

W.A.G payment solutions plc Investor presentation

April 2024

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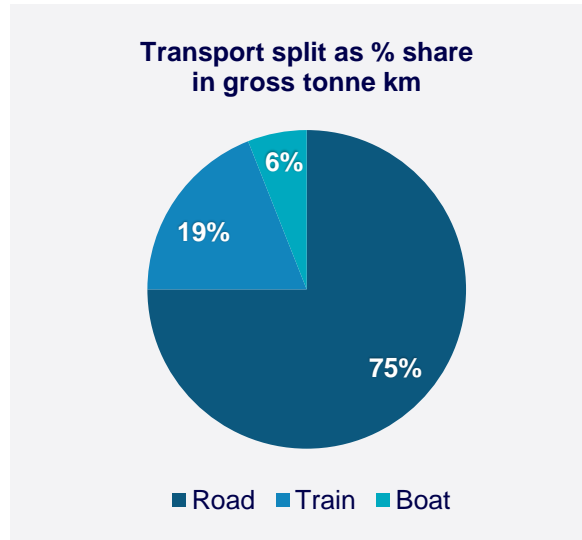
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Transforming the European transportation industry



Trucking is an essential pillar of the economy

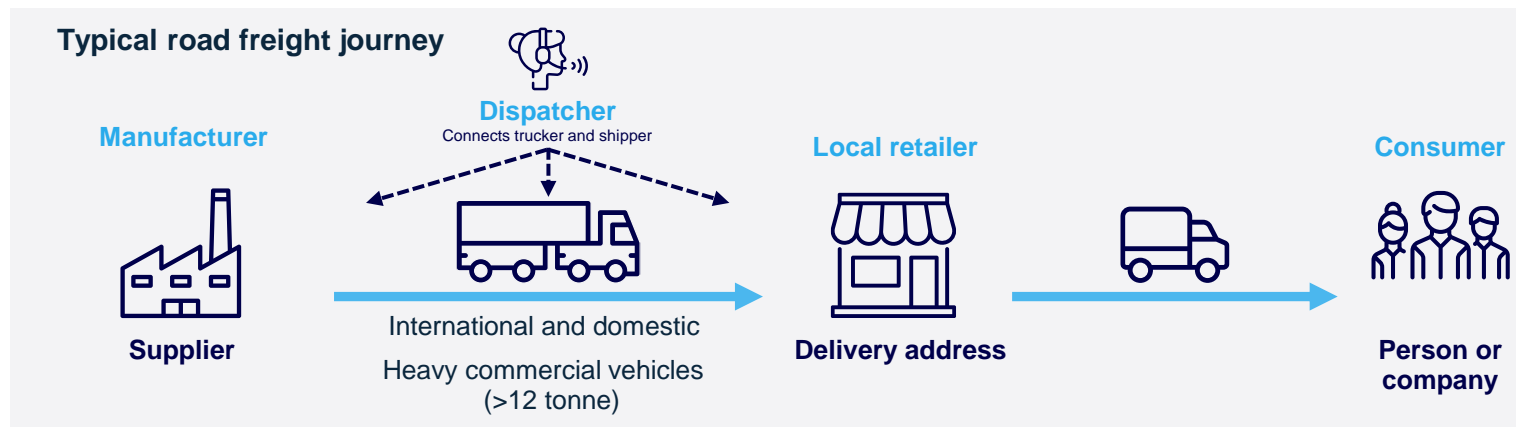
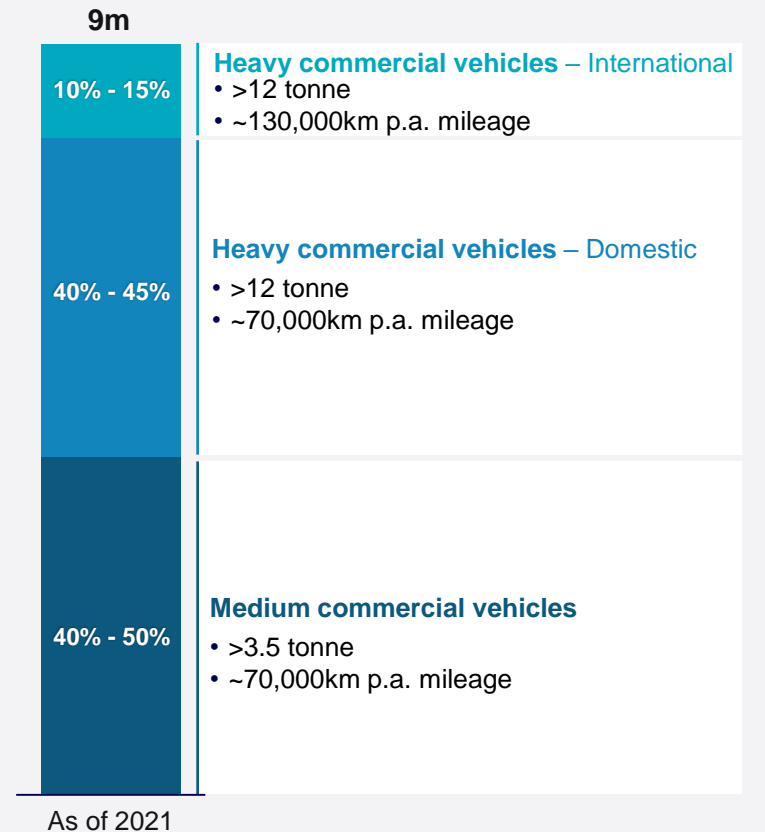


>9m
Commercial vehicles¹

~5%
of European GDP

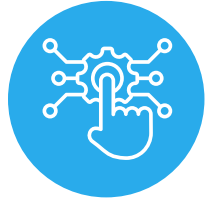
~20m
CRT² related jobs across Europe

European CRT Trucks



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.

