FY21 was another busy and challenging year to advance our business against the backdrop of the continuing global pandemic.

FY21 was a pivotal year for Change as we completed transformative initiatives and laid strong foundations to capitalise on the shift in the global payments industry.

Following completion of the technology build of our issuer processing business in the US, we were able to accelerate our development road map through a highly strategic and complementary acquisition. Over the year we successfully integrated the acquisition with our existing technology and operations to create a leading and globally competitive payments solutions platform which includes Vertexon and PaySim, our testing platform.

In the process, Change has also significantly expanded its client base across the globe and with our technology platform supporting valuable clients including leading Australian bank, ME Bank and Philippines based bank, BDO Unibank.

Change has also considerably strengthened its team increasing employees and has an impressive geographical reach with staff in Australia, New Zealand, Dominican Republic, the US, and Greece to service its growing global client base. Importantly we are making positive steps in enhancing the diversity and culture of the organisation. The Board will continue to support and encourage greater diversity in the organisation as it continues to grow.

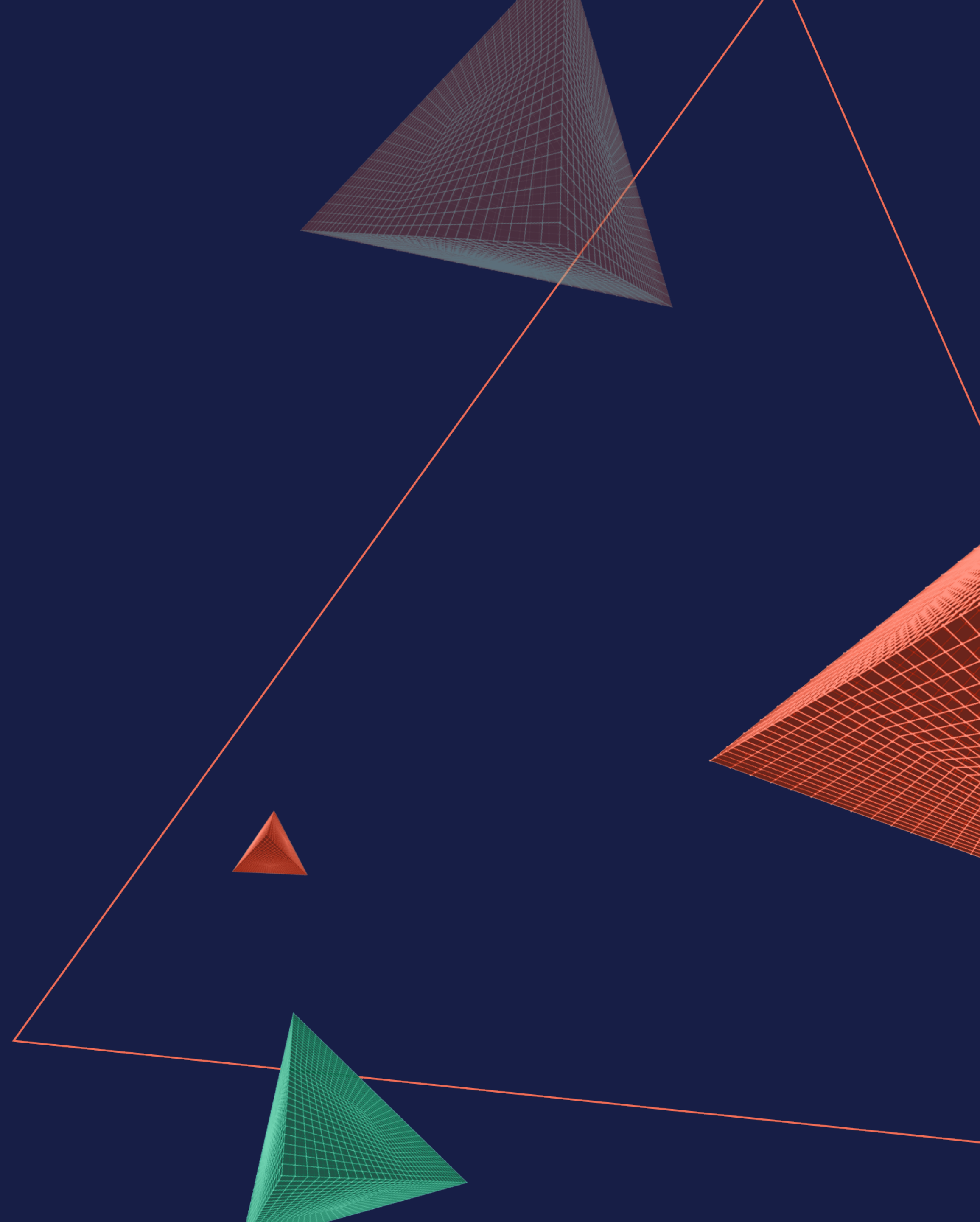
I would like to thank shareholders for their support over FY21. The board believes that the company is in a strong position to capitalise on the foundation that it has created over the last few years and capitalise through accelerated growth in the global payments industry with our leading payments and testing solutions.

# change.

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## AGM Presentation

25 November 2021





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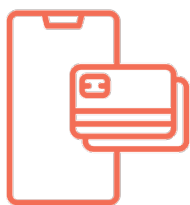
## Past and future performance

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We have a diverse team of over 85 people with local knowledge to support our loyal and growing client base.

