RS2

together beyond payments

12th Annual General Meeting

Thursday 30 July 2020
Agenda

1. Executive Summary – Highlights 2019
2. Internal Analysis – RS2
3. External Analysis – Payment Market & Competitors
4. Strategic Planning – SWOT & Strategic Choice
5. RS2 Vision, Mission and Strategy
6. 2019 Financials
Agenda

1. Executive Summary – Highlights 2019
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5. RS2 Vision, Mission and Strategy
6. 2019 Financials
Highlights 2019

- Implementation of Group’s successful strategy
  - Execution of strategic milestones resulting in international growth and expansion
  - Expanding our business globally into APAC, LATAM, Europe, MEA and North America
  - Increase of our customer base
  - Winning significant and strategic deals in Europe, US and LATAM
  - Increase of processing volumes of our Managed Services business
  - Starting of our third business line Direct Acquiring in Europe and LATAM
  - Application for Financial Institution License
  - Enhancing our platform by adding new tools
  - Strengthen our position in the market as one of leading providers of global omni-channel payment services
Highlights 2019

Europe

- Starting of our Direct Acquiring business
- Application for our Financial Institution licence in Germany
  - Acquiring payment services
  - Issuing of payment instruments
  - Payment initiation services
  - Money remittance services
- Acquisition of KALICOM Liebers Zahlungssysteme GmbH for full merchant offerings
  - Immediate capabilities of selling, installing, servicing terminals and processing card transactions
- Preparation to launch the services with our Alliance partner for the travel industry
- Sponsorship to launch our white-label Acquiring Solution
- Setting up the team and the infrastructure in preparation of the Financial Institution licence
Highlights 2019

North America

- Well-positioned as Service Provider
- Significant and strategic agreement with one of the top three large US Acquirer as Managed Service client
- First US client went live
- Two clients have been boarded to go live
- Signing of three ISO’s ready to be launched 2020
- Continuous expansion by increasing the staff compliment and building infrastructure for the processing clients
**Highlights 2019**

**LATAM**

- Increase of services to our current customers in Brazil, Argentina and Colombia
- Partnership with MOViired to offer Direct Acquiring and Issuing
  - Leading challenger bank
  - MOViired has a strong base of 60,000 POS terminals
  - 15 million client transactions per month
- Expanding with current Managed Services client into other countries within the region
- Expanding with current Licence clients by consolidating their entire cross-regional business on the platform
Highlights 2019

- **APAC**

  - Increase of services to our current customers both for Licenced and Managed Services in several countries in the region
  
  - Preparation of