

### Equals Group: Capital Markets Day 2023

lan Strafford-Taylor CEO, Equals Group 01

#### **Equals Group: An overview**

Ian Strafford - Taylor Introducing Equals Group PLC and its history

#### **Powering global payments**

James Simcox

Servicing multiple markets with a single platform

03

#### **Growing through technology**

**Andrew Phillips** 

Future-proofing our tech

04

#### Scaling revenue growth

Tom Kiddle and Steve Paul

Expanding into new markets and networks

05

#### **Controlling centrally**

Matthijs Boon Staying compliant, scalable, and efficient

# Equals Group: an overview

**Ian Strafford-Taylor** 

**Chief Executive Officer** 



What we are NOT...

### We're not a travel money business

We're not an FX business

We're not a loss-making "fad" fintech

### Payments should be simple, but are not

Delays in payments are common

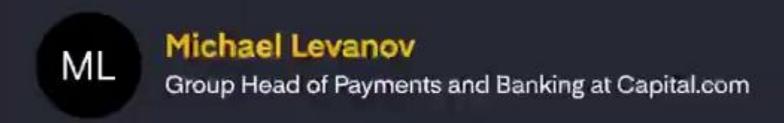
Problems are even worse cross-border

What we are ARE...

Making money movement simple
B2B focus - frequency of the "problem"
Cross-border - issues are more complex
Platform - volume with minimised risk



Equals Money has become a one stop shop for all our foreign currency payment needs.



#### SPEAKERS





#### James Simcox Chief Product Officer

James leads product strategy, delivery and data at Equals Group. James is passionate about payments and complex supply chains after starting his career in FMCG at both Procter & Gamble and a large drinks manufacturer.

#### **Andrew Phillips**

Chief Technology Officer

Andrew leads the charge for the Equals Group on engineering, architecture, security, technical governance and digital services with over 21 years' experience in finance companies from loans to payments to banking.z

# Powering global payments

**James Simcox** 

**Chief Product Officer** 



# Equals is a highly scalable payments platform

# Collect globally, Deliver locally, Control centrally.

#### Hold 60 currencies









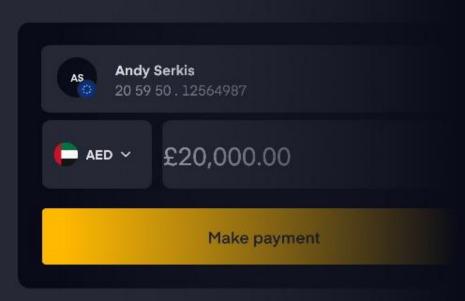








Pay out In 140



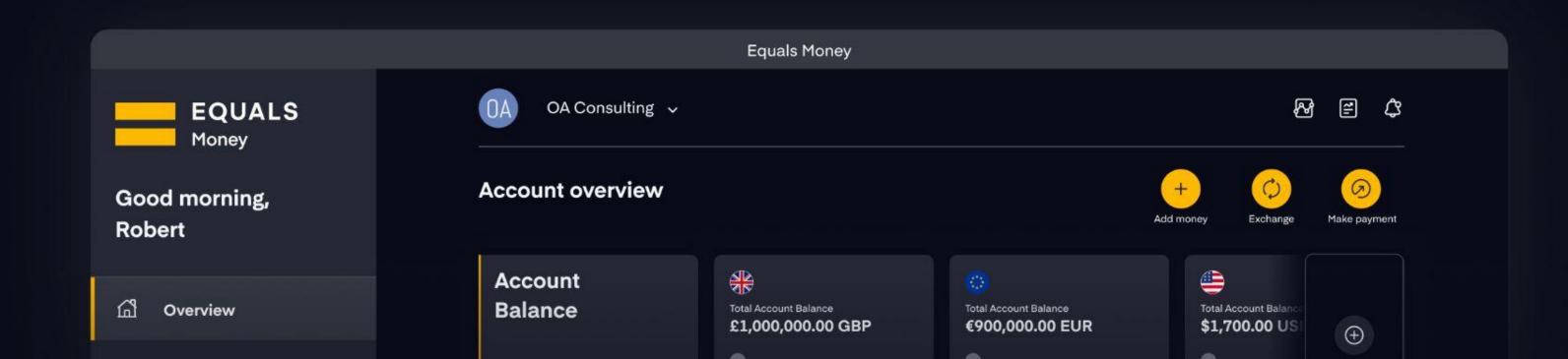








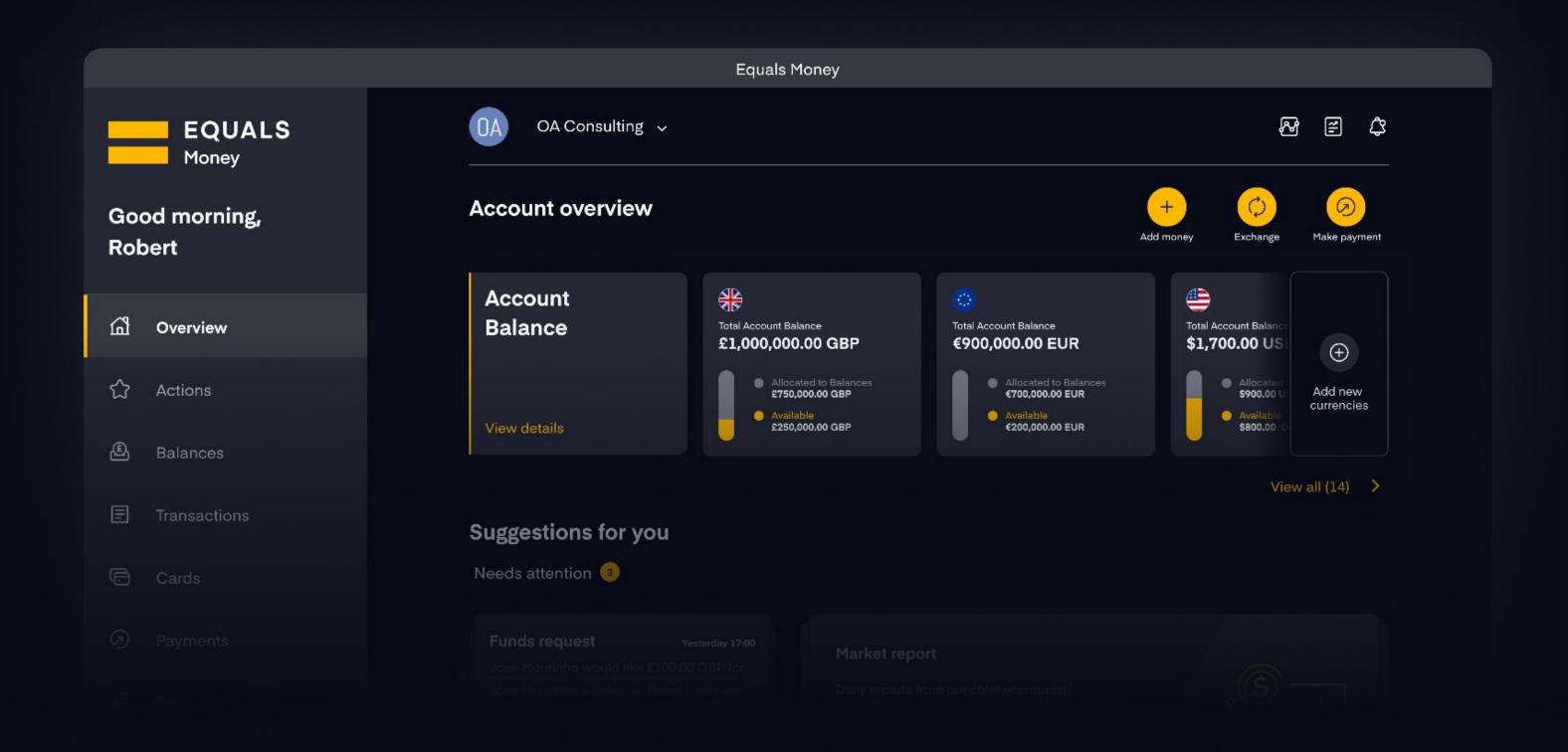
#### One platform to do it all



### Powering global payments

Scalable API platform
Global expansion
New payments routes

### Scalable API platform



## Your Solutions

Powered by **EQUALS** Money



BRANDS **EQUALS Fair**FX card one money **BRAND 1 BRAND 2** Money White label EMBEDDED FINANCE ECOSYSTEM **EQUALS MONEY PLATFORM** Licences UK USA ΕU BYOL ++

