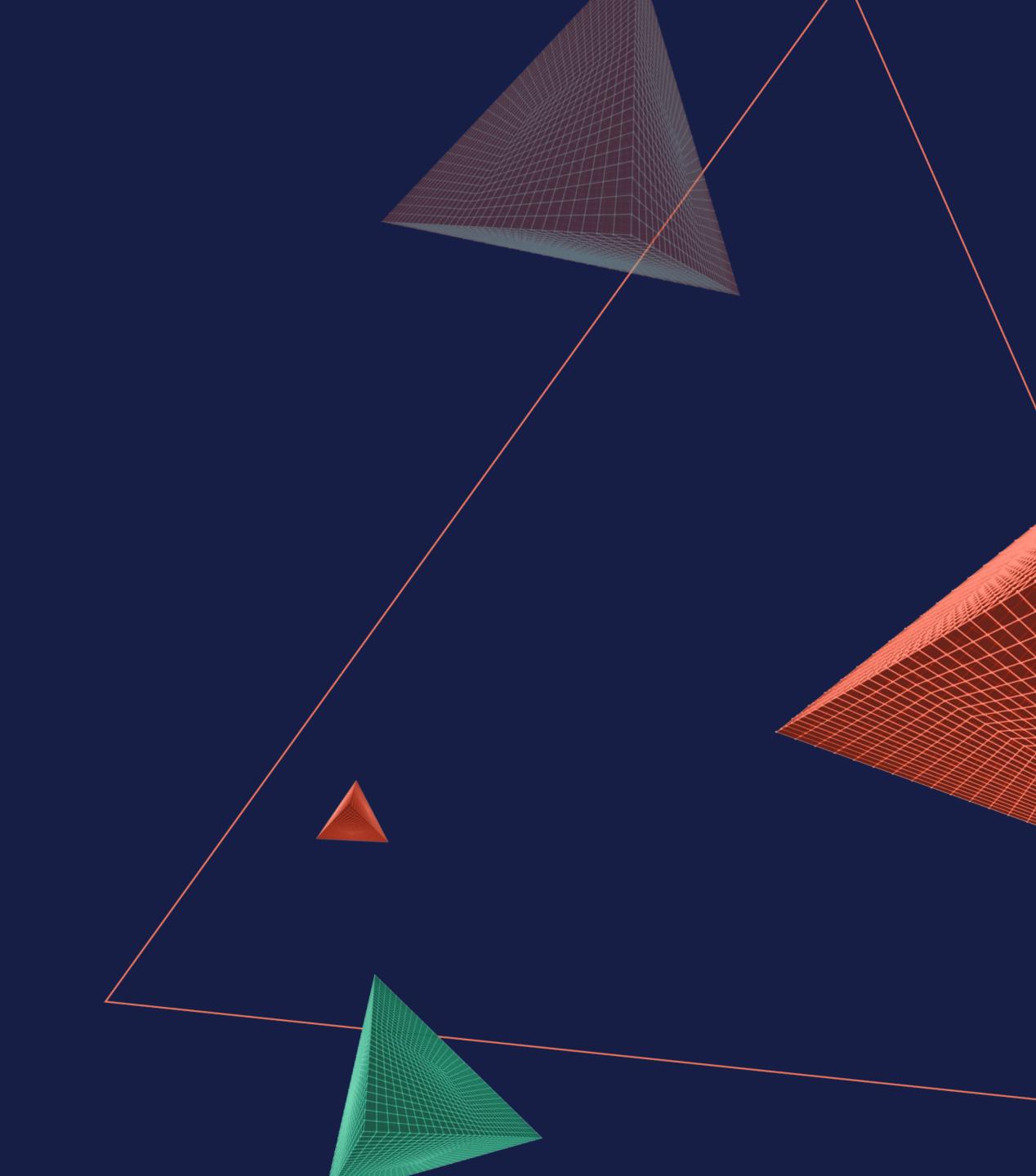
Investor Presentation

June 2022



Simplifying payment experiences globally to be a leading PaaS provider via simple, flexible & fast to market technology

Executive summary

Critical Payments Infrastructure

- ▶ Global B2B fintech providing solutions for banks & fintechs in 40+ countries
- ► Two core products in the banking & payments ecosystem:
 - Vertexon (Payments as a Service (PaaS)): physical & virtual card issuing + transaction processing
 - PaySim: payment testing solution

Established Building Blocks

- Signed Axiom Bank as new issuing bank in US
- Signed partnership with Mastercard for direct issuing in Australia & New Zealand (ANZ)
- ► Granted NZ regulatory approval; Australian regulatory approval expected 1H FY23

Accelerating Market Traction

- ▶ Signed milestone US\$10.5m (A\$14.6m¹) 5-year contracts with 4 NZ financial institutions
- ▶ Signed 3 US fintechs with minimum fee commitments totaling US\$2.4m (A\$3.3m) over initial terms
- ► Continued to close project & licence sales with existing & new clients

SaaS Driven Revenue Growth

- ► Transitioning revenue model to Software as a Service (SaaS) model
- Established recurring revenue base from existing clients
- ► SaaS clients will drive growth through volume & transaction-based fees

Global Market

- Targeting 4 key markets: US, LATAM, Oceania & Southeast Asia
- ► TAM over USD\$10 trillion with tailwind from the continuing trend towards cashless society
- Actively targeting credit unions, financial mutuals & fintechs on the back of recent client wins

Focussed strategy to provide financial institutions & fintechs with enterprise banking & payments technology

Background: key acquisition has focused strategy as PaaS provider

Launched payments & card issuing platform targeting US based clients 2019 Received formal certification as a Mastercard processor in US; only 2nd company in last 20 years Acquired assets of Wirecard ANZ; card & payments management + testing solutions 2020 Accelerated progression as leading global PaaS provider Focused strategy - rebranded & launched Vertexon (PaaS) & PaySim (Payment Testing) 2021 Key 'building blocks' in place providing underlying infrastructure to execute strategy Focus on building sales pipeline & accelerating conversion 2022 Significant milestone client & partnership contracts secured 2020 2021 2022 2022