# Global fintech with local expertise



**16m+ cards**  
Scalable payments platform



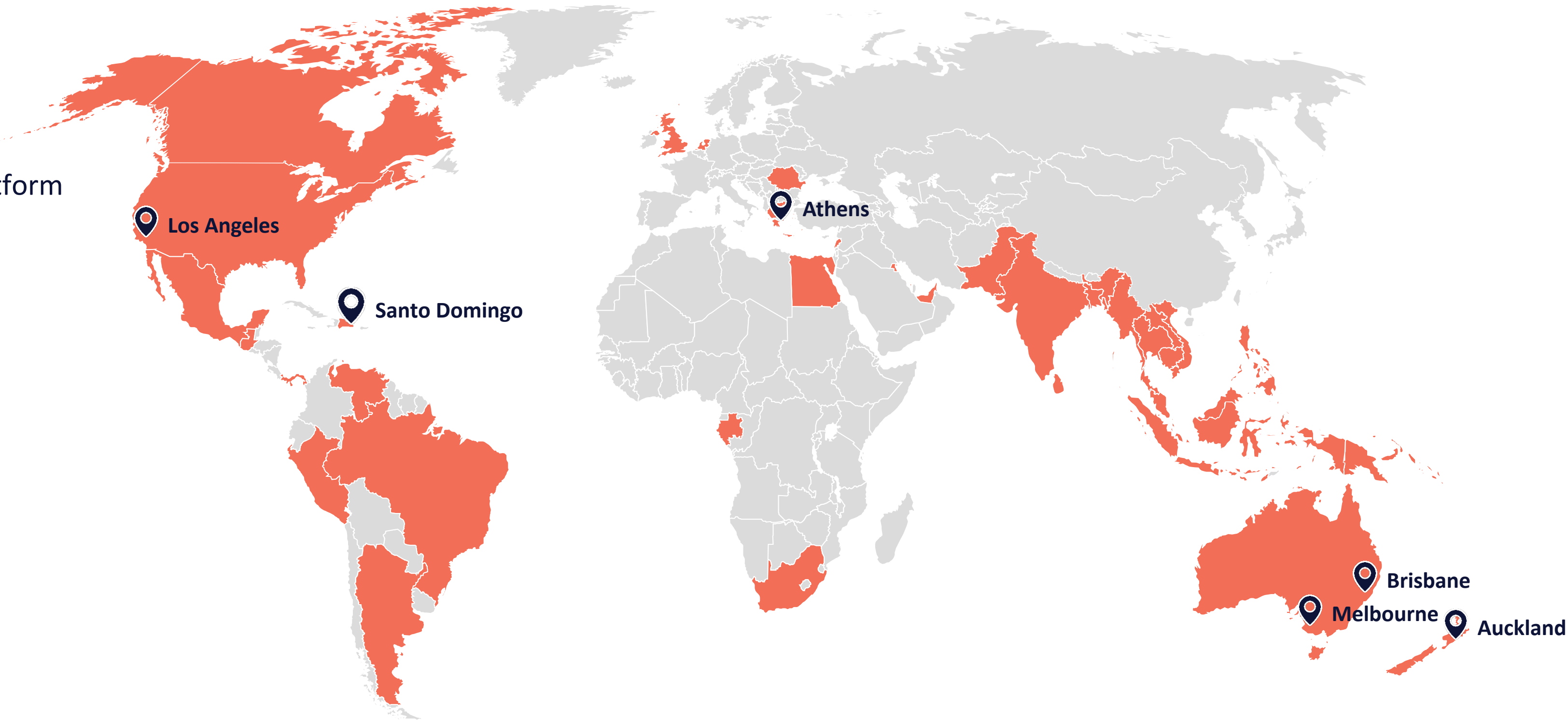
**146 Clients in 41 countries**  
Global footprint



**8+ years average tenure**  
Highly engaged clients



**Processing for the major schemes**



Our offices / staff



Our clients

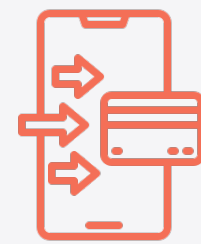


Payments solutions provider, driving innovation in the Banking as a Service ecosystem.

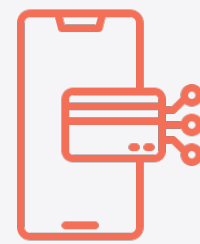
# Simplifying payment experiences worldwide

## Banking as a Service

### Payments as a Service



Issuing physical, digital and virtual prepaid, debit and credit cards

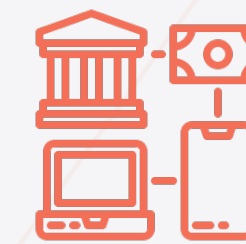


BNPL, Digital wallets, Apple Pay, Google Pay and Samsung Pay

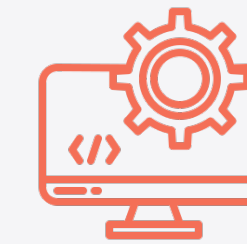


Transaction processing for major schemes Mastercard, VISA, Union Pay, JCB and AMEX

