

H1 FY25 Results

Moving Payments Forward. Together.



Craig Kennedy
Managing Director



Sean O'Donoghue
Chief Financial Officer

IMPORTANT NOTICE

This presentation has been prepared by Cuscal Limited (ACN 087 822 455) (**Cuscal**). This presentation contains summary information about Cuscal and its subsidiaries as at the date of this presentation. The information in this presentation does not purport to be complete and is not intended to be used as the basis for making an investment decision. The information in this presentation should be read in conjunction with Cuscal's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au. This presentation is not and does not form part of any offer, invitation, or recommendation in respect of securities. Any decision to buy or sell Cuscal securities or other products should be made only after seeking appropriate advice. Reliance should not be placed on information or opinions contained in this presentation and, subject only to any legal obligation to do so, Cuscal does not accept any obligation to correct or update them. This presentation does not take into consideration the investment objectives, financial situation or particular needs of any investor.

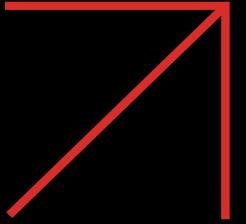
This presentation contains certain forward-looking statements, which can be identified by the use of forward-looking terminology such as "may", "will", "should", "expect", "intend", "anticipate", "estimate", "continue", "assume", "forecast", "target" or the negative thereof or comparable terminology. These forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause Cuscal's actual results, performance, achievements, and/or industry results to be materially different from any future results, performance, achievements and/or industry results, expressed or implied by such forward-looking statements. Many of these risks, uncertainties and other factors are outside the control of Cuscal.

Past performance of Cuscal cannot be relied on as an indicator of, and provides no guidance as to, the future performance of Cuscal.

To the fullest extent permitted by law, Cuscal and its subsidiaries, affiliates, related bodies corporate and their respective officers, directors, employees, agents and advisors make no representation or warranty (express or implied) as to the currency, accuracy, reliability, reasonableness or completeness of the information in this presentation and accept no responsibility for any information provided in this presentation, including any forward-looking information or statements, and disclaim any liability whatsoever (including, without limitation, for negligence) for any loss howsoever arising from any use of this presentation or reliance on anything contained in or omitted from it or otherwise arising in connection with this presentation.

The release, publication or distribution of this presentation in jurisdictions outside of Australia may be restricted by law and any such restrictions should be observed.

Authorised for release by the Board of Cuscal Limited



ACKNOWLEDGMENT OF COUNTRY

Cuscal acknowledges the Traditional Custodians of the lands, seas and waters across Australia.

We acknowledge the Gadigal peoples of the Eora Nation, whose ancestral lands and waters are where the Cuscal Limited headquarters stand. Cuscal recognises Aboriginal and Torres Strait Islander peoples' continuing connection to land, waters and culture.

We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present and embrace future generations.



The artwork depicted on this page, "Wugul Mudjin" means one family, one mob, one team in Dharug/Darug language, and was commissioned by Cuscal Limited and created in March 2024 in partnership with artist Jason Douglas of Dalmarri.

Agenda & Presenters



| | Page |
|---------------------------------|------|
| 1 Introducing Cuscal | 5 |
| 2 H1 FY25 Results Highlights | 9 |
| 3 H1 FY25 Financial Performance | 11 |
| 4 Outlook | 16 |
| A Appendix | 20 |



Craig Kennedy

Managing Director



Sean O'Donoghue

Chief Financial Officer

ersonal use only

Introducing Cuscal

Craig Kennedy, Managing Director

Cuscal



Differentiated Role in the Australian Payments Landscape



End-to-End Capabilities

Access to core payment rails is **difficult/expensive**

Support clients **across the value chain**



Independent B2B offering

Cuscal **does not compete with clients** in the B2C space



Fully Licensed

Highly regulated – Required to settle transactions

Industry-wide connectivity



Well Capitalised

Strong balance sheet position supports **dividend capacity**

Investment grade rating

Strong Competitive Advantages



Long Tenured Client Base

Strong base of clients contracted for **2+ years**

Predictable financial model



Successful Investment

\$100m+ in **technology upgrades and capability uplift** between FY22 to FY24 - well placed for **operating leverage**