Payments solutions provider, driving innovation in the banking ecosystem

Change today: delivering scalable payments solutions

Banking as a Service

Payments as a Service









Physical & virtual card issuing



Transaction processing for all major card schemes



Digital payments (Apple, Google & Samsung Pay), BNPL



Full payment simulation



ATM & POS emulation



Visa, Mastercard, UnionPay, Amex, JCB validation

56%

% 1H FY22 Revenue¹

43%

% 1H FY22 Revenue¹

Diverse team of over 85 people with local knowledge to support our loyal & growing client base

Global fintech with local expertise



Deep client integration



Global footprint

154 Clients in 41 countries



Scalable payments platform

16m+ cards



Processing for all the major schemes



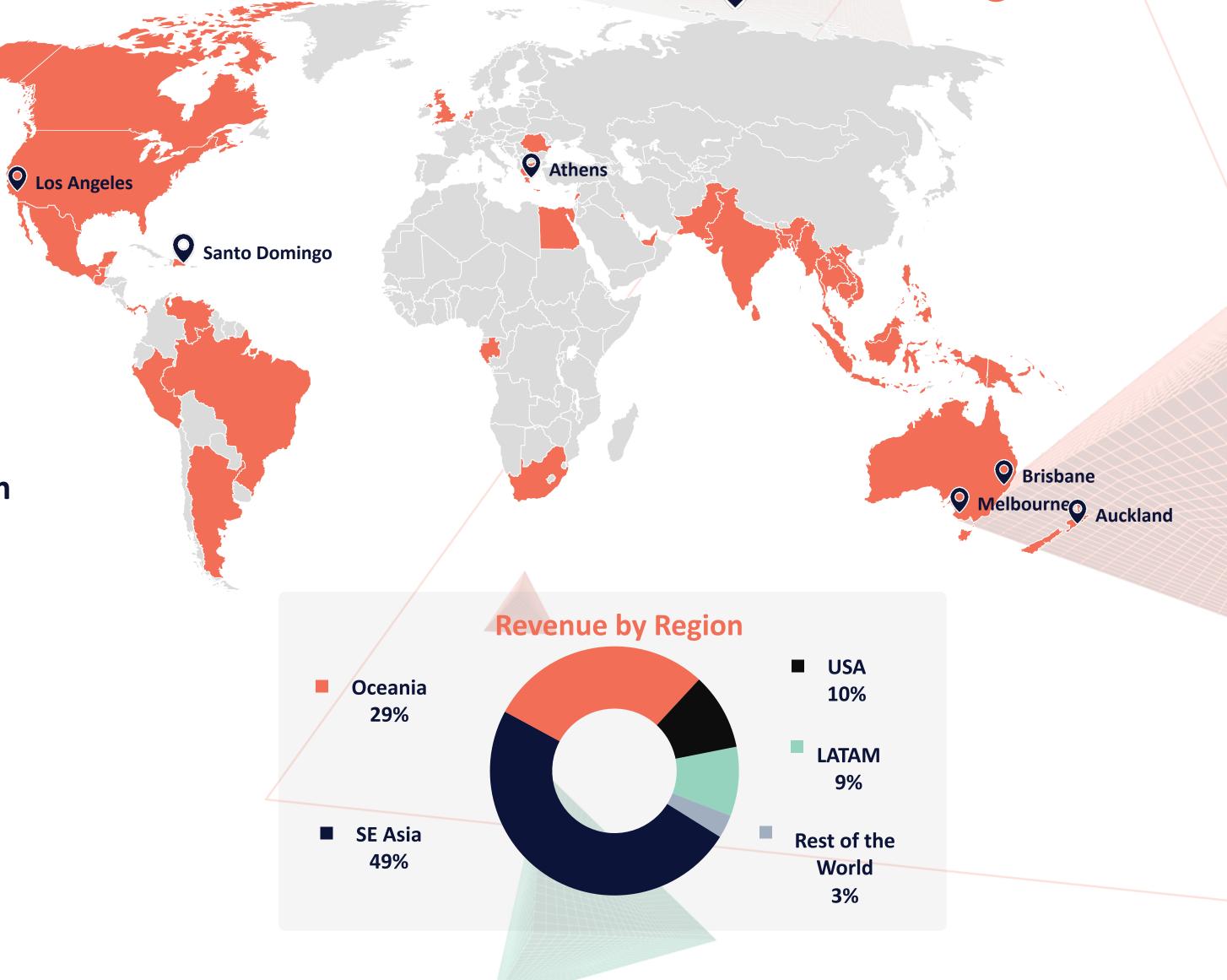












Our offices / staff

Our clients

Strong growth

opportunity through
addressing gap in
underserviced markets

Comparable payment infrastructure providers

ANZ Landscape

- 3rd party card issuing & processing capability no longer a core focus for Big 4 banks
- 2nd tier banks & mutuals require innovative digital & card payments to remain relevant
- Attractive opportunity for specialised player to capitalise

Global (outside ANZ)

- Digital payments driven by post-pandemic ecommerce & contactless customer demands
- Fintechs & neo-banks are leveraging mobile & digital solutions to take market share
- ► Growing demand for instant account to account & cross border payments

	change	GALILEO SoFi Sali	ΞΙΜΙ	MARQETA	Novatti
Size (Mkt Cap A\$)	\$30m	\$7.5b	\$500m	\$5.6b	\$60m
Business Focus	Issuing, processing & payment testing	Issuing & processing	Issuing, processing & BaaS ¹	Issuing & processing	Issuing, processing & acquiring
Target Client Market	Small/medium banks, financial institutions & fintechs	utions & US, LATAM focus Predominantly prepaid card focus		Large fintech programs & banks	Neo-bank aspirations, recent acquisitions to grow acquiring business
Geographies	ANZ, US, SE Asia & LATAM	Americas	North America, Europe & Australia	North America, Europe & Asia Pacific	ANZ, Asia, Americas & Europe