### Payment testing



Payment simulation



Testing automation

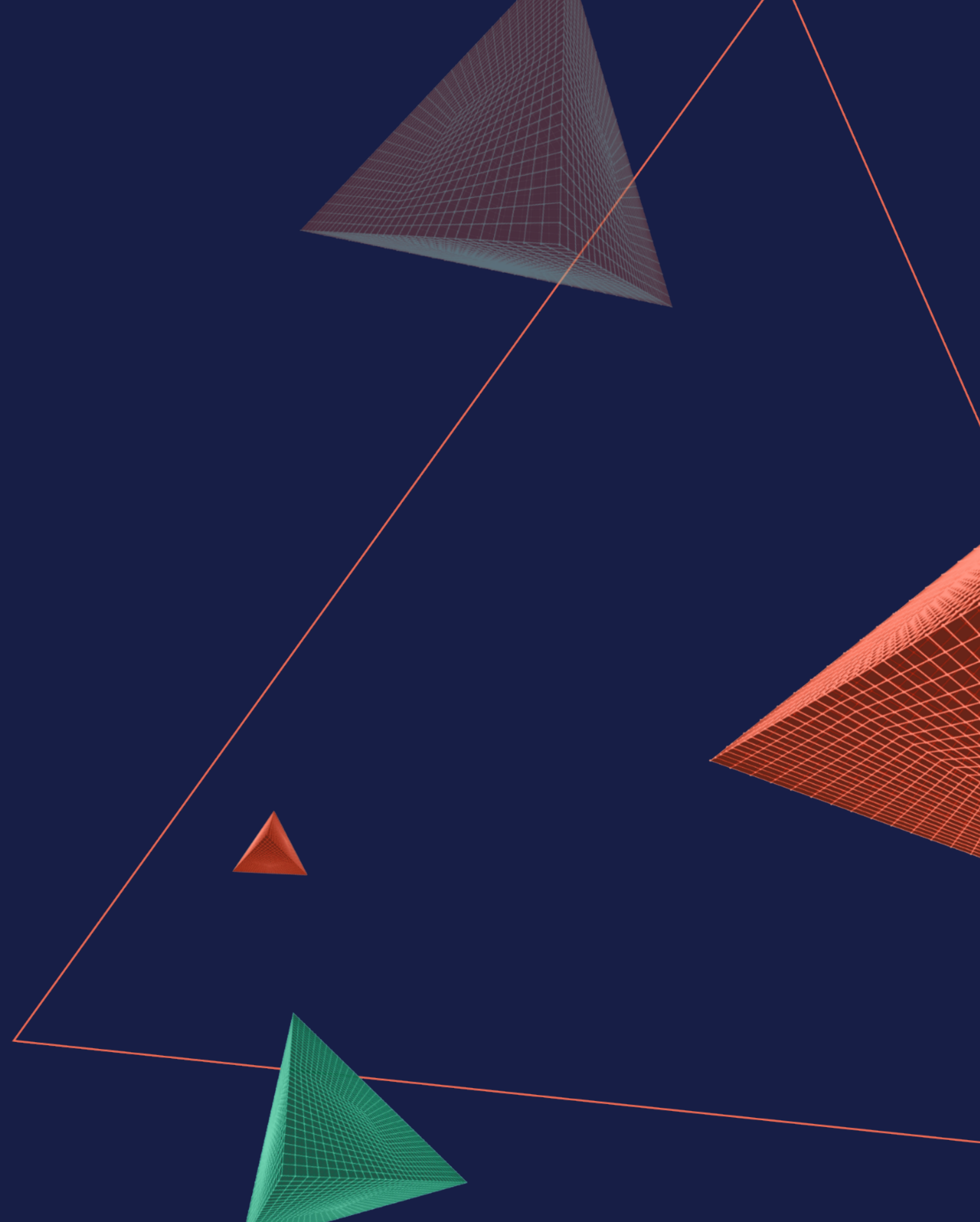


All network management and financial transactions

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# Business Update

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## FY21 Highlights

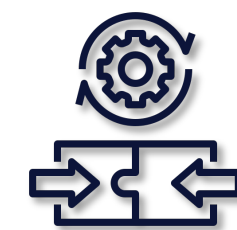
Change has delivered significant milestones to strengthen the business.

### Completed Certified Processor



- ▶ MasterCard certified processor launched
- ▶ Payment Card Industry PCI-DSS certification
- ▶ UpChange prepaid card & mobile app launched

### Completed Business Integration



- ▶ Completed Phase 1 of platform integration project on time and within budget
- ▶ Completed business integration including novation of client contracts and staff integration
- ▶ Key Executive Team and BDM appointments

### Complementary Strategic Acquisition



- ▶ Strategic acquisition
- ▶ Blue-chip client base
- ▶ Geographical reach
- ▶ Accelerated technology and product roadmaps
- ▶ Global workforce

### Go To Market Strategy



- ▶ Completed an immersive 10 week engagement with Deloitte to refresh Change's vision, strategy, measures of success and execution roadmap for FY22-25
- ▶ Developed a strategy execution plan to guide Change's commercial, technical, and organisational investments and actions



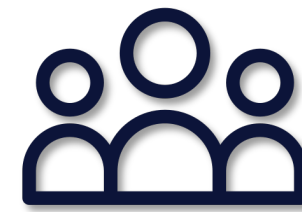
## Business Update

We have built strong foundations to drive future growth.



### New US Issuing Bank Partnership

- ▶ Partnership with Axiom Bank provides key relationship for onboarding clients in the US
- ▶ Partnership leverages Change's Mastercard registered processor and payments platform



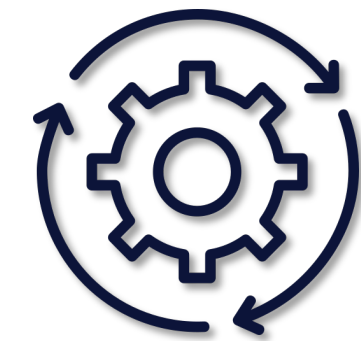
### New US Payments as a Service Client

- ▶ Secured new US fintech card program client in the US – targeting go-live in Q3 FY22
- ▶ Revenue generation will commence upon go-live, adding to Annual Recurring Revenue



### Vertexon SaaS Platform launch

- ▶ Launched a new Payments as a Service (PaaS) offering in Oceania - can be launched into new jurisdictions in a matter of days
- ▶ Provides physical, digital and virtual card issuing to banks and fintechs
- ▶ Phase 2 delivered on time and within budget

