

EW EUROWAG

Strategic overview

Martin Vohánka
CEO and Founder



Our vision has never changed, a journey to an integrated end-to-end digital platform

Payment provider for energy and toll payments



Digital provider of services



Payments and financing provider



End-to-end integrated digital platform



Key:

-  Payments
-  Products and services
-  Financing
-  Load and dispatch



IPO



Today

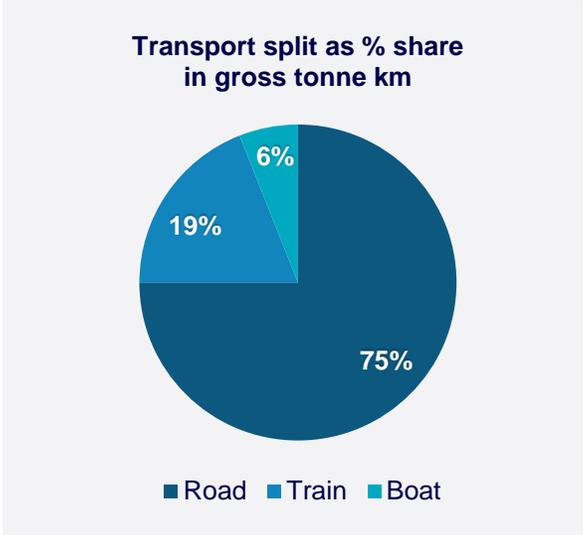


Soft launch of our platform



2025

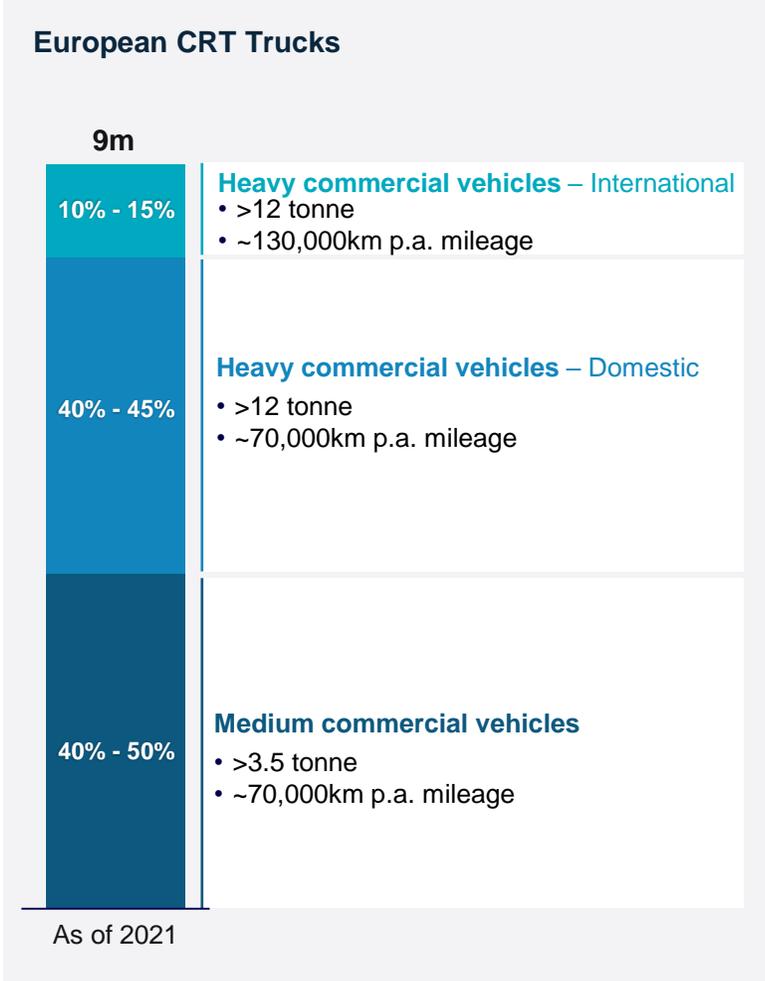
Trucking is an essential pillar of the economy