The CRT industry needs a digital and operational transformation



Analogue

<13%
of road transport
companies are
digitised¹



Complex

30+
administrative tasks
for every journey



Fragmented

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



Constrained

Limited
access to finance
restricts earnings
potential



**Low
utilization**

30%
trucks on the road
are empty



**Low
profitability**

3-5%
margins

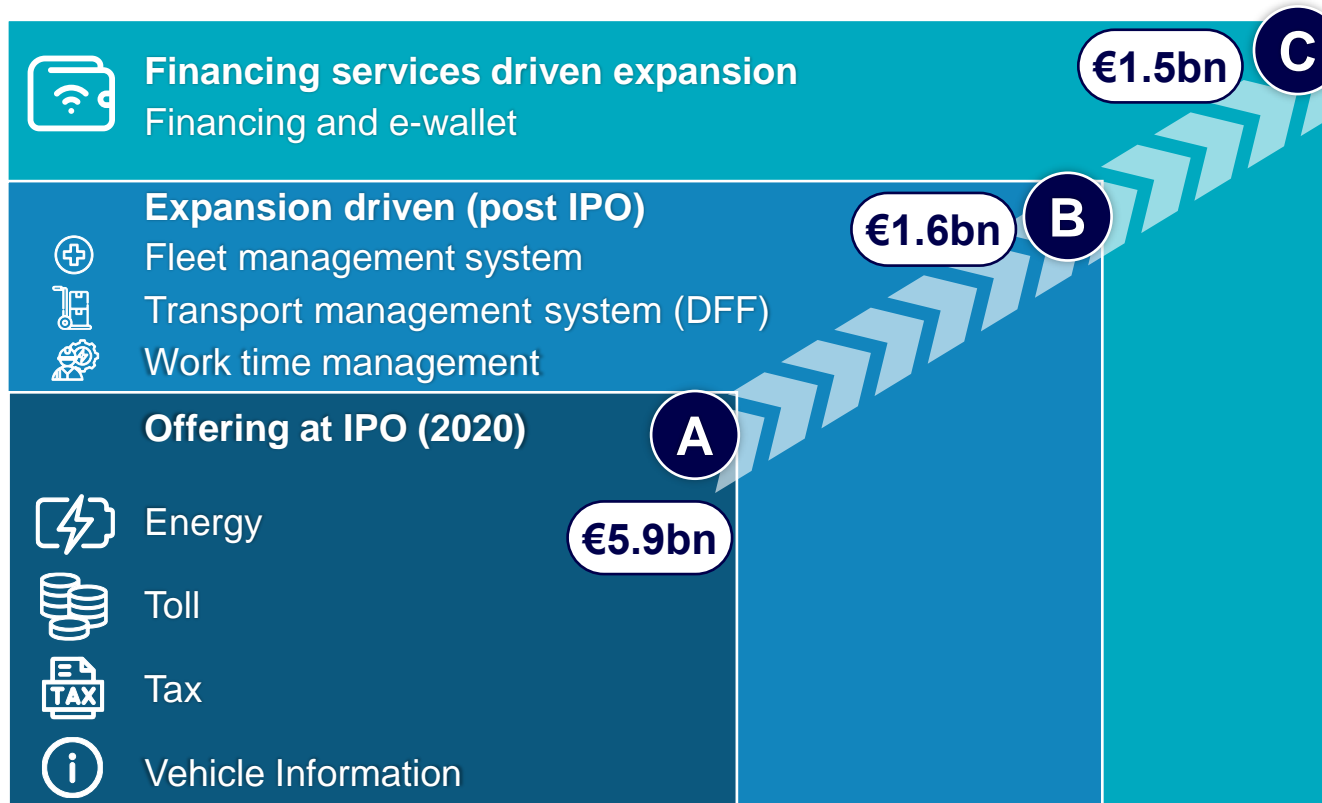


**Environmental
impact**

>7%
of greenhouse gas
emissions in
Europe²

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

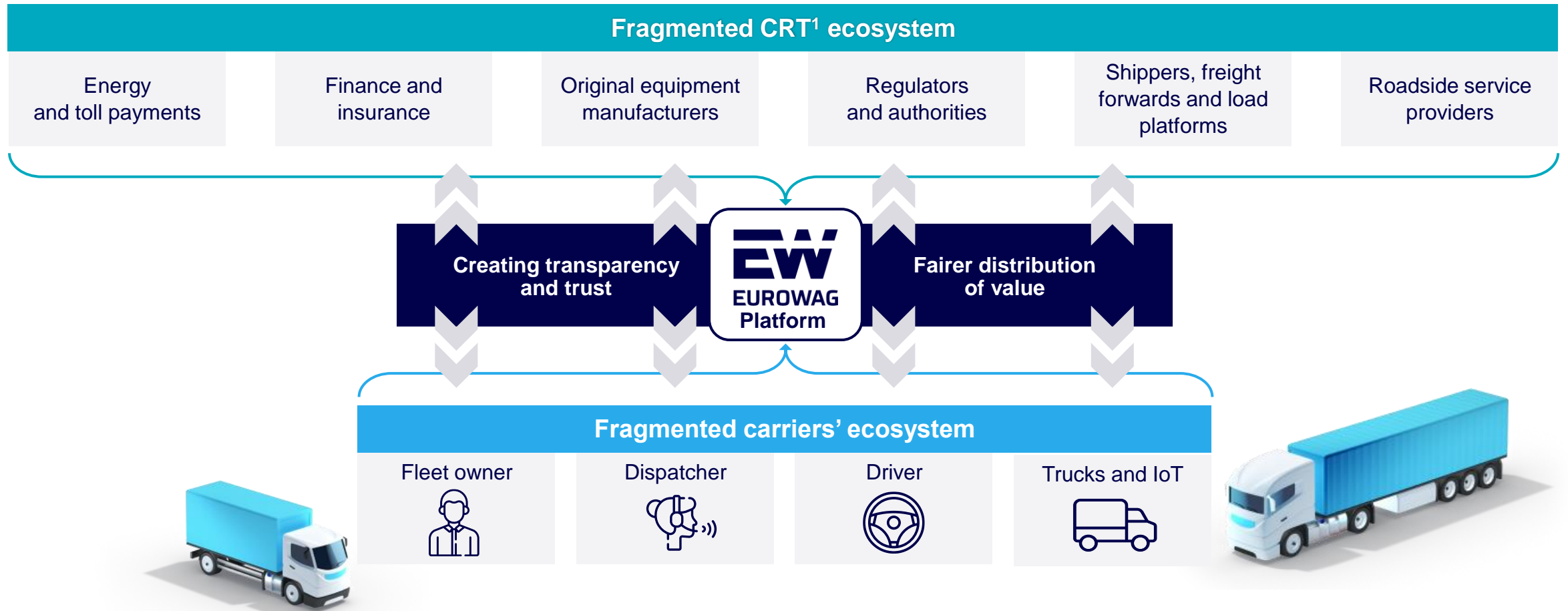
- B**
- Expansion driven (post IPO)
 - €0.6bn fleet management systems
 - €0.6bn transport management systems
 - €0.4bn work time management¹
- C**
- Financing services driven expansion
 - €1.5bn e-wallets²

€9bn addressable market today

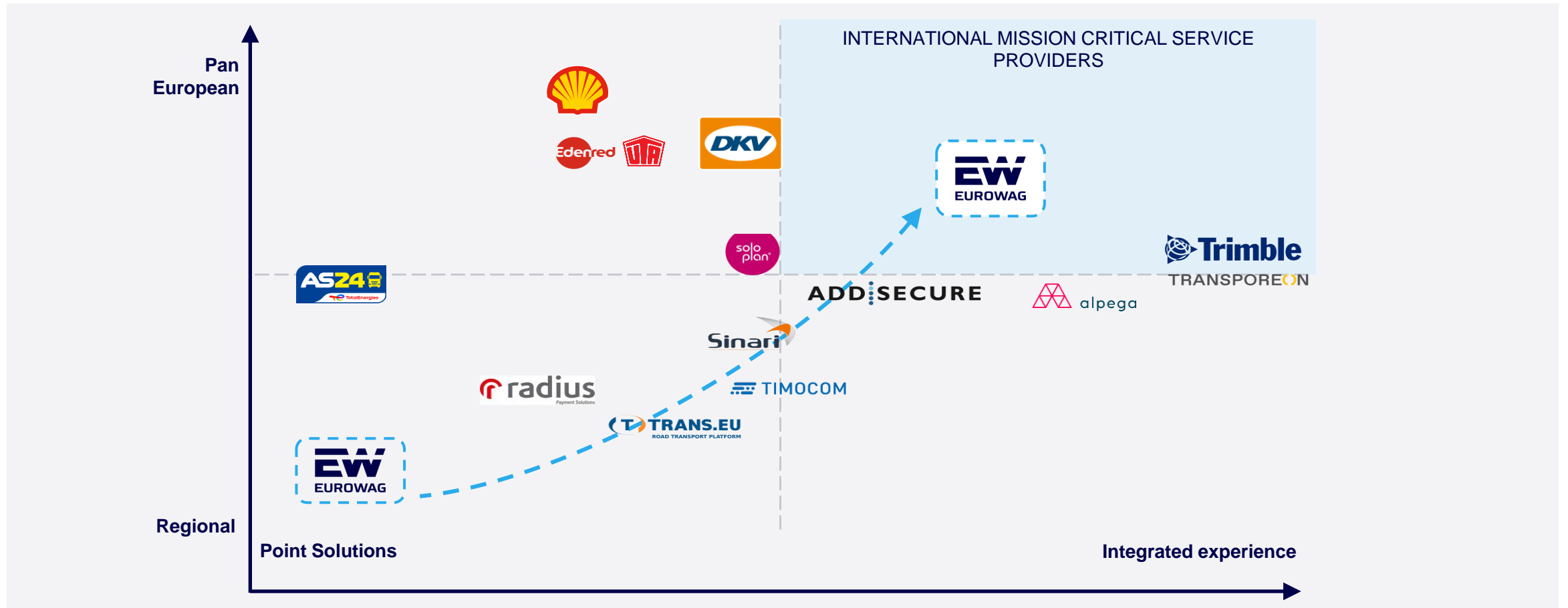
> €25bn future addressable market in a digital ecosystem³