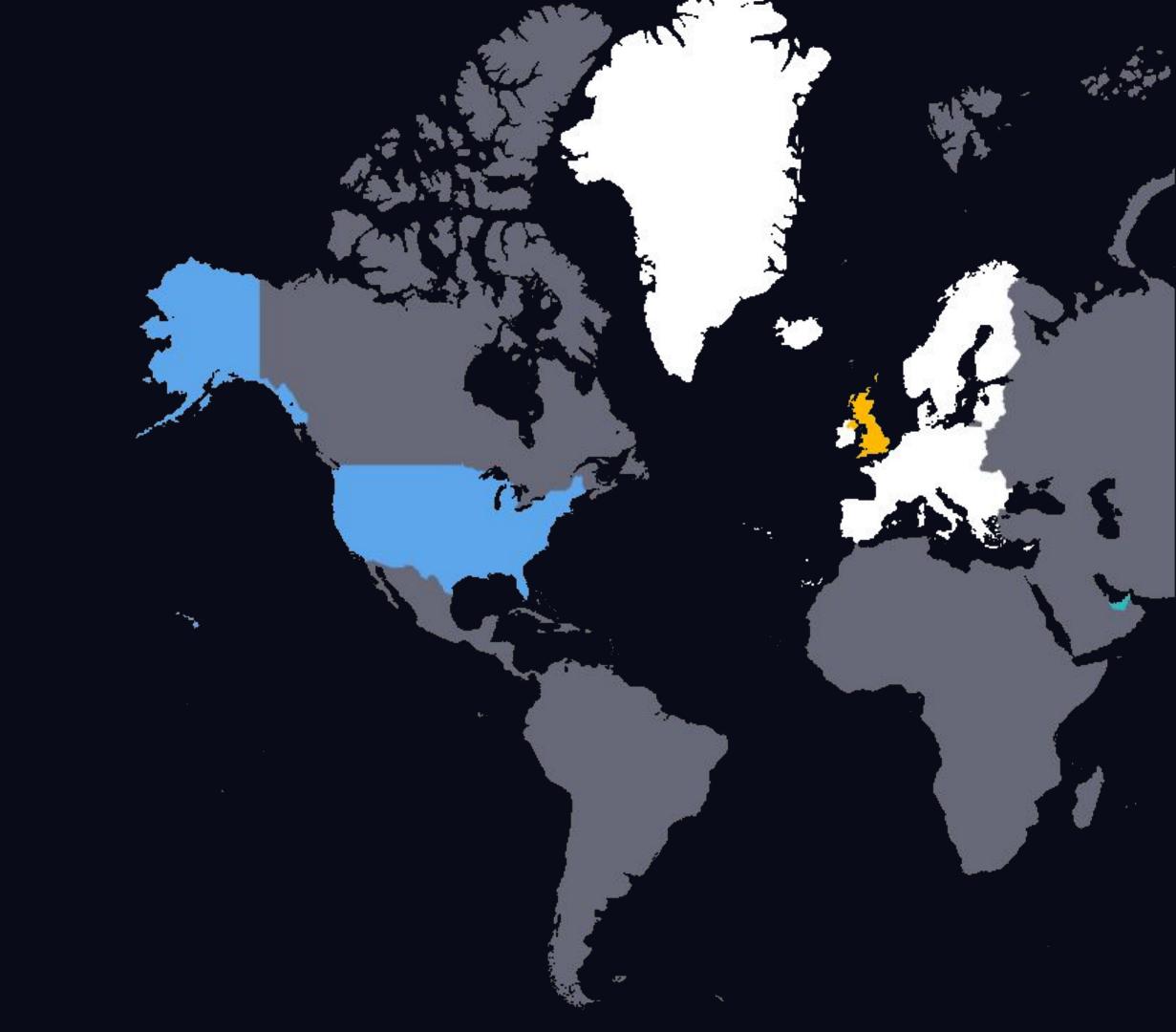
## Global expansion

Oonex opens up access to the \$16tn GDP European Economic Area









- UK
- EEA
- **USA**
- **U**AE

97% of businesses are SMEs



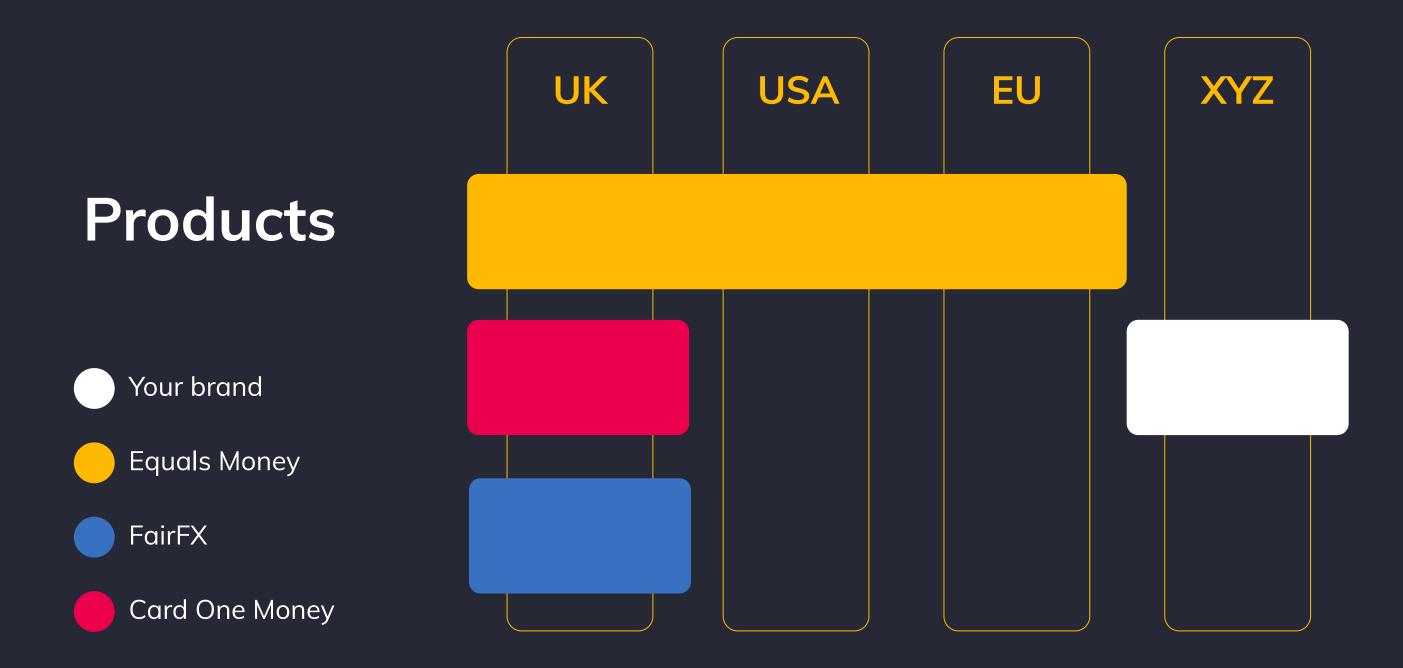
EEA

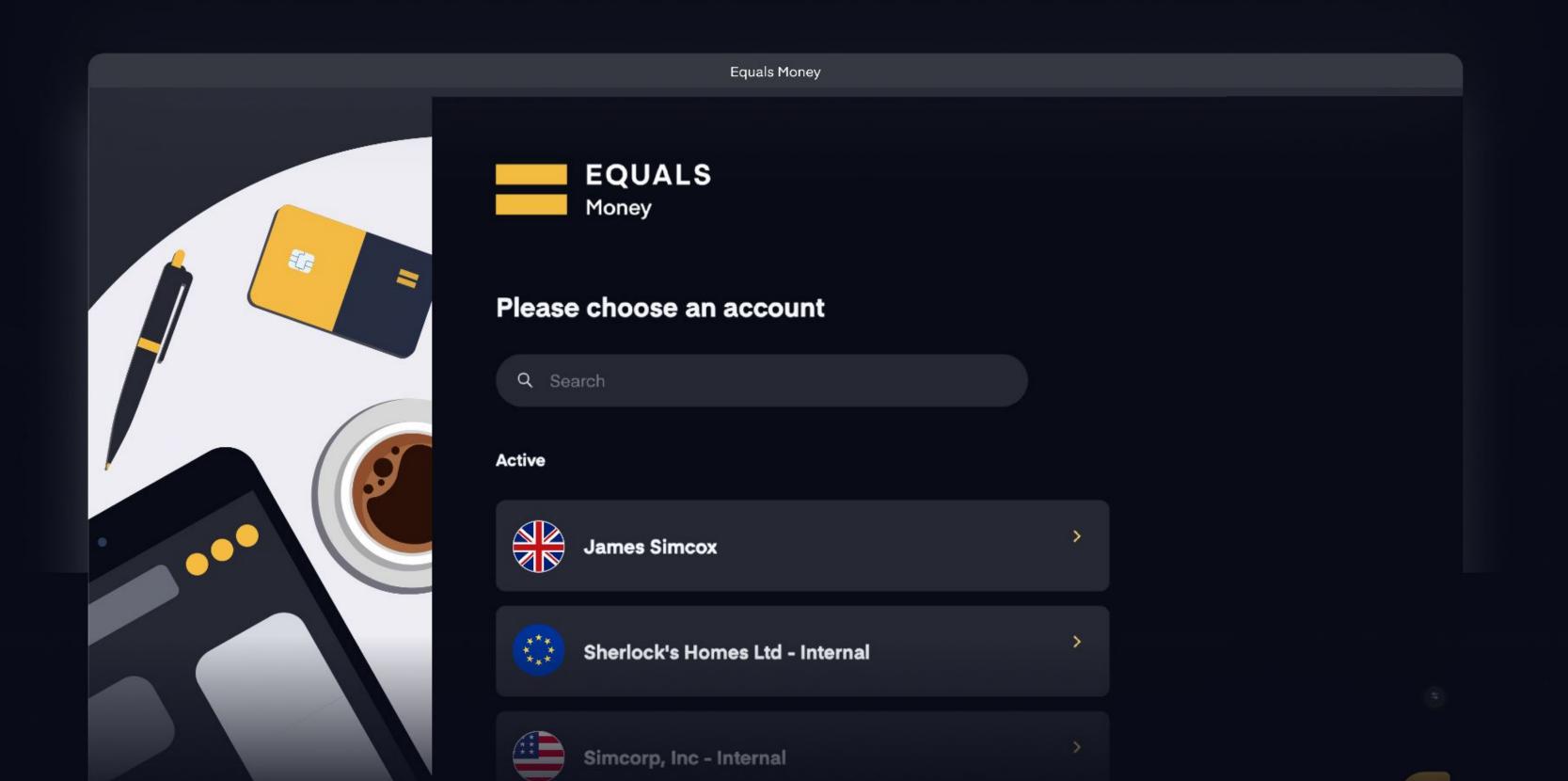
USA

UAE

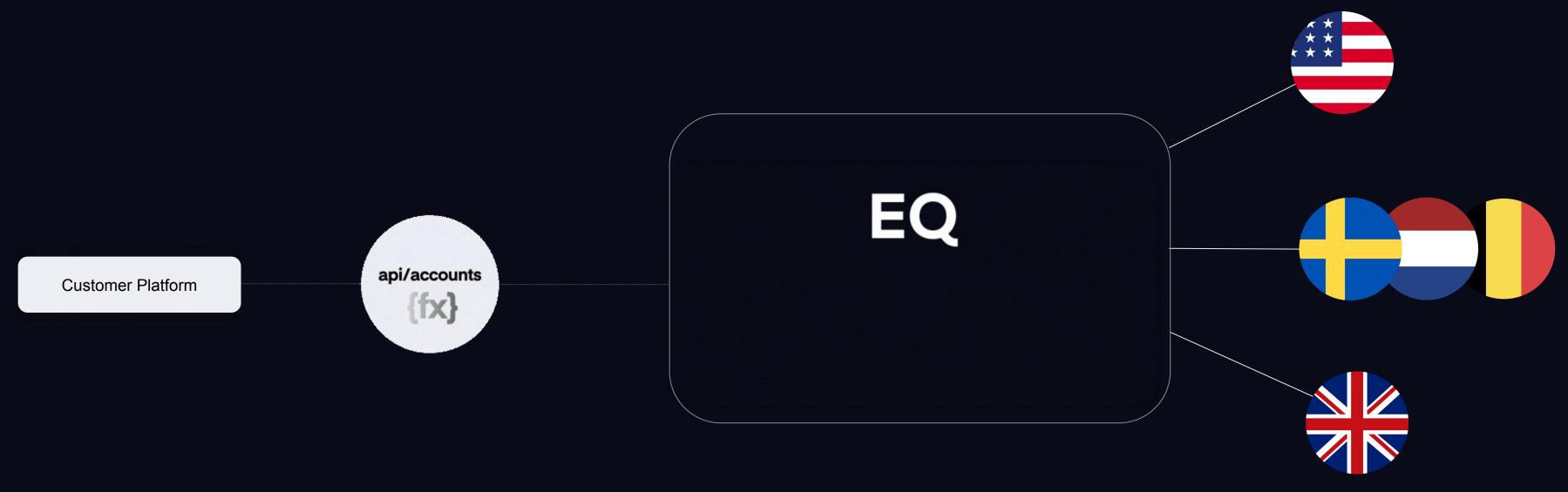


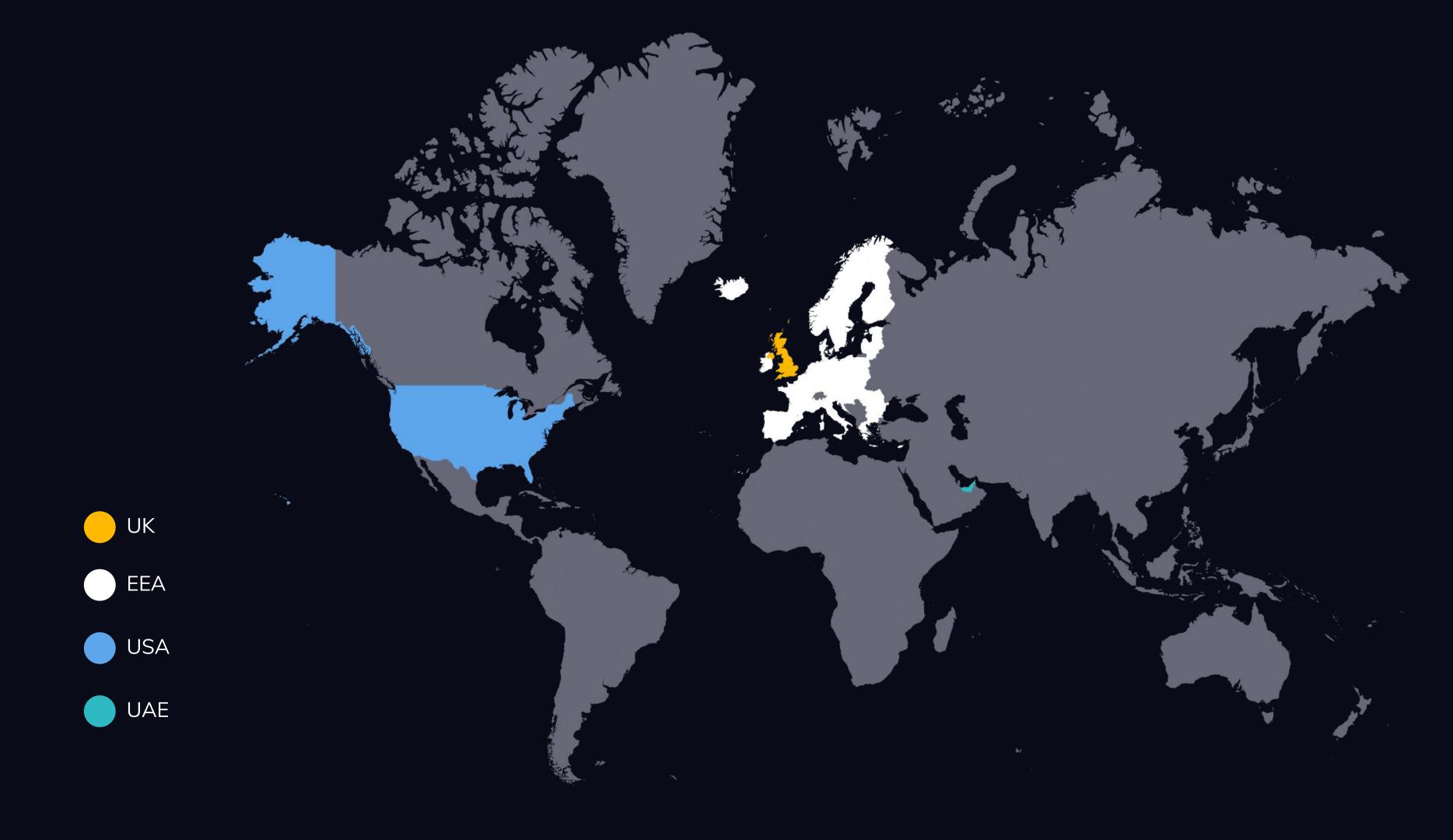
#### Market





# Access to multiple markets from a single integration





### New payments routes

CHF CAD CZK

38 supported currencies

JPY NOK NZD PLN