Growth Levers

Innovation driving payments adoption
Attractive consolidation opportunities

Predictable Financial Model

Strategically Positioned

Significant opportunity for earnings growth and margin expansion underpinned by differentiated market position, efficient operating model and growth opportunities

Multiple Growth Levers



1

Grow Existing Capabilities

Organic Growth

Strong forecast structural market growth in debit card volumes and the NPP market

Cuscal holds strong market share in NPP which is growing strongly

2

Expand Market Share

Major Bank Focus

Focus on capturing more of total market share of the Major Banks

Potential to partner with a Major Bank

3

Inorganic Growth

Track Record of Successful M&A

Inorganic growth opportunities have included SPS and Basiq acquisitions

Provided access to new capabilities and improved positioning

4

Expand Into Logical Adjacencies

CDR: Regulated Data Services Opportunity

Anticipated to become important pillar of Cuscal's offering

Action Initiation is a significant opportunity

Targeted Growth Strategies

Issuing – New client segments

Acquiring – Synergies between card acceptance and real time payments

Payments – Bring new clients onto NPP platform and PayTo

Emergence of New Competitors

Opportunity to partner with new Fintech or corporate entrants and payment facilitators

Disciplined Acquisition Framework

Disciplined focus on Australian opportunities accretive to core capabilities

First Mover Advantage

Well-positioned to build-out Regulated Data Services capabilities following Basiq acquisition

Opportunities and Investment For Growth



Issuing

Make a card payment

- Modernising card management platforms to offer multiple card types such as credit, prepaid, debit, etc.
- Optimising time and cost to market for clients by providing PCI compliant end-to-end managed card solutions
- Opportunity to expand into new segments



Acquiring

Accept a card payment

- Technological advancements and innovation driving changing behaviours
- Opportunity to grow B2B acquiring capabilities and non-card related transactions as legacy batch systems retire over time
- Cuscal well positioned given B2B focus and capability across value chain



Payments

Account to Account payments

- Transition from batch to real-time payments driving change in transaction mix
- Opportunity to attract new B2B clients
- Roll-out of PayTo and increased use of PayID expected to generate opportunities to bring on new B2B clients

H1 FY25 Results Highlights

Craig Kennedy, Managing Director

H1 FY25 Highlights

-  +7% transaction volume growth.
-  Earnings growth across all core capabilities.
-  Improvement in all key metrics.
-  **On track to meet or modestly exceed Prospectus FY25 pro forma NPAT⁽¹⁾ forecast.**

(1) Pro forma Consolidated Profit attributable to the owners of Cuscal.