Successfully expanded TAM since IPO

Connecting the CRT industry together into one transparent digital ecosystem



Our unique offering has enabled us to substantially differentiate ourselves



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+

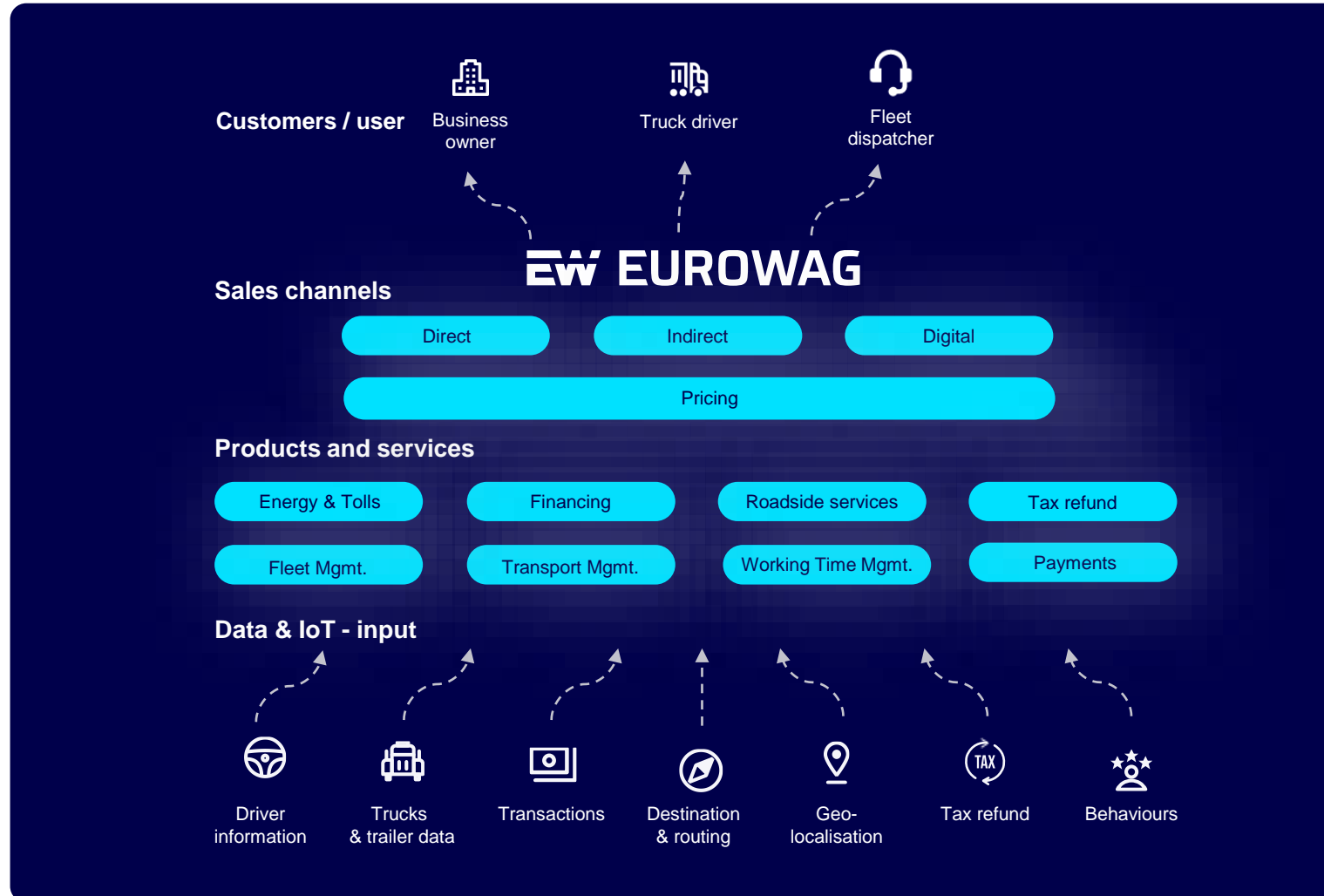
3 Integration

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



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



Creation of an industry first data platform supporting transformation

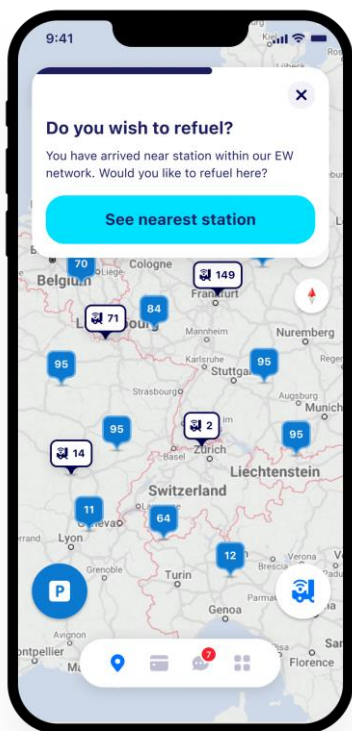


Capturing ALL our customers data
=

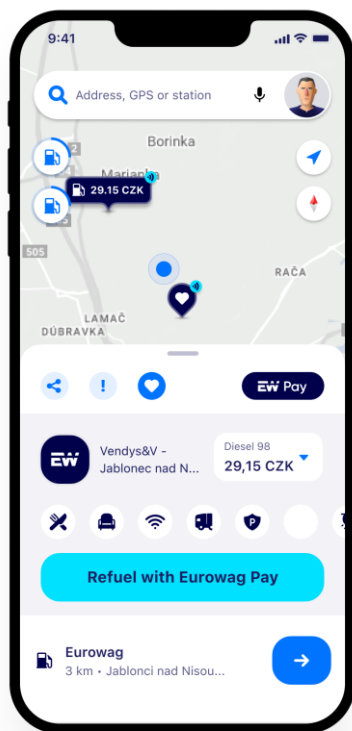
- 1) Driving total digitisation of a trucking company's operations
- 2) Improving Eurovag sales and marketing efficiency

Consolidating customer data into one mobile and web application

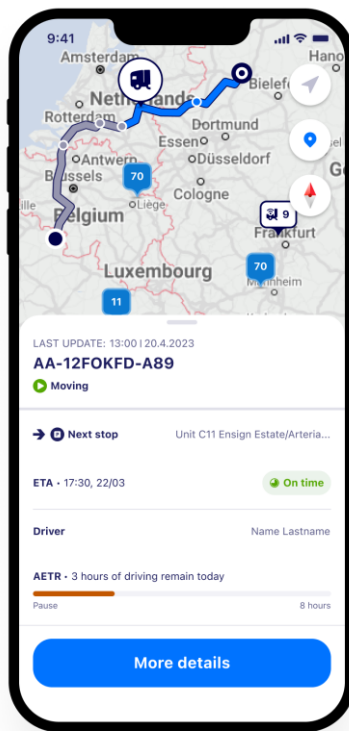
EW mobile app today



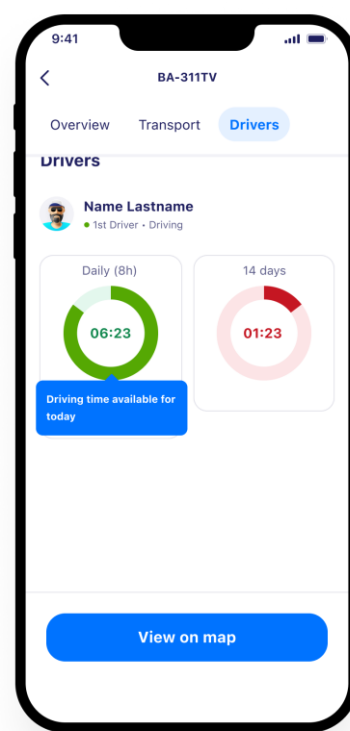
Mobile fuel



Payments

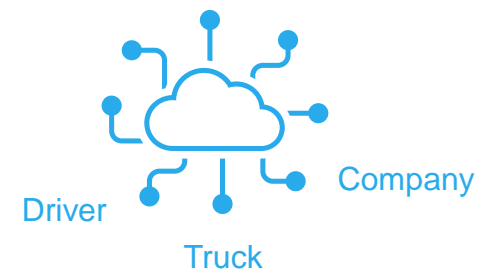


Fleet management



Work-time management

- Significant progress made in development of EW app
- EW mobile app monthly users +58% yoy to 31.8k; 80% drivers¹
- +800 stations across EU unlock fuel via app¹



- Dashboard
- Live operations
- Finance
- Transport management
- Fleet management
- Toll management
- Insights & Reports
- Settings

Smart search Add filter Active first

Live operations

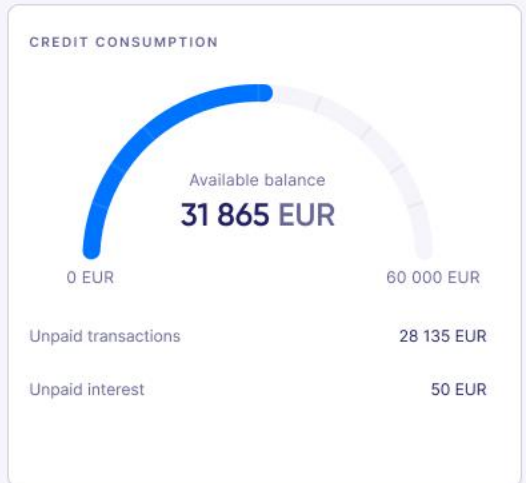
Optimize your fleet performance with real-time data.

[Go live](#)

Transports

Manage transports, orders and invoicing in one system to have control and transparency.

[Loading & unloading](#)



Your daily interest is 8,45 EUR.
Your account is blocked.
[Pay your commitments](#) of 2 599,00 EUR.

Day 1. - 21. 0 % p.a.	6 012,88 EUR
Day 22. - 35. 7 % p.a.	20 123,00 EUR
Day 36. - 42. 14 % p.a.	5 599,60 EUR
Daily penalty fee 0,12 %	1 499,60 EUR

- Assistance
- Documents
- My reports
- Settings
- Maps
- My vehicles

- Shop Fuel cards Telematics Toll Vehicle accessories Tax Refunds Insurance Wash Parking All categories

Shop

Order our tailor made products for your business needs.

[Go to shop](#)

Mobile payments

Revolutionize your fleet's fuel management with Eurowag Mobile Payments – the ultimate tool for drivers to pay for fuel effortlessly through their mobile phones, saving time and simplifying the process.