Milestones achieved in FY22 provide foundations for accelerated future growth

Key 'building blocks' delivered in FY22

Milestone	Why it's important		
Launch of SaaS platforms	 Launched Vertexon PaaS platform in Oceania in late 2021 Major client wins – 4 NZ financial institutions & 3 US fintechs – onboarding underway, go-live expected H1 FY23 Launched PaySim APIs as part of PaySim SaaS offering 		
Direct issuing in Oceania	 Signed Mastercard partnership for direct issuing in ANZ Granted regulatory approval as a Financial Service Provider (FSP) in NZ Application submitted for Australian Financial Services Licence (AFSL) – approval expected in H1 FY23 		
US issuing bank partnership	 Signed Axiom Bank issuing partnership in US US requires bank intermediary (unlike ANZ) for issuing physical & digital cards 		
Expanding global channel partners	 Mastercard: certified Mastercard processor in the US + direct card scheme partner in ANZ Finzsoft: core banking platform & technology provider Mambu: API driven cloud banking platform in 65 countries 		
Strengthened team	 Executive & Sales teams bolstered by key appointments with payments experience Strengthened board with experienced payments & business executives 		

Vertexon powers card programs around the globe

Vertexon: Payments as a Service (PaaS)

Lowers the barrier of entry for banks & fintechs to deliver innovative digital card solutions to their customers

Key Product Offerings

Processing

- Cloud hosted; platform used to manage card & payments infrastructure
- Client responsible for card issuing
- ► Global

Processing & Issuing (P&I)

- Cloud hosted; platform used to manage card & payments infrastructure
- Change responsible for card issuing
- ANZ & US

Cloud Based

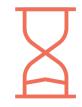
► Locally installed in client jurisdiction with upgrades automatically deployed



API First

Single API & sandbox for rapid global platform access





Speed to Market

Agile & nimble partner which lowers the barriers of entry for issuing & card products



Innovation

Leverage modern digital solutions to respond to market trends & client needs quickly



Capital Efficient

► Capital light model through reduced compliance overhead (e.g. PCI DSS) & infrastructure investment



Scheme Agnostic

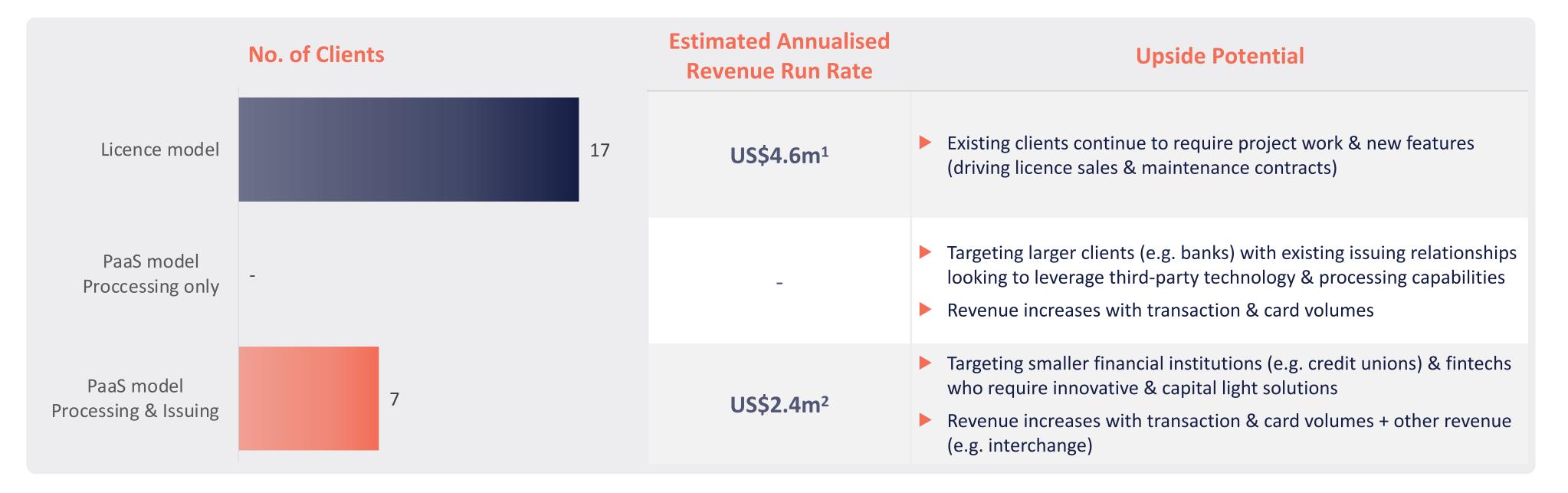
Transaction processing for all major schemes inc. Mastercard, Visa, Union Pay, JCB & AMEX



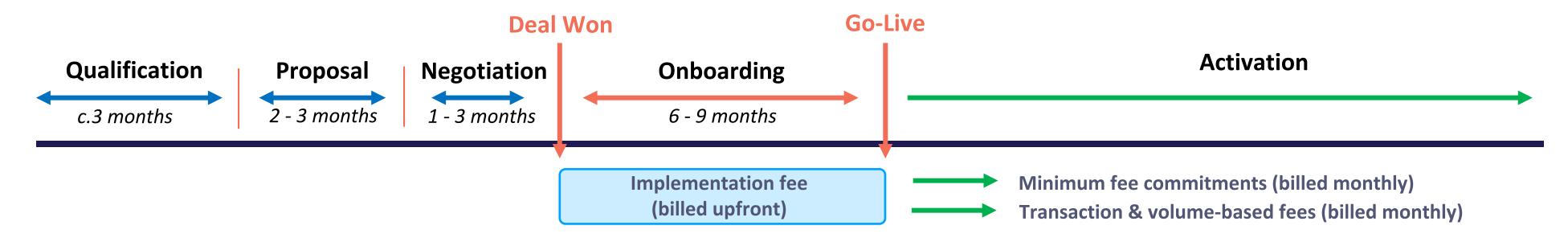
Strategic partnerships & issuing capability driving increase in value of sales pipeline

Vertexon: early in transition but momentum accelerating

Transition from licence model to SaaS is driving an increase in average client value & aligns Change's & client's growth



Indicative Vertexon PaaS Sales Cycle – new PaaS clients generate significant recurring revenues from go-live





^{1.} Annualised revenue from Vertexon licence model clients based on FY22 revenue to 31 March 2022, includes new licences, maintenance & projects

^{2.} Annualised year 1 expected revenue run rate for clients once onboarding complete