>9m
Commercial Vehicles¹

~5%
of European GDP

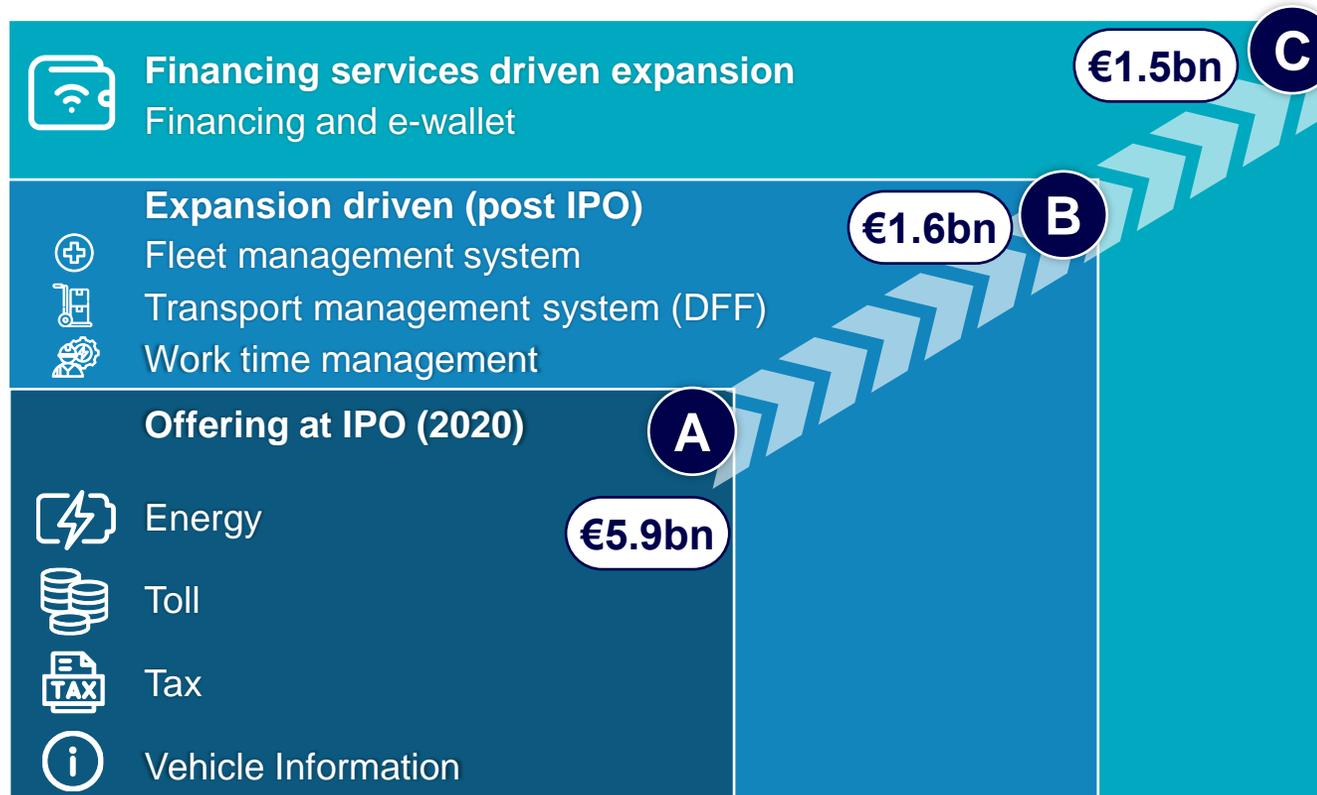
~20m
CRT² related jobs across Europe



Sources: Fitch/BMI, Eurostat, industry reports, Company and Company estimates based on data as of May 2021.
 Note: (1) Includes light commercial vehicles below 3.5 tonnes. (2) Commercial Road Transport.

Eurowag's growing addressable market in Europe

Net revenue €bn



Addressable market at IPO

- A** • €4.4bn payment solutions (2020)
- €1.5bn mobility solutions (2020), of which:
 - €0.9bn Tax, €0.5bn short term financing, €0.1bn FMS

€5.9bn addressable market at IPO

- B** **Expansion driven (post IPO)**
 - €0.6bn fleet management systems
 - €0.6bn transport management systems
 - €0.4bn work time management¹
- C** **Financing services driven expansion**
 - €1.5bn e-wallets²

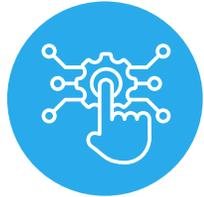
€9bn addressable market today

> €25bn future addressable market in a digital ecosystem³

Successfully expanded TAM since IPO

Notes: (1) TechNavio, Global Time Tracking Software 2023-2027. (2) Transportation and hospitality in Europe, TechNavio, Global E-Wallet Market 2023-2027. (3) Company estimates.