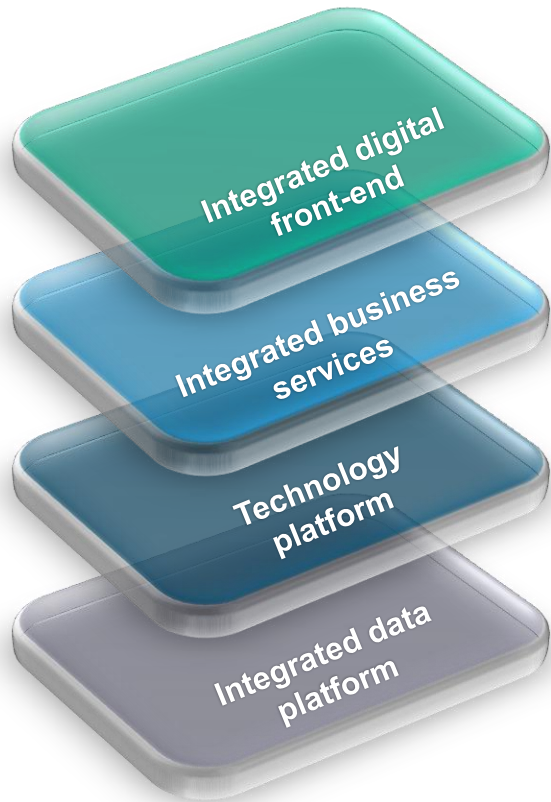
[Order now](#)

Last transactions

- 3Z3 3849 5172 72... 8210
- PN 486 DC 5172 72... 8210
- CZ 5H57975 7896... 0329
- 1A4 7654 0232 03... 2332
- 3Z3 3849 7896... 0329

[See all transactions](#)

Digital platform roadmap, launch on track for Q4 24



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



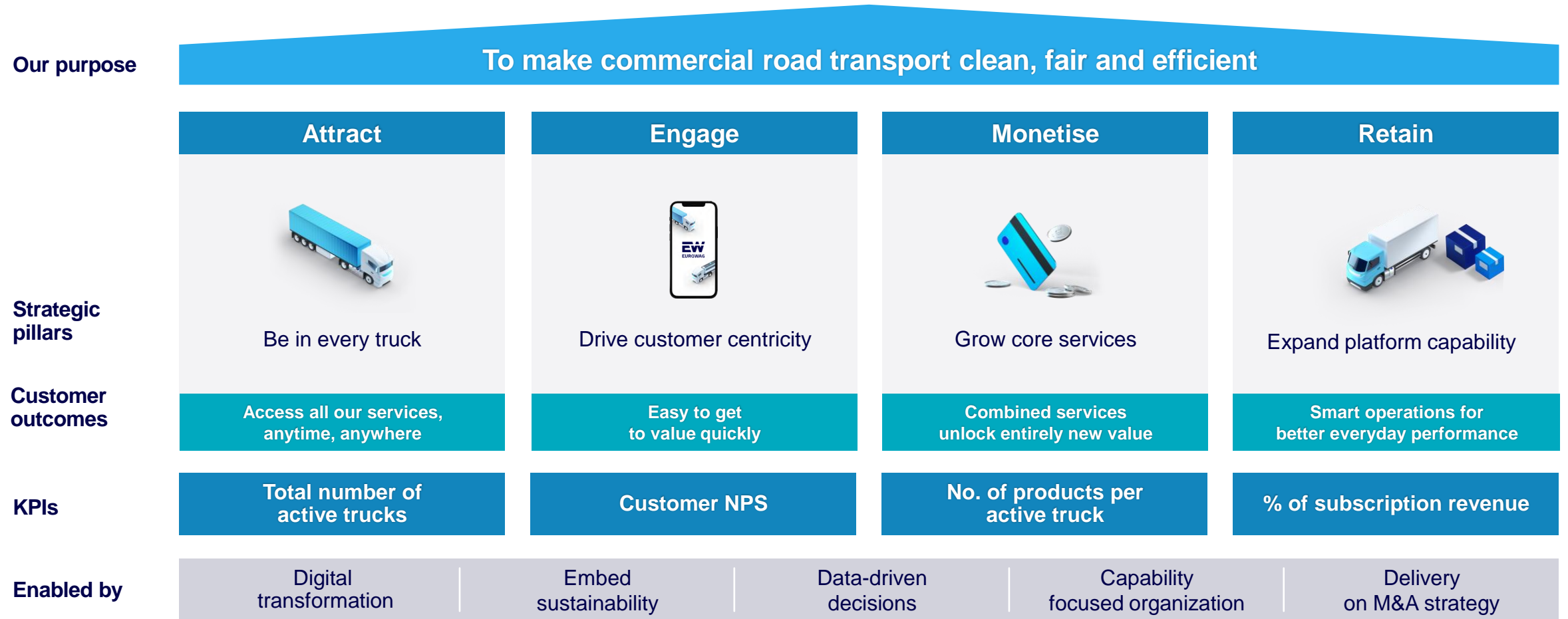
Carbon reduction

Decarbonisation:
better life for all

**up to 20 tonnes
CO₂ saved**

Annually
per truck

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



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

**Consistently delivering
double-digit growth**



Revenue model

Payment solutions

Mobility solutions

Re-occurring transaction-based revenue streams

Energy payments



of transactions
(x)
average units per transaction
(x)
fee per unit¹



Toll payments

processed volume
(x)
% take rate

Recurring subscription and other fee-based revenue streams



Transport management

Subscription based



Fleet management

Subscription based



Work time management

Subscription based



Tax refund

processed volume
(x)
% take rate



Smart routing

Subscription based and
lifetime license fees



Other adjacent services

Various

Net revenue
(% Total³)

57%

43%

Contribution²
(% Margin³)

84%

70%

FY23 financial highlights: robust performance; completed intensive investment phase