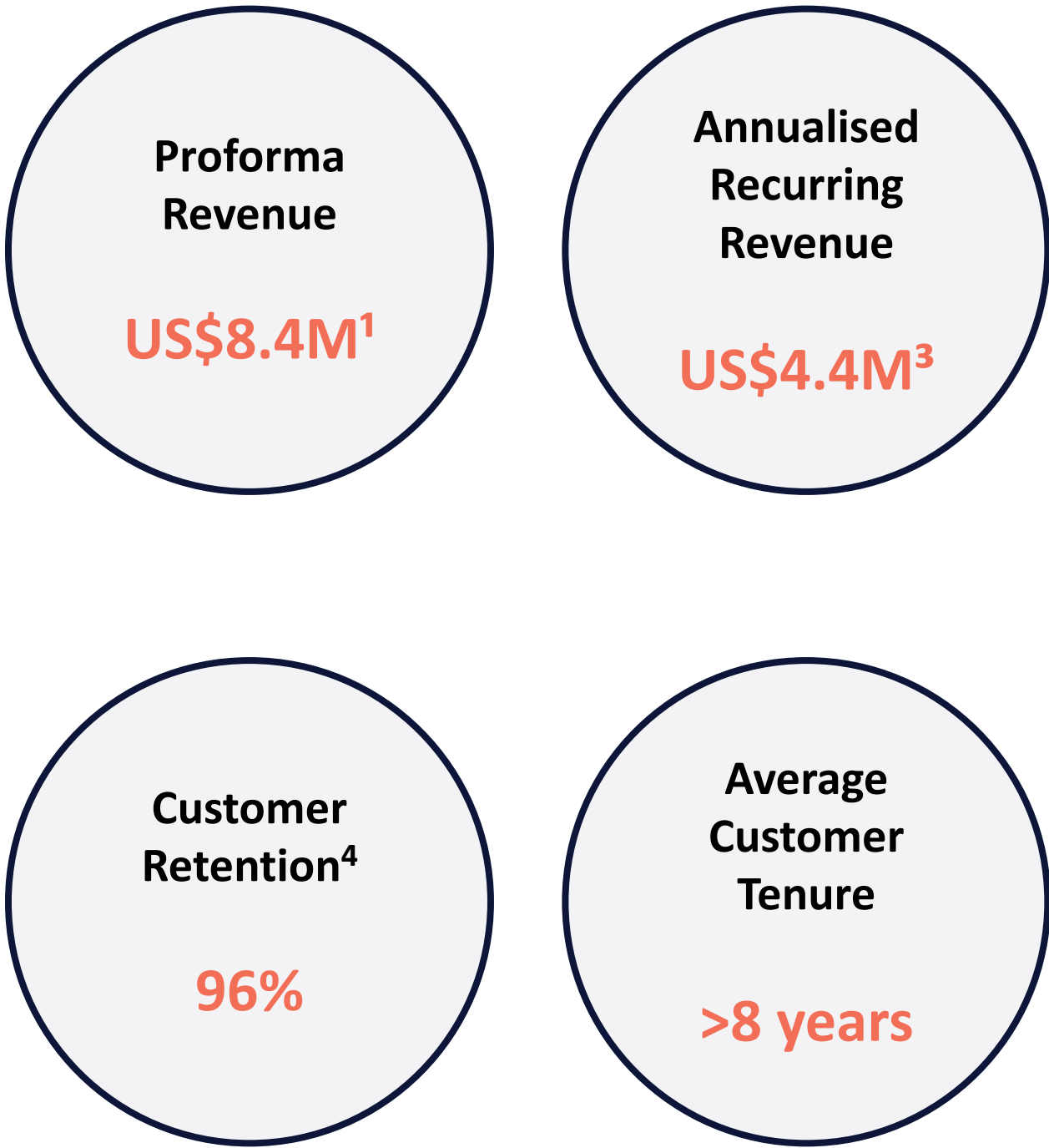


### Operational updates

- ▶ Strengthened the Board with appointment of leading global payments executive
- ▶ Additional payments, operational and strategic experience added to Board
- ▶ Launched new website
- ▶ Increasing PR and IR to drive awareness

# Financial Performance

Transformative year for the business, generating strong ARR and laying the foundations for future growth.



Year ended 30 June (US\$'000)	FY21 Actual	Adjustments¹	FY21 Combined Proforma²	FY20 Actual	FY21 Actual v FY20 Actual
Revenue	6,313	2,120	8,433	258	2,344%
Operating Expenses	(8,966)	(1,572)	(10,539)	(3,758)	139%
EBITDA	(2,653)	547	(2,106)	(3,500)	24%
Depreciation & Amortisation	(635)	(267)	(902)	(12)	4,991%
Profit / (Loss) before Tax	(3,288)	281	(3,008)	(3,513)	6%
Income Tax (Expense) / Benefit	(189)	(16)	(205)	-	N/A
Profit / (Loss) from Operations	(3,477)	265	(3,213)	(3,513)	1%

¹Wirecard FY21 management accounts (unaudited) for the period prior to acquisition, being 1 July 2020 to 30 September 2020

²On a proforma basis assuming the acquisition occurred on 1 July 2020

³Run rate Annualised Recurring Revenue as at 30 June 2021

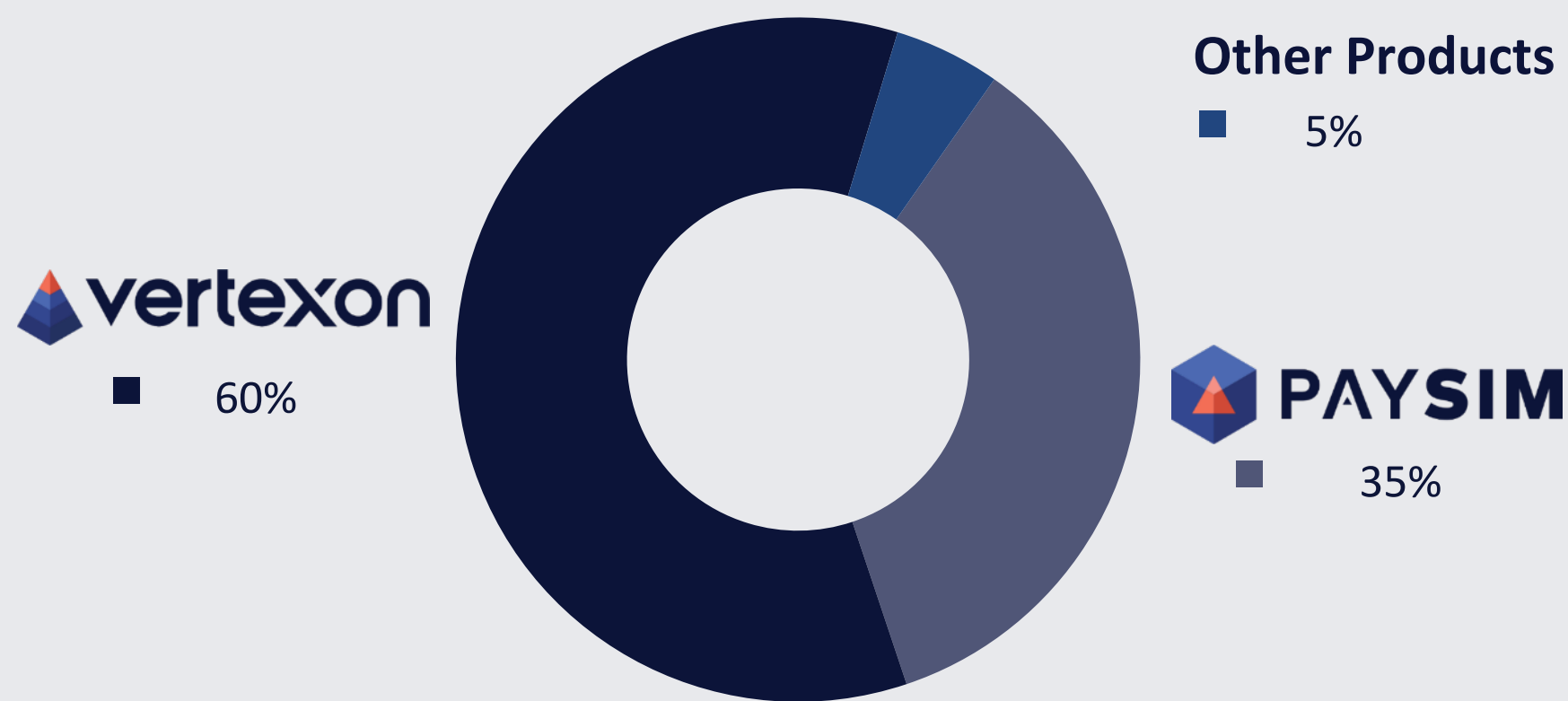
⁴Customer retention for the period 1 October 2020 to 30 June 2021

Diverse range of customers and product usage globally.