The CRT industry needs a digital and operational transformation



Analogue

<13%
of road transport
companies are
digitized¹



Complex

30+
administrative tasks
for every journey



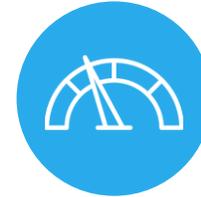
Fragmented

>90%
of operators are
SMEs and lack
access to
technology &
data insights²



Constrained

Limited
access to finance
restricts earnings
potential



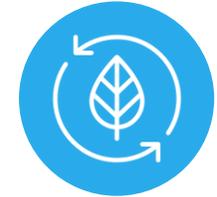
**Low
utilization**

30%
trucks on the road
are empty



**Low
profitability**

3-5%
margins

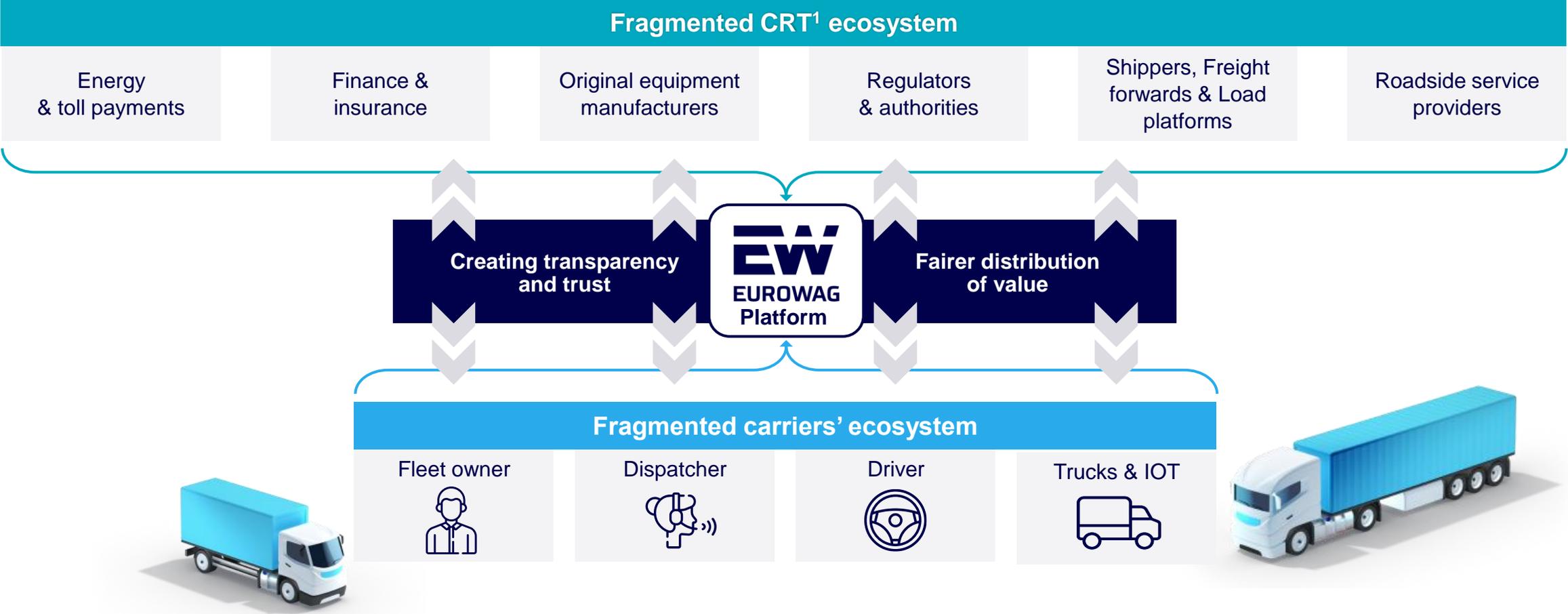


**Environmental
impact**

9%
of greenhouse gas
emissions in
Europe²

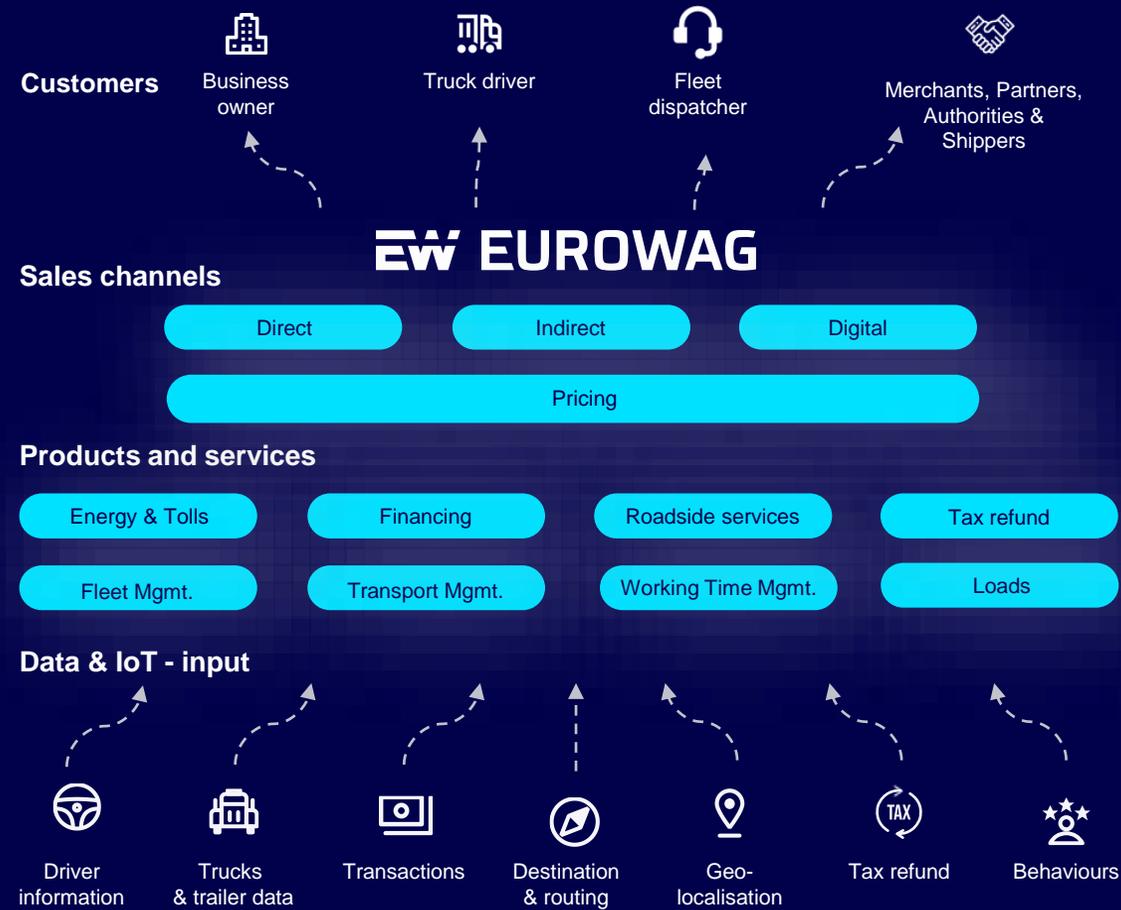
Notes: (1) Source: BCG Digital Acceleration Index, (2) Source: Eurostat.

Connecting the CRT industry together into one transparent digital ecosystem



Note: (1) Commercial Road Transport.

Design of Eurowag's integrated end-to-end digital platform



Creation of an industry first data platform supporting transformation



Our journey to an integrated end-to-end digital platform

1995

2016

1 Expansion

Building customer loyalty as fuel card provider and toll payments

- From regional to leading CEE player
- Pan-European fuel and toll proprietary network
- Payments with credit provisioning



2017

2022

2 Accumulation

Acquiring and developing a broader suite of services, with data at the core

- Evolving strategy to address key CRT challenges
- Focused on mission critical products for the customer
- One-stop-shop for mobility solutions
- Piloting system integrations



2023+

3 Integration

Delivering unique integrated end-to-end platform, driving efficiency and supporting decarbonisation

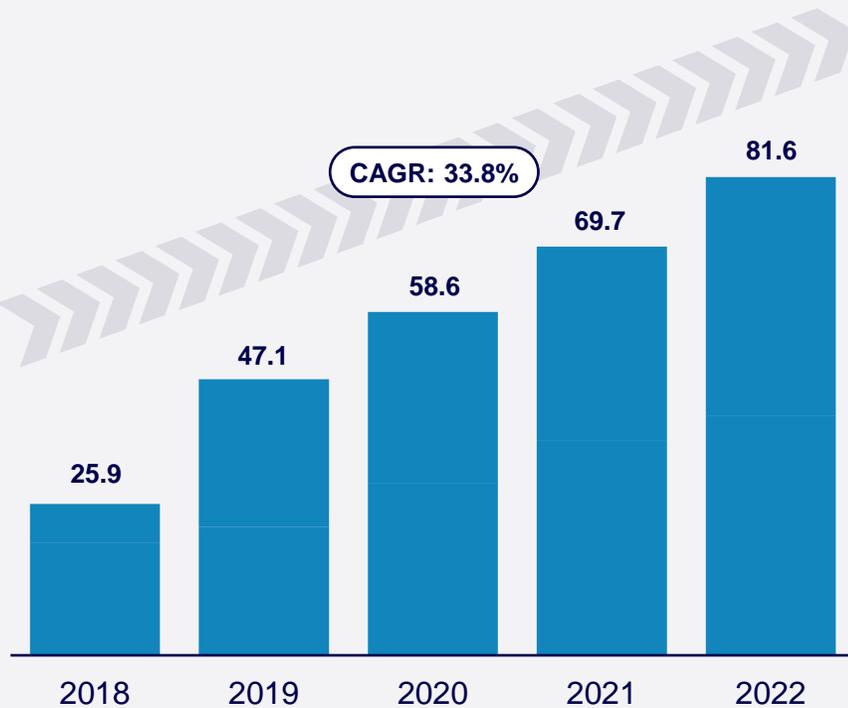
- AI, data and connectivity at the heart of value creation
- Cross-sell centric design
- Scalability via strong digital and indirect (OEMs) channels



Maximising returns through M&A and innovation

Growing shareholder value

EBITDA (€m)



1 Growth

Expanding into new markets and acquiring customer portfolios



Czechia



Slovakia



Slovenia



Iberia (PT)