Net revenue

€256.5m

+34.4% / organic +14.5%

Adj. EBITDA

€108.7m

+33.2% / organic +12.2%

Adj. EBITDA margins

42.4%

-40bps

Adj. EPS

6.49p

+12.8%

Capex

€50.9m

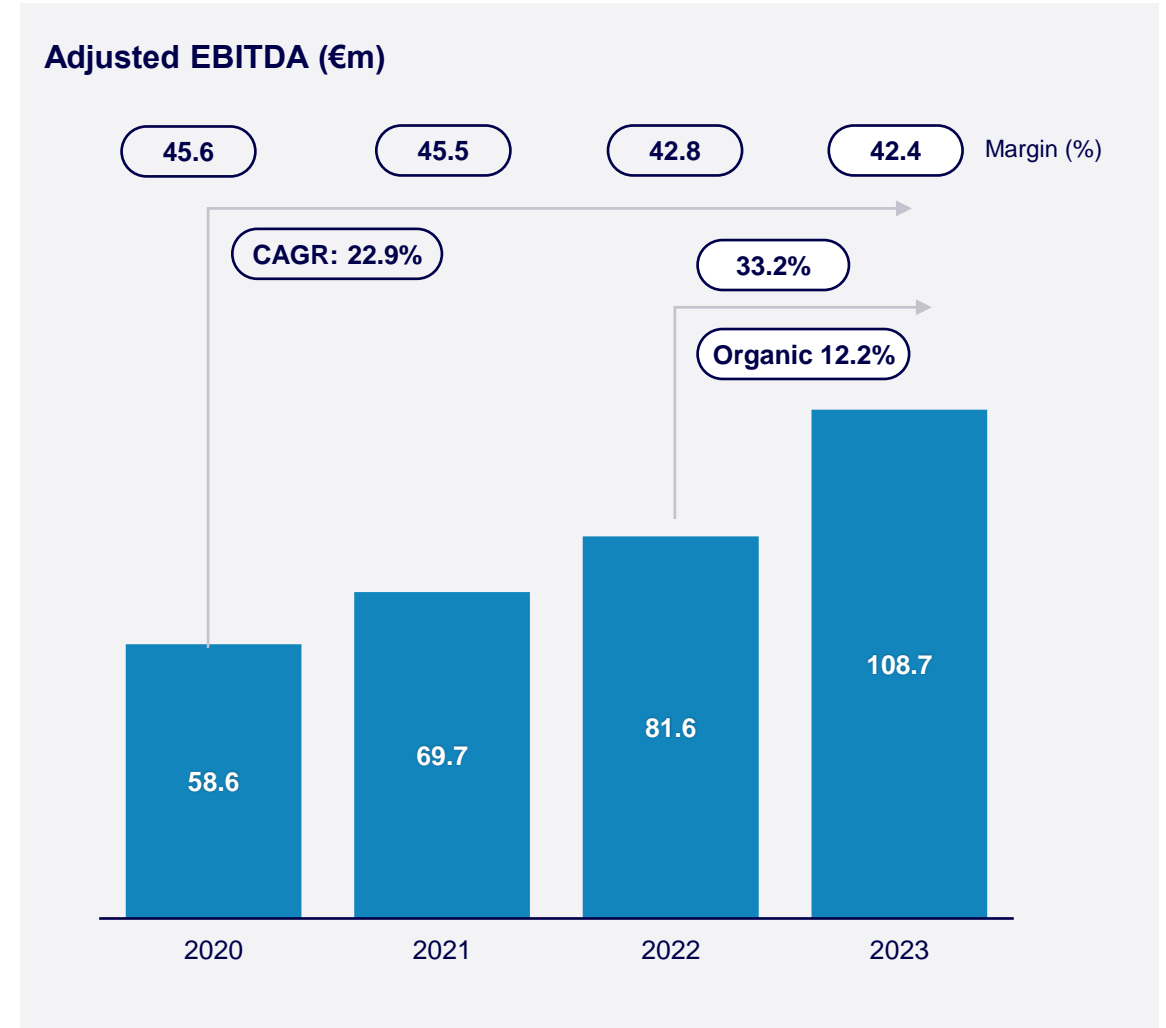
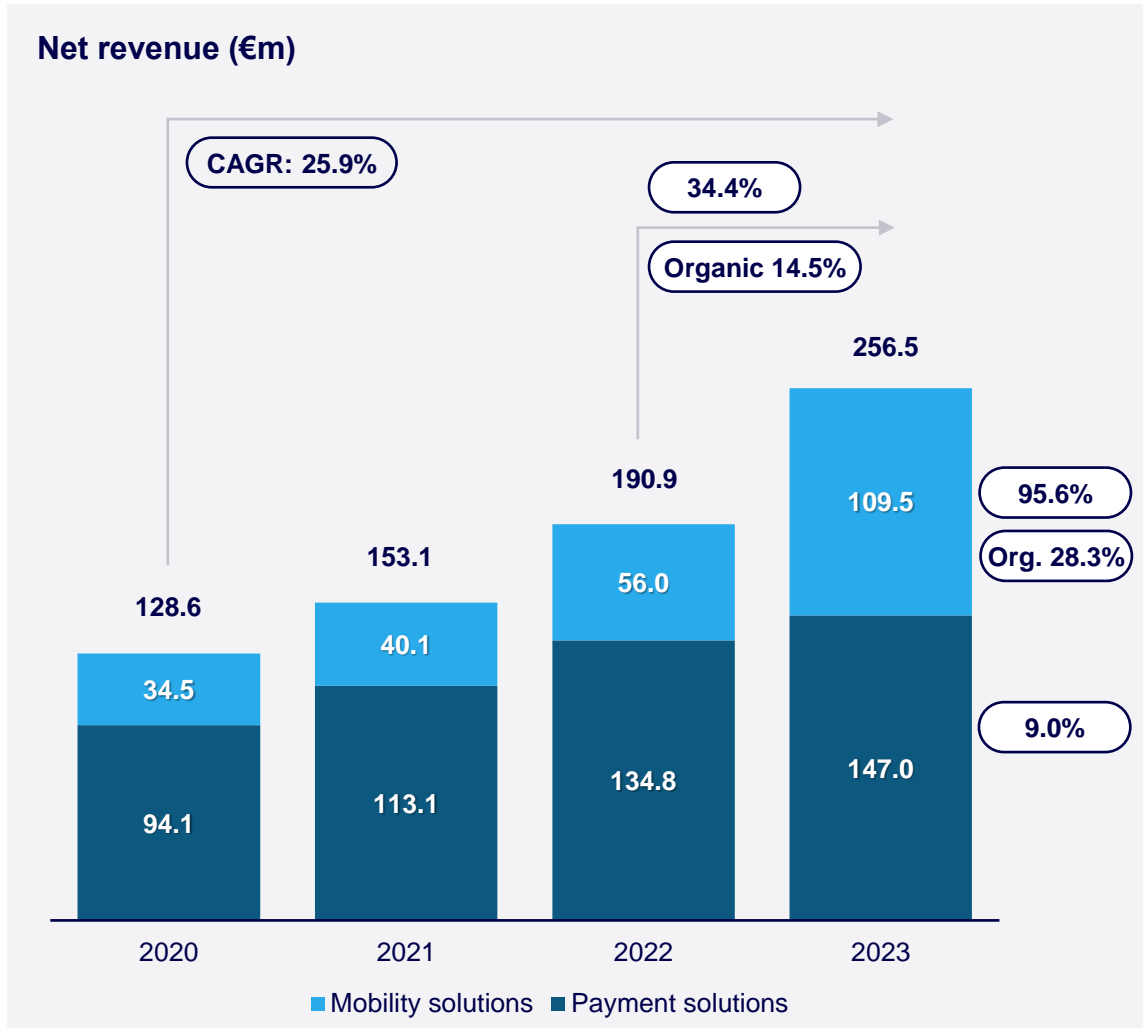
Of which €21.7m is our transformational programme

Net debt leverage¹

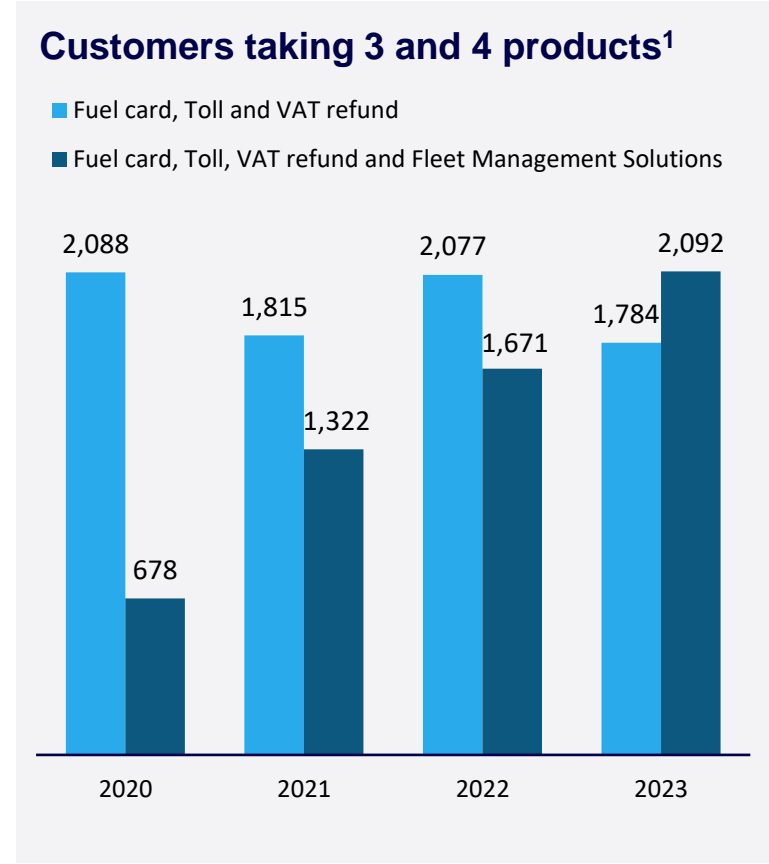
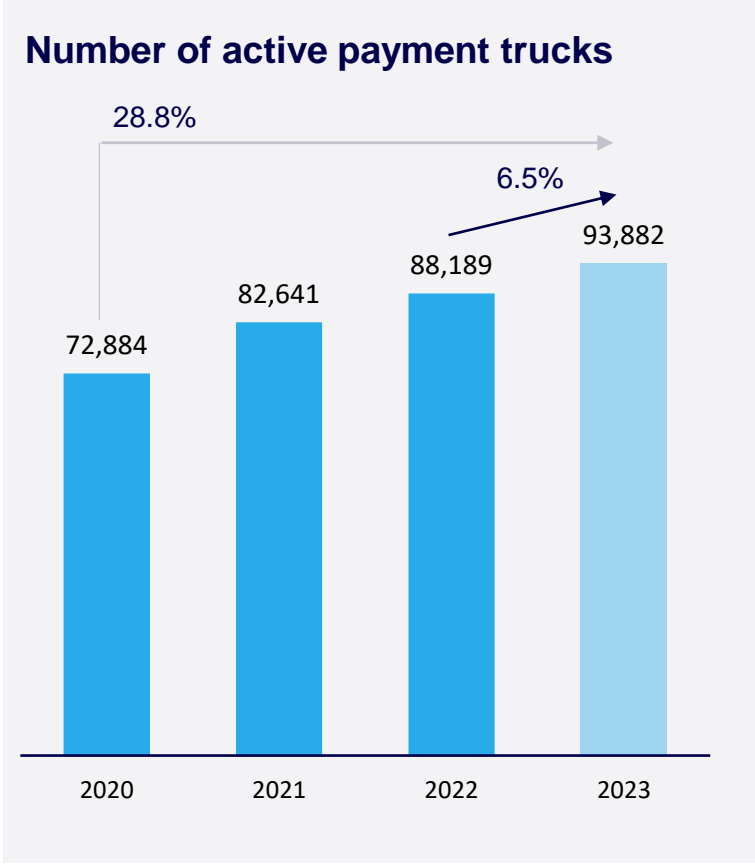
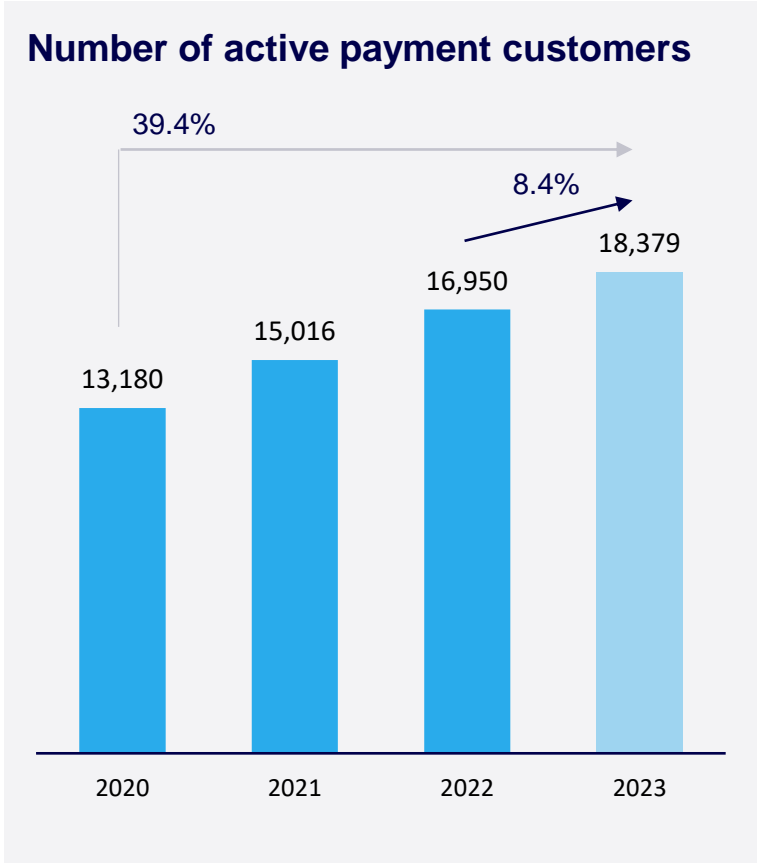
2.9x