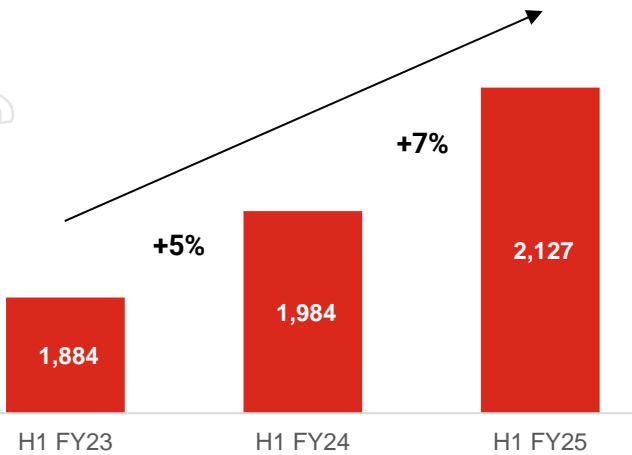
H1 FY25 Financial Performance

Sean O'Donoghue, Chief Financial Officer

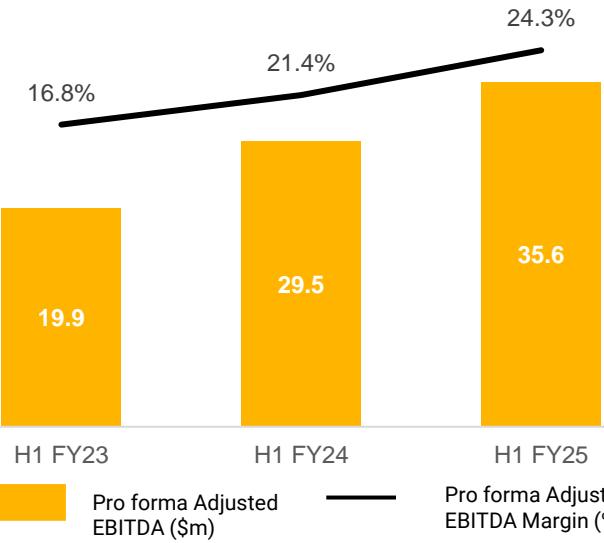
Growth Across All Key Metrics



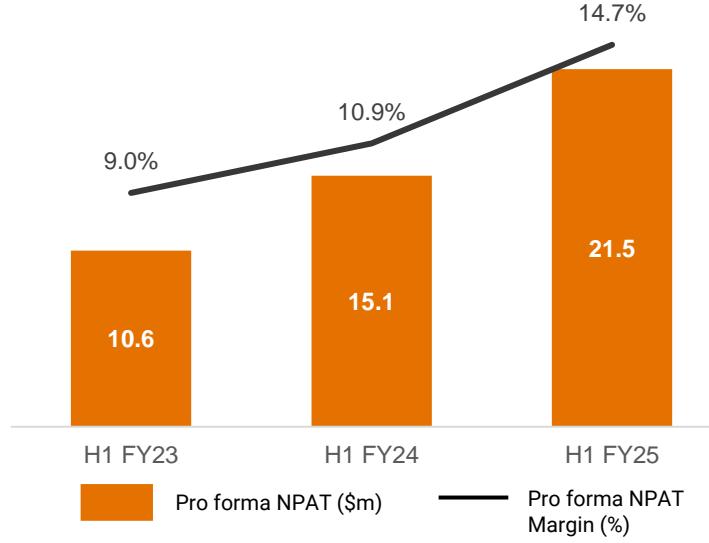
Transaction Volumes (by number, million)



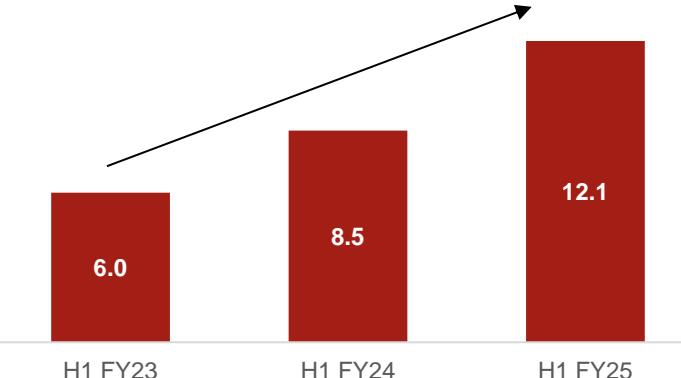
Pro forma Adjusted EBITDA (\$m) and Margin (%)