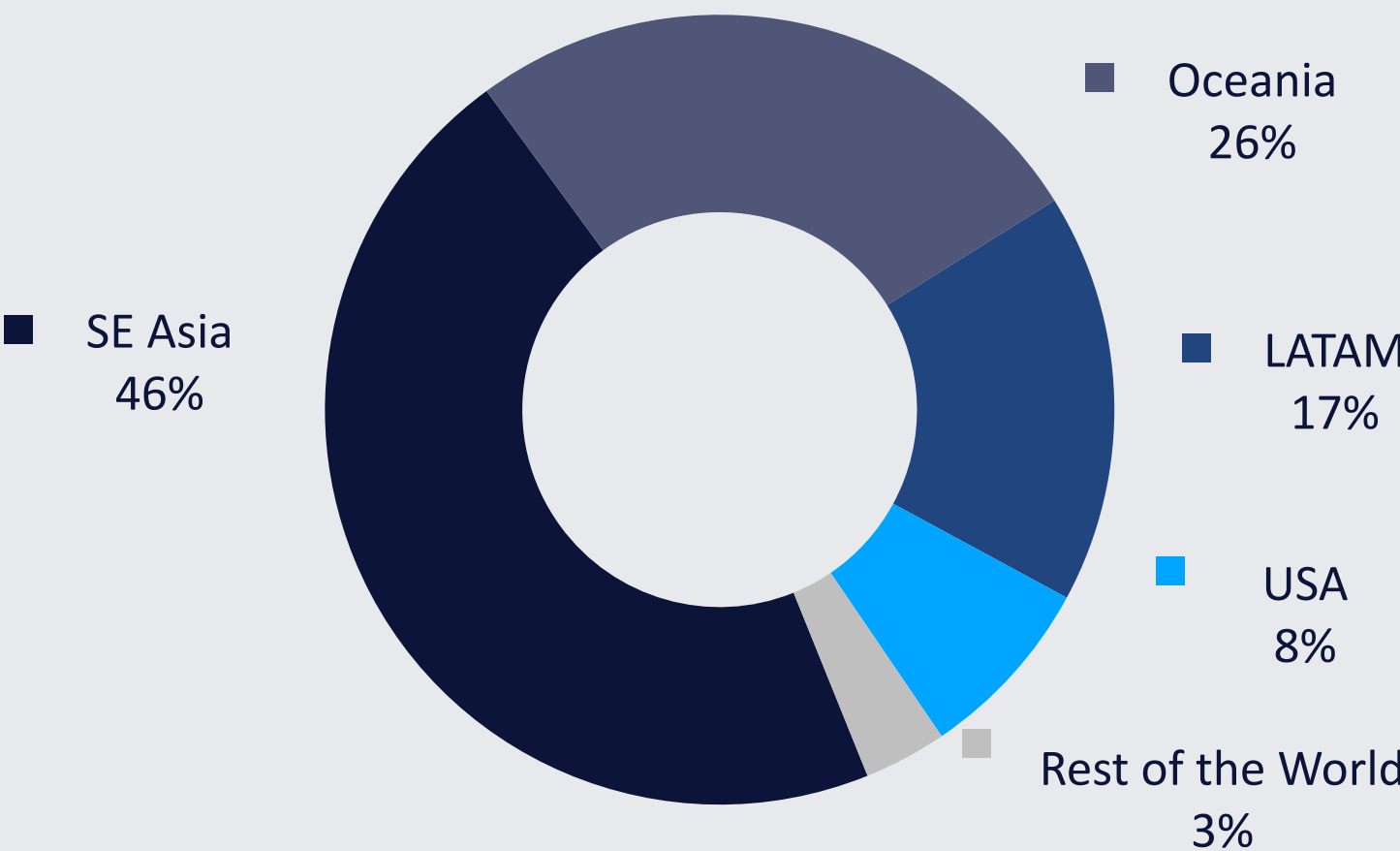
Expansive regional presence and a platform for future growth and expansion.