### Overcoming IBAN discrimination

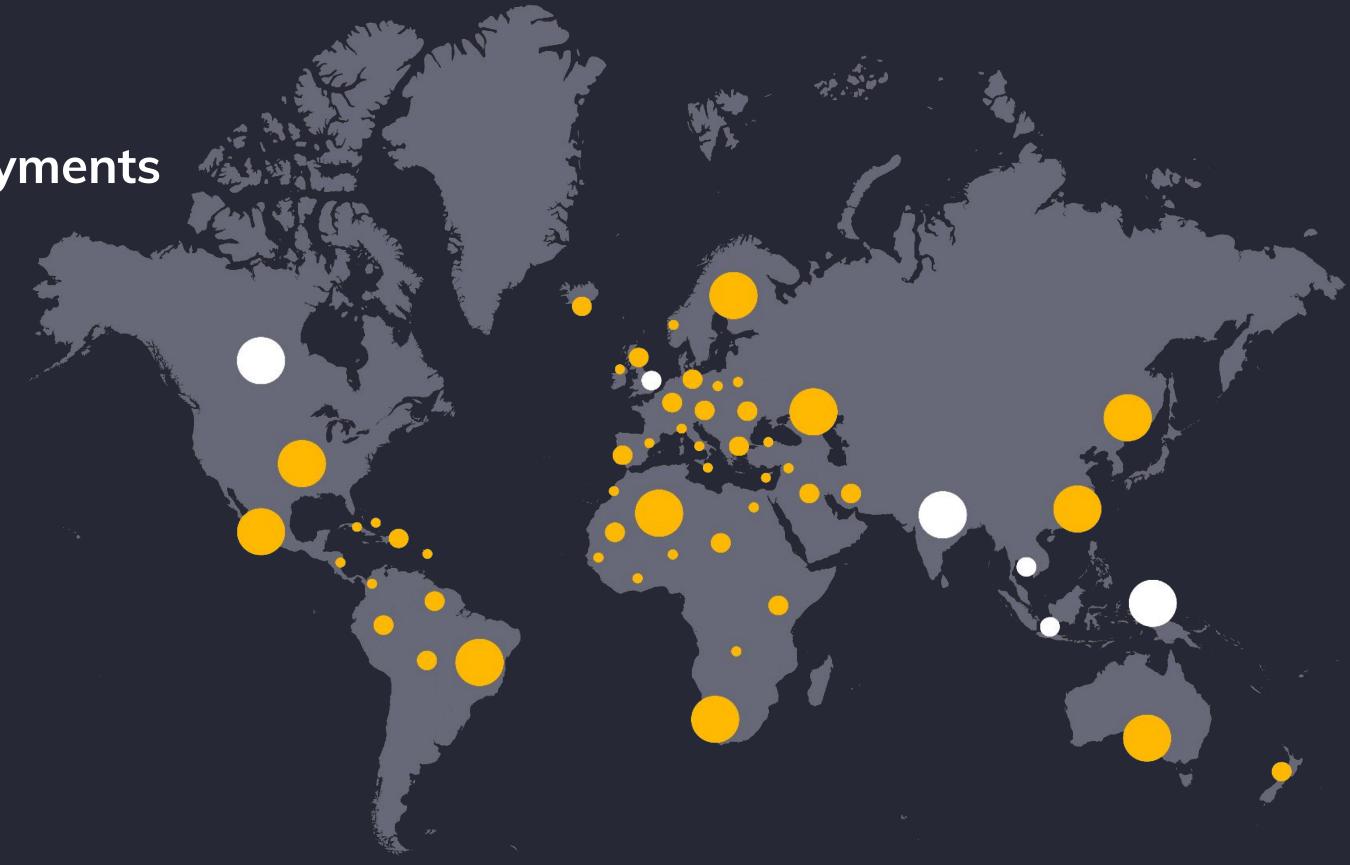
GB34SPPV1235433

BE1232343445433

70 ACH and

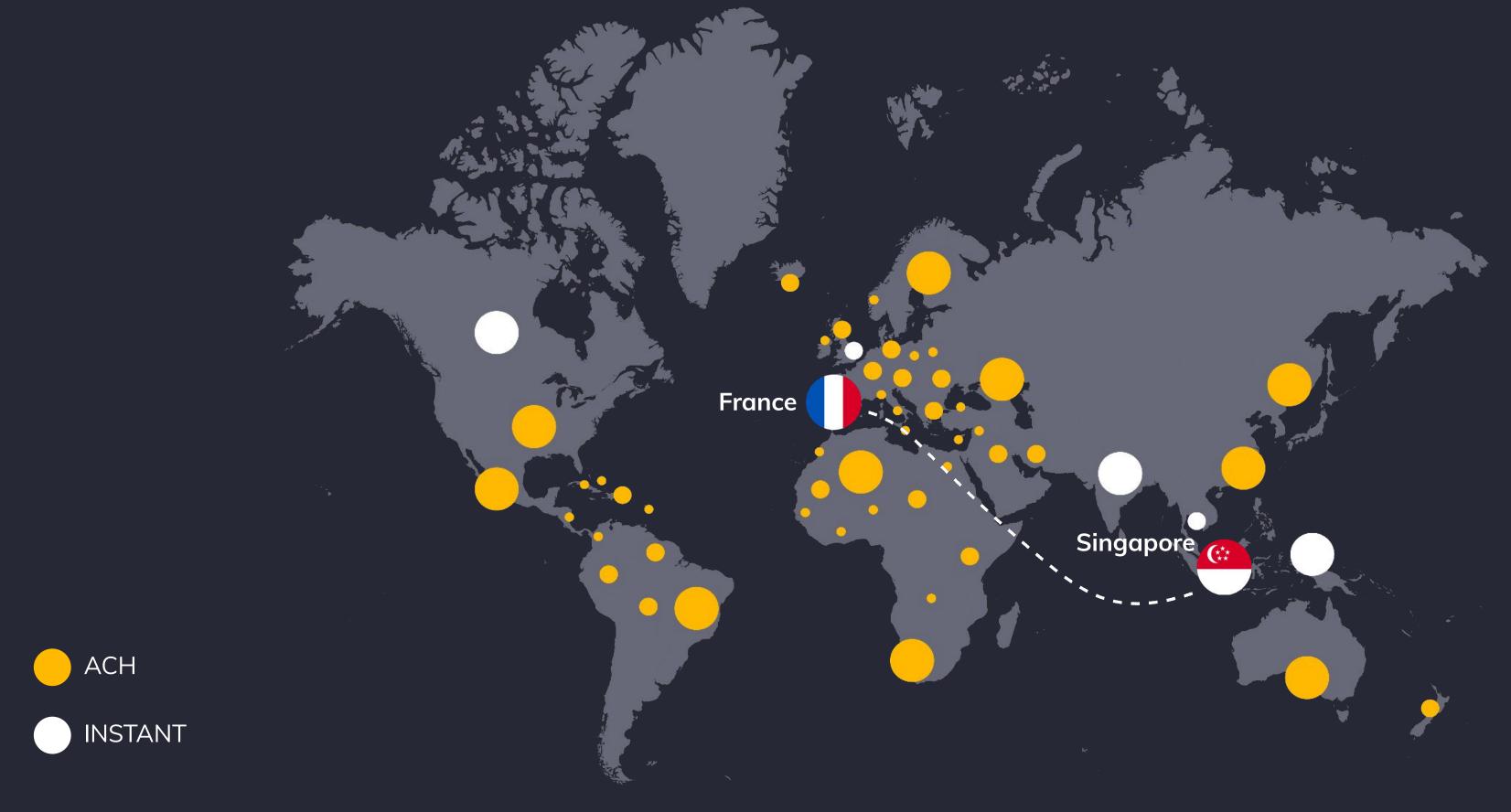
9 instant payments

networks









# Collect globally, Deliver locally, Control centrally.



# Growing through technology

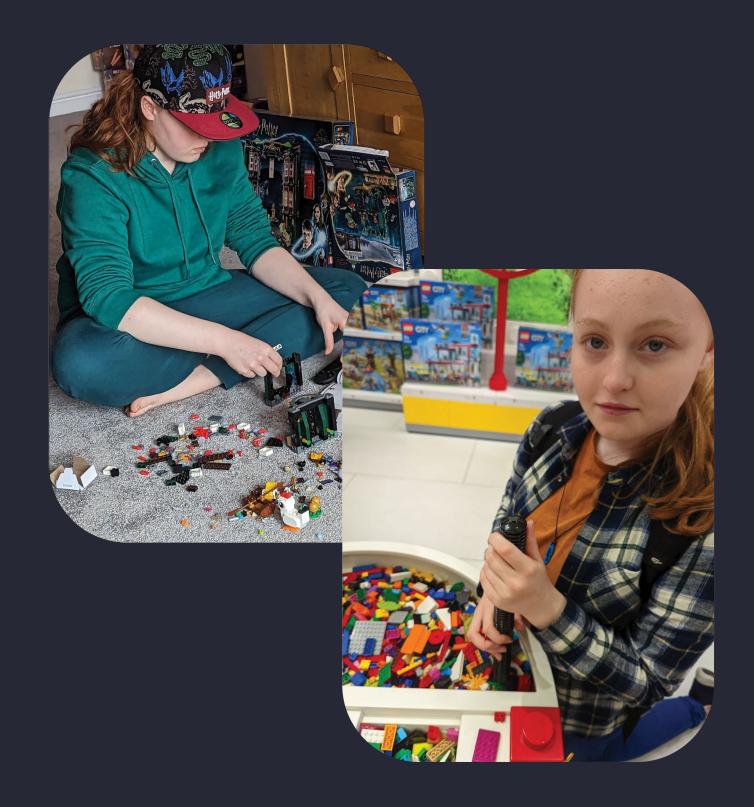
**Andrew Phillips** 

**Chief Technology Officer** 



# A message from my daughter

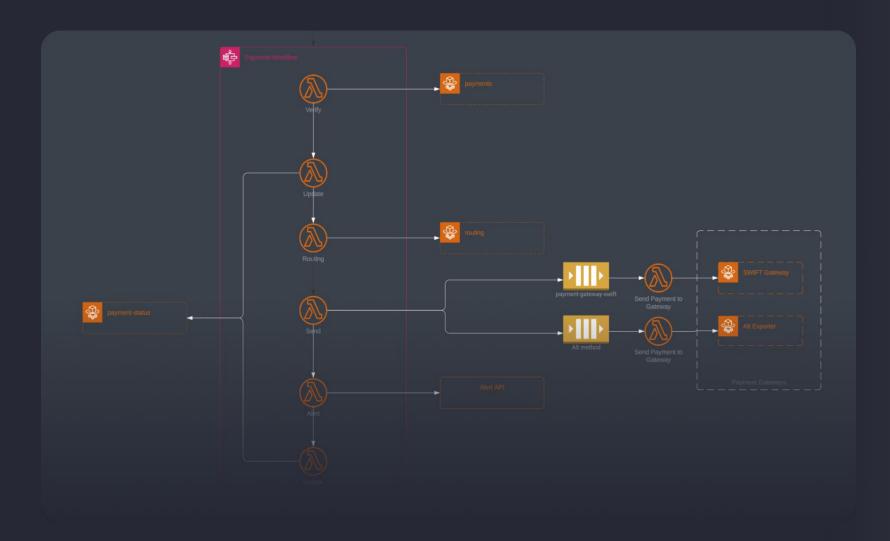
Why invest in Equals?
Why not invest in someone else?
Why not just buy lego?