2022: 0.1x

Strong growth through organic and inorganic investment



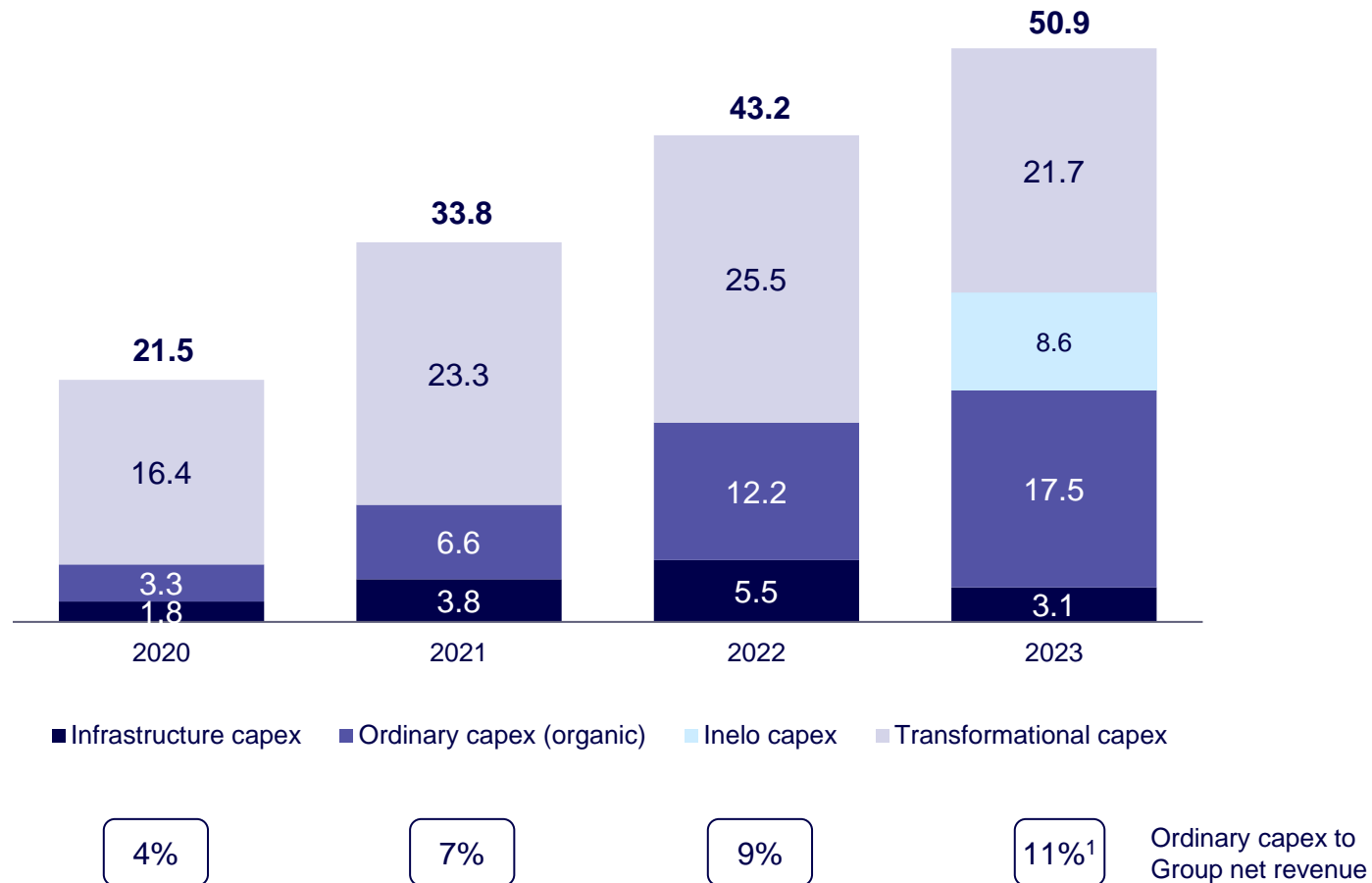
Gaining market share in our most developed markets, with further cross-sell opportunities



Notes: (1) Numbers relate to BG, CZ, HU, PL, PT, RO and SK, and include Webeye and Inelo.

Significant progress made on building our integrated platform

Capital expenditure (€m)



Change in capex mix following acquisitions

- Transformational capex programme largely complete, within €50m cumulative guidance
- Organic ordinary capex ~9%, ex. Inelo
- Inelo higher capex to net revenue ratio c23%

Transformational capex programme

Building a new platform – EW office

- Enhancing our customer self-care portal to support our digital sales channel
- Customer journey mapping for new platform

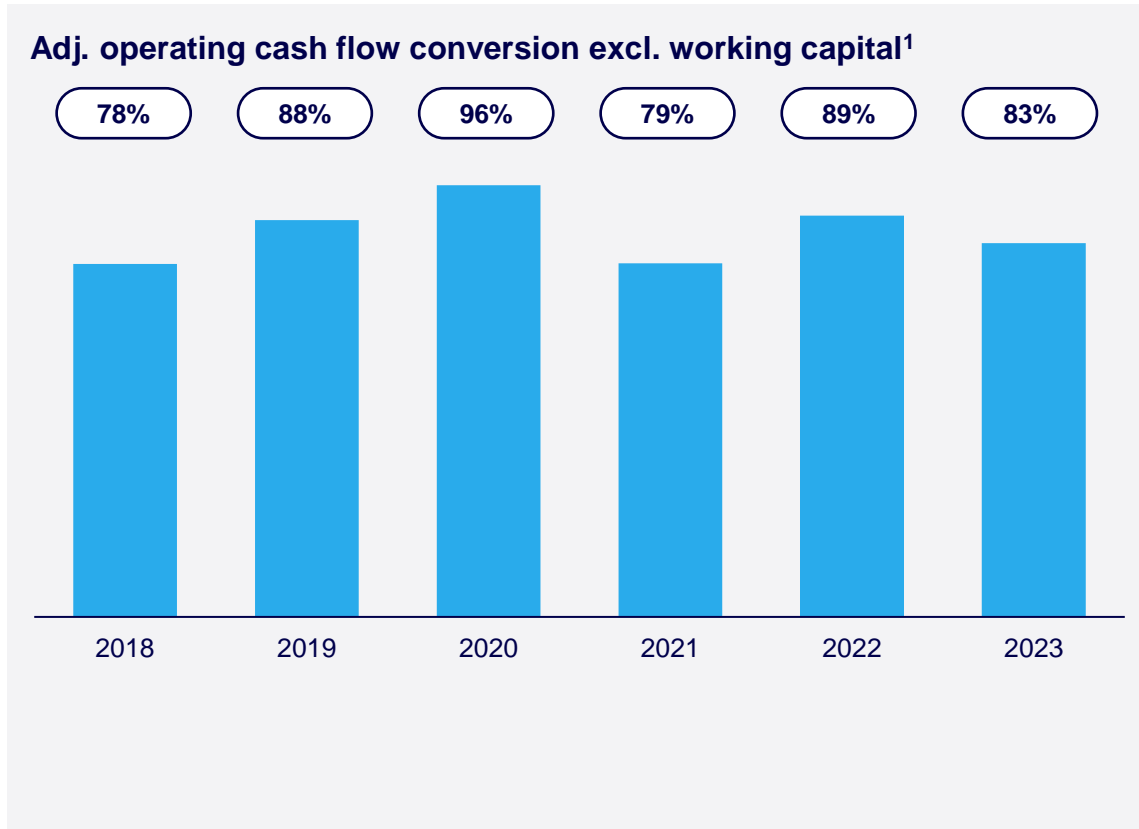
Expanding product and services capabilities