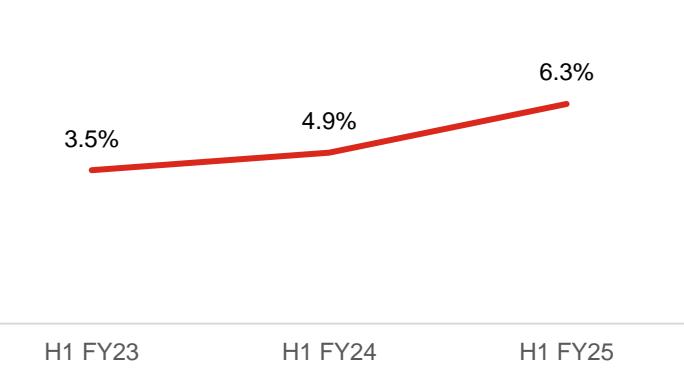
Pro forma NPAT (\$m) and Margin (%)



Pro forma EPS (cents per share)



Pro forma ROE (%)



Adjusted NOI Growth Across All Core Capabilities



Transaction volume growth:

- Issuing +6%
- Acquiring +6%
- Payments +11%



Continued value from diversified revenue model



Growth in transaction-based revenue across all core capabilities

- Issuing: +6% excluding one-offs in pcp
- Acquiring: +4%
- Payments: +9% excluding one-off in pcp

