

W.A.G payment solutions plc Investor presentation

November 2024

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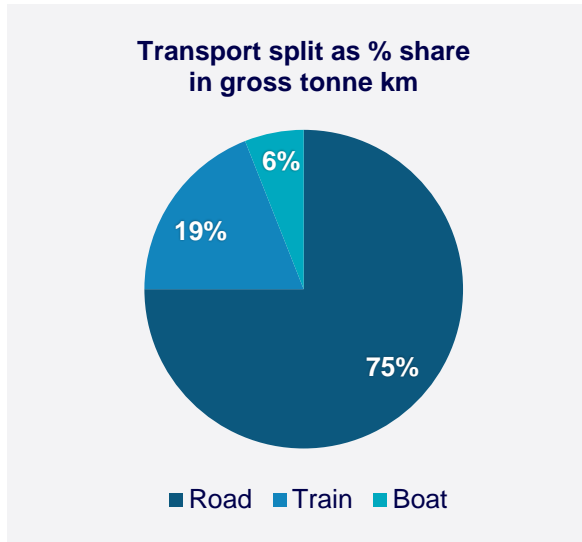
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Transforming the European transportation industry



Trucking is an essential pillar of the economy



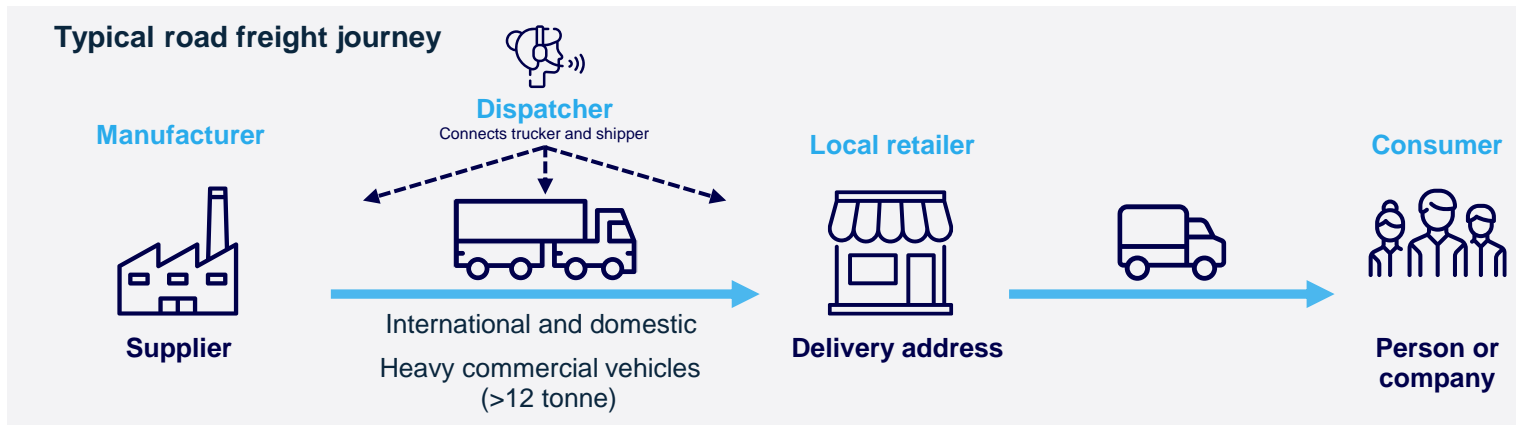
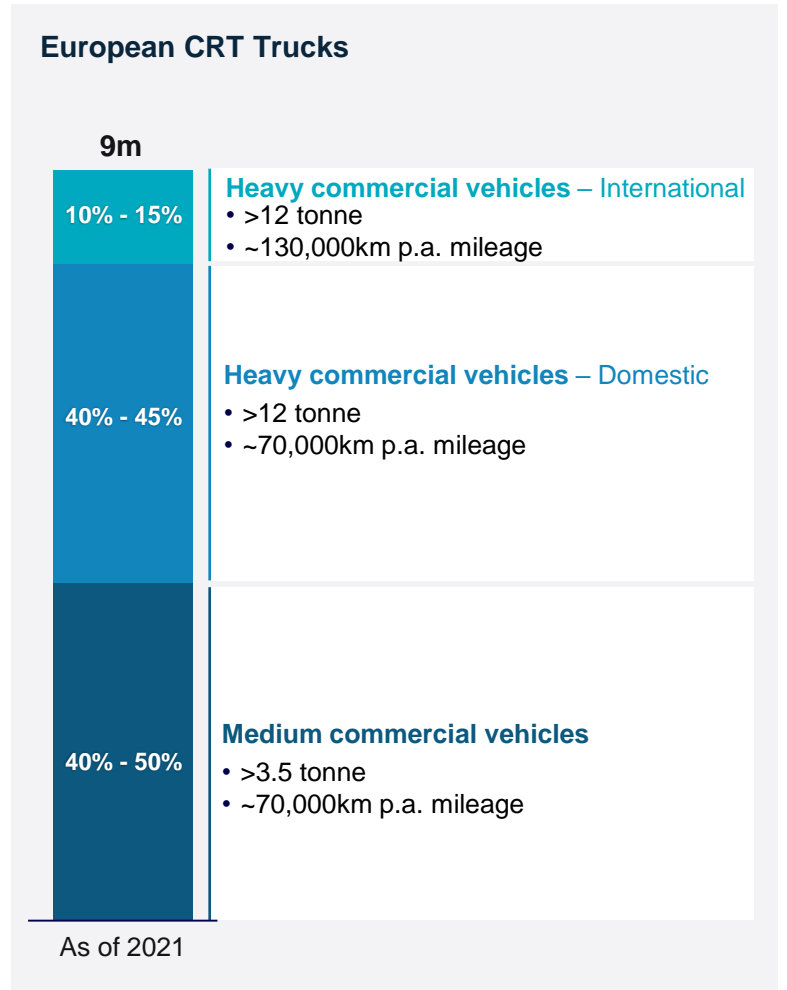