- Scaling and expanding our Toll / EETS product
- Investing in our financial platform for the launch of our e-wallet

Building a cloud-based data system

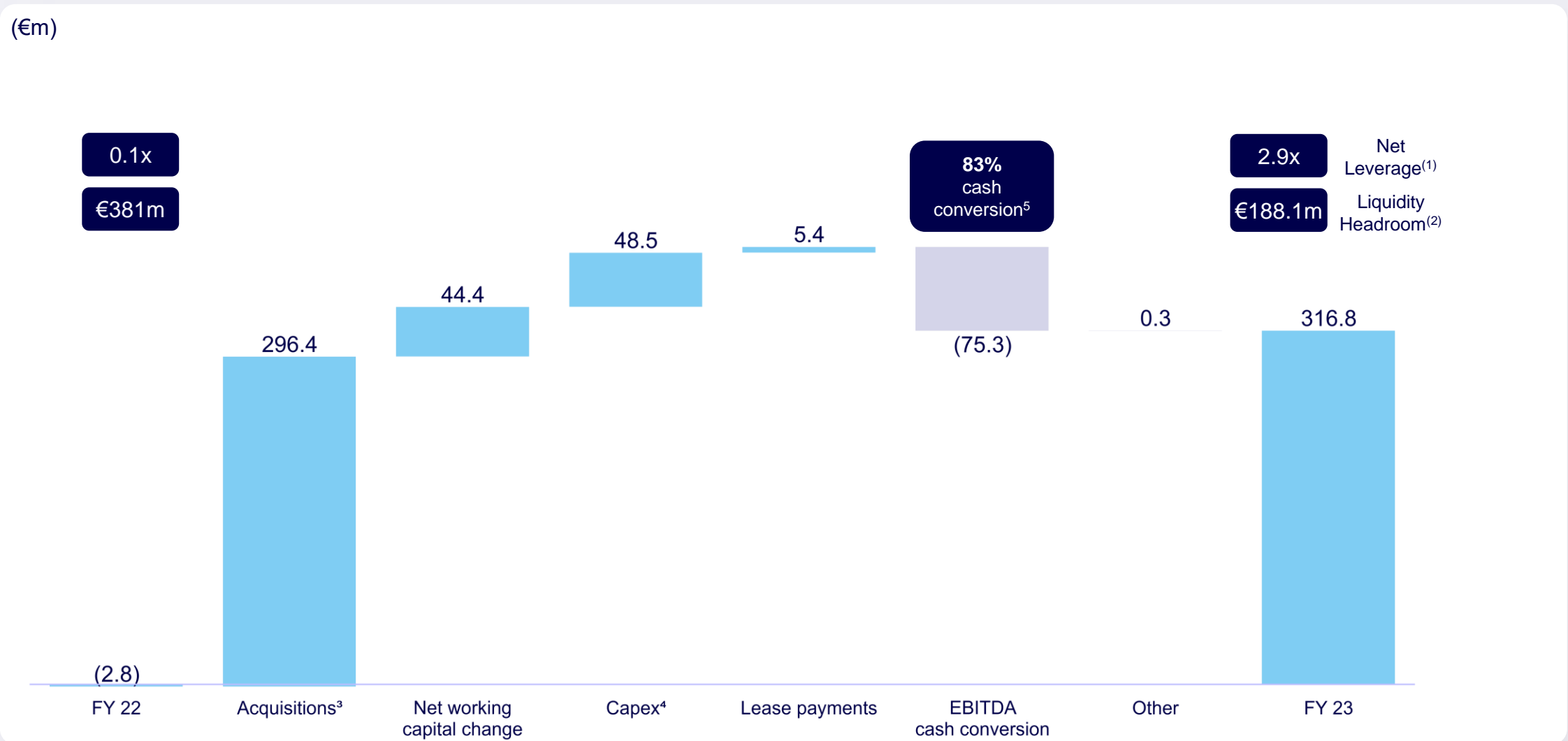
- Building our tech foundation through ERP implementation
- Consolidating data into a single data lake

Strong cash flow conversion, stable working capital



Notes: (1) includes ordinary capex. (2) Gross revenue calculated as revenue from contracts with customers plus toll volume.

Net debt increase driven by acquisitions and business transformation investment



Notes: (1) Net leverage covenant calculation as per bank definition, considering GROUP Adjusted EBITDA for the last twelve months. Net debt includes lease liabilities and derivative liabilities. (2) Calculated as a sum of Cash, available committed Revolving Facility and uncommitted Incremental Facility. (3) Acquisitions include acquired debt (incl. lease liabilities). (4) Capex includes proceeds from sales of assets (5) Adjusted operating cash flow conversion excl. working capital, includes ordinary capex.

Growth drivers supporting our medium-term guidance

FY 2024

FY 2025

FY 2026

FY 2027

Revenue

- Cross sell opportunity / increase number of products per truck
- Geographic expansion
- Larger addressable market
- Moving to a subscription-based model

EBITDA margins

- Reduce cost of acquisition through digital and indirect
- Reduce duplications across people, tech and products
- Process efficiency across org, AI and automation from ERP implementation

Cash flow

- Margin improvement
- M&A costs will reduce
- Transformational capital investments ending FY23
- Reduce duplication in hardware and technology

INTEGRATE AND TRANSFORM

Medium-term financial guidance unchanged



Net revenue



Adjusted
EBITDA %



Capex



Leverage target

FY24

- Near term, market headwinds expect growth rates to be around mid-teens %

- FY24 margin levels expected to be in-line with FY 2023 at around 43%

- Ordinary capex to move to around 10% of net revenues, given higher contribution from Inelo and Webeye

- FY24 c.€35m deferred consideration
- FY24 leverage moderately above target range

Medium-term

- Medium-term, value creation from platform and acquisition synergies extracted, return to high-teens %

- Medium-term Adjusted EBITDA margins to move to high 40's

- Committed to return to within leverage target range of 1.5x–2.5x in FY25

New KPIs reported from FY24

Total number of active trucks

- Our ambition is to be in ~1m trucks
- Shows our market share and scale
- No duplication across products and services
- Average revenue per truck

Customer NPS

- Customer user experience is important for churn
- Allows us to improve our customer journeys and develop our services further

No. of products per active truck

- Shows success of cross-sell
- Drives up revenue
- Reduces churn

% of subscription revenue

- Transition to more subscription-based model
- Recurring revenue
- Stickiness and quality of revenue

Total R&D costs as a % of net revenue

- Historically has been 7%-8%
- Majority capitalised
- Once platform launched, capitalisation will reduce and development costs to increase

Sustainability



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

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

Sustainability progress

FY23 results

Our sustainability strategy

Climate action

Customer success
and wellbeing

Community impact

Responsible business
practice

Making the industry clean and efficient...

- Direct GHG emissions¹: down 11% from baseline 2019²
- Customers' GHG emissions: down 0.5% from baseline year 2019
- Active alternatively fuelled commercial vehicles: +121%³

...whilst also keeping it fair

- Over 1,000 customers surveyed
 - 69% agreed Eurowag supports their business success
 - 74% agreed Eurowag supports their wellbeing and safety
- 79% of employees took part in the Philanthropy & You employee-led charity donation programme
- 1.5% of EBIT donated, including through employee-led philanthropy, volunteering, charity partnerships and disaster-relief
- Women in leadership roles: 35%
- Employee engagement score: 60%