# Revenue Breakdown

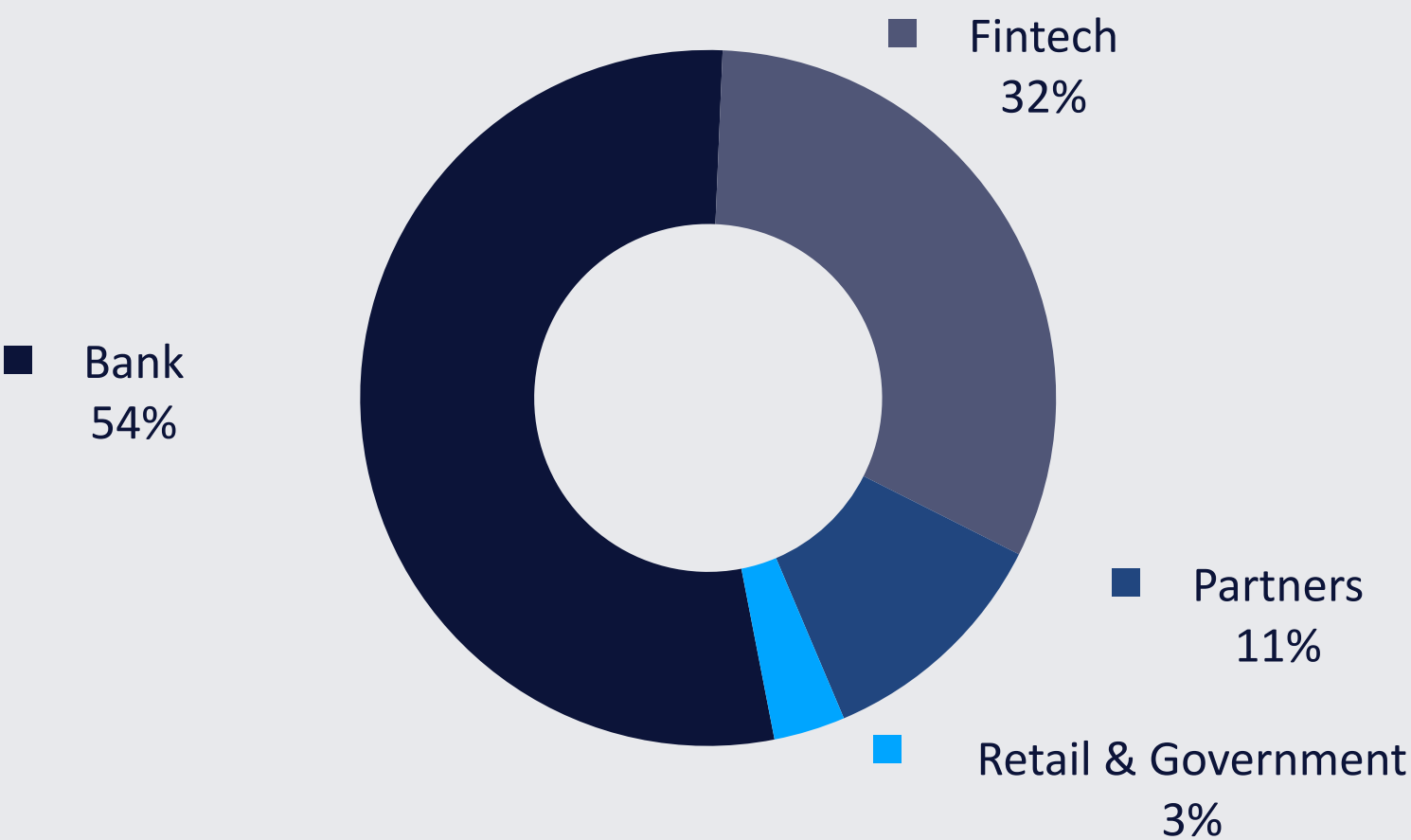
Revenue by Product



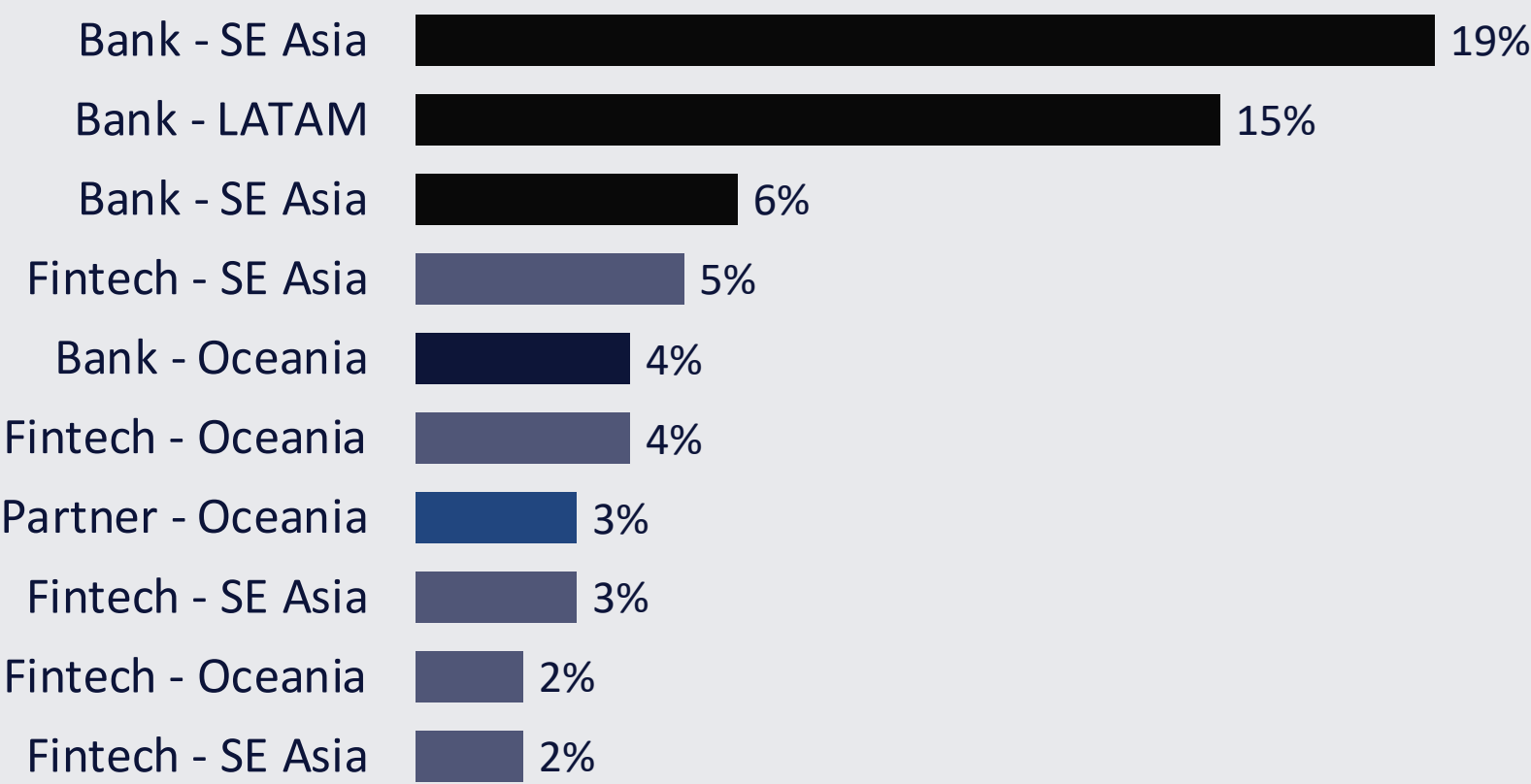
Revenue by Region



Revenue by Client Type



Top 10 Customers by Revenue





Business Development activities has delivered new customers and opportunities.