Poland



Croatia



Hungary



Romania



Serbia

2 Capability¹

Technology and data to create unique CVP & increased share of wallet

EETS

FMS

VAT Refund

Navigation

E-mobility

Mobile payments

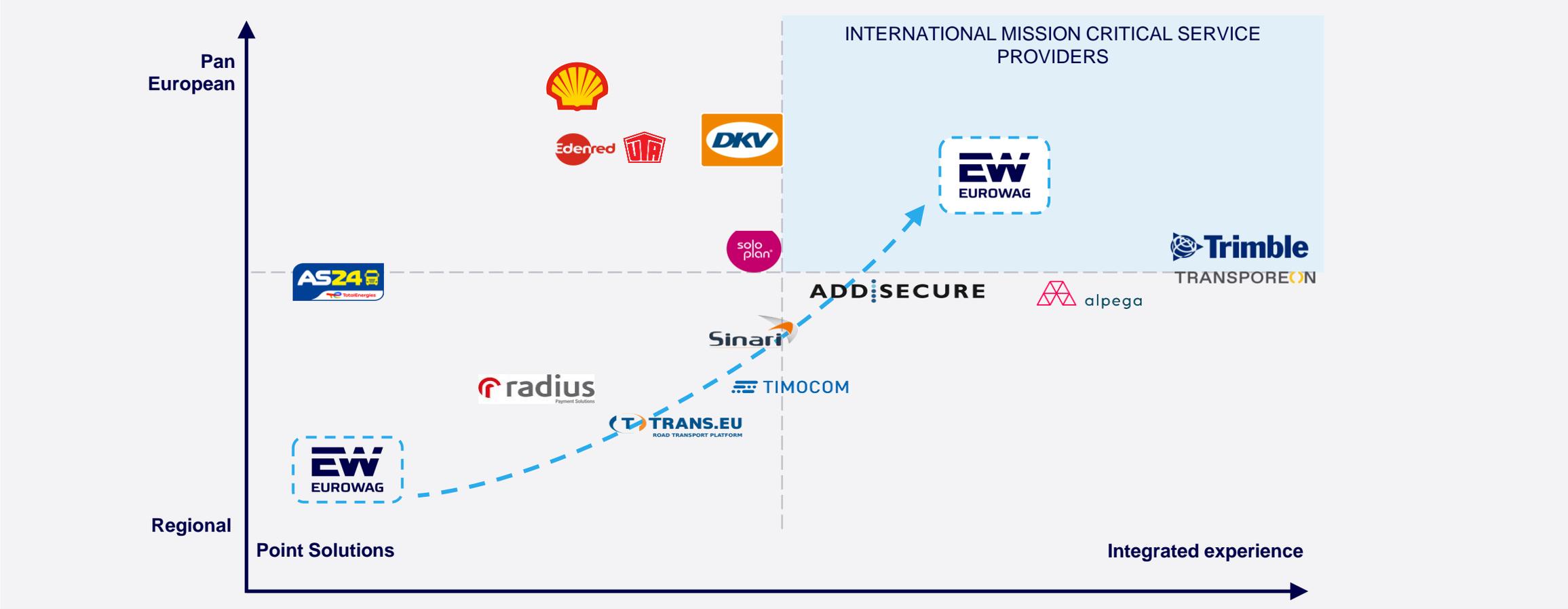
WTM

3 Rationale

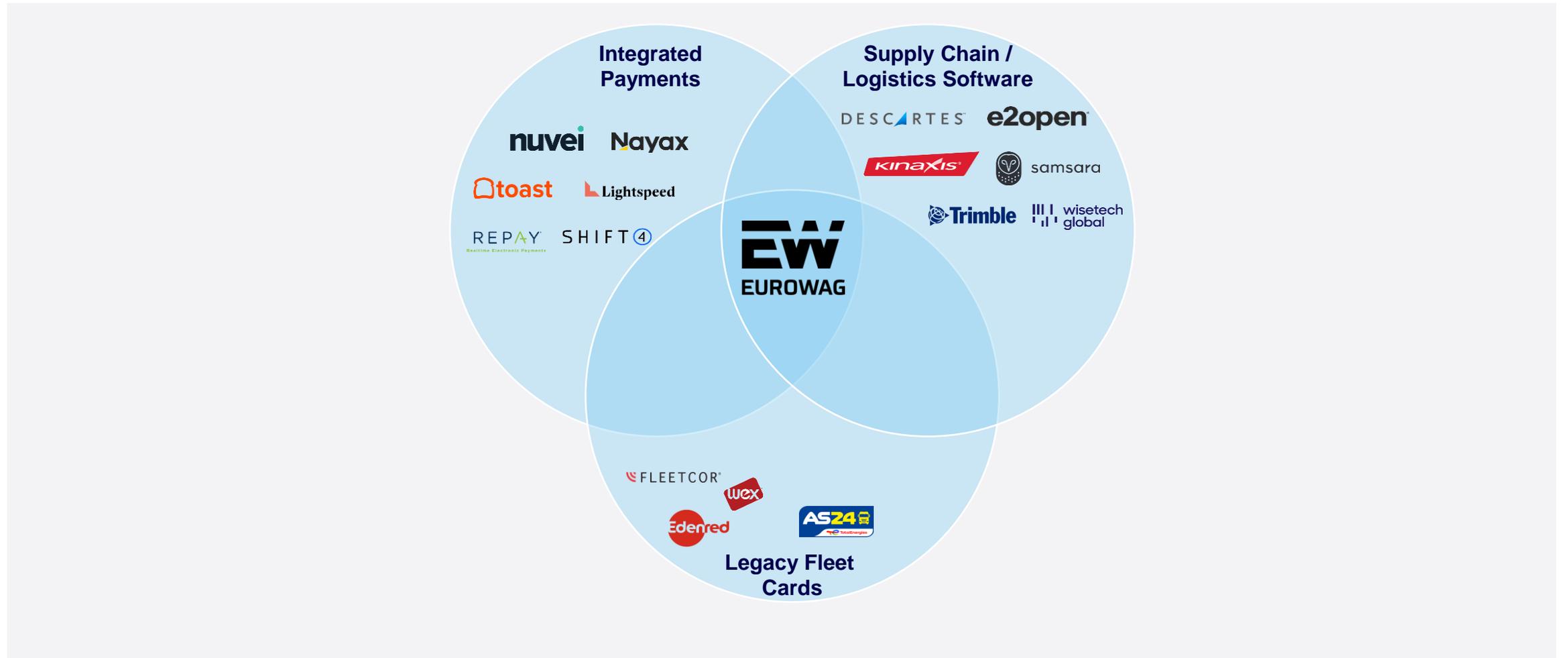
- Capture all mission critical data
- Scale
- Cross-sell & utilising target low ARPU vs high EW ARPU
- Access to decarbonisation technology

Note: (1) EETS, European Electronic Tolls System, FMS, Fleet Management Solutions, WTM, Working-time Management.