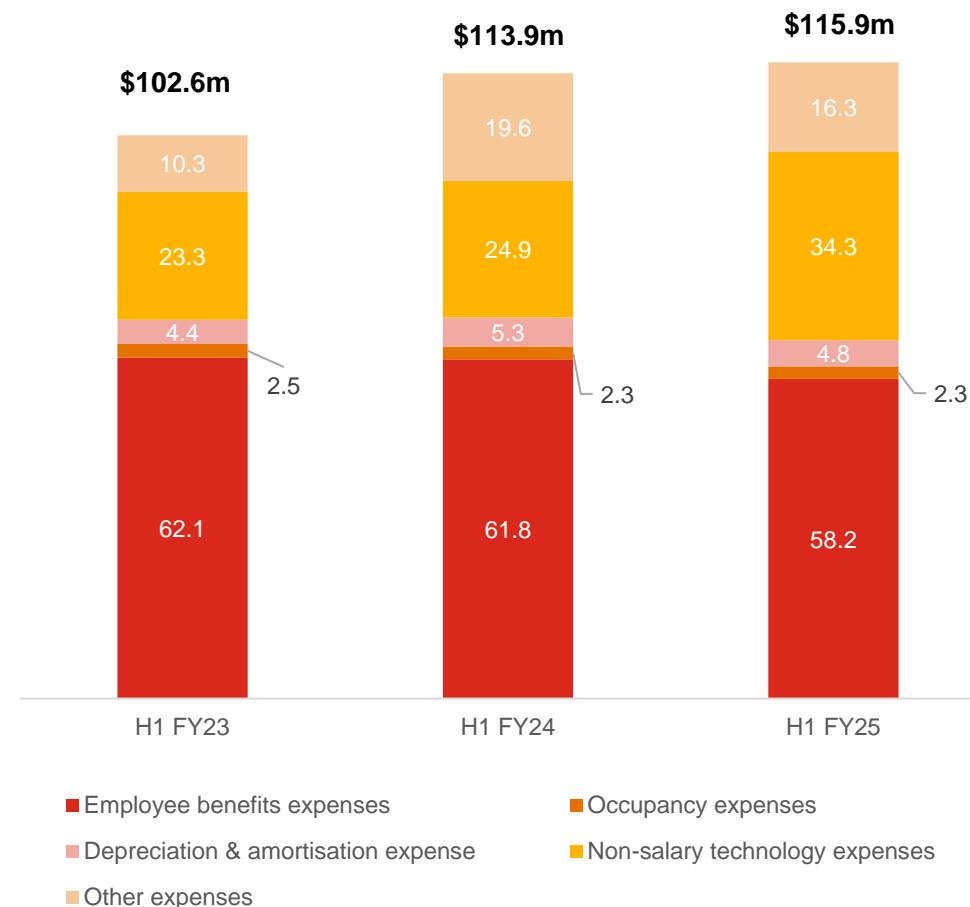


On track to meet or modestly exceed FY25 Prospectus Adjusted NOI forecast

| A\$m | 1H FY25 | 1H FY24 | Growth (%) | 1H FY25 Contribution to Total NOI |
|--|--------------|--------------|------------|-----------------------------------|
| Issuing | 85.8 | 80.4 | 7% | 58% |
| Acquiring | 15.0 | 14.4 | 4% | 10% |
| Payments | 35.0 | 33.8 | 4% | 24% |
| Financial Crimes | 8.0 | 7.4 | 8% | 5% |
| Regulated Data Services | 2.6 | 2.6 | - | 2% |
| Corporate | 0.3 | (0.5) | >100% | <1% |
| Adjusted net operating income⁽¹⁾ | 146.7 | 138.1 | 6% | |
| Transaction volume (m) (by number) | 2,127 | 1,984 | 7% | |

1. Adjusted net operating income is a non-IFRS measure and is derived after adjusting Total net operating income per the Statement of Profit and Loss for the impact of a \$0.7m option liability charge to interest expense for Dec 2023

Operating Expenses Underpinning Margin Expansion



- **Pro forma Total operating expenses ↑ 2% to \$115.9m**
 - slower ramp up of expenses positively skewing H1 FY25 NPAT result
- **Employee benefits expenses ↓ 6% to \$58.2m**
 - slower than planned on-boarding of forecast FTE uplift
- **D&A ↓ 9% to \$4.8m**
 - intangible asset write down FY24
- **Non-salary technology expenses ↑ 38% to \$34.3m**
 - largely timing and nature of execution of investment program
 - ramp up of Risk & Technology Uplift programs but lower investment as legacy programs completed
- **Other expenses ↓ 17% to \$16.3m**
 - reduced 3rd party consultancy costs

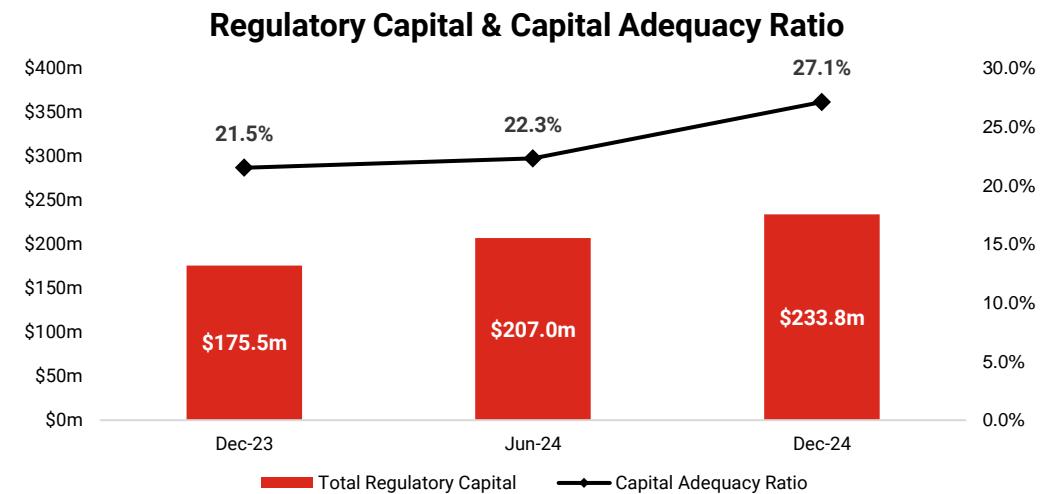
Strong Balance Sheet



| Summary balance sheet A\$m | Dec 2024 | Jun 2024 |
|--|----------------|----------------|
| Cash & cash equivalents | 2,308.1 | 2,069.1 |
| Receivables & investment securities | 1,118.1 | 1,202.7 |
| Other assets | 68.6 | 79.9 |
| Deferred tax assets | 15.3 | 5.4 |
| PPE | 11.0 | 14.2 |
| Intangibles | 106.1 | 105.8 |
| Total Assets | 3,627.2 | 3,477.1 |
| Payables, securities sold, discount securities | 147.5 | 335.6 |
| Client deposits | 3,010.9 | 2,701.6 |
| Current tax liabilities | 9.2 | 10.0 |
| Other liabilities & provisions | 100.4 | 105.7 |
| Total liabilities | 3,268.0 | 3,152.9 |
| Total Equity | 359.2 | 324.2 |