Large market potential with targeted areas of near-term opportunity

▲vertexon

Vertexon: large global opportunity

Customer Type	Example Customer	Potential Deal Value (5 yrs)	ANZ	US	South East Asia	LATAM
Banks	BDO Unibank (Philippines)	US\$1m - \$5m	120+	2,100+	180+	400+
Financial institutions ²	First CU (NZ)	US\$0.5m - \$4m	60+	3,900+	n/a³	n/a³
Fintechs	Rolling Thunder (US)	US\$0.2m - \$2m	350+	6,100+	900+	2,400+

ANZ market opportunity

- Strong thematic of accelerating move away from 'On Premises' to cloud technology solutions
- ► Typically large banks have the financial capacity to invest in their own payments technology while smaller institutions & fintechs leverage third-party solutions
- ► Of approximately 60 financial institutions² in ANZ, Change is targeting >50%; large near-term opportunity

Initial ANZ target market

Customer Type	Potential Deal Value (5 yrs)	No. Targets
Banks	US\$1m - \$5m	10
Financial institutions ²	US\$0.5m - \$4m	40
Fintechs	US\$0.2m - \$2m	30

Similar types of credit unions and mutuals to the recent 4 NZ client wins

- 1. Management estimates; Sources: ANZ RBA, RBNZ & Crunchbase, US FDIC, NCUA & Crunchbase
- Includes credit unions, mutual banks, building societies & non-federally insured banks, etc.
- 3. Data not available

Software facilitates remote testing without the need for physical devices such as ATMs & POS terminals

PaySim: critical payments infrastructure testing tool

- Simulates the full transaction lifecycle, enabling banks & fintechs to complete end-to-end testing of their payment platforms & processes
- ► Enables financial institutions to **test their payment systems** to meet the reliability & performance expectations of their customers

Licence Model Growth Strategy Additional Maintenance Licences Modules New licence sales New licence sales to c.20% p.a. of licence **Description** for additional new clients & module sales features One-off upfront One-off upfront **Revenue type** Recurring New banks, **Target clients** financial institutions **Existing clients** & fintechs Partnerships (e.g. Direct & retargeted **Primary sales channels** EFTPOS mandate), marketing resellers & direct

SaaS Model Monthly **Key benefits of SaaS Subscription** solution for client Reduced capex All in monthly subscription fee Access to new features & Recurring updates as they are released New banks, ► API & cloud financial institutions & fintechs focused solution (improves Partnerships (e.g. scalability) EFTPOS mandate), resellers & direct



Globally recognised solution simulating over 60k transaction variations

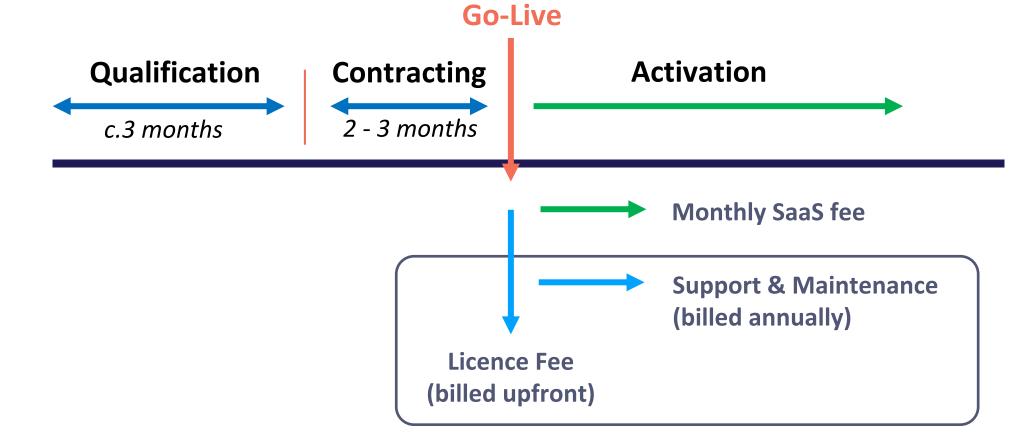
PaySim: diverse blue chip & emerging global client base

Licence sales are key to future growth & complemented by new SaaS products & features



- ▶ PaySim is the de facto standard for EFTPOS testing in Australia & all participants must use the software to validate their technology
- ► Five of the top 10 digital payment companies¹ globally use PaySim for their payments testing