Our unique offering has enabled us to substantially differentiate ourselves



Uniquely positioned in the public market



Our three-year goals:

Integration and transformation



- PEOPLE**
 - Unify teams from acquired businesses
 - Foster digital expertise and agility
 - Create an agile sales force, integrated into an omnichannel ecosystem
- PRODUCT**
 - Integrate all products into one digital platform, creating a one-stop-shop
 - Transition to a single brand, eliminating product duplication
 - Unify hardware solutions
- TECHNOLOGY**
 - Implement single robust and scalable ERP
 - Automate internal operations and harness product insights through AI
 - Move to one seamless user experience for customers

INTEGRATE AND TRANSFORM

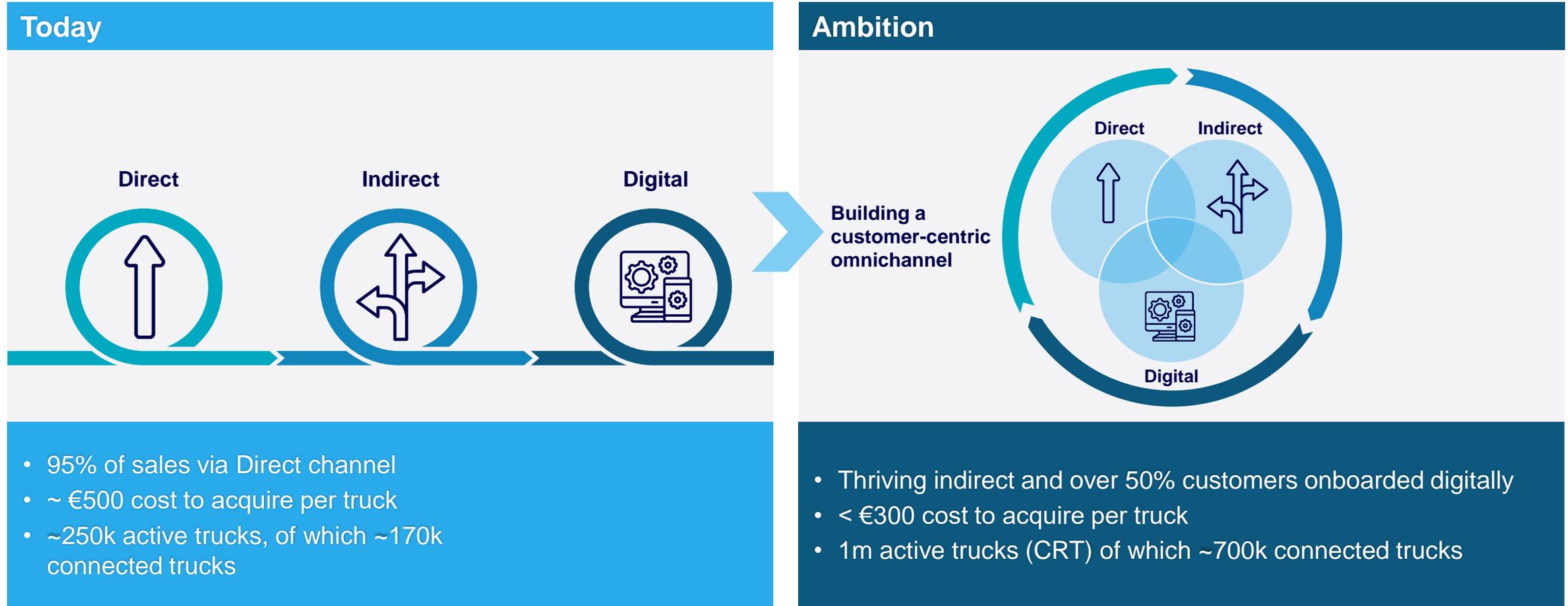
Our strategic pillars allows for structured and effective execution within a very complex environment

Our purpose

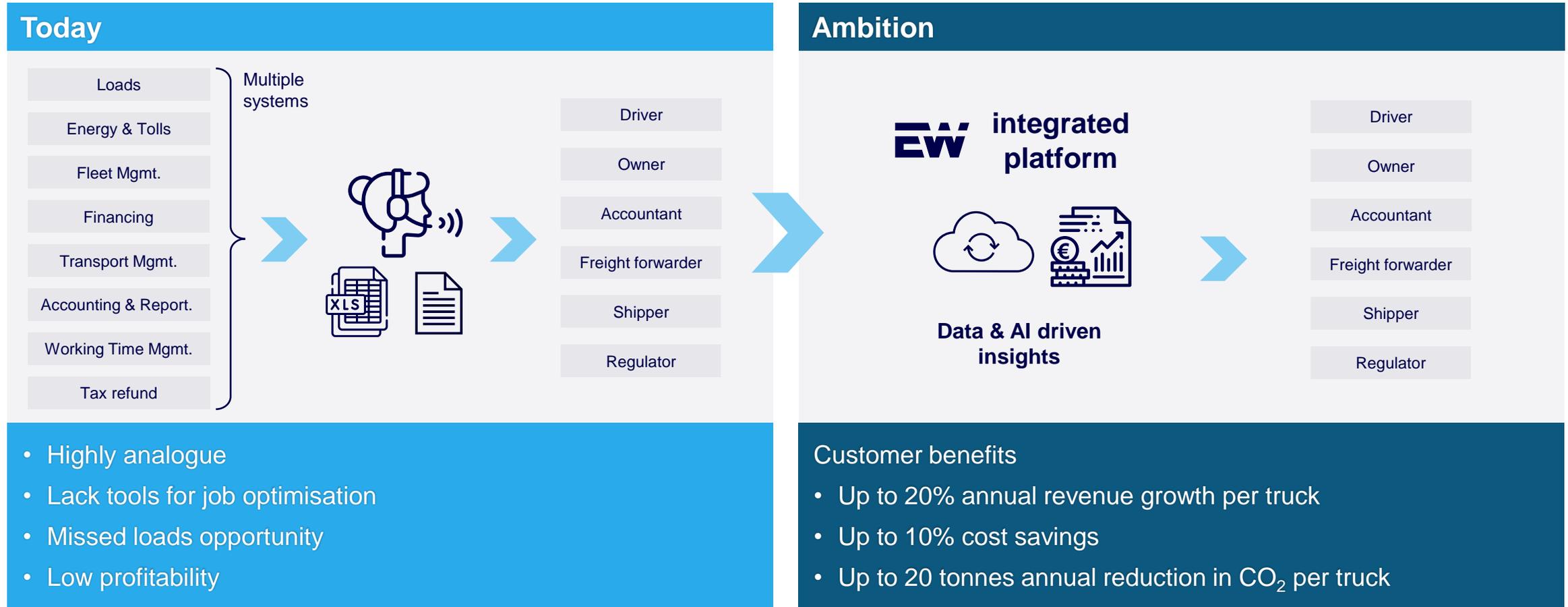
To make commercial road transport clean, fair and efficient