December 2024 Equity includes net ~\$40 million proceeds related to the listing of Cuscal on 25 November 2024

| A\$m | Dec 2024 | Jun 2024 |
|--------------------------------|--------------|--------------|
| Common Equity Tier 1 capital | 233.8 | 204.5 |
| Total Tier 2 capital | - | 2.5 |
| Total capital | 233.8 | 207.0 |
| Risk weighted Assets | 864.2 | 927.1 |
| Total capital ratio (%) | 27.1% | 22.3% |



- Capital ratios remain strong and well above prudential minimums
- Opportunities to deploy excess capital being actively pursued

ersonal use only

Outlook

Craig Kennedy, Managing Director





Outlook

- On track to meet or modestly exceed Prospectus FY25 pro forma NPAT forecast:
 - Mid-to-high single digit transaction volume growth expected to translate to low double-digit NPAT growth.
 - H2 FY25 operating expenditure expected to be ahead of H1 due to timing of FTE onboarding.
 - Pro forma FY25 NPAT expected to be skewed to H1, with H1 NPAT ~55% of expected pro forma FY25 full year result.
- FY25 final dividend forecast of 5.5 cents per share remains unchanged⁽¹⁾.
- Opportunity to deploy excess capital towards selected inorganic opportunities continues to be evaluated.

(1) A pre-IPO dividend of 4.5 cents per share was paid to existing shareholders on Cuscal's register as at 31 October 2024 in lieu of an interim dividend for the six months ending 31 December 2024.

Well Positioned for Growth and Operating Leverage



Revenue model
underpinned by long-
tenured contracted
client base

Diversified model with
multiple revenue drivers

Significant investment
in operating model
completed in recent
years

Well capitalised,
regulated balance sheet

ersonal use only

Q&A

ersonal use only

Appendix



Results Overview – Statutory Results



| A\$m | 1H FY25 | 1H FY24 | Growth (%) |
|--|-------------|-------------|--------------|
| Total net operating income | 146.7 | 137.4 | 7% |
| Total Adjusted net operating income | 146.7 | 138.1 | 6% |
| Total operating expenses | (129.2) | (115.9) | 11% |
| Adjusted EBITDA | 22.3 | 27.5 | (19%) |
| Consolidated profit attributable to the owners of Cuscal (NPAT) | 12.2 | 13.7 | (11%) |
| Earnings per share (c/share) | 6.9 | 7.8 | (12%) |
| Dividends per share (c/share) | 4.5 | 3.5 | 29% |
| Return on Equity (%) | 3.6% | 4.9% | (130 bpts) |
| Average FTE | 632 | 717 | (12%) |
| Transaction volume (m) | 2,127 | 1,984 | 7% |

- Statutory results impact by non-recurring IPO related costs of \$13.3m in 1H FY25 and \$2.0m in 1H FY24⁽¹⁾
- Transaction volume on track to FY25 Prospectus forecast.
- Average FTE decreased in 1H FY25, in-line with Prospectus forecast.
- Pre-IPO dividend of 4.5 cents per share was paid to existing shareholders on Cuscal's register as at 31 October 2024 in lieu of an 1H FY25 interim dividend.
- Total FY25 forecast full dividend of 10.0 cents per share remains unchanged.