### Cloud, growth, speed, and other things you already know

### What have we done to make sure our platform is flexible?

### Infrastructure as code makes us flexible



```
Equals Money
! buildspec.yml •
infrastructure > pipeline > config > ! buildspec.yml
     version: 0.2
     env:
       shell: bash
        install:
         commands:
           # Install .NET 7
           - curl -sSL https://dot.net/v1/dotnet-install.sh | bash /dev/stdin --channel 7.0
           - dotnet --info
       pre build:
11
         commands:
12
           - echo "=======Running pre build======="
           # Restore dependencies
           - dotnet restore ./src/PaymentSendingService.sln
            # Commit ID and Build ID
           - echo $CODEBUILD RESOLVED SOURCE VERSION
17
           - echo $CODEBUILD BUILD ID
           # Login to the AWS private ECR
            - aws ecr get-login-password --region $REGION | docker login --username $USERNAME --password-$PAS
           # getting image tag
           - COMMIT HASH=$(echo $CODEBUILD RESOLVED SOURCE VERSION | cut -c 1-7)
           - IMAGE TAG=${COMMIT HASH:=latest}
            - REPOSITORY URI=${AWS ACCOUNT ID}.${APPLICATION NAME}
            - DOCKER IMAGE=${REPOSITORY URI}/${APPLICATION NAME}
27
           - REPOSITORY NAME APP=${GROUP}/${APPLICATION NAME}/${APPLICATION NAME}
           - docker pull ${DOCKER_IMAGE}:latest || true
       build:
           - echo "======Running Build packages======="
           # Build dotnet artifact
            - dotnet build ./src/PaymentSendingService.sln --no-restore
           # Build and tag the new docker image.
           - docker-compose -f ./src/docker-compose.yml build
            - docker tag ${DOCKER_IMAGE}:latest ${DOCKER_IMAGE}:$IMAGE_TAG
       post build:
         commands:
           - echo "======Running Post Build packages======="

    dotnet test ./test/UnitTests/bin/Debug/net7.0/UnitTests.dll --no-build --verbosity normal

           # Push docker images to ECR
42
           - docker push ${DOCKER IMAGE}:$IMAGE TAG
```

- docker push \${DOCKER IMAGE}:latest

### Event driven architecture brings us speed



Payment received



Payment handling function



Amazon EventBridge



Payment event



Transaction queue



Transaction store



Transaction monitoring queue



Transaction store



Notification queue



Transaction store



**Mobile Apps** 



Reporting queue



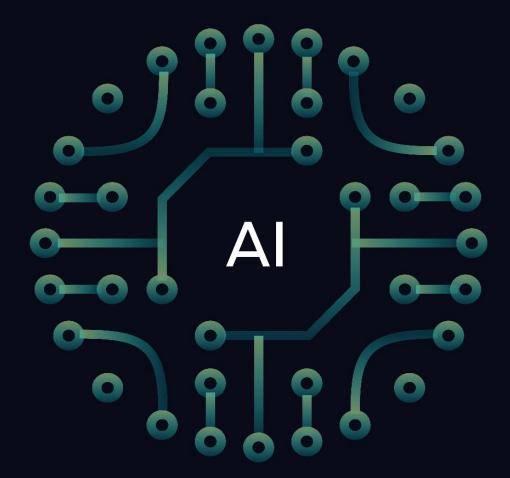
Data Leak

# Buy EQLS



#### Al utilisation

Enhancing performance by using artificial intelligence to speed up development.

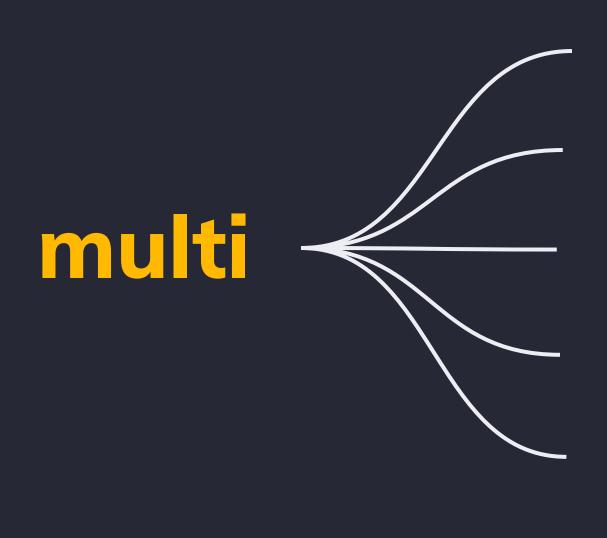


### Our tech is ready for European expansion







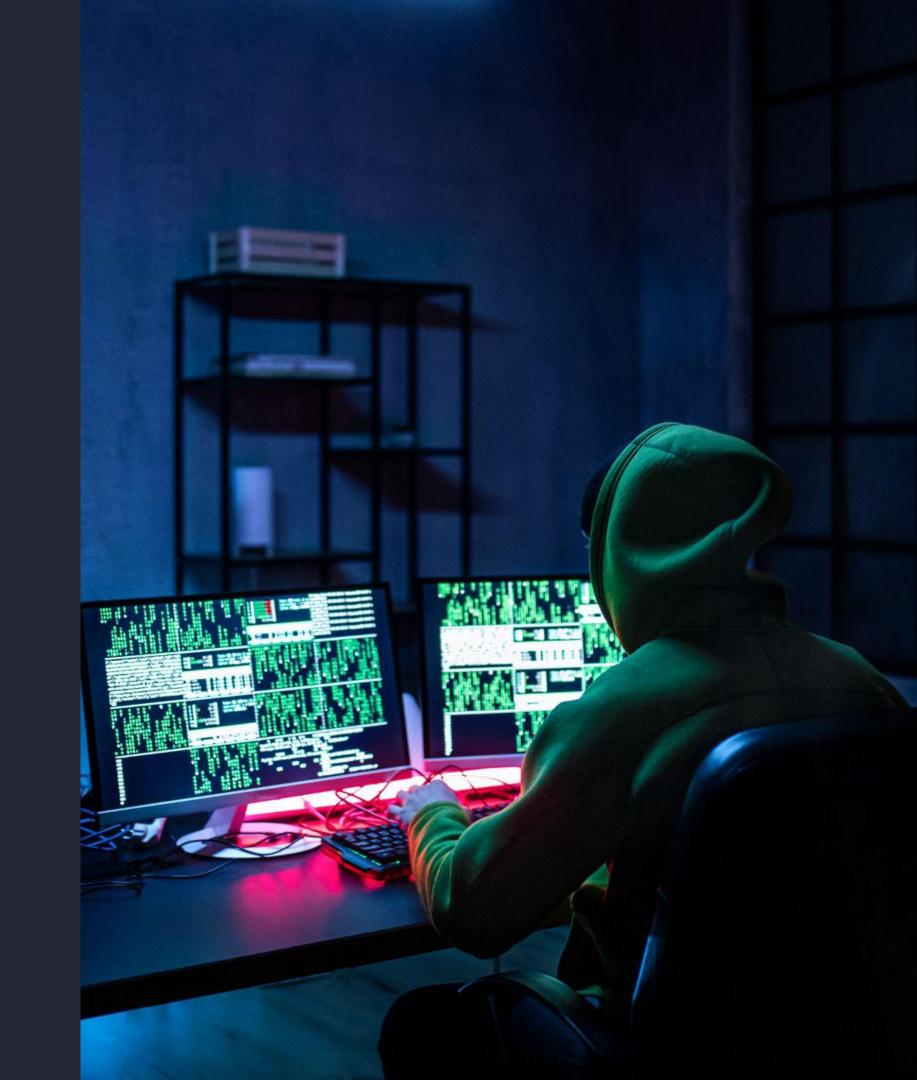


#### bic sort code covering bank payment provider



#### Safety through security and process

### 100% Penetration Testing Coverage





#### ISO27001 completion in 2023

### What am I going to do to get her more money?

### Why shouldn't she give the money to someone else?

#### Should we buy the Lego?



## Collect globally, Deliver locally, Control centrally.



### Q&A



#### Recutting revenue, 2022 a reminder

**Richard Cooper** 

**Chief Financial Officer** 



#### Revenue Mix and Evolution - 1

	B2C	SME	Solutions	White Label	TOTAL
£m					
Q1 2021	2.6	4.7	-	0.8	8.1
	32%	58%	0%	10%	100%
Q1 2022	2.7	5.5	2.7	3.3	14.2
	19%	39%	19%	23%	100%
Q1 2023	2.8	8.0	6.5	4.5	21.8
	13%	37%	30%	21%	100%
2022 Full Year	13.3	25.7	15.7	15.0	69.7

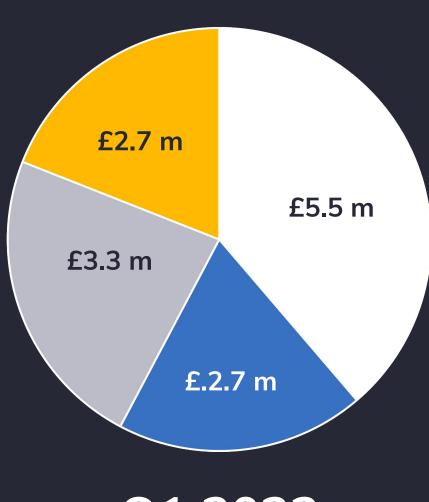
#### Revenue Mix and Evolution - 2



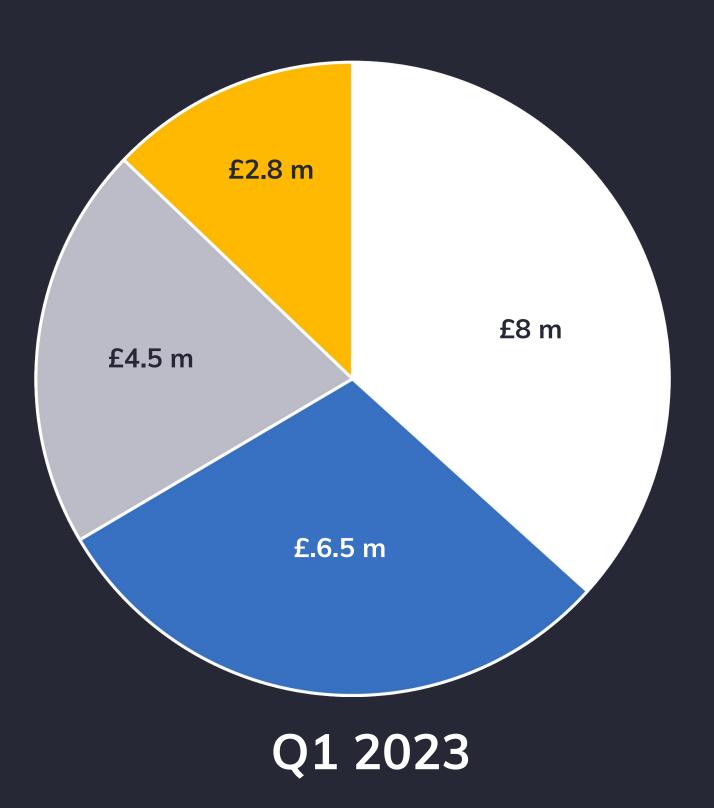
SME

Solutions

White label

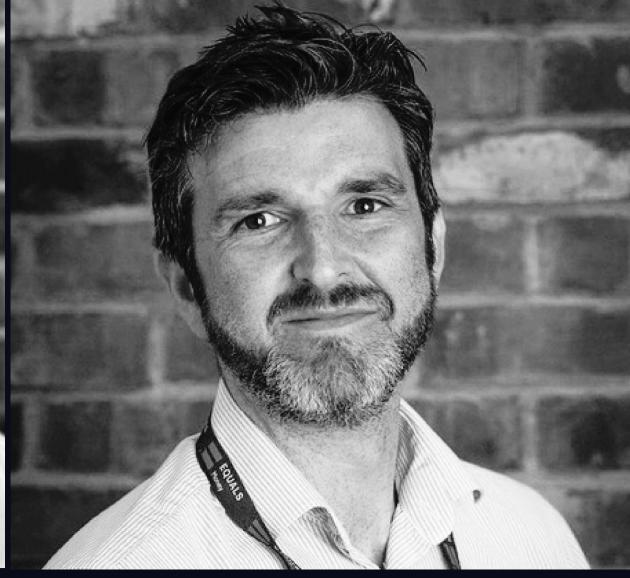


Q1 2022



#### SPEAKERS





**Tom Kiddle**Chief Commercial Officer

With over a decade of payments industry experience, Tom joined the Equals Money team in 2022. As Chief Commercial Officer, Tom is responsible for the commercial performance of Equals Group.

**Steve Paul** Deputy CFO

Steve joined the group in 2021, with significant commercial and finance experience after working at places such as TSB and Lloyds bank. As group Deputy CFO, Steve is responsible for financial strategy and increasing efficiencies in the business.