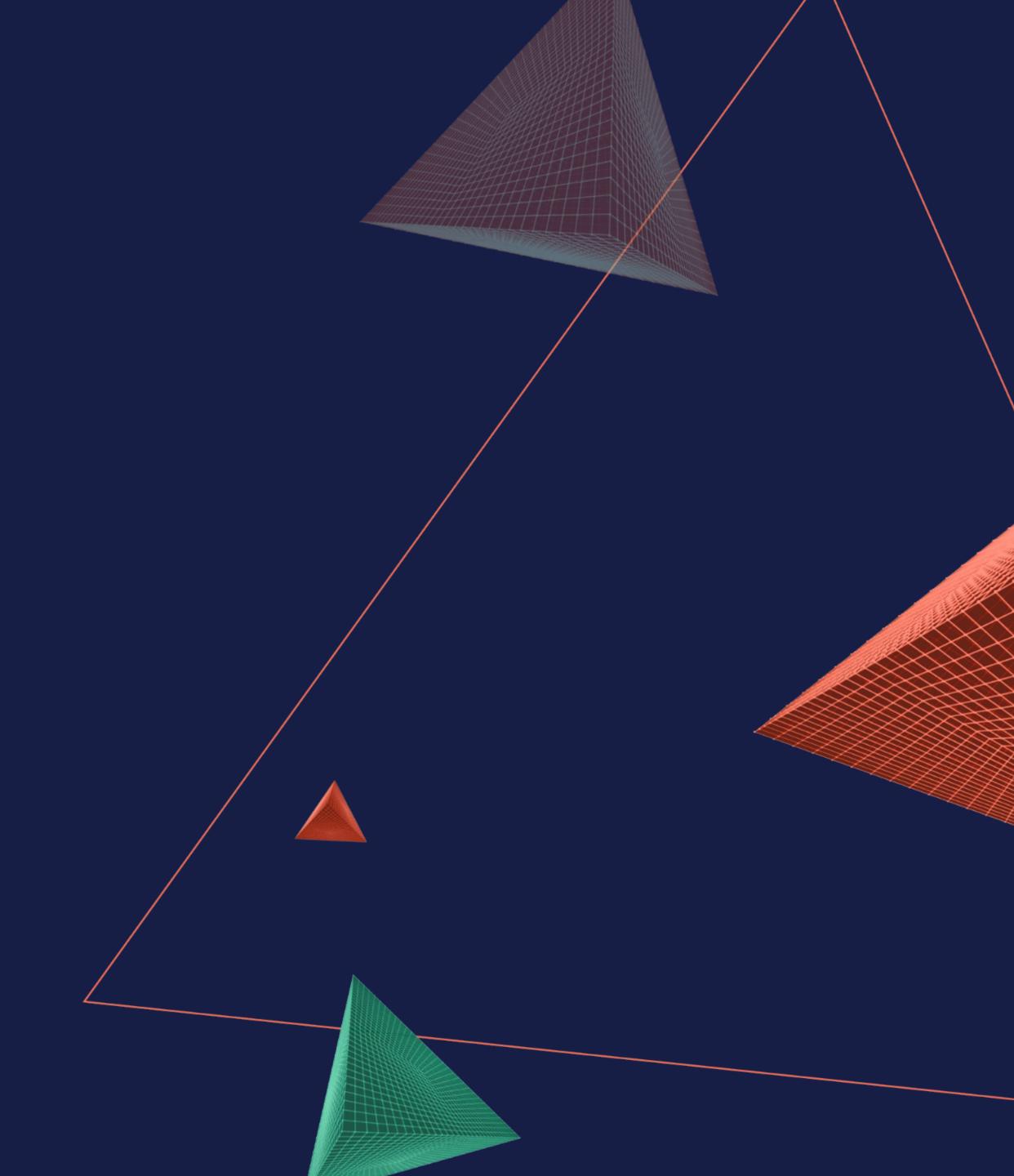
Indicative PaySim Sales Cycle





- 1. https://www.emergenresearch.com/blog/top-10-leading-digital-payment-companies-in-the-world
- Annualised revenue from PaySim licence model clients based on FY22 revenue to 31 March 2022, includes new licences, maintenance & projects

Financial Snapshot



Transitioning from licence & project fee revenue model to a SaaS revenue model

Revenue model transition

Vertexon – Old Revenue Model

Licence

- On premise solution client responsible for card issuing
- ► Upfront licence fee in perpetuity with ongoing S&M (20% of licence fee p.a.)
- Minimal volume related fees

Vertexon – New Revenue Model

Processing

- Cloud hosted client responsible for card issuing
- Volume & transaction-based fee revenue

Processing & Issuing (P&I)

- Cloud hosted Change responsible for card issuing
- Incremental volume & transaction-based fee revenue + other revenue (e.g. interchange)

Revenue Streams – Vertexon + PaySim

	Revenue Type	Model Type	Description	% H1 FY22 Rev	FY23+ Trend (% Total Rev)
Recurring	Support & Maintenance (S&M)	Licence	 Existing clients on 'licence model' - equal to c.20% licence fee p.a. % of total revenue will fall over time as SaaS revenue grows 	55%	4
	Minimum Fee Commitments (SaaS)	Processing or P&I	 Recurring monthly / annual charges Transitioning existing 'licence model' clients to SaaS will drive revenue uplift 	-	1
	Volume & Transaction (SaaS)	Processing or P&I	 Potential for material revenue growth as processing, transaction volumes, cards on issue & spend increases 	-	1
- Off	Licensing	Licence	 Upfront one-off licence fees Existing clients charged licence fee for additional features 	13%	4
One-	Implementation & Projects	All models	 Implementation, new products, features, upgrades, client requests % revenue may fall slightly, albeit will form base reflecting consistent new wins 	32%	\leftrightarrow

Material revenue uplift from transition to SaaS model

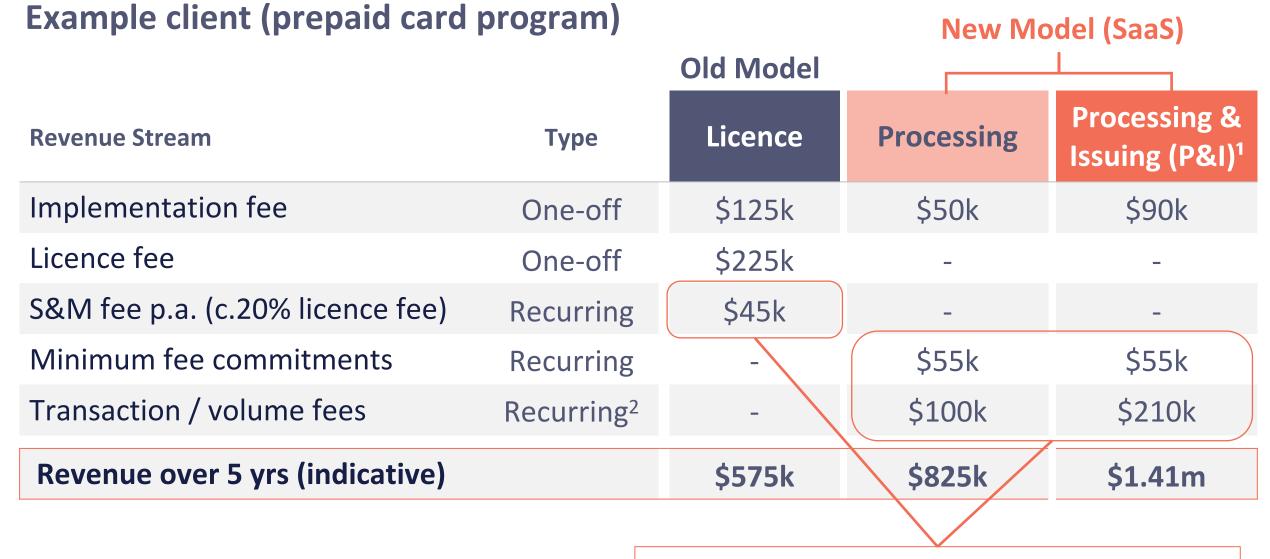
Vertexon: contract revenue breakdown (indicative only)

Example illustrates an indicative program of 25k **prepaid** cards.