	Attract	Engage	Monetise	Retain	
Strategic pillars	 <p>Be in every truck</p>	 <p>Drive customer centricity</p>	 <p>Grow core services</p>	 <p>Expand platform capability</p>	
Customer outcomes	Access all our services, anytime, anywhere	Easy to get to value quickly	Combined services unlock entirely new value	Smart operations for better everyday performance	
KPIs	Total number of active trucks	Customer NPS	No. of products per active truck	% of subscription revenue	
Enabled by	Digital transformation	Embed sustainability	Data-driven decisions	Capability focused organization	Delivery on M&A strategy

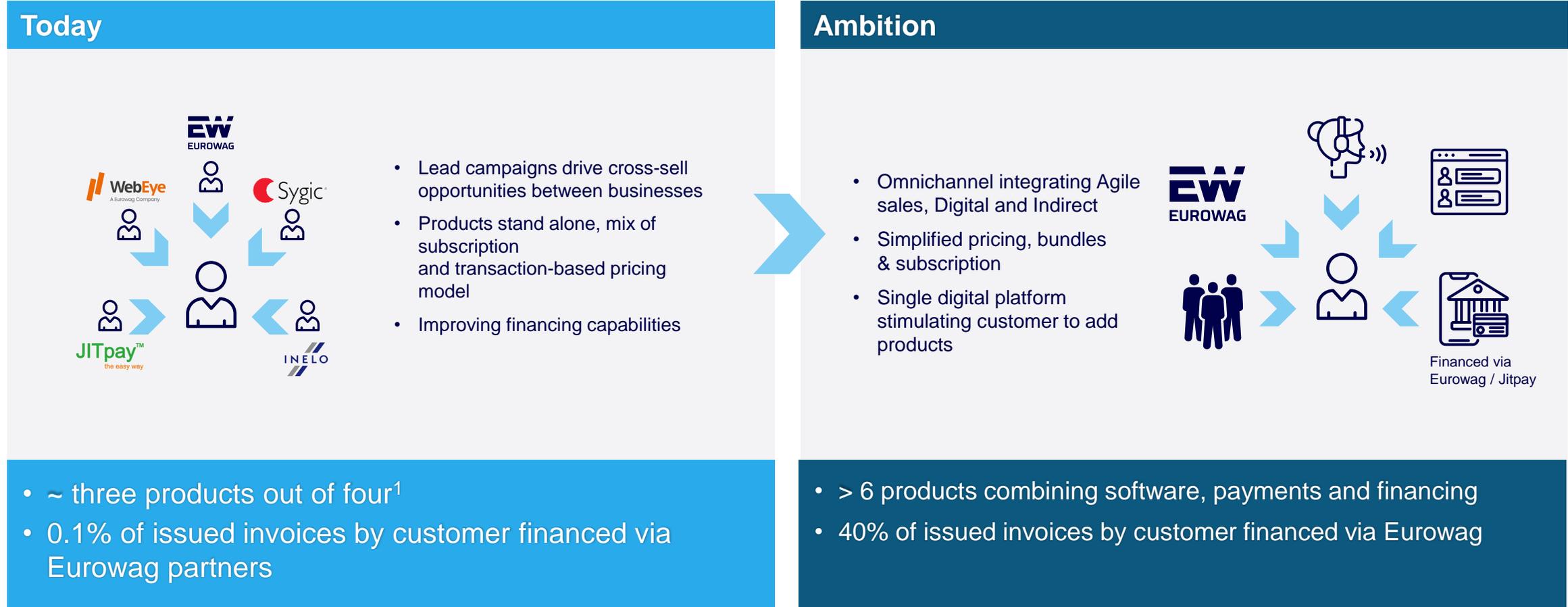
Lack of industry digitisation led to building strong direct channel



Bringing Data / AI into one platform for efficiency gains



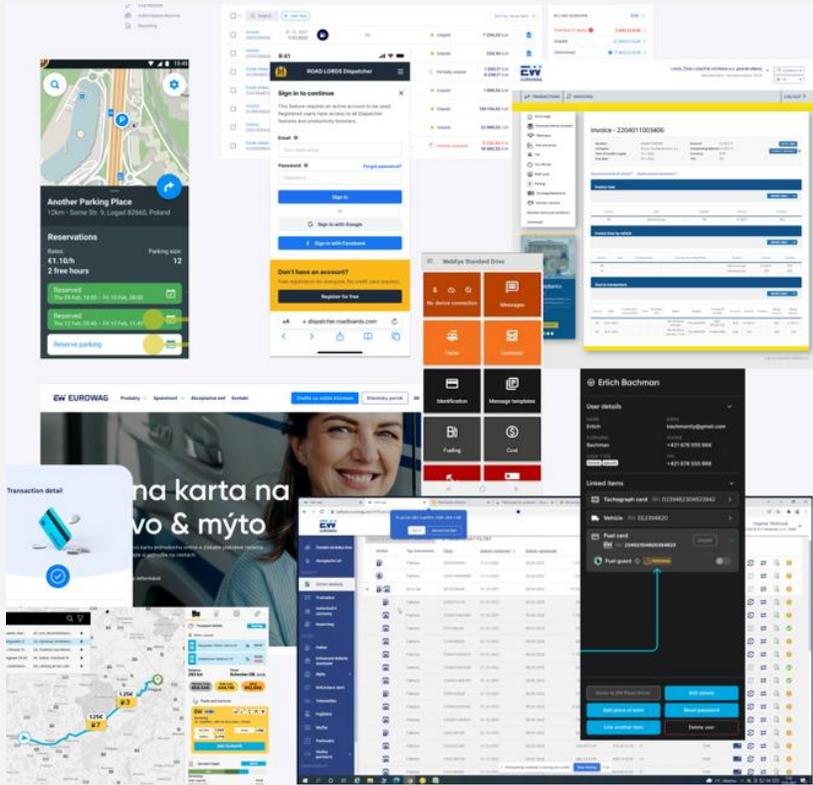
Integrating sales forces and products into one platform creates unique cross-sell engine



Note: (1) fuel & toll payment, tax refund, limited financing.