### Scaling Revenue Growth

**Tom Kiddle** 

**Steve Paul** 

**Chief Commercial Officer** 

**Deputy Chief Financial Officer** 





# Collect globally, Deliver locally, Control centrally.







Evolve our customer revenue mix

Increase the distribution of our products

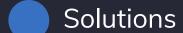
Expand into new geographies and verticals at scale

### Continued shift to higher-value business

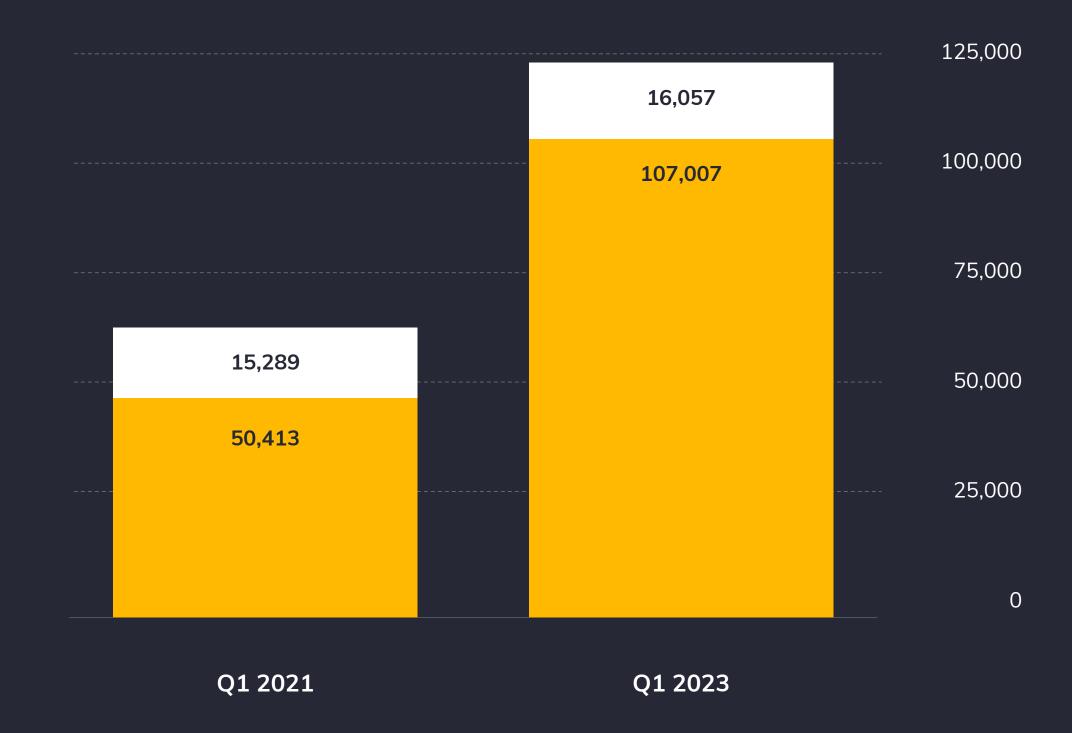
### Number of active customers has grown in all areas







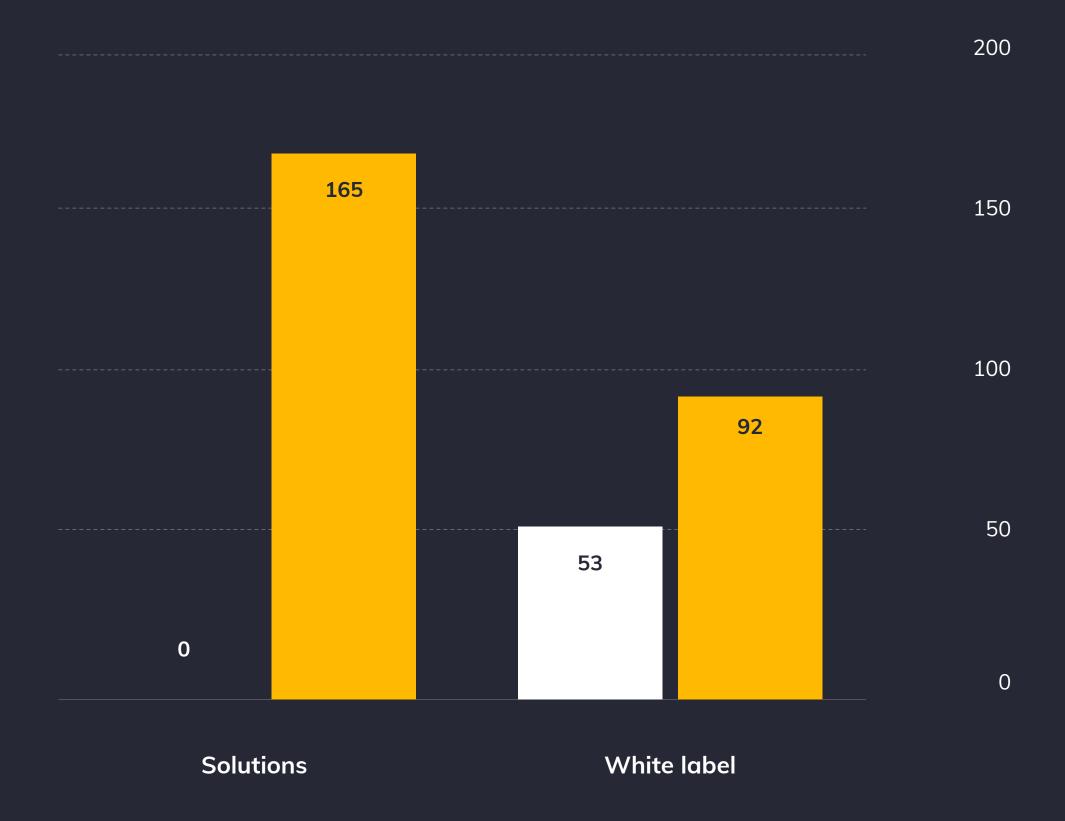
White label



### B2B2B and B2B2C growth in Solutions and White label



Q1 2021







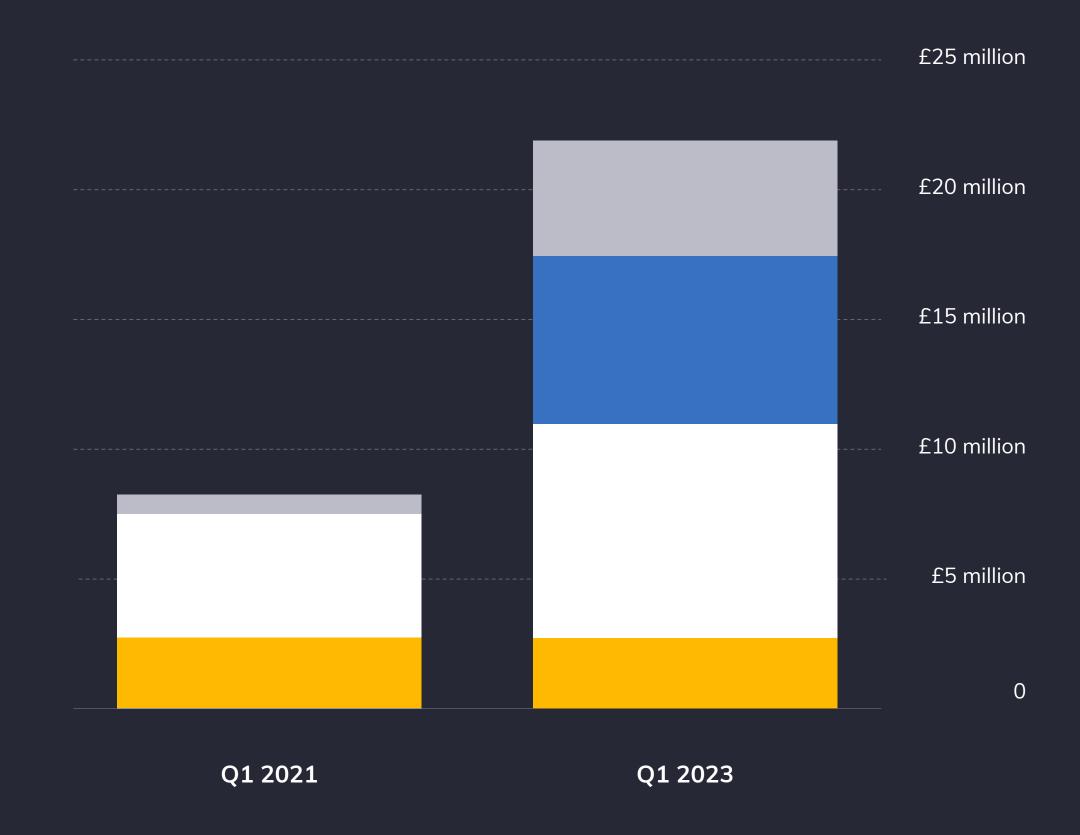


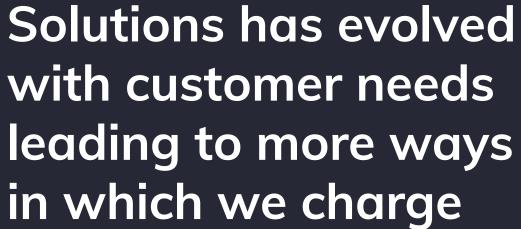


### The result being huge growth and a different mix



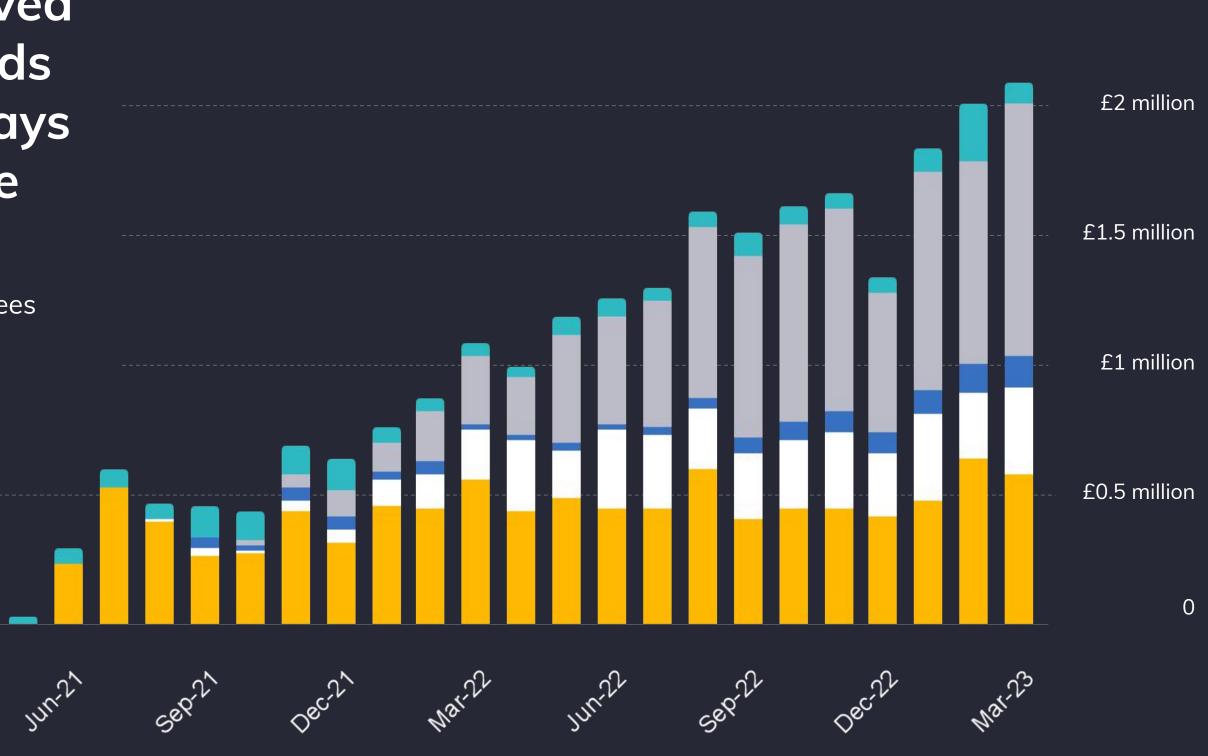
- SME
- Solutions
- White label







- Inbound Flow fees
- Transaction fees
- Account fees
- F>



£2.5 million

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#### 100% increase in B2B organic traffic

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### 100% increase in B2B online conversion

### Pain free payments: 65m audience, 111 pieces of coverage

#### Strengthening the team

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#### Single funnel sales strategy

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#### No Cold Leads

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#### Vertical and Regional expertise

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# More Customers in Target Areas X Higher Revenue Per Customer

More Revenue

#### Increasing Distribution

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#### **Equals Distributors**