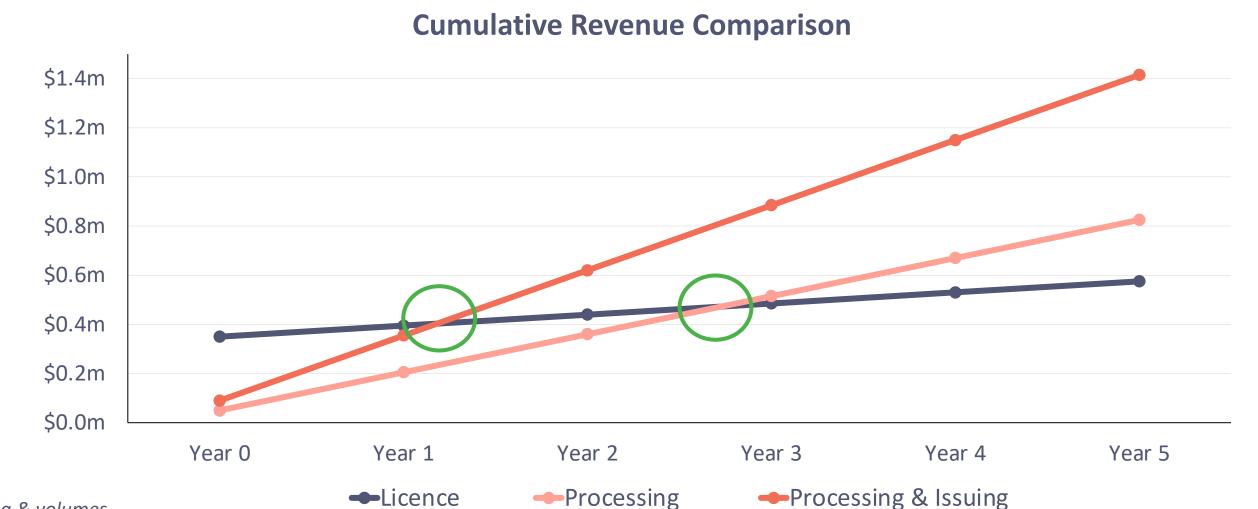
Debit card programs typically result in increased revenues due to higher transaction volumes.

Key benefits of SaaS model

- Greater revenue over contract life
- Delivers revenue growth directly correlated to client growth through transaction & volume based fees
- Improves delivery speed & reduces cost to manage software versioning, upgrades & deployments
- Improves scalability



Potential >3x uplift in recurring revenue



- 1. Issuing fees excludes any card scheme pass through costs
- 2. Recurring in nature however \$\$ value may vary as driven by card spending & volumes

Significant investment in the business which will enable scale benefits in future years

Financial overview

Profit & Loss Summary (US\$000's)	Full Year FY21 ¹	H1 FY22
Revenue	6,313	1 3,769
COGS	-	2 -
Employee expenses	(5,451)	3 (3,754)
Professional Services & Insurance	(556)	4 (514)
Technology & Hosting	(843)	5 (412)
Other Expenses	(1,615)	(781)
Operating Expenses	(8,465)	(5,461)
Underlying EBITDA ²	(2,152)	(1,692)

Key Comments

- 1 Revenue forecast to accelerate driven by:
 - Recent PaaS client wins expected to go-live in H1 FY23
 - New client wins
 - Transitioning clients onto higher recurring revenue SaaS model
- COGS to increase moving forward driven by:
 - Transition to P&I driving scheme related fees
- Beautiful Employee costs to increase over next 12 months
 - Full year impact of sales & senior executive hires made in FY22
 - Additional hires for operations to appropriately service P&I offering & increased client base
- Near term increase related to card issuing (insurance & compliance), however will stabilise with higher base
- Variable costs linked to new client wins & increased capacity with AWS; will decrease as % of revenue with scale

^{1.} Acquisition of the assets of Wirecard was effective 1 October 2020 & therefore only contributed for nine months of FY21

^{2.} Excludes business acquisition expenses & impairment of lease receivable in FY21

Recent wins anticipated to generate in excess of US\$12.9m revenue over initial terms

Key recent client wins

4 NZ Financial Institutions

- Milestone PaaS (P&I) contracts with 3 NZ credit unions& 1 NZ building society
- >35k debit cards anticipated to be transitioned to the Vertexon platform
- Commenced onboarding, launch anticipated in H1 FY23

Financial Impact

- ► Total contract value anticipated to be in excess of US\$10.5m (A\$14.6m¹) over the initial 5-year terms
- ► Delivering **US\$2.1m (A\$2.9m) per year,** once all clients have been onboarded & customers re-carded
- Launch triggers US\$1.0m (A\$1.4m) incentive payment from Mastercard

6





3 US Fintechs

- ► Gaining traction in US with 3 fintechs secured as new PaaS (P&I) clients
- Programs include benefits disbursements, digital wallets
 & mobile payments
- First client expected to go-live in early H1 FY23

Financial Impact

- Combined minimum fee commitment of US\$2.4m (A\$3.3m) over initial terms (3 & 5 years)
- Further potential revenue from interchange, transaction
 & other fees









Simplifying payment
experiences globally to
be a leading PaaS
provider via simple,
flexible & fast to market
technology

Investment highlights

Critical Payments Infrastructure

- ▶ Global B2B fintech providing solutions for banks & fintechs in 40+ countries
- ► Two core products: Vertexon (PaaS) & PaySim (payment testing)
- Deep client integration enhances client stickiness

Established Building Blocks

- ► Key partnerships, technology & team in place
 - Mastercard for direct issuing in ANZ & Axiom Bank for issuing in US
 - ► Highly experienced team with global payments & technology expertise

Accelerating Market Traction

- ► Recently signed milestone contracts worth over US\$12.9m (A\$17.9m¹)
- ▶ 4 NZ financial institutions & 3 US fintechs
- ► Growing pipeline value with increase in PaaS opportunities