| Reconciliation of statutory NPAT to pro forma NPAT | 1H'25 | 1H'24 |
|--|-------------|-------------|
| Consolidated profit attributable to the owners of Cuscal (NPAT) | 12.2 | 13.7 |
| Offer costs | 13.4 | 3.0 |
| Share-based payments | 0.6 | - |
| Incremental listed public company costs | (0.7) | (1.0) |
| Tax impact of the adjustments | (4.0) | (0.6) |
| Pro Forma Consolidated Profit attributable to the owners of Cuscal (pro forma NPAT) | 21.5 | 15.1 |

1. Incremental listed public company cost adjusted on 'pro forma' only i.e.. not deducted from statutory Consolidated Profit for Dec 2024 and Dec 2023

Results Overview – Pro Forma Income Statement



| A\$m | 1H FY25 | 1H FY24 | Growth (%) | Prospectus pro forma forecast FY25 |
|--|----------------|----------------|------------|------------------------------------|
| Gross fee & commission revenue | 176.3 | 166.2 | 6% | 347.4 |
| Direct fee & commission expense | (46.8) | (41.4) | 13% | (88.0) |
| Net fee & commission revenue | 129.5 | 124.8 | 4% | 259.4 |
| Net interest income | 16.8 | 13.1 | 28% | 30.0 |
| Other operating income / (loss) | 0.4 | (0.5) | >100% | 0.3 |
| Total net operating income | 146.7 | 137.4 | 7% | 289.7 |
| Employee benefits expense | (58.2) | (61.8) | (6%) | (127.6) |
| Occupancy expenses | (2.3) | (2.3) | - | (4.6) |
| Depreciation and amortisation | (4.8) | (5.3) | (9%) | (10.1) |
| Non-salary technology expenses | (34.3) | (24.9) | 38% | (65.3) |
| Other expenses | (16.3) | (19.6) | (17%) | (29.7) |
| Total operating expenses | (115.9) | (113.9) | 2% | (237.3) |
| Net profit before tax | 30.8 | 23.5 | 21% | 52.4 |
| Income tax expense | (9.3) | (8.8) | 6% | (15.8) |
| Net profit after tax | 21.5 | 14.7 | 46% | 36.6 |
| Add: loss attributable to non-controlling interests | - | 0.4 | (100%) | - |
| Consolidated profit attributable to the owners of Cuscal (pro forma NPAT) | 21.5 | 15.1 | 42% | 36.6 |
| Adjusted EBITDA | 35.6 | 29.5 | 21% | 62.5 |