>9m
Commercial vehicles¹



~5%
of European GDP



~20m
CRT² related jobs across Europe



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

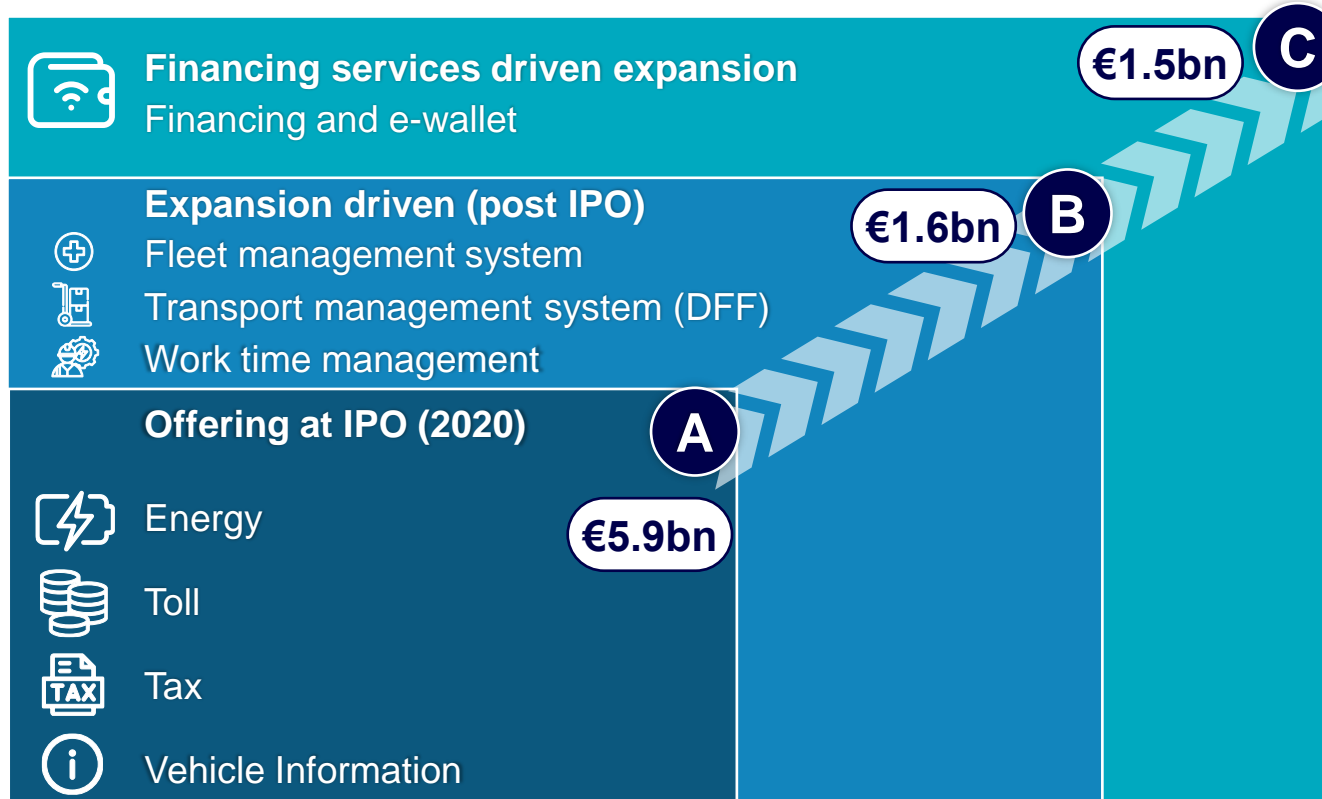


**Environmental
impact**

>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

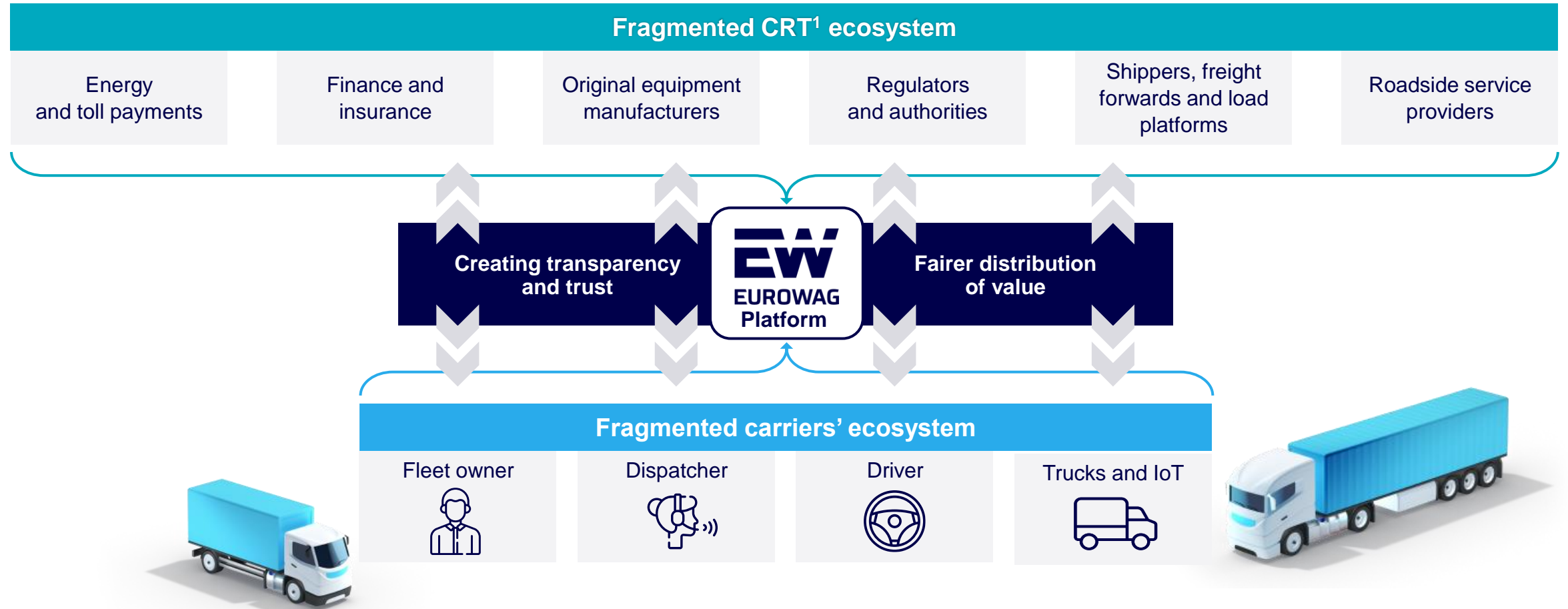
- B**
- €0.6bn fleet management systems
 - €0.6bn transport management systems
 - €0.4bn work time management¹
- C**
- €1.5bn e-wallets²

€9bn addressable market today

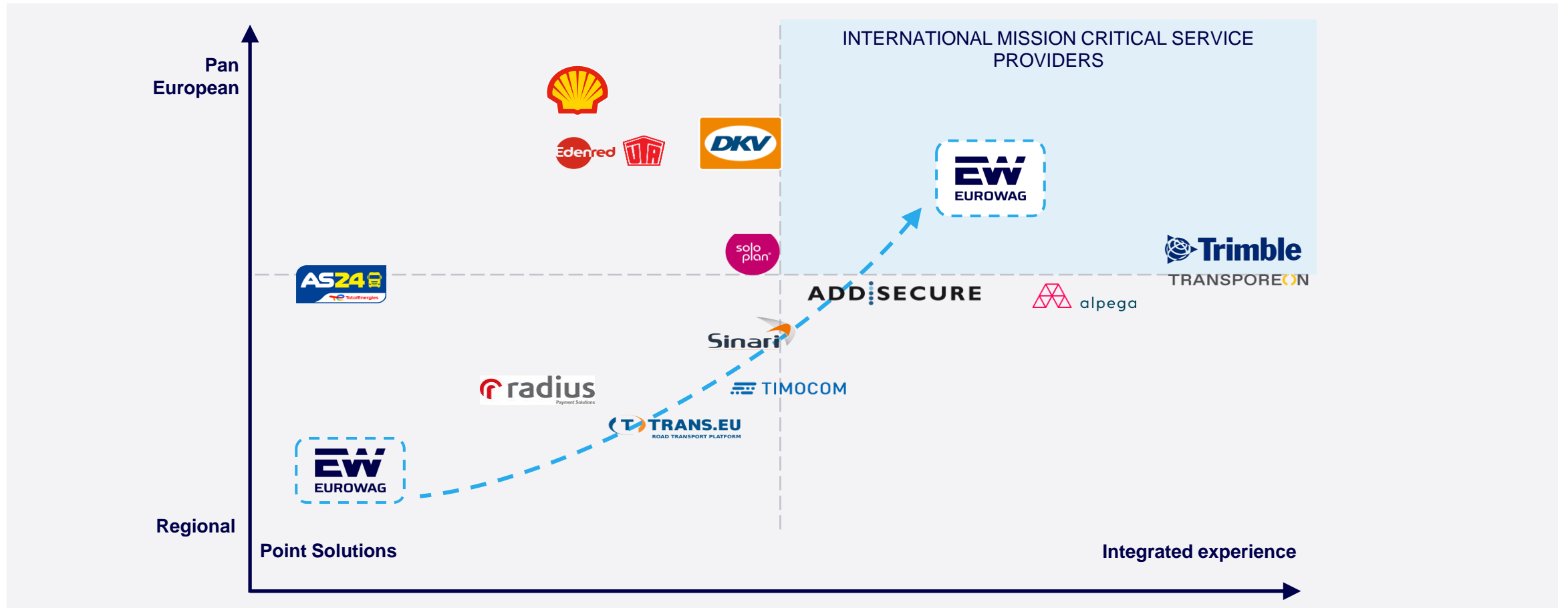
> €25bn future addressable market in a digital ecosystem³