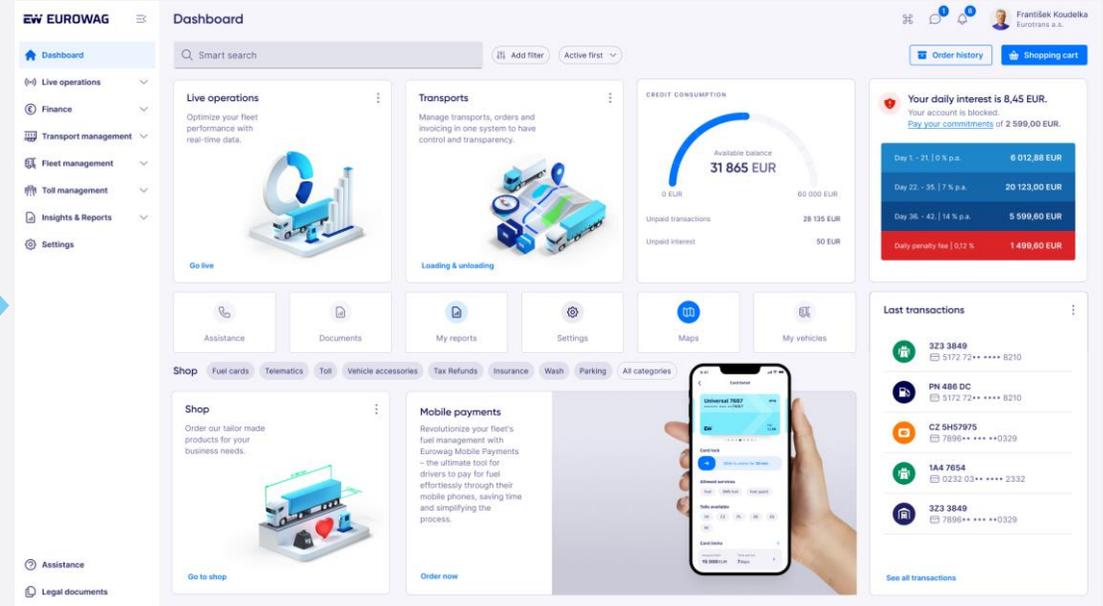
Bringing all brands and UX into one for a seamless digital customer experience

Today



Many...

Ambition



... to one
with soft launch of platform in FY24

Simplicity, bundled pricing, subscription and financing fees underpinning revenue growth

Today

Transaction-based revenue model



Energy payments



Toll payments



Tax refund

Subscription based revenue model



Vehicle information
(Incl. telematics, FMS and WTM)¹



Smart routing



Other adjacent services



Future

SUBSCRIBE



Basic



+ financing

Standard



+ financing

Premium



+ financing

- >60% revenue contribution from subscription
- >20% financing revenues

- ~55% payments (tolls and energy) revenues
- ~45% mobility services revenues, of which ~62% subscription revenues

Note: (1) FMS, Fleet Management Solutions, WTM, Working-time Management.

Our new platform will unlock significant value for our customers and industry

Continue to grow



Efficiency and convenience

Today:
cost savings

**up to 10%
or €12,000**

Annual cost saving
per truck



With new capabilities



Cashflow improvements

Financing:
working capital

**up to 50 days
and €15,000**

One-off working capital
improvement per truck



Revenue improvements

Loads:
improved fleet utilisation

**up to 20%
or €24,000**

Annual revenue growth
per truck



Carbon reduction

Decarbonisation:
better life for all

**up to 20 tonnes
CO₂ saved**

Annually
per truck

Source: Internal data.

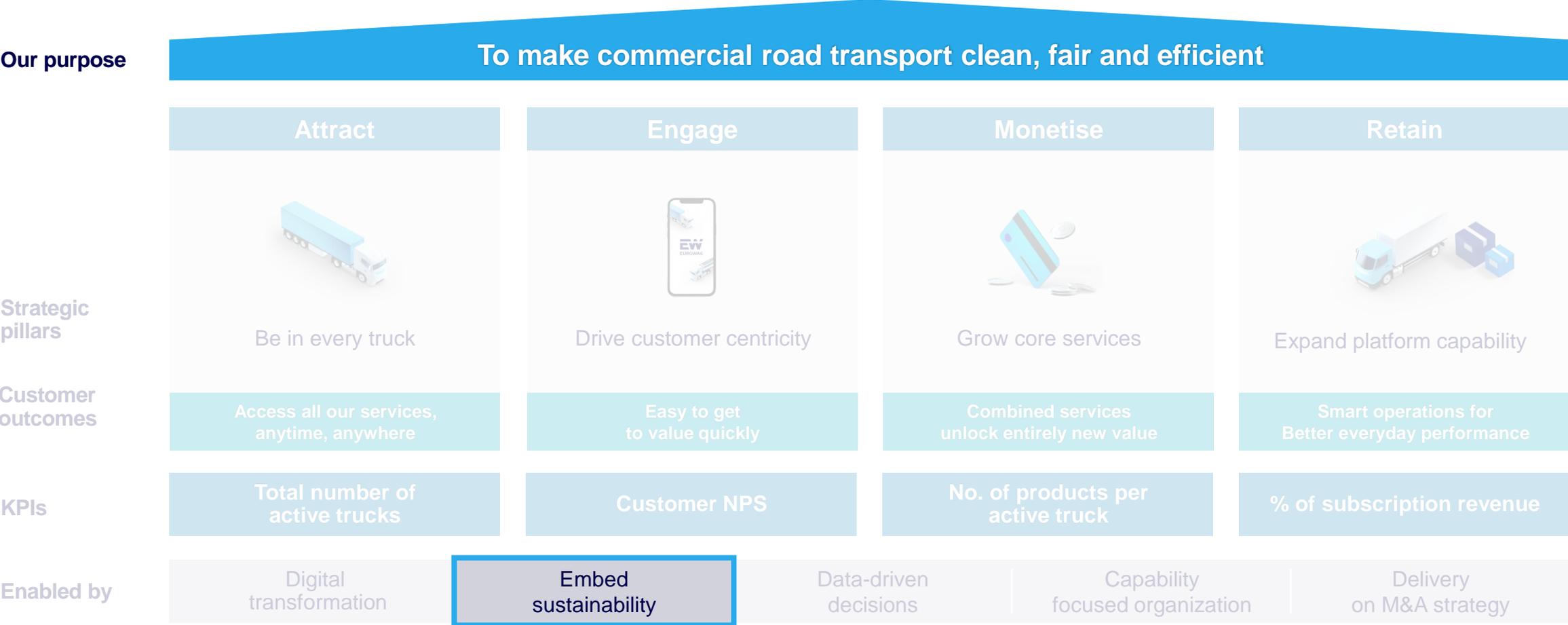
EW EUROWAG

Our sustainability strategy

100%
electric

A green electric truck is shown from a side-rear perspective. The truck is parked on a dark surface. The text '100% electric' is printed in white on the green body of the truck. The truck has a large black tire with a silver hubcap. The background is a light green and white gradient with a blue diagonal line.