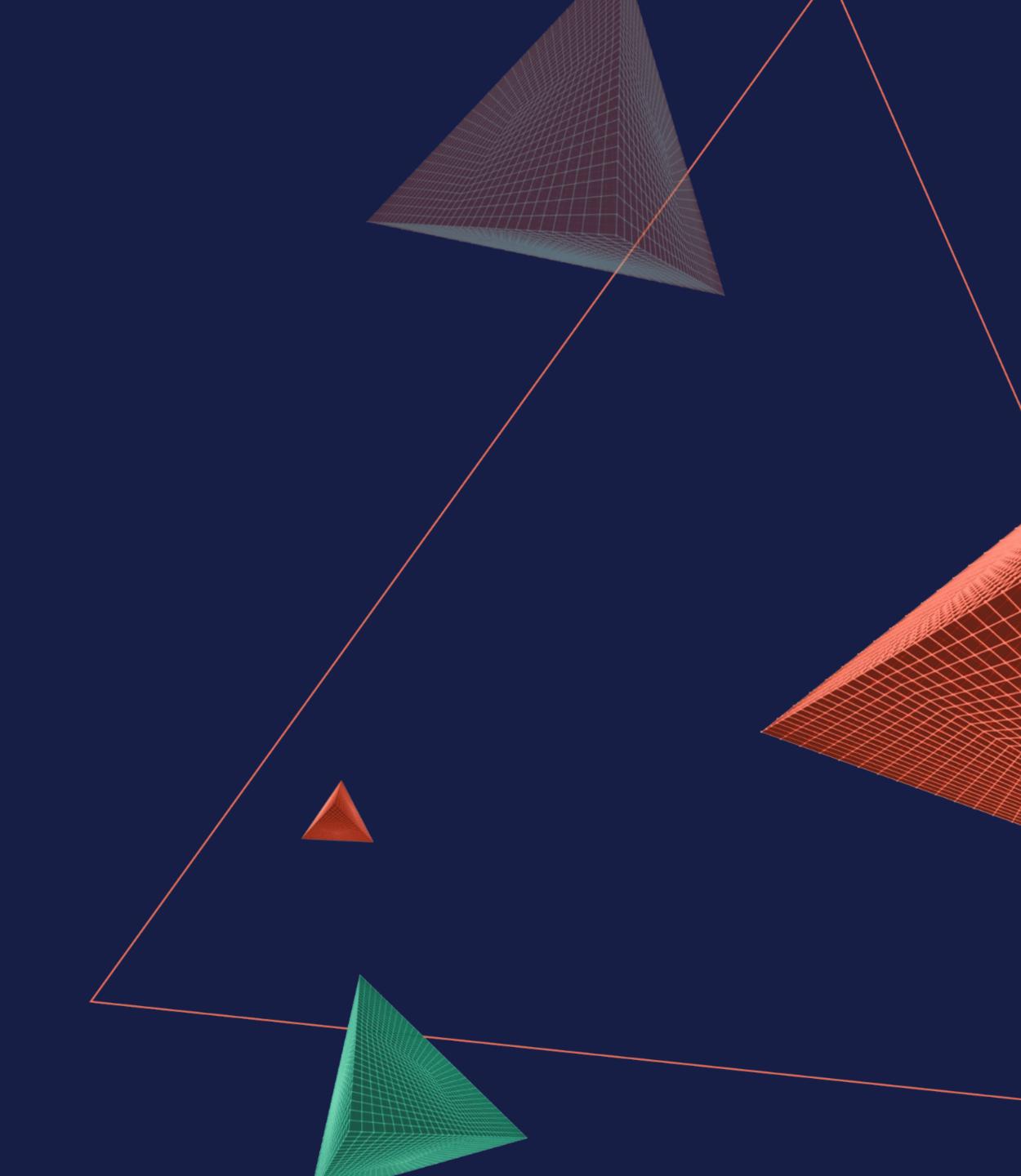
SaaS Driven Revenue Growth

- ► Transitioning revenue model to Software as a Service (SaaS) model
 - Will drive material revenue uplift in coming years
- ► SaaS clients will drive growth through volume & transaction-based fees

Global Market

- ► Targeting 4 key markets: US, LATAM, Oceania & Southeast Asia
- ▶ Actively targeting credit unions, financial mutuals & fintechs on the back of recent client wins

Appendix



Vertexon enables
clients to deliver
innovative & market
leading card solutions
to their customers

Tailored PaaS solutions to suit our clients' needs

Vertexon 'On Premise' Solution





ME Bank's Digital Experience

- ► ME has issued >450k digital & physical Mastercard debit cards with Vertexon
- Vertexon powers ME's digital wallets including Apple Pay, Google Pay, Samsung Pay, Fitbit Pay & Garmin Pay

BDO Cards & BNPL

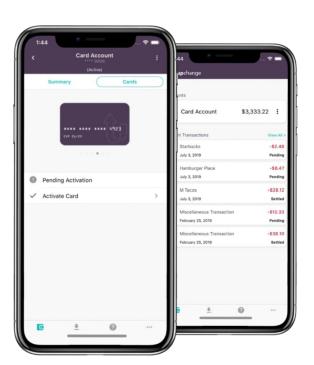
- ▶ BDO Unibank, the Philippines' largest bank, relies on Vertexon to deliver card solutions, including flexible BNPL
- Vertexon is key to providing BDO with control over its card programs