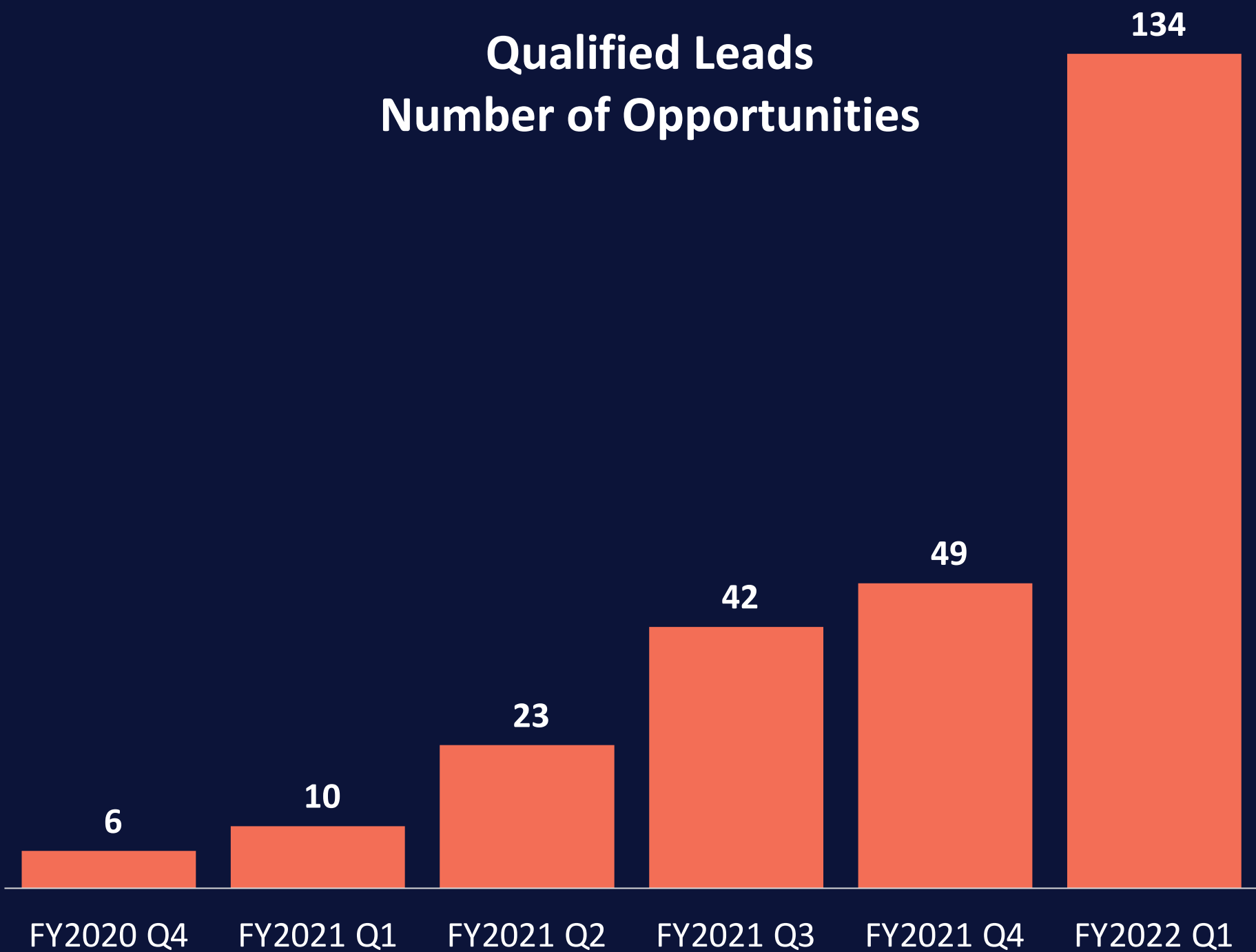
# Business Development Update

## Strategic Activities

- ▶ Hired a team of specialist payments BDMs
- ▶ Sales strategies in place for all key regions
- ▶ Partner growth program under development
- ▶ Implemented Salesforce CRM to provide greater visibility and management of sales activities across all regions