2030 Targets

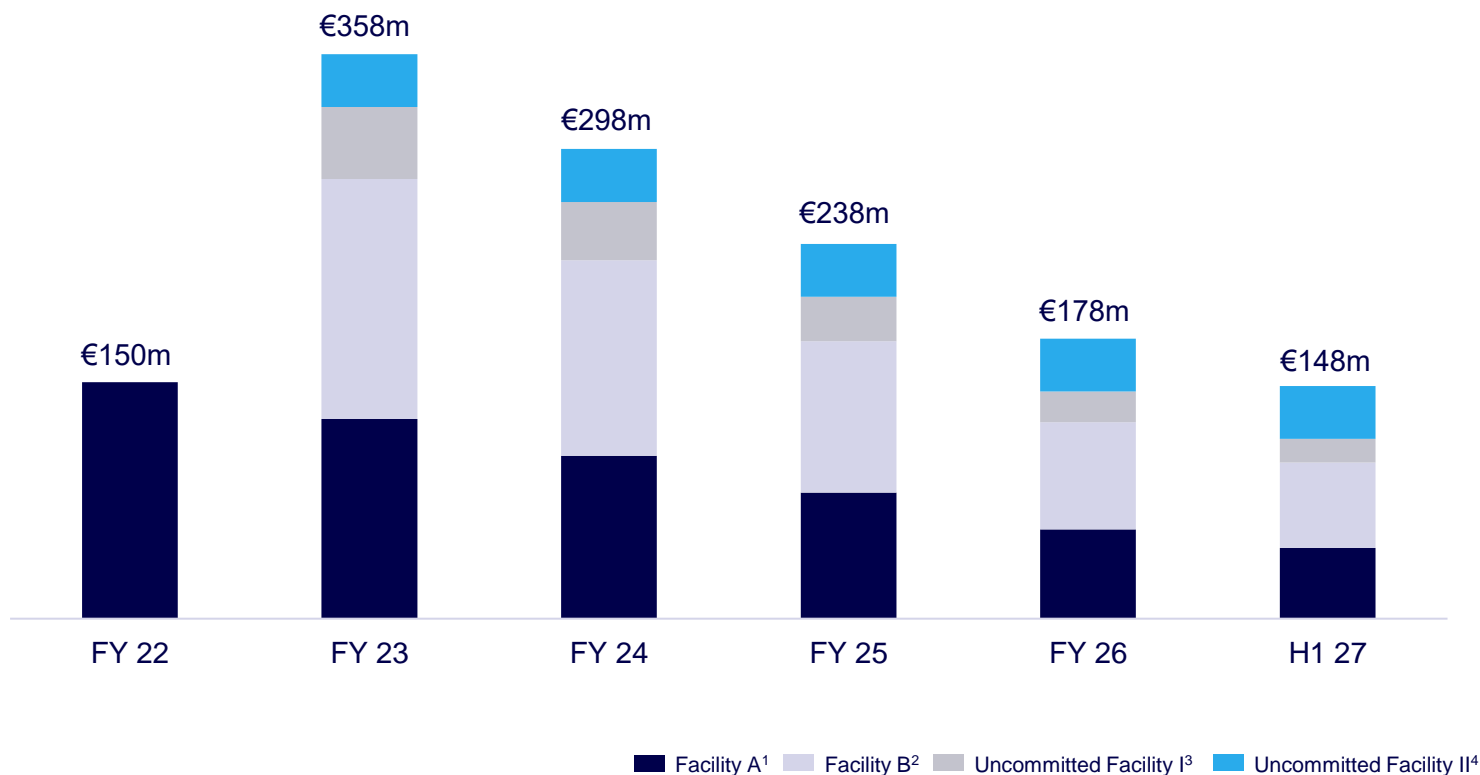
- 50% reduction in GHG emissions from own operations
- 20% reduction in GHG emissions intensity per tkm from our customers
- 80,000 alternatively fuelled commercial vehicles actively using our product and services

Appendix



Finance facilities maturing 2027

Committed debt amortisation profile



Club finance credit facilities matures 2027

- Facility A of €150m
- Facility B of €180m
- 235m revolving facility, of which €85 may be used revolving loans, €150m as bank guarantees or letters of credit and €25m as overdraft.
- €150m uncommitted facility for permitted acquisitions, capital expenditure and revolving facility of up to €50m

Interest rate swaps

Facility A:

- €120m effective payable interest rate of 0.1%, expires 2024
- €30m effective payable interest rate of 2.7%, expires 2027

Facility B:

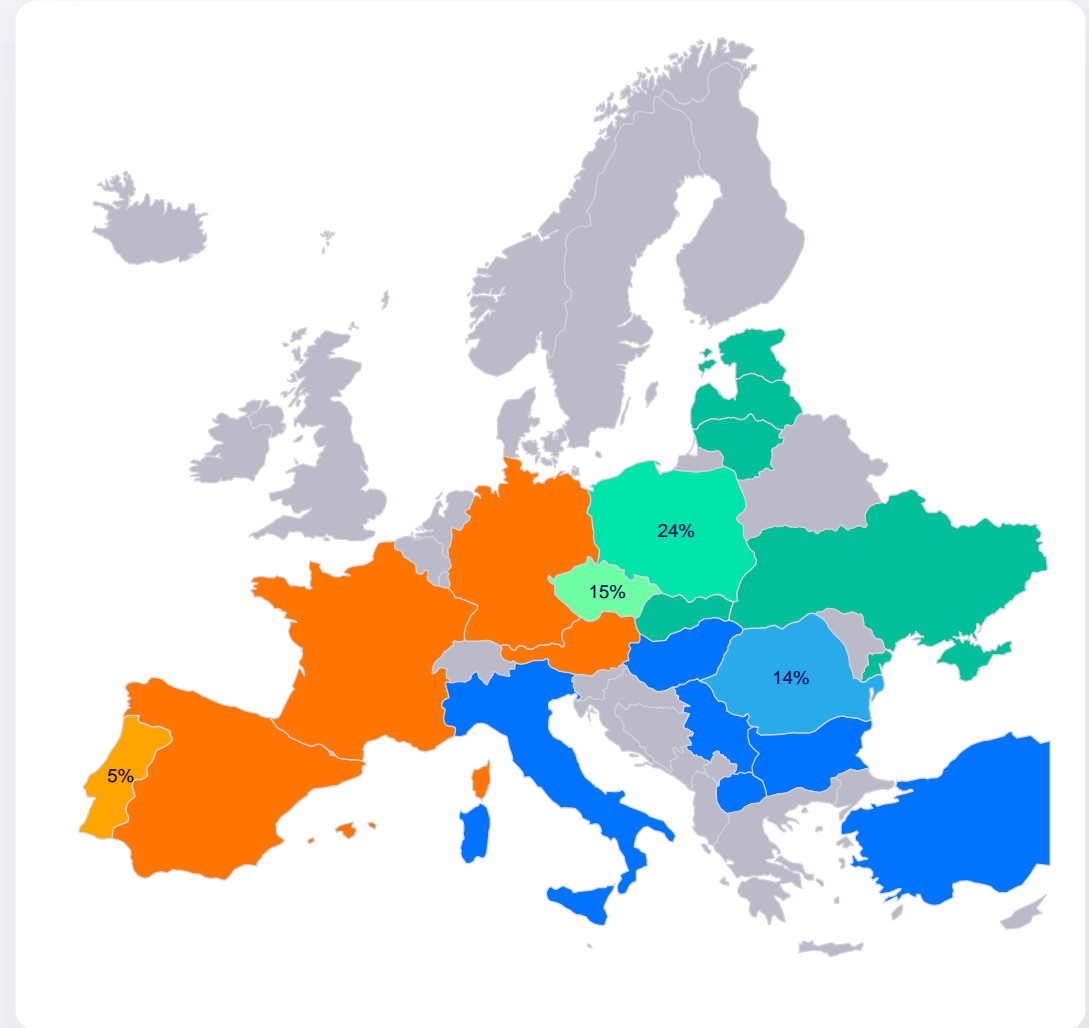
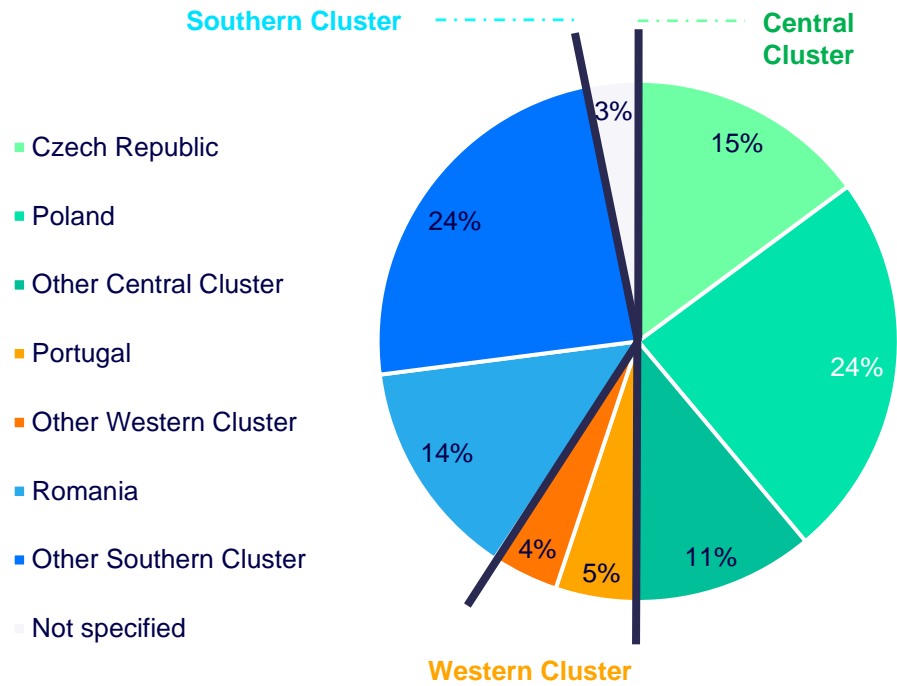
- Effective payable interest rate between 3.2% and 3.5%, expires 2027

Interest rate margins

Facility A and B:

- 2.10% pa for net leverage between $\leq 3.2 \geq 2.5$

Net revenue geographical split



Contact us

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