Vertexon 'Cloud' Solution











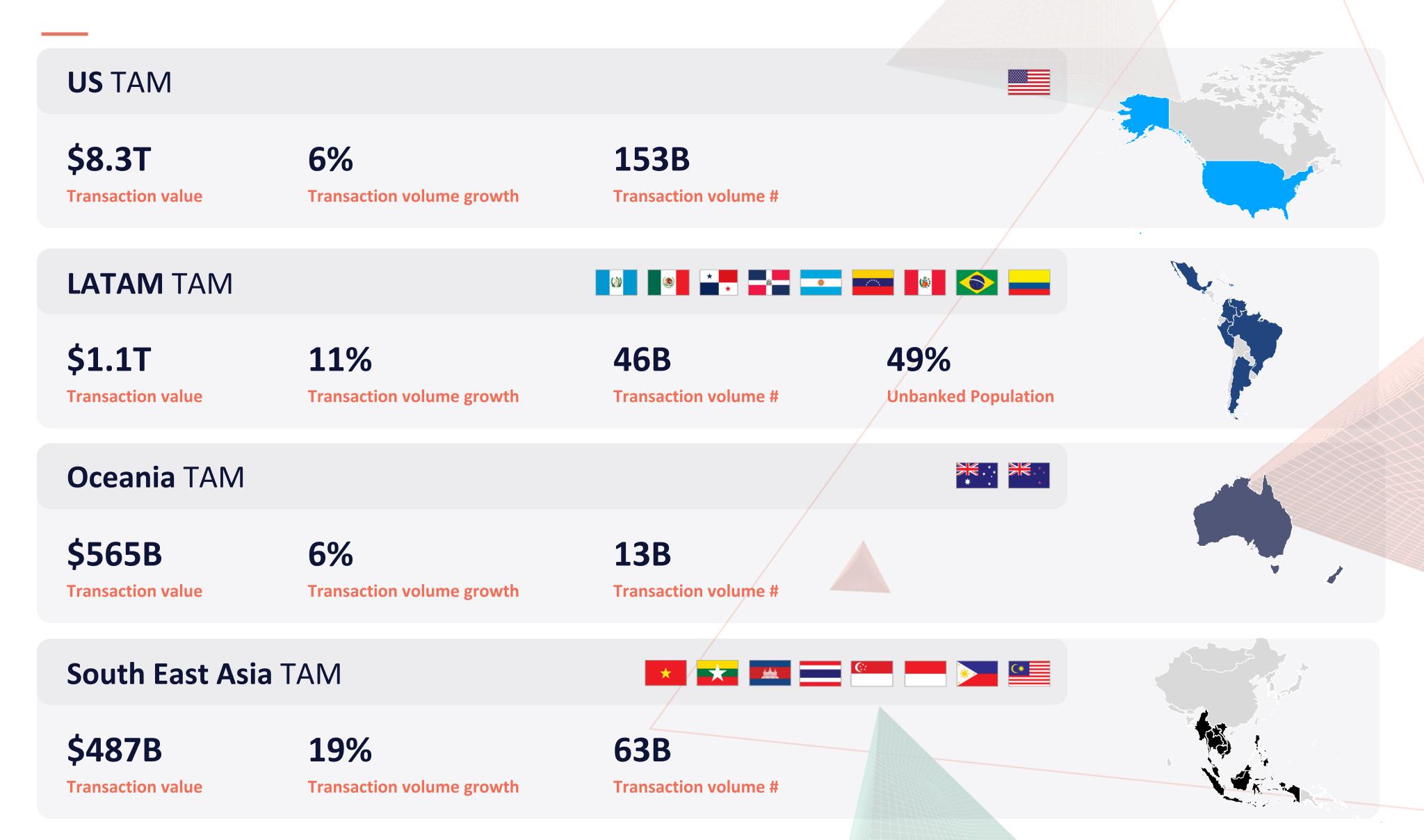
NZ Financial Institutions

- ▶ 3 credit unions & 1 building society will utilise Vertexon to issue & process >35k physical & digital cards
- Vertexon provides modern card features that exceed those of major banks



Focussed on 4 key
markets; US, LATAM, SE
Asia & Oceania with a
combined TAM of
>US\$10 trillion

A large addressable market for growth opportunities



Management team has extensive payments & financial services experience

Management team



Alastair Wilkie

CEO & Managing Director

Alastair is an experienced financial services executive specialising in banking & payments coupled with a background in information technology & business development. Alastair has over 25 years of experience in senior leadership roles across Australia, Europe & North America.



Tony Sheehan

Chief Financial Officer

Tony is a highly experienced, strategic & influential finance executive with more than 20 years of international experience in investment banking, private equity, corporate finance, operations & sales & marketing roles, across Australia, New Zealand & the United Kingdom.



Clayton Fossett

Chief Operating Officer

Clayton has over 20 years of experience in fintech, financial services, technology & consulting. He has been Chief Operating Officer at Change since it was established & has been instrumental in the company's journey through building & launching its payments & card issuing platform.



Vinnie D'Alessandro

Chief Product Officer

Vinnie has over 20 years of technology experience spanning operational, architectural, strategic & managerial roles across multiple industries including financial services, aged care, energy, gaming, retail, tourism, construction & not-for-profit.



Arnold Lee

Chief Technology Officer

Arnie is a highly-experienced executive focused on people & technology. He has spent over 20 years leading technology teams across a range of sectors such as IT, logistics & financial services. Arnie has an in-depth knowledge of the payments sector & a strong track record in building highperforming teams.

Recently strengthened board with experienced payments & business executives

Board



Alastair Wilkie

CEO & Managing Director

Alastair is an experienced financial services executive specialising in banking & payments coupled with a background in information technology & business development. Alastair has over 25 years of experience in senior leadership roles across Australia, Europe & North America.



Ben Harrison

Chairman

Ben has 15 years' experience advising & investing in companies. Ben is a founder & Chief Investment Officer of Altor Capital which is active in the private credit & private equity sectors. He currently holds board & advisory roles for a number of private & public companies.



Eddie Grobler

Non-Executive Director

experience in the payments industry. He spent 14 years working for a South African bank before joining Mastercard in 1999 as Senior Vice President for Mastercard Africa. In 2008 he was appointed as Executive Vice President for Mastercard Australasia & in 2017 he took up the role of Executive Vice President: Real Time Payments, based in the United Kingdom.



lan Leijer

Non-Executive Director

lan is a Chartered Accountant with over 25 years' experience in financial analysis, corporate transactions, business strategy & business management. Ian currently works with a number of entities on business analysis, capital raising (debt & equity) & general management.



Tom Russell

Alternate Director to Chairman

Tom has more than 10 years' experience in the US & Australia as an investor & advisor working across a range of industries with a focus on growth companies. Tom is highly experienced in raising capital, setting business strategy, executing M&A, managing operations, as well as launching technology platforms.



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investors@changefinancial.com