Successfully expanded TAM since IPO

Connecting the CRT industry into one transparent digital ecosystem



Our unique offering allows us to differentiate ourselves



Our strategic pillars



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

2017

2023

Accumulation

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



2023

2024+

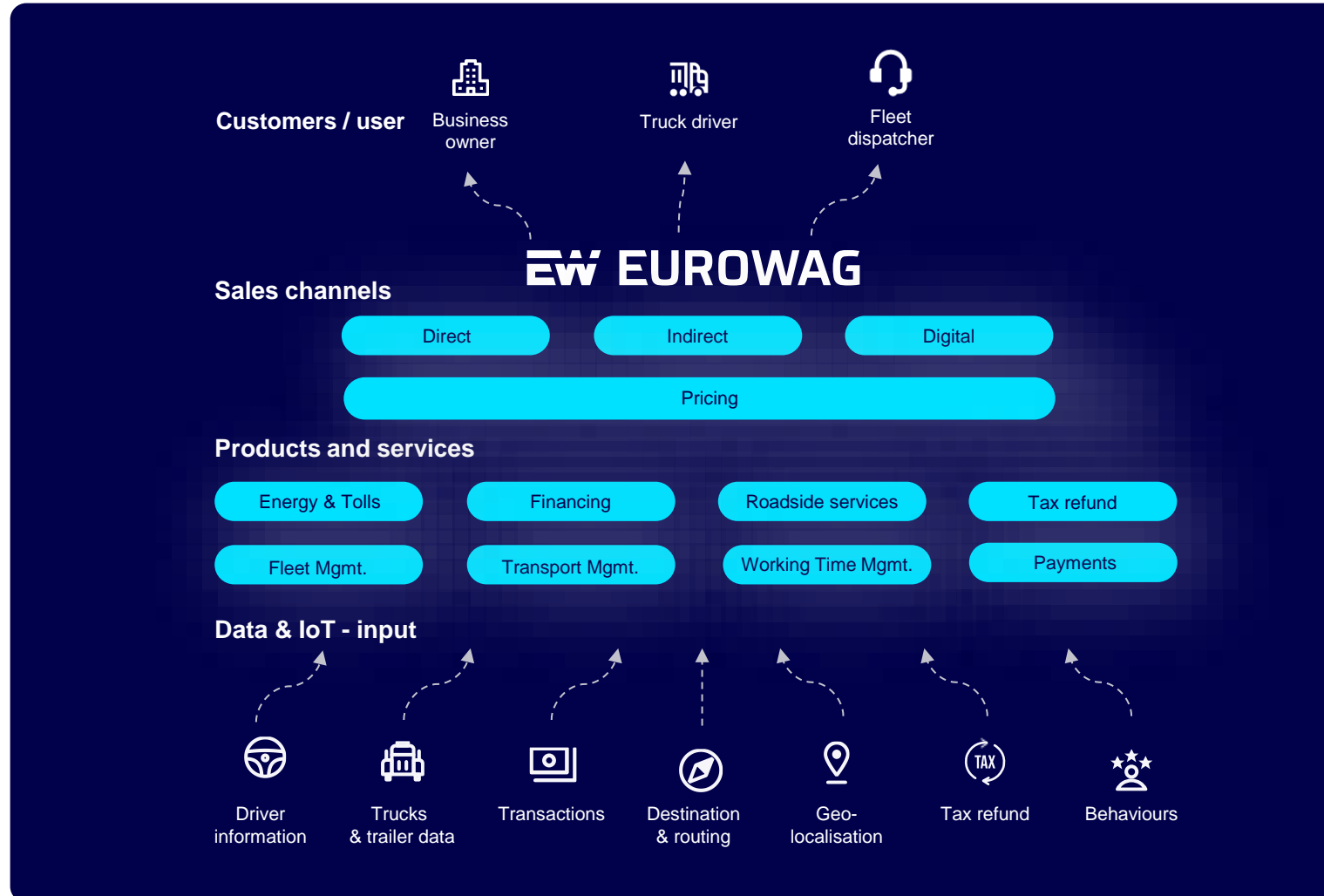
Integration and transformation

Delivering industry first integrated digital platform, driving efficiency and supporting decarbonisation

H1 2024

- Sales omnichannel pilot launched; onboarded new CCO.
- Good progress made in integrating Sales, Technology and Product teams from recent acquisitions.
- Continue to develop our core products in parallel with preparation of new platform.
- New operating model project launched, following onboarding of new COO.
- Introduced first dedicated EV charging service for the CRT industry, leading the way to decarbonisation as a service.

Our digital platform design



EW office roadmap; phased migration of existing customers

H1 2024

H2 2024

FY 2025



New customers; phased rollout starting Q4 24

EW Fleet Management Solutions migration

- Re-used all EW telematics features
- New trucking maps and routing
- Driver behavior with coach functionality
- CO2 calculation
- Redirect to old EW TLM portal possible

“Menu is friendlier, more intuitive, big plus for driver behaviour report”
 “Got used to new interface very quickly”
 “Better visibility, easier to use, more user friendly”

EW Fuel migration

- Eurowag acceptance network with fuel prices & planner
- Close loop cards management
- Account Balance, Billing documents & Transactions
- User management

eWallet launch

EVA EETS migration



App for Dispatcher/Owner

EW Fleet Management Solutions app



App for driver

RoadLords migration

- | | |
|--|---|
| <ul style="list-style-type: none"> • Navigation • Log in with EW credentials • User profile | <ul style="list-style-type: none"> • Eurowag Pay • Acceptance network • OEM roll-out started |
|--|---|

Web

App

Pilot > Feedback > Phased migration > Test and monitor

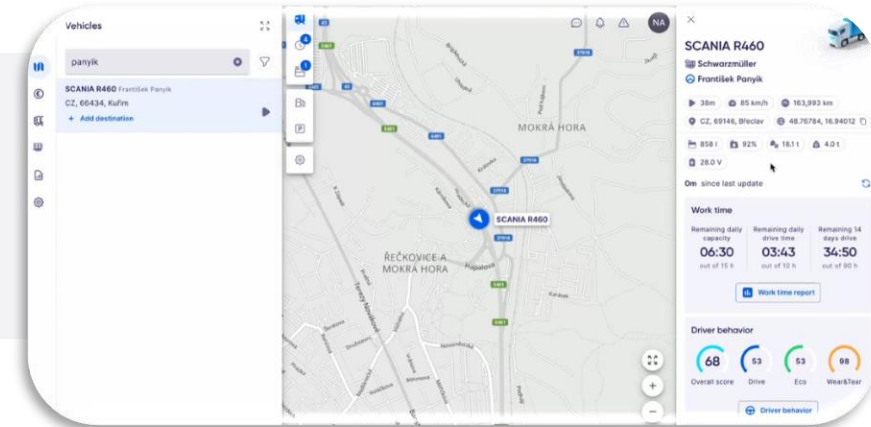
EW Office customer benefits



Dispatcher



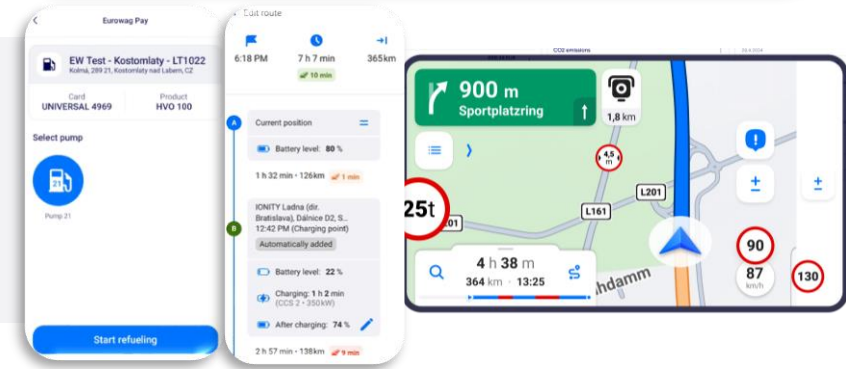
- Real-time monitoring of vehicles, transport and route planning from one app.
- Access to data without switching systems or paper.
- Few manual processes and real-time decision making through AI and data insight tools.



Driver



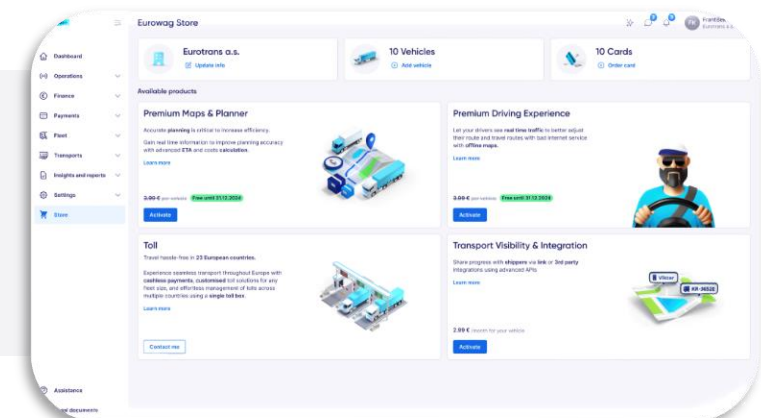
- Improve driving behaviour and time, through better navigation and truck utilisation.
- Less administrative tasks.
- Better visibility of regulatory obligations.
- Be part of a community.



Owner



- Manage business more efficiently.
- Fast access to financing, working capital and tax refund services.
- Reporting in one-place.
- Platform to help make timely decisions.



Significant value unlocked 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

Proven track record of growth



Resilience through business cycles

With around 30% net revenue and adjusted EBITDA CAGR over five years




Significant market opportunity

With €9 billion addressable market today



Robust business model

With around 42% adjusted EBITDA margin



Integrated digital platform will unlock significant value for our customers and industry

Improvements in revenue, cash flow and carbon reduction

**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)

82%

69%

Notes: (1) Units: e.g. litres of fuel, kilo of LNG /CNG, kWh for EV; (2) Contribution is defined as net energy and services sales less operating costs that can be directly attributed to or controlled by the segments. Contribution does not include indirect costs and allocation of shared costs that are managed at group level. (3) As of HY 2024.

H1 24 financial highlights

Continued strong performance; improvement in net leverage

Net revenue

€141.0m

+18.4%

Adj. EBITDA

€59.4m

+18.2%

Adj. EBITDA margin

42.1%

(0.1)pp

Adj. EPS

2.51p

(13.4)%

Capex

€20.5m

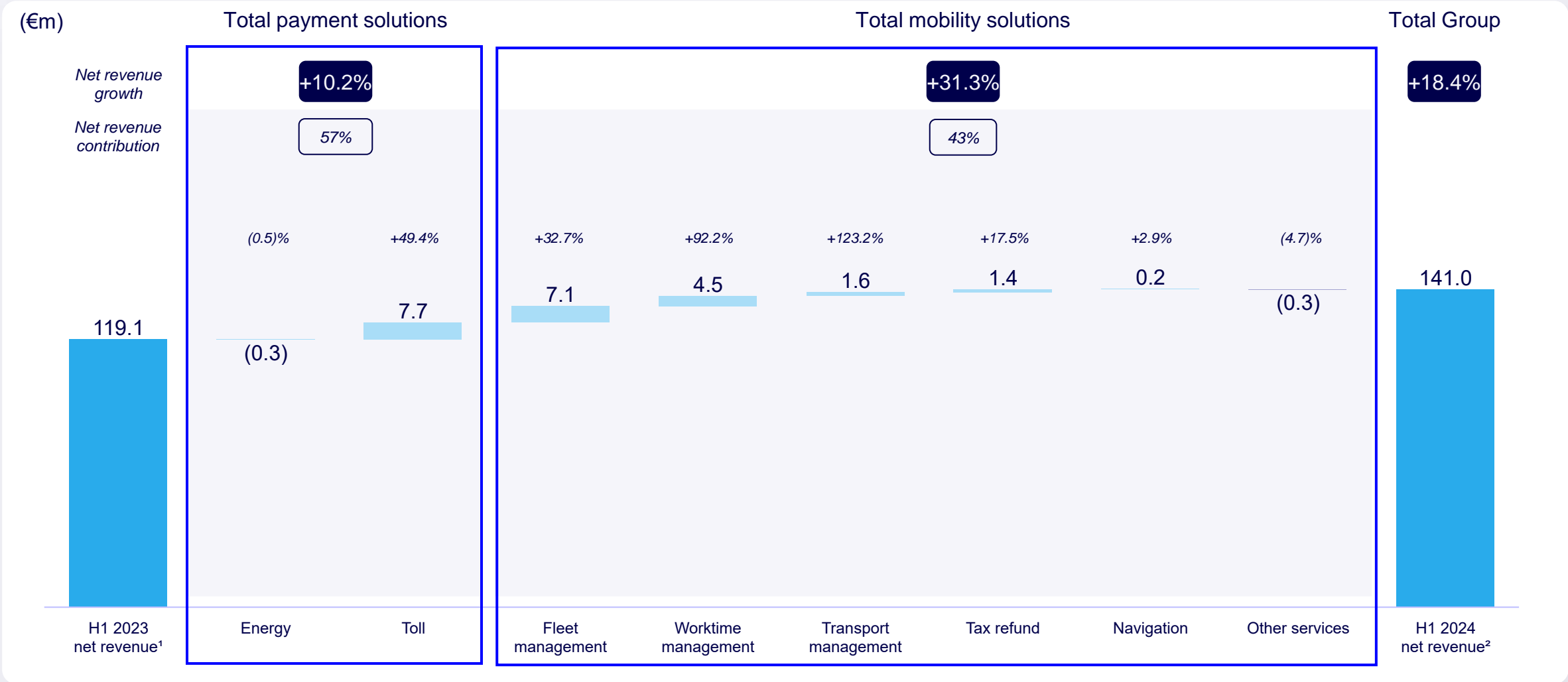
H1 2023: 24.7m

Net leverage¹

2.6x

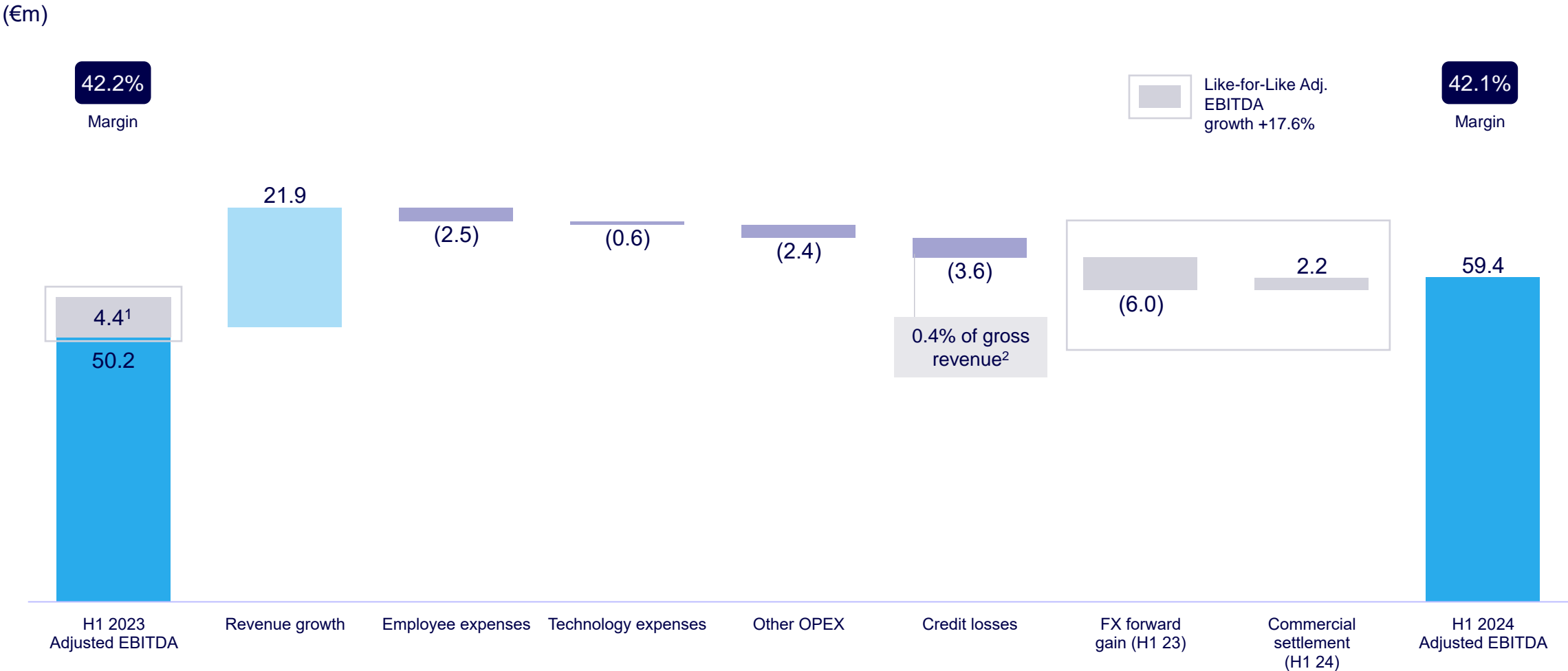
FY 2023: 2.9x

Growing revenue contribution from mobility solutions



Notes: (1) If Inelo had been acquired 1 Jan 2023, Net revenues would have been €9.6m higher. Reported H1 2023 net revenue from Inelo was €13.3m, (2) H1 2024 Total Group net revenue includes €25.7m contribution from Inelo.

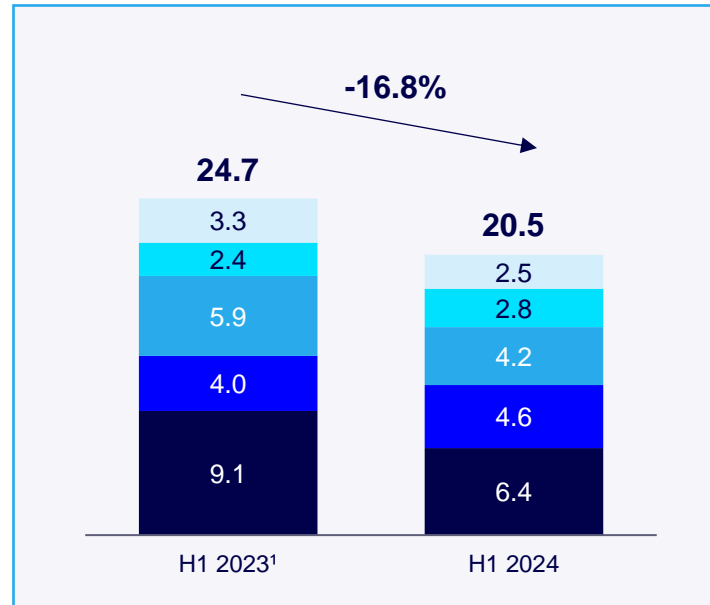
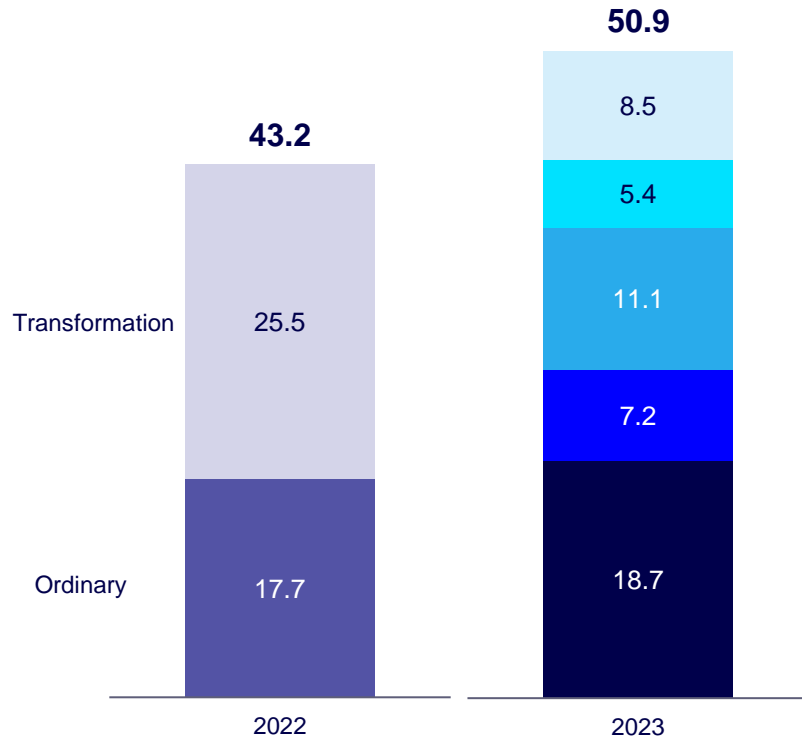
Strong EBITDA growth despite higher credit losses



Note: (1) Annualisation of Inelo, (2) Credit losses of €7.8m for the first six months of the year, divided by gross revenue from contracts with customers plus toll volume.

Capex reduction aligning with integration phase

Capital expenditure (€m)



New capex definition

- Existing products
- Tech & data
- EW Office
- Inelo
- OBU

Continue to invest in the integration of products, data and platforms

- €3m of transformational capex carried over from last year; excluding this, the capex to net revenue ratio is 12.5%.
- Capex focused on:
 - Maintaining and enhancing existing products; gradually available in new platform;
 - Development and implementation of technology and data systems;
 - Development of integrated platform, Eurowag Office; and
 - Continued investment in Inelo's products and OBUs.
- Ordinary capex to move to around 10% of net revenues in the medium term.

Note: (1) H1 2023 only includes 3.5 months of Inelo.

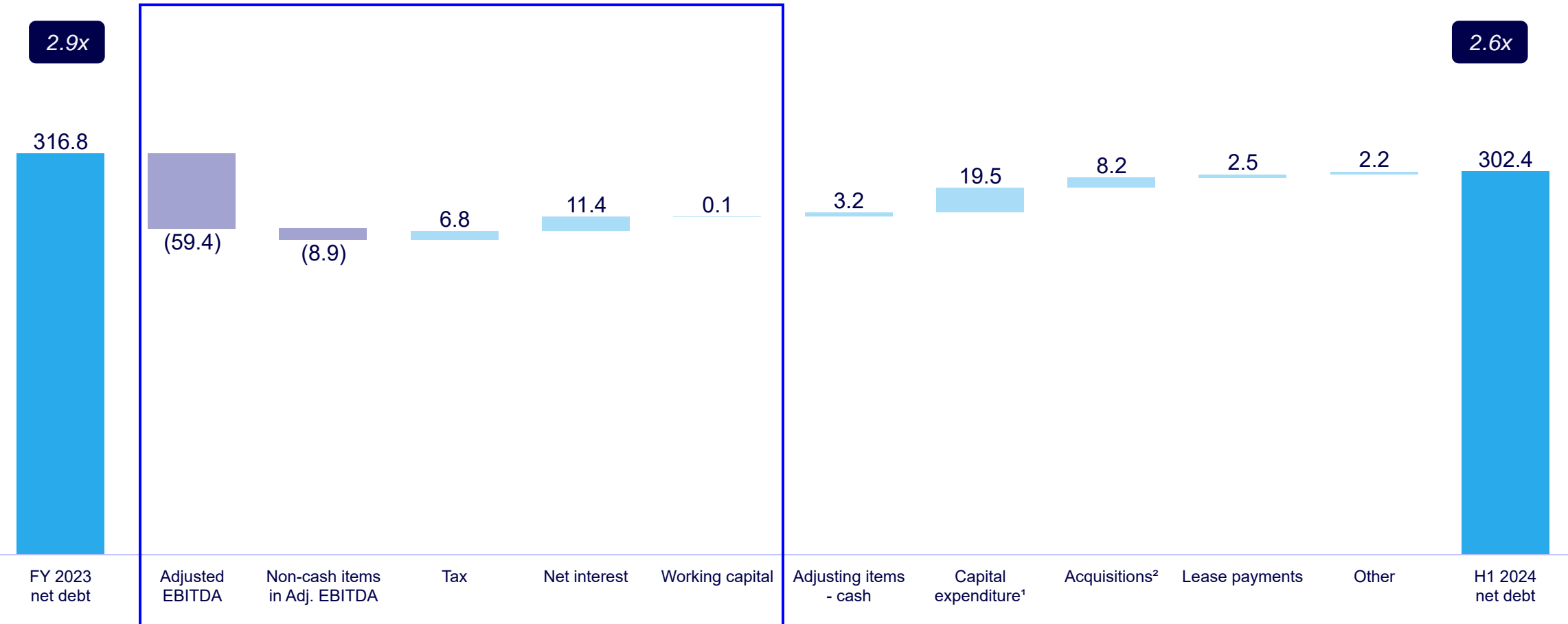
Focused on deleveraging

(€m)

Net leverage

Free cash: €50.0m

Net leverage



Note: (1) Capex includes proceeds from sales of assets, (2) Deferred considerations of €5.7m and acquired non-controlling interests for a consideration of €2.5m.

Medium-term financial guidance unchanged



Net revenue

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

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

Adjusted EBITDA %

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

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

Capex

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

Leverage target

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

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

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

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

Our platform will help make the CRT industry clean, fair and efficient

Our sustainability strategy...

Climate action

Customer success
and wellbeing

Community impact

Responsible business



... will help us reach our environmental targets

Business operations

By 2040

Achieve zero
direct GHGs

By 2050

Net zero emissions
business and no longer offer
fossil fuel energy

Reduce GHG emissions
from own operations¹ by

50%
by 2030

Customers

Reduce our customers GHG
emissions intensity per tkm by

20%
by 2030

80,000

Alternatively fuelled
commercial vehicles actively
using our products and
services by 2030

Our platform will help make the CRT industry clean, fair and efficient

Our sustainability strategy...

Climate action

Customer success
and wellbeing

Community impact

Responsible business



Initiatives implemented, which will help us reach our climate targets

Enhancing Eurowag's alternative fuel offers, with access to over 1,500 alternative fuel stations across our network:

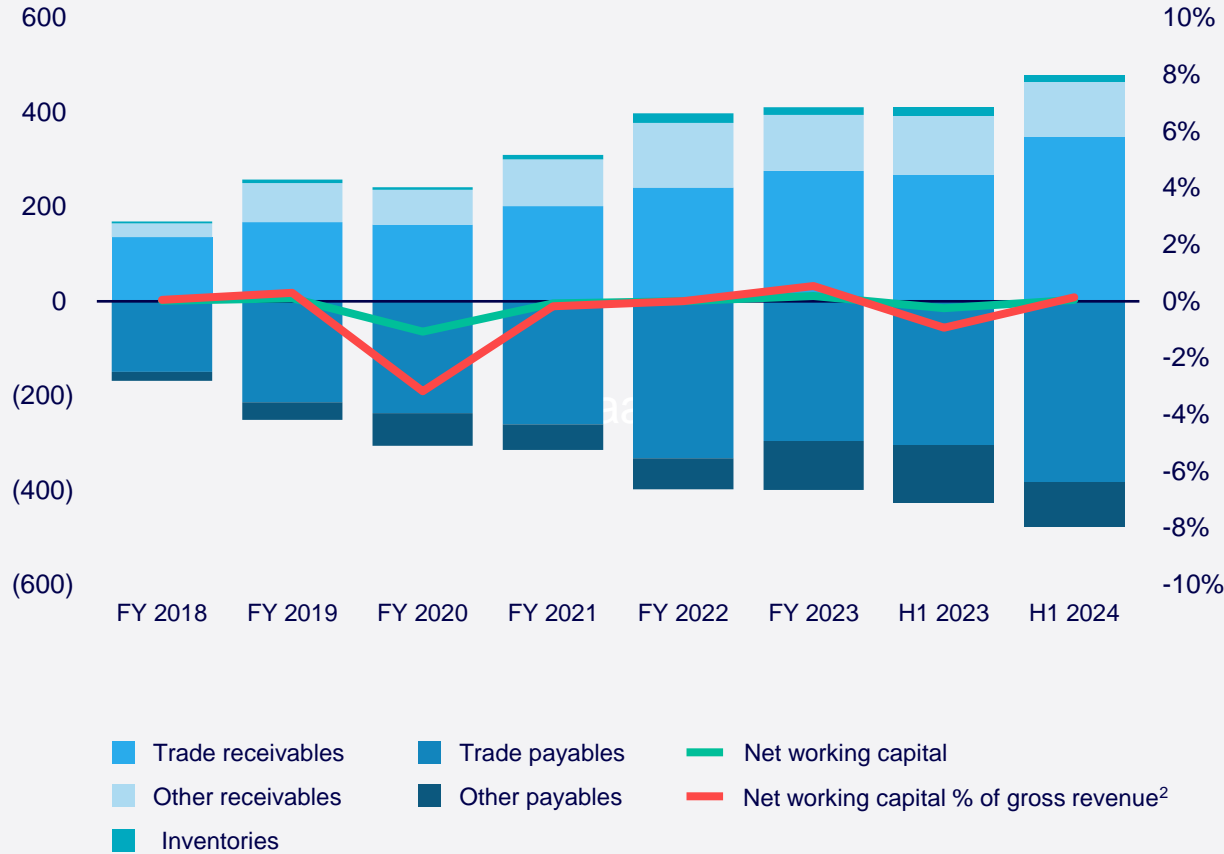
- First CRT-focused eMobility Service Provider offering Charging as a Service.
 - ✓ Charging as a Service (cost control, 24/7 support)
 - ✓ Best CPO network and pricing for CRT
 - ✓ Fully integrated with other CRT services
 - ✓ Access to more than 600,000 charging points across Europe
- Largest LNG acceptance network in Europe, with over 420 stations (60% of the EU network).
- Opened the first HVO fuel corridor in Central Eastern Europe, with access to over 310 locations in the EU.

Appendix

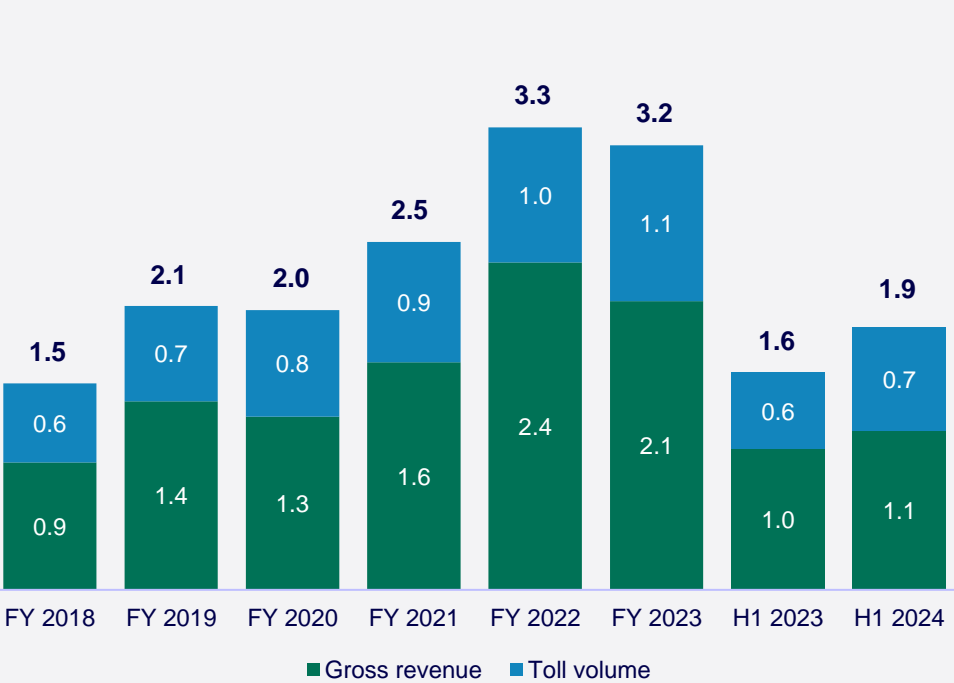


Well managed working capital

Working capital movement¹ (€m)



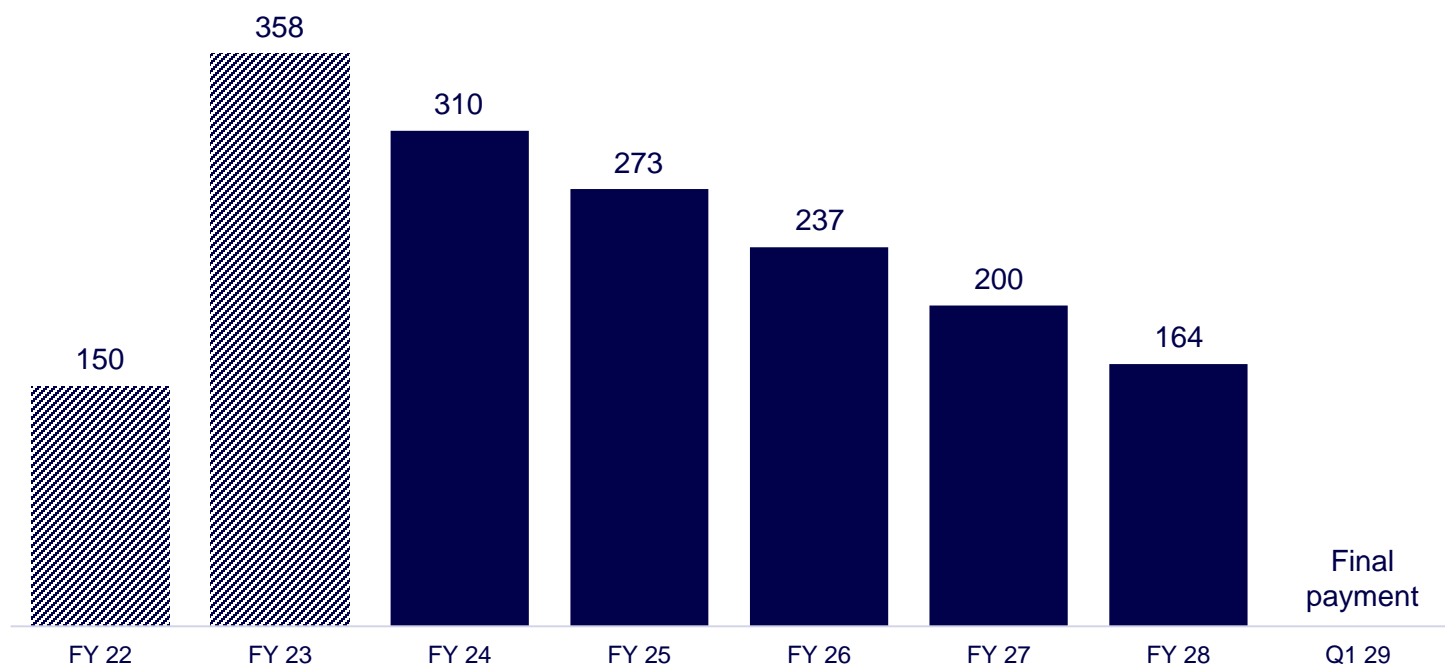
Gross revenue (€bn)³



Notes: (1) Trade payables and receivables include AP/AR related to the core business. Other payables include employee related liabilities from social and health insurance, liabilities payable to employees for salaries and accrued vacations, advances around customer deposits related to OBUs and prepaid cards, as well as deferred acquisition considerations for Webeye and Aldobec. Other receivables include receivables from foreign tax authorities and financing of tax refund customers, advances related to the production of OBU units and other business-related advances. (2) Gross revenue calculated as revenue from contracts with customers plus toll volume, (3) Gross toll volume not included in external reporting as Eurowag is acting as agent.

Renegotiated facilities; extended maturity, reduced amortisation and extended RCF

Updated debt amortisation profile (€m)



Club finance agreement¹ amended to extend maturity to 2029 and reduce term loan amortisation

- Facility A of €150m
- Facility B of €180m
- Revolving Credit Facility of €235m for revolving loans (up to €85m) and ancillary facilities (up to €150m)
- €150m uncommitted Incremental Facility for acquisitions, capex and additional revolving credit facilities up to €50m

Interest rate swaps

Facility A:

- €120m effective payable interest rate of 0.1%, expire in the second half of 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

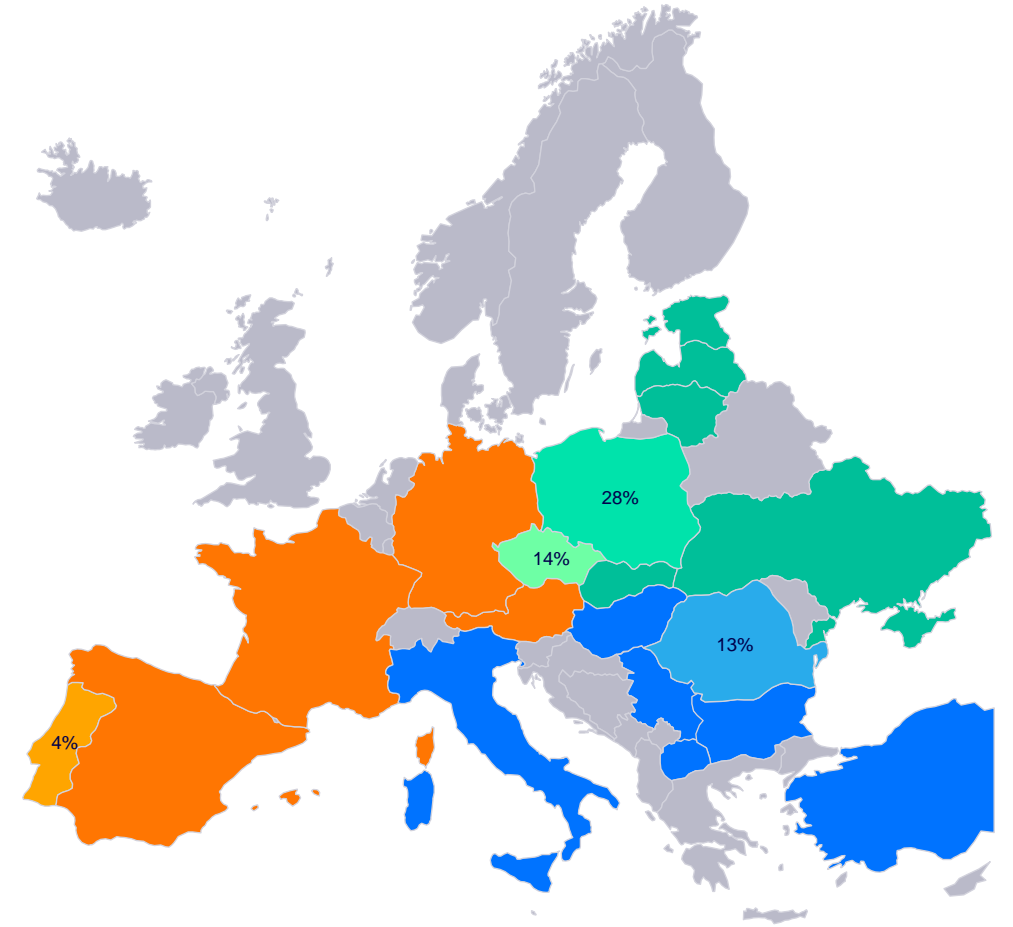
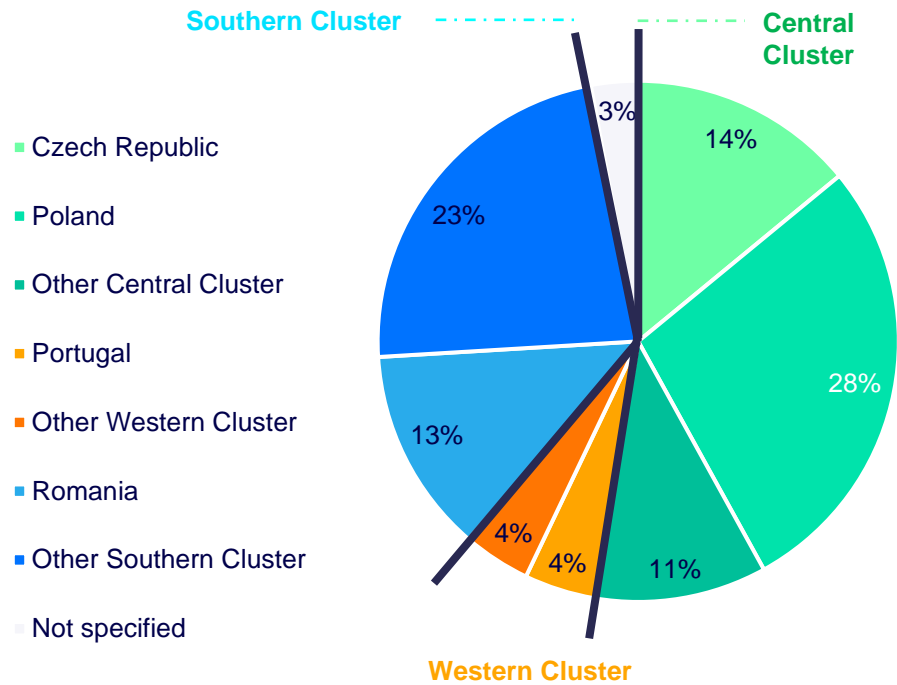
Interest rate margins

Facility A and B:

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

Note: (1) Facility A of €150m, drawn October 2022. Facility B of €180m, drawn March 2023. Incremental Facility I, €50m drawn in May 2023. Incremental Facility II, €33.5m drawn in November 2023.

Net revenue geographical split



Contact us

investors@eurowag.com