Embedding sustainability into the organisation is key to achieving our purpose and delivering our corporate strategy



How we will deliver on our promise

To make commercial road transport clean, fair and efficient

Embed sustainability across all our business activities, focusing on four strategic areas



Climate action

- Reducing our direct GHG emissions
- Enabling customers GHG reduction
- Accelerating the energy transition
- Managing our impact on natural capital



Customer success & wellbeing

- Helping SME transport businesses to thrive
- Improving wellbeing and safety for truckers



Community impact

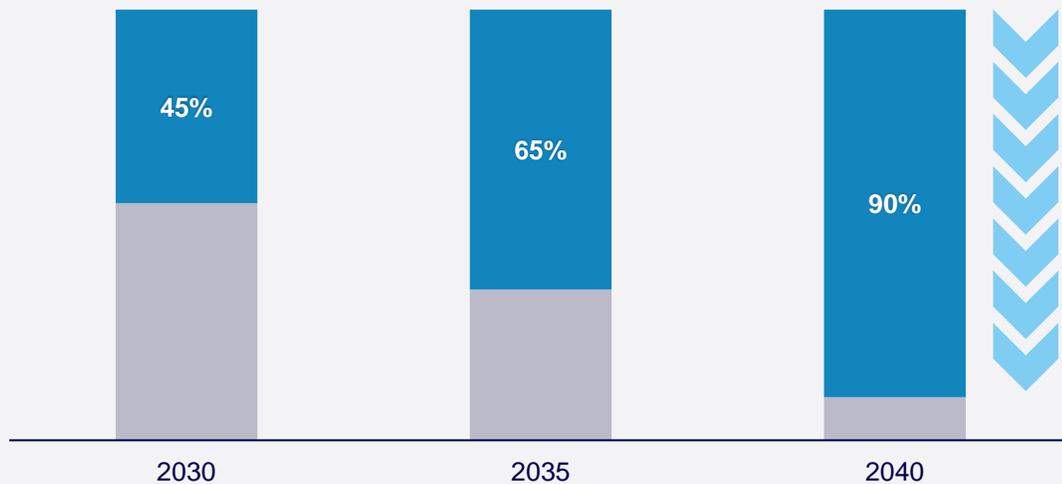
- Making a positive impact in our local communities

Company Governance & Culture

- Responsible business practices
 - Robust cyber-security
 - Equality, diversity & inclusion

Decarbonisation regulatory landscape and targets

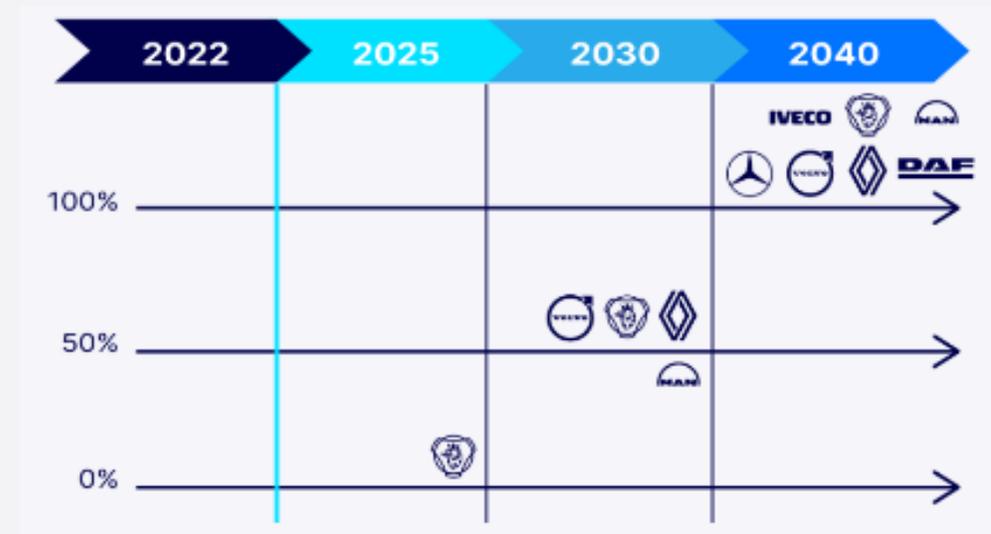
EU targets for reducing CO₂ emissions from heavy-duty vehicles¹



- Collaboration of multiple global government bodies
- Future of alternative energy for trucks still unclear

Vehicle manufacturers with targets to phase out diesel²

Truck manufacturers' timetable to achieve net zero carbon emissions



Transition to alternative fuels will be slow:

- 4% of trucks registered as alternative fuel vehicles today
- Life span of trucks are c.14 years
- ~250k trucks over 7,5t registered annually
- Supporting infrastructure heavily behind

Source: (1) European Commission. (2) Eurowag.

Eurowag, two complementary commitments to decarbonisation

By 2030

Reduce our customers GHG emissions intensity per tkm by

20%



Carbon avoidance

- ✓ **Fleet management:** Improve driving behaviour and optimise routes
- ✓ **Loads:** utilising empty journeys
- ✓ **Driver's apps** to optimise driving style
- ✓ **CO₂ calculator and reporting**
- ✓ Offering energy efficiency advisory services

80,000

Alternative-fuel trucks actively using our products and services



Access to low carbon energy



E-mobility service
Provider, supported by
Last Mile Solutions



Access to ~300 LNG¹ sites across EU

Note: (1) LNG, liquefied natural gas.

Summary of our ambitions

Integration and transformation

- ✔ Connect ~1m trucks
- ✔ Reposition Eurowag as the go-to-business for anyone within the trucking ecosystem
- ✔ Move to >60% revenues from subscription and >20% financing
- ✔ Improve customers revenues and empower them to realise efficiencies
- ✔ Enable a reduction in energy intensity and transition to low carbon future