## Business Development Activities

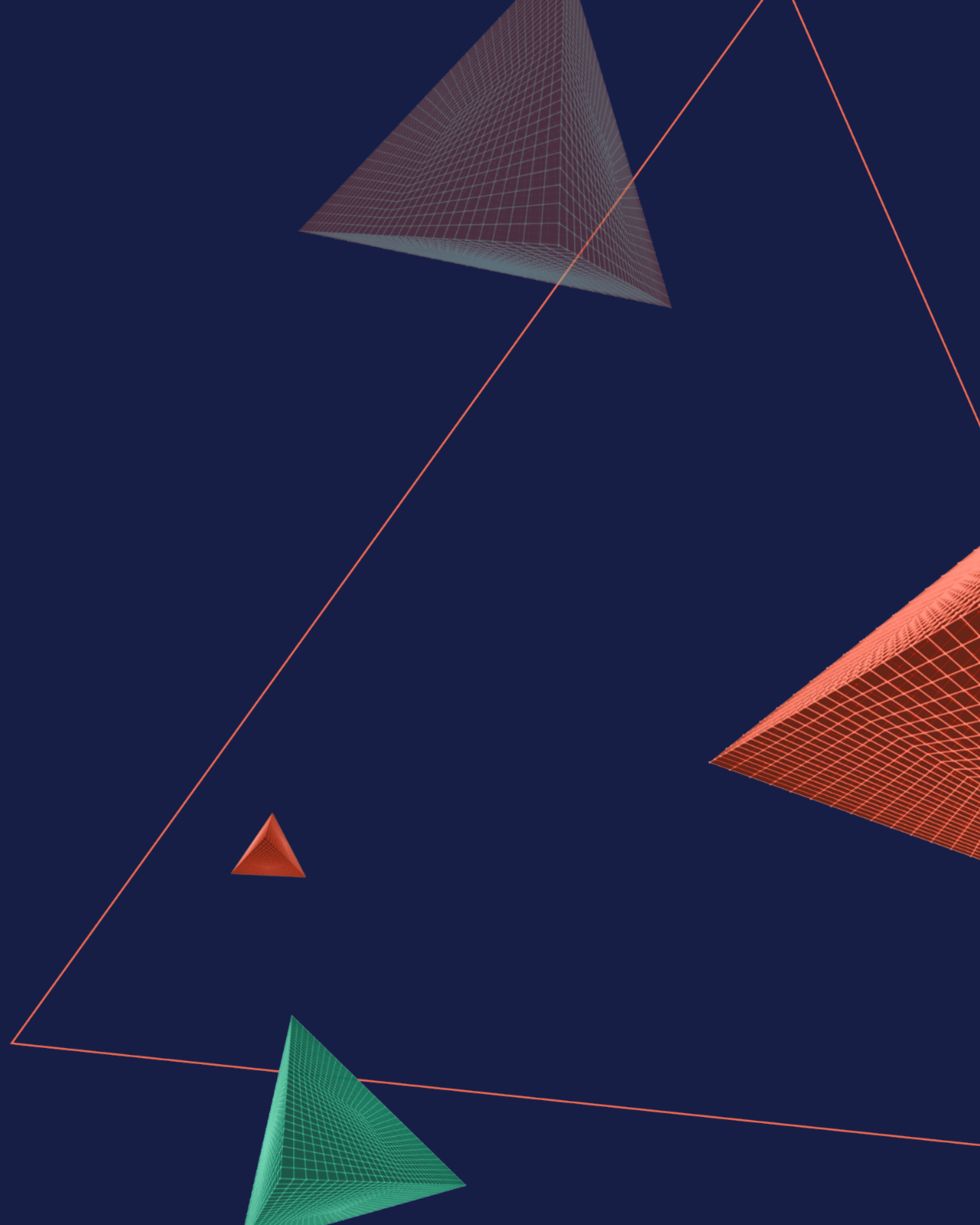
- ▶ Deep engagement with existing clients and strong buy in to product roadmap
- ▶ Significant growth in opportunities pipeline across Vertexon and PaySim
- ▶ Strong interest in Vertexon SaaS solutions from new and existing clients that will drive ARR growth
- ▶ Contract ARR run rate grown to US\$4.6 million
- ▶ Now 146 clients including 5 of the Top 10 payments companies globally



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# Looking Forward

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Working with Deloitte, we analysed our products, capabilities and global market opportunities.

# Core strategies to drive growth

Be competitive  
FY22

Be different  
FY23

Be famous  
FY24



Objective

Build upon Change’s existing foundation by strengthening and growing the core business

Evolve Change’s products and explore growth accelerators

Change leads the market with innovative payment solutions



Solutions

Enhance SaaS solutions and features

Focus on market leading user experiences and product features

Complement existing solutions with enhanced capabilities and ecosystem partnerships



Growth

Growth through banks and early-stage fintechs

Explore retail, government and corporate opportunities while growing banks and fintech

Accelerate growth through global opportunities



Partnerships

Develop partnerships and build regional relationships with schemes

Scale partnership model to increase pipeline and scale client engagement

Build out partner ecosystem with complementary financial and banking solutions



Regions

Prioritise growth for LATAM and SEA  
Unlock growth for US and ANZ

Strengthen client engagement across LATAM, SEA, US and ANZ

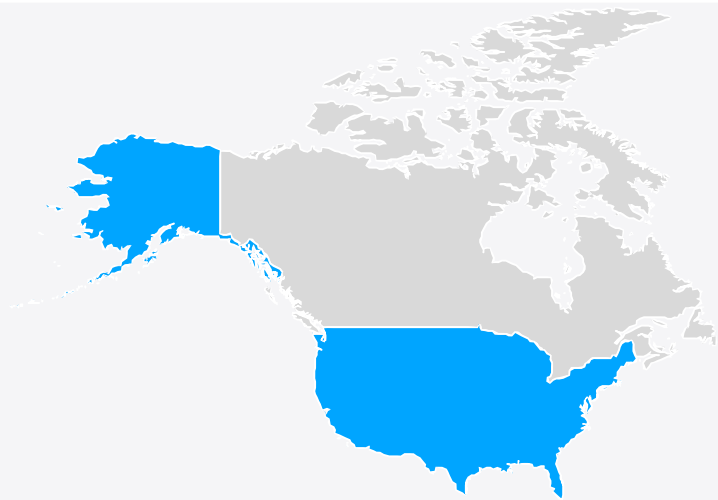
Explore opportunities in new regions and countries



We are focusing on 4 key markets; US, LATAM, SE Asia and Oceania. Our target countries have a TAM of over USD \$10 trillion.

# A large addressable market for growth opportunities

## US TAM



\$8.3T

Transaction value

6%

Transaction volume growth

153B

Transaction volume #

## LATAM TAM



\$1.1T

Transaction value

11%

Transaction volume growth

46B

Transaction volume #

49%

Unbanked Population

## Oceania TAM



\$565B

Transaction value

6%

Transaction volume growth

13B

Transaction volume #

## South East Asia TAM



\$487B

Transaction value

19%

Transaction volume growth

63B

Transaction volume #

Our Be Competitive year will focus on integration of our platforms, feature development, partnerships and customer growth.

# FY22 Key deliverables for growth

## FY22 Q1-Q2

## FY22 Q3-Q4

- |  |                                 |   |                                   |
|--|---------------------------------|---|-----------------------------------|
| ✓ Payment Card Industry PA-DSS Certification   | ✓ Board changes announced       | ▶ Partnership model enabled                   | ▶ Enhanced Customer Support Model |
| ✓ BDO Unibank Major Platform Upgrade           | ✓ Vertexon SaaS Platform launch | ▶ Vertexon SaaS Platform launch in new region | ▶ PaySim SaaS Launch              |
| ✓ Established Global Business Development team | ✓ New Website Launch            | ▶ Vertexon Product Roadmap release            | ▶ Axiom Bank issuing onboarding   |
| ✓ New US Issuing Bank Partnership              | ▶ Vertexon Eventing             | ▶ PaySim Product Roadmap Release              | ▶ First Vertexon SaaS Customer    |
| ✓ New US Payments as a Service Client          | ▶ PaySim API launch             |   |                                   |

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# Thank you.

**Get in touch**

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