● **Transaction volume ↑ 7%**

● **Total NOI ↑ 7%**

● **Adjusted EBITDA ↑ 21%**

● **Profit before tax ↑ 21%**

● **NPAT ↑ 42%**

Summary Cash Flow Statement



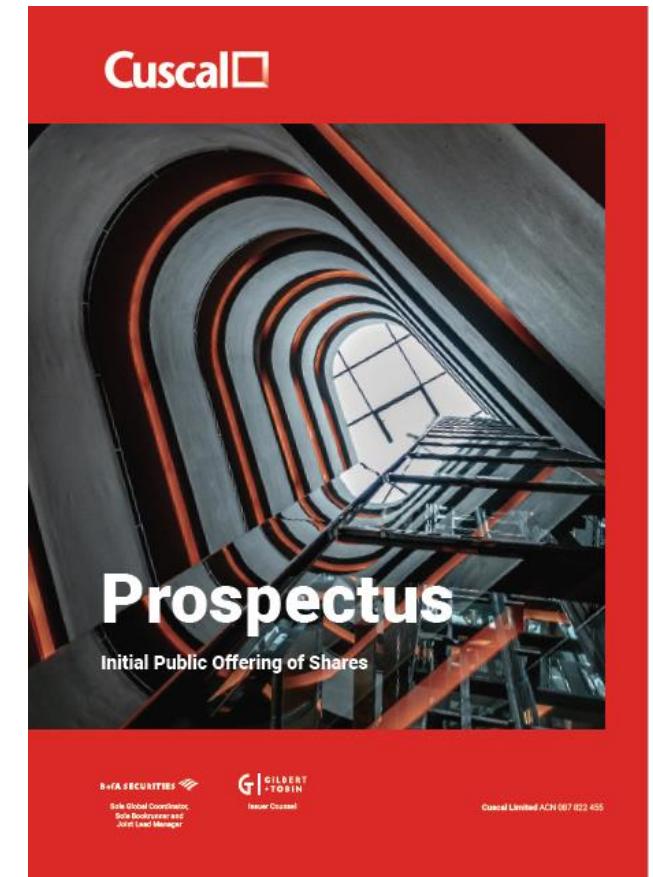
| A\$m | 1H FY25 | 1H FY24 |
|---|--------------|--------------|
| NPAT attributable to the owners of Cuscal | 12.2 | 13.3 |
| Depreciation & amortisation expense | 7.0 | 7.5 |
| Interest on option liability | - | 0.7 |
| Share based payments | 0.6 | - |
| Decrease in FI receivables & payables, investment securities, discount securities | 198.6 | 4.9 |
| Decrease in repurchase agreements | (302.1) | - |
| Increase in client deposits | 309.3 | 554.7 |
| Decrease in other assets & liabilities | 3.2 | 24.7 |
| Operating Cash Flow | 228.8 | 605.8 |
| Repayment of Securitised loans | - | 0.1 |
| Payment for acquisition of subsidiary | (4.8) | - |
| Payment for intangible & PPE assets | (3.4) | (7.8) |
| Investing Cash Flow | (8.2) | (7.7) |
| Net Cash Flow before Financing | 220.6 | 598.1 |
| Proceeds from issue of shares (net of transaction costs) | 38.3 | - |
| Dividends paid | (16.7) | (7.0) |
| Settlement of employee share options | (0.6) | - |
| Principle component of lease liability | (2.6) | (2.5) |
| Financing Cash Flow | 18.4 | (9.5) |
| Net Cash Flows | 239.0 | 588.6 |

- Financing cashflow includes net proceeds from issue of shares on listing of Cuscal in November 2024.
- Repurchase agreements decreased ~\$302 million as liquidity provided by agreements not required in December 2024.
- Client deposits increased ~\$309 million on higher TXN volumes.
- December 2024 dividends paid represent both the final FY24 dividend of 5.0 c/share and 'pre-IPO' dividend of 4.5 c/share paid on completion of the IPO.

Tracking to IPO Pro Forma Forecast



| A\$m | 1H FY25 Results | FY25E Pro Forma Prospectus Forecasts | % of prospectus forecast |
|---|-----------------|--------------------------------------|--------------------------|
| Transaction volume | 2,127 | 4,304 | 49% |
| Gross fee and commission revenue | 176.3 | 347.4 | 51% |
| Direct fee and commission expense | (46.8) | (88.0) | 53% |
| Net fee and commission revenue | 129.5 | 259.4 | 50% |
| Net interest Income | 16.8 | 30.0 | 56% |
| Other income | 0.4 | 0.3 | 133% |
| Total net operating income | 146.7 | 289.7 | 51% |
| Employee benefits expense | (58.2) | (127.6) | 46% |
| Occupancy expenses | (2.3) | (4.6) | 50% |
| Depreciation and amortization | (4.8) | (10.1) | 48% |
| Non-salary technology expenses | (34.3) | (65.3) | 53% |
| Other expenses | (16.3) | (29.7) | 55% |
| Total operating expenses | (115.9) | (237.3) | 49% |
| Net profit before tax | 30.8 | 52.4 | 59% |
| Income tax expense | (9.3) | (15.8) | 59% |
| Net Profit after Tax (NPAT) | 21.5 | 36.6 | 59% |
| Add: loss attributable to non-controlling interests | - | - | - |
| NPAT attributable to the owners of Cuscal | 21.5 | 36.6 | 59% |



ersonal use only

Cuscal

Thank you