123k Active Customers in Q1 2023

**Equals Group:** 





card one money

**External WL:** 

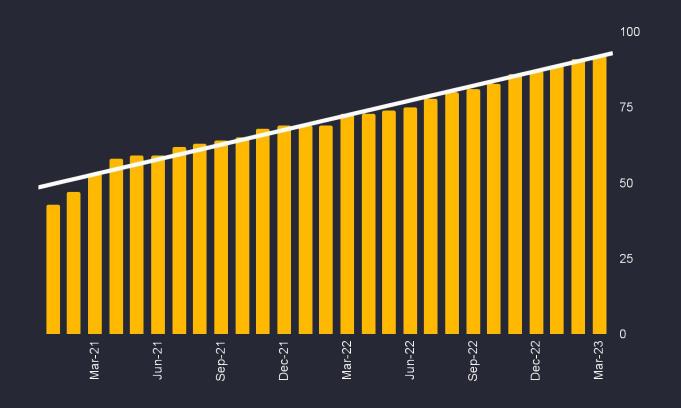


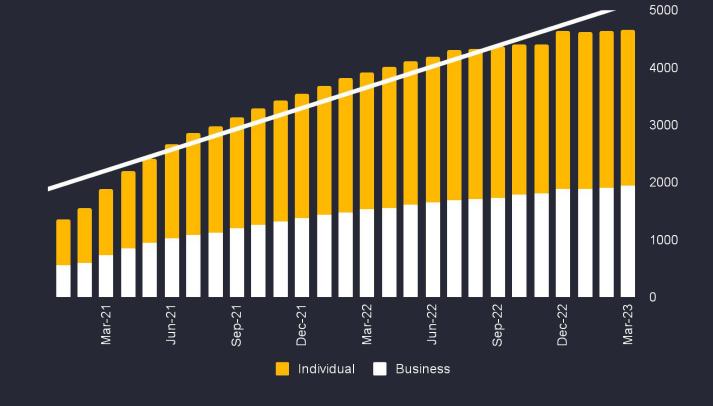




MAGNA FINANCIAL LTD

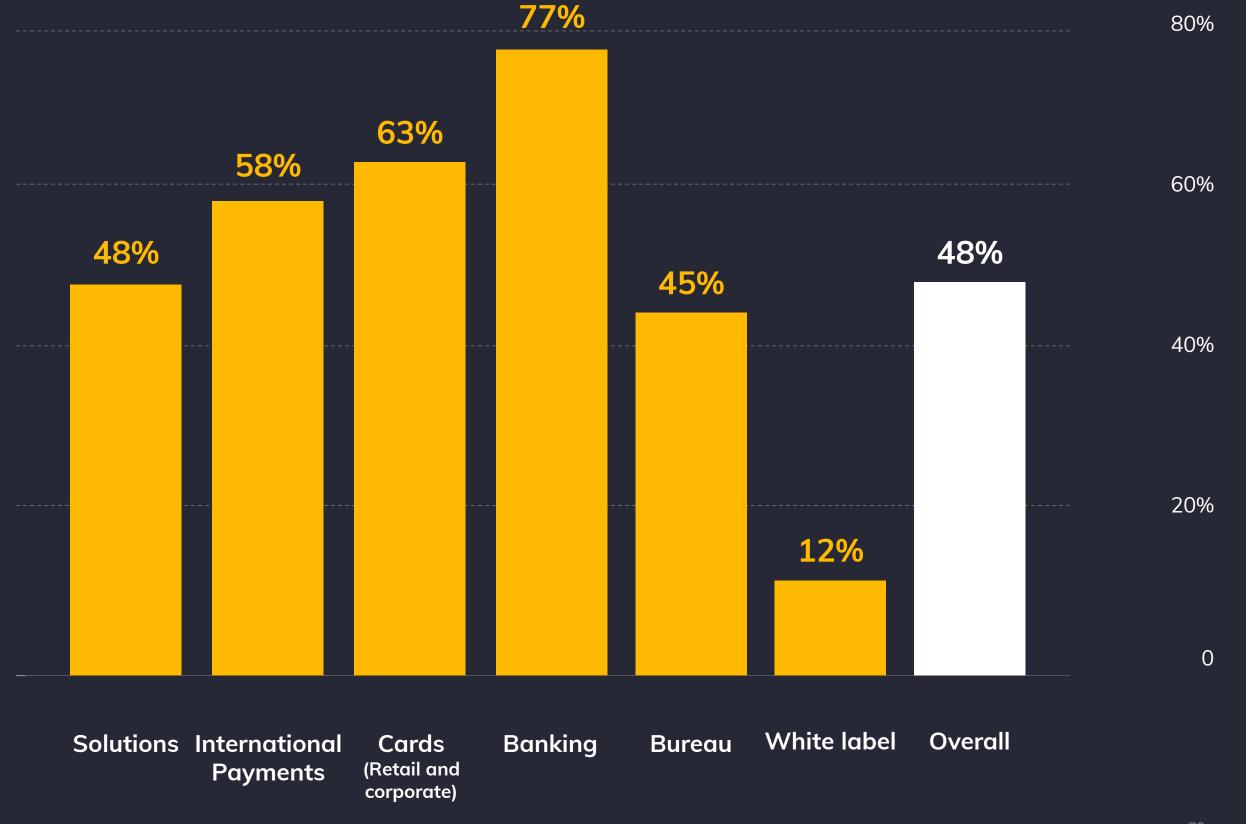
Plus 88 more external distributors.

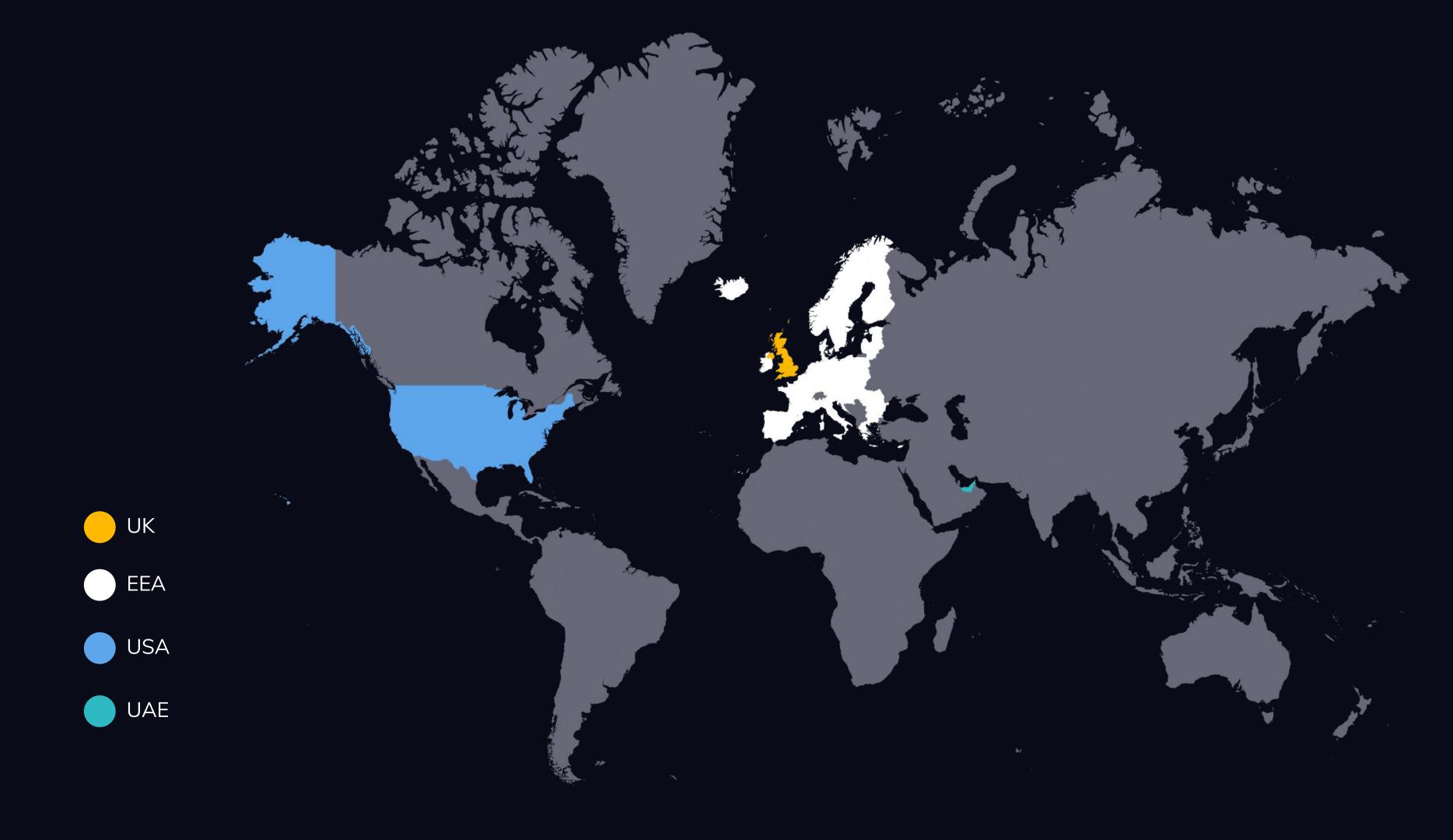




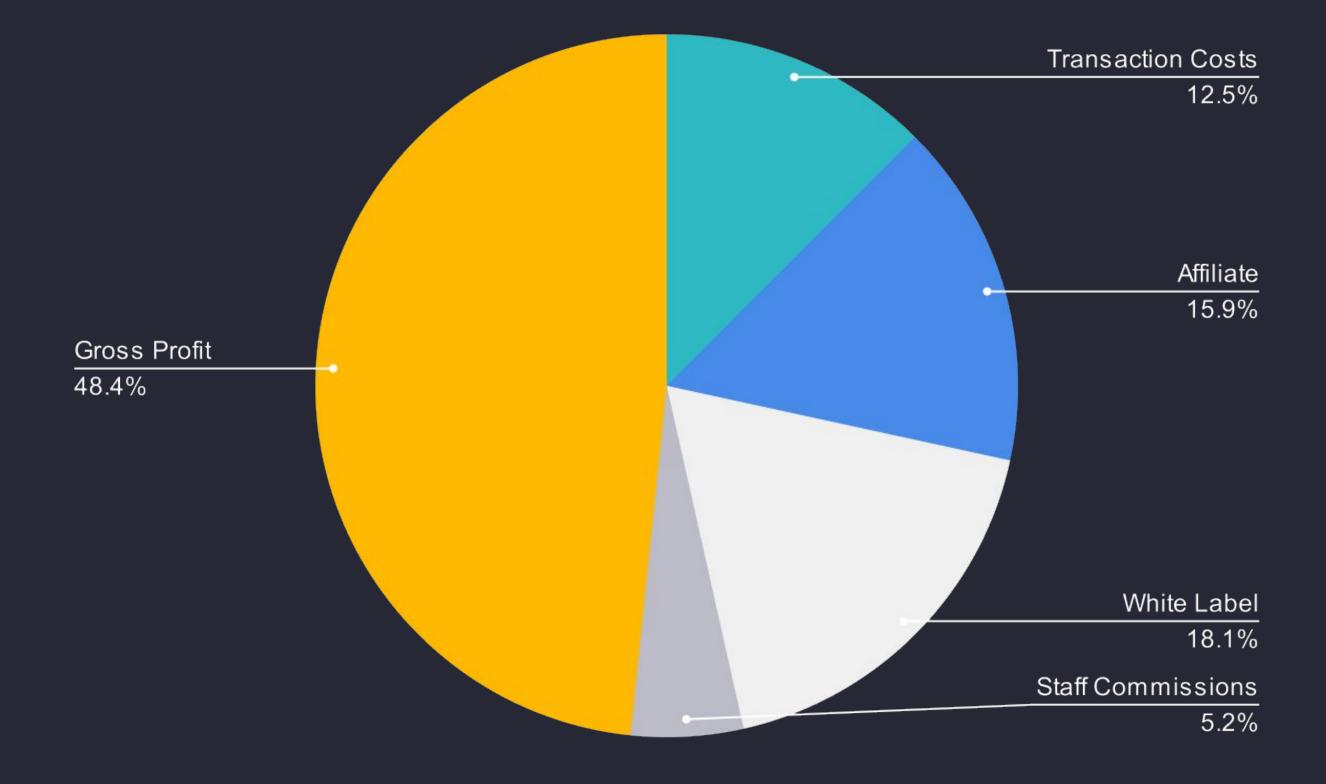
Number of White Labels has more than doubled since start of 2021

Representing more than 4,000 underlying customers spread across Business and Individual customers The evolution of the model within the white label segment will have a positive impact on overall gross profitability

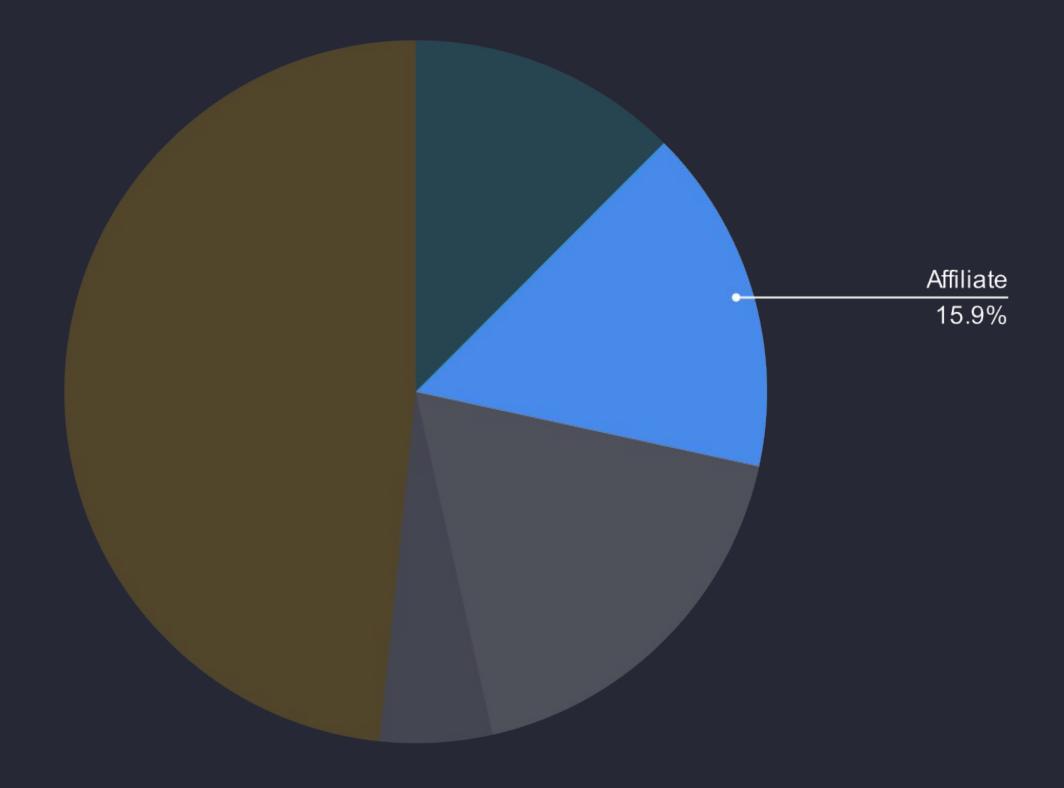




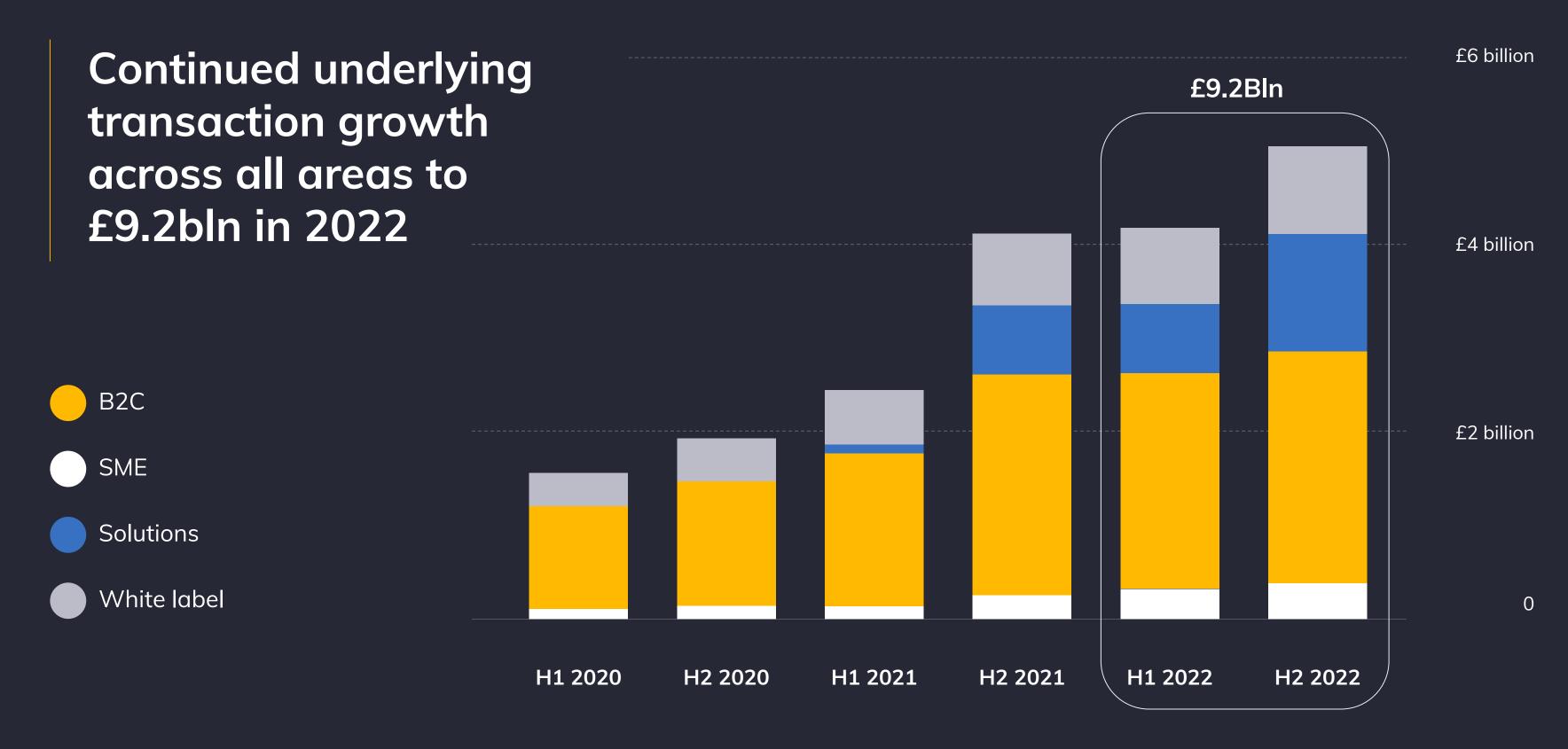
Opportunity in all components of cost of sales to drive up gross profit



Opportunity in all components of cost of sales to drive up gross profit

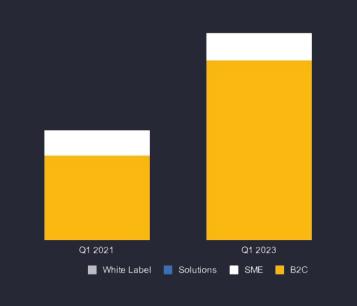


#### Increasing benefits of Scale

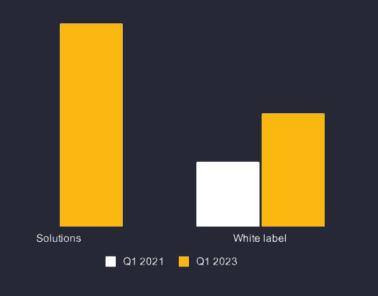


#### Sustainable Relationships

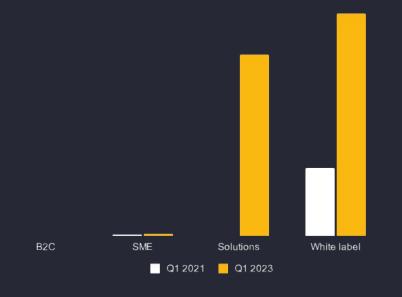
#### Key takeaways



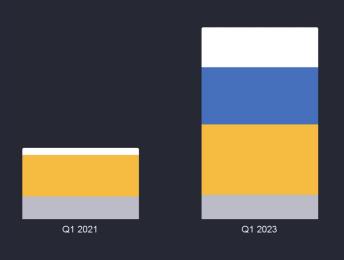
Active customers up in all areas



B2B2X up in Solutions and White label



Annualised Revenue per customer up



Resulting in huge growth and evolving our revenue mix

## Your

Powered by **EQUALS** Money



### Q&A



#### SPEAKERS



#### Matthijs Boon Chief Operations Officer

With over 25 years' experience in global finance businesses, Matthijs is running operations to build the Equals Group into a market-leading money management business.

# Controlling centrally

**Matthijs Boon** 

**Chief Operations Officer** 



# Collect globally, Deliver locally, Control centrally.



#### 30% increase in customers onboarded



#### Doubled the amount of payments processed



15% more customer interactions

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# So how are we going to ensure we keep this track record going?

NTITIES

Equals Money PLC

**Equals Money UK Limited** 

Equals Money International Limited Roqqett Limited **Equals Connect Limited** 

**Architecture Council** 

**Security Council** 

**Change committee** 

Risk Committee **Credit Committee** 

95

Safeguarding working group

+ Many others

COMMITTEES

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# Governance Efficiency Customer experience



People





Education

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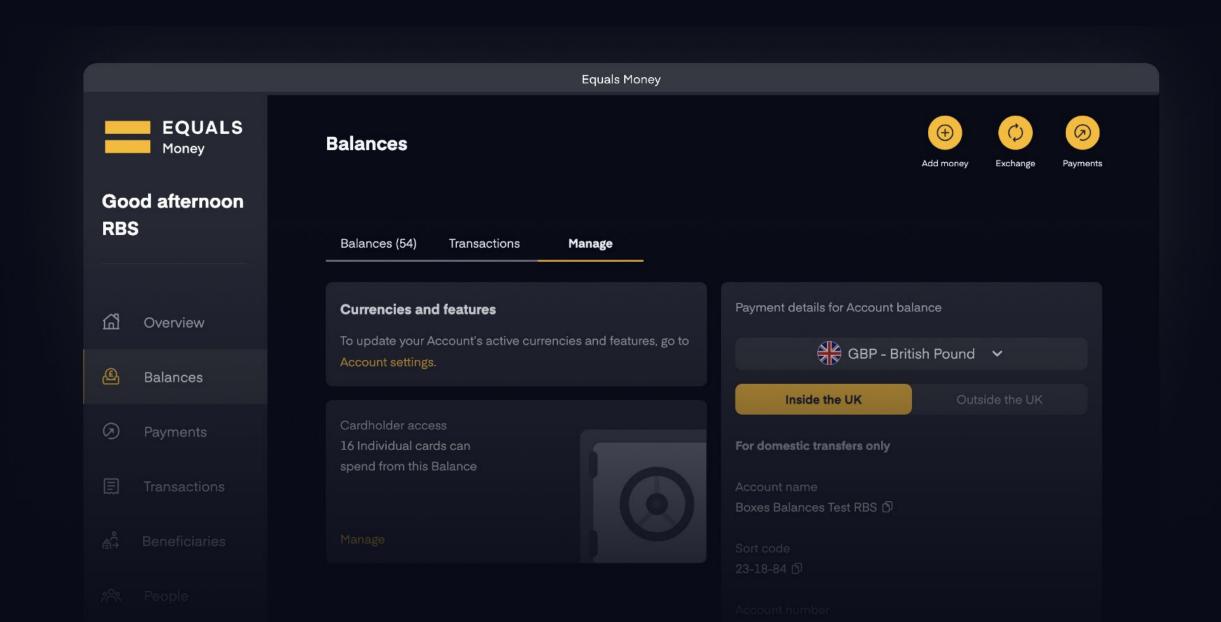












#### OPERATIONS



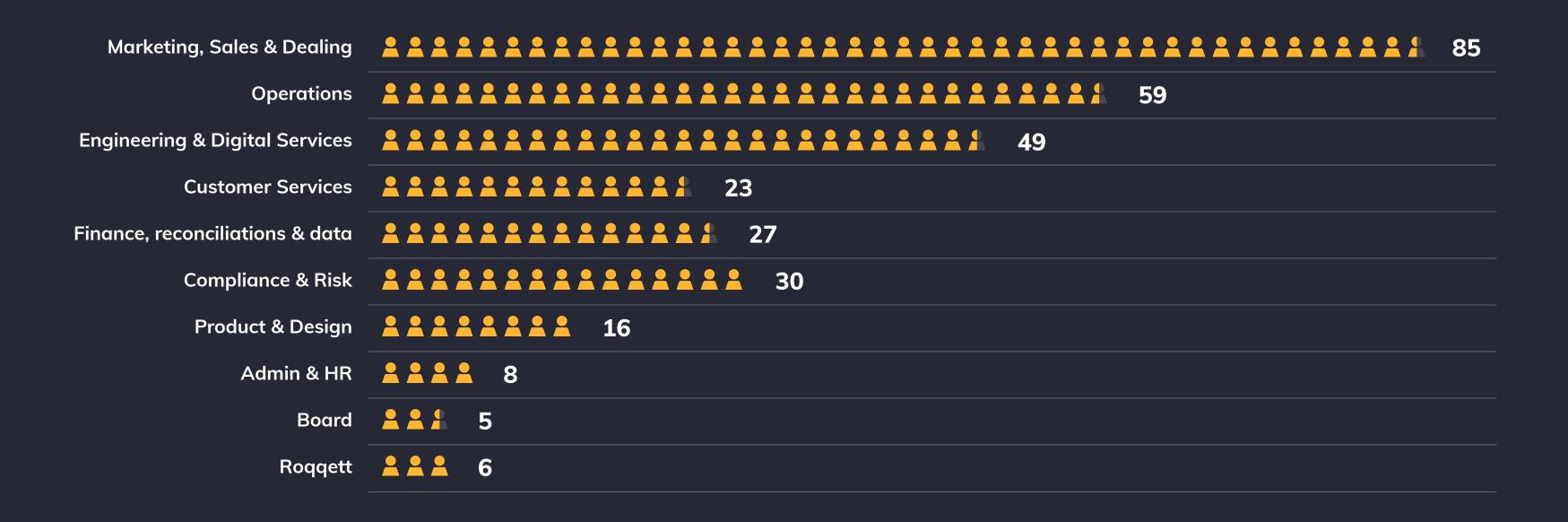




Powered by, 307 people.

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#### People



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#### Our values



### Make it happen

We will own the outcome and execute flawlessly against our plans. We need to deliver our part, and influence others to deliver theirs.



#### **Succeed together**

We must pull in the same direction, and think end-to-end beyond silos. We should assume positive intent and bring out the best in each other.



#### Go

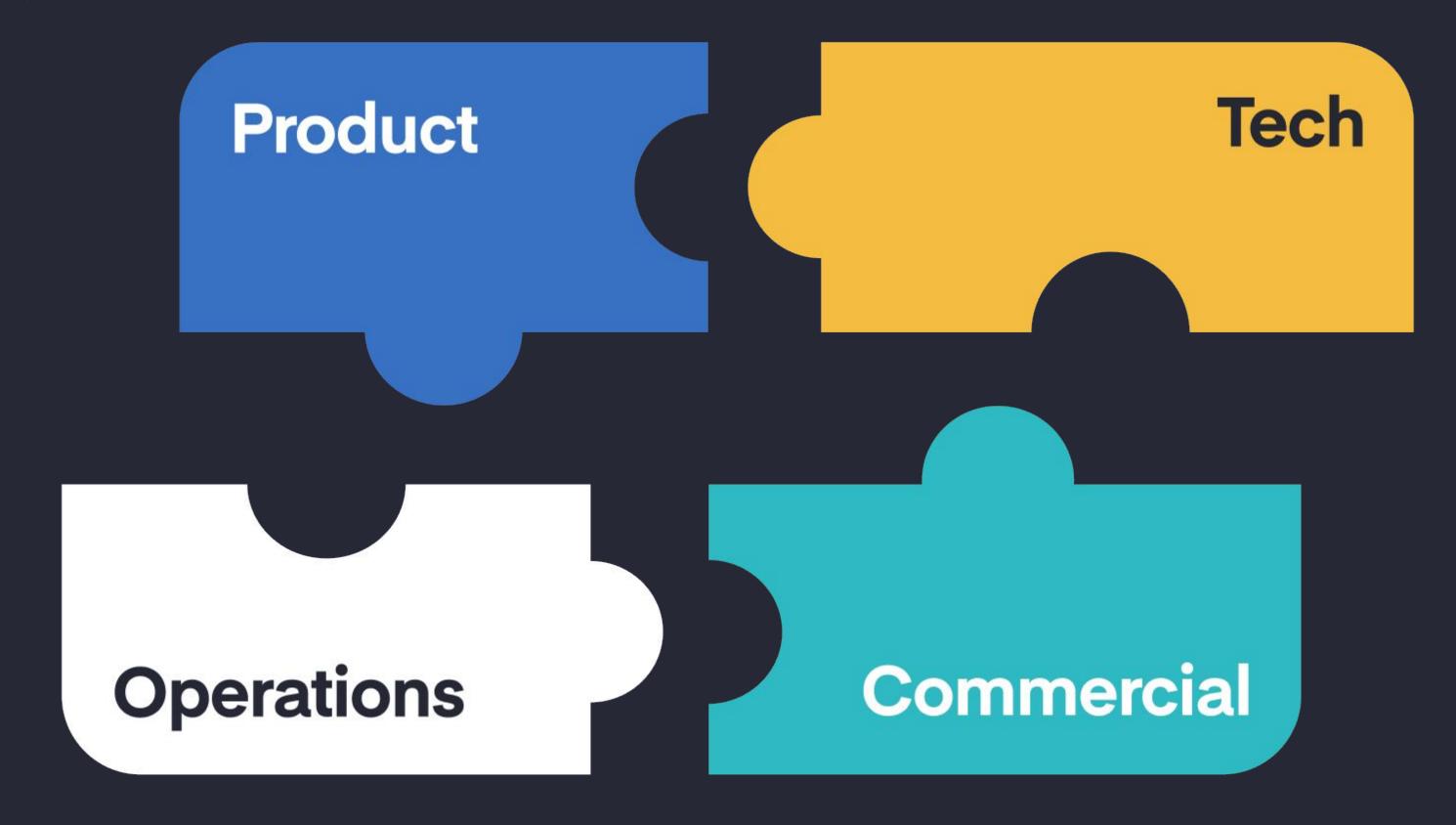
#### beyond

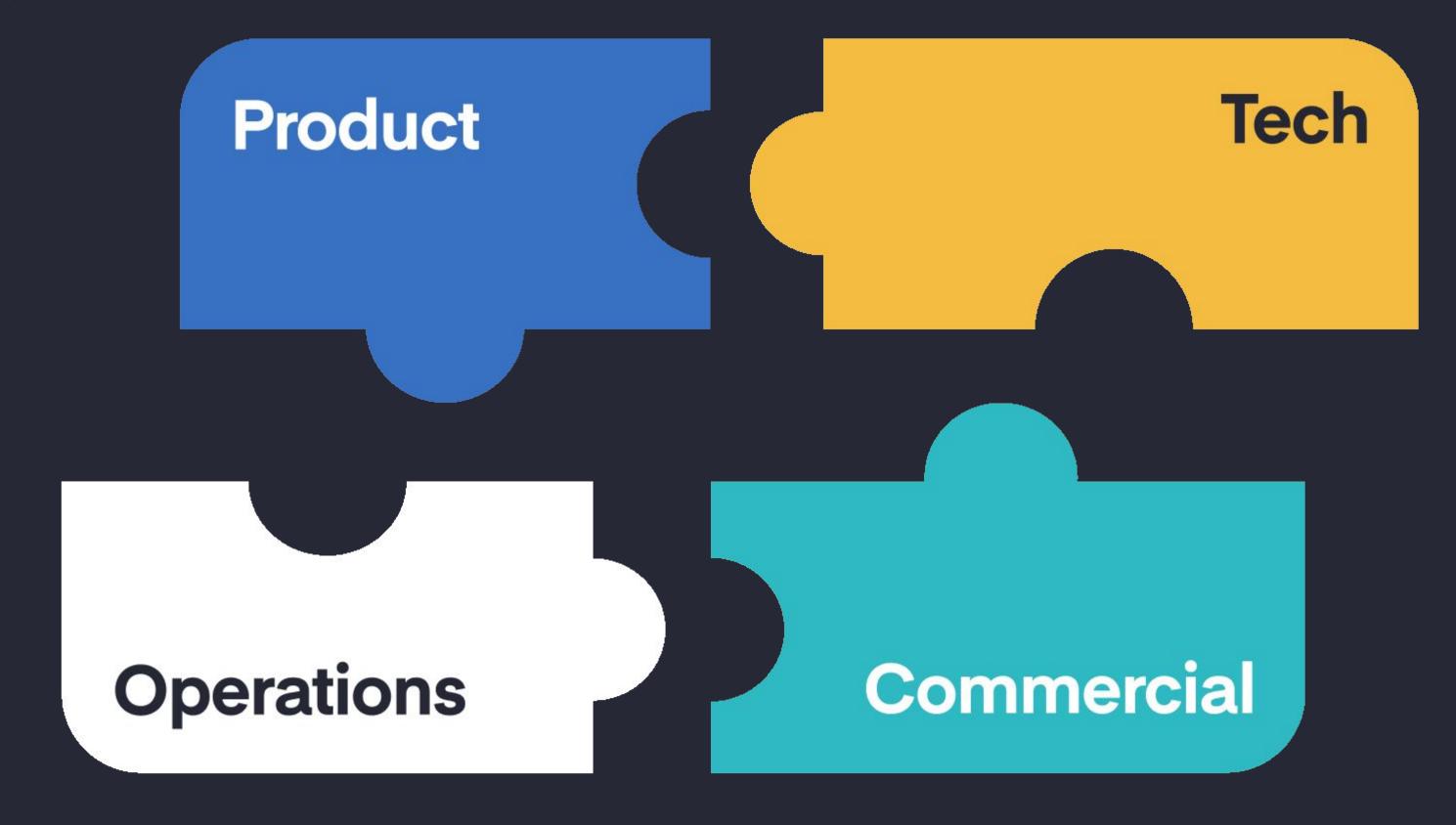
We need to care for ourselves and each other, and push ourselves to excel. Every day is a new chance to grow and develop ourselves as well as those around us.

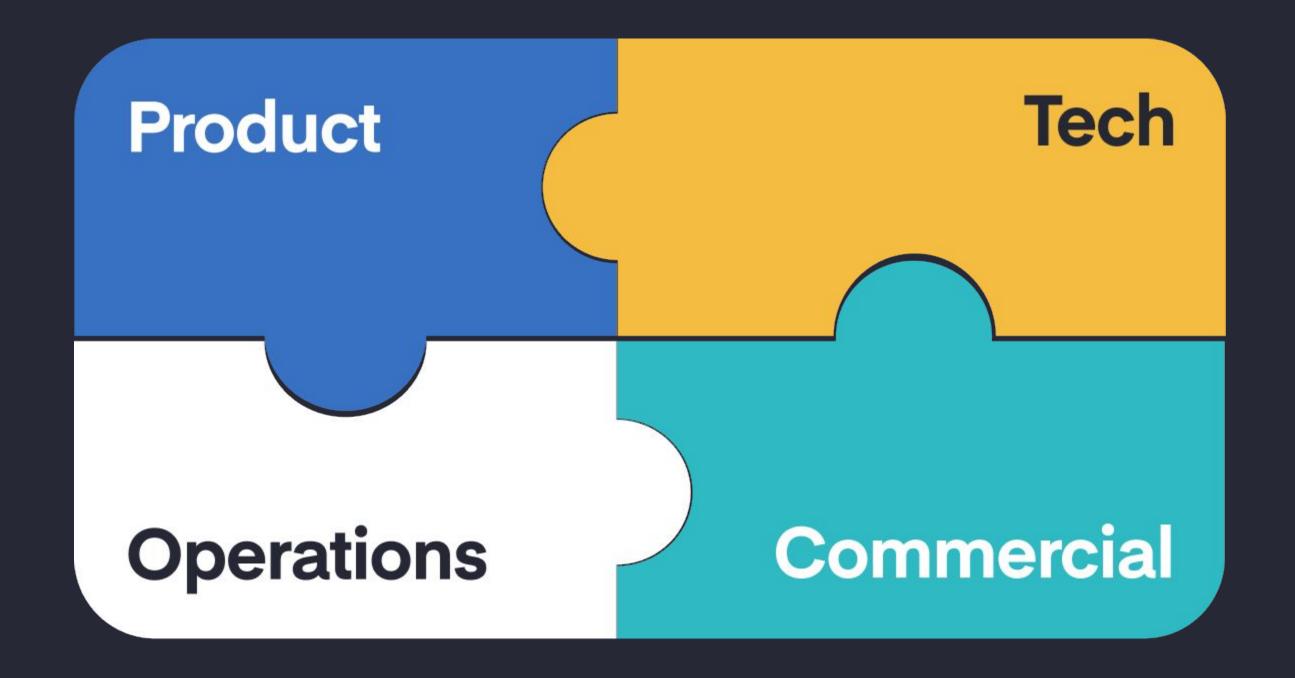


#### Be the customer

We should always be asking ourselves if what we're doing is making our customers' lives easier and helping them get more for their money.







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### Q&A





#### Thank you

#### **Ian Strafford-Taylor**

CEO

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 $_{0}$  folials group pic 2023 I proprietary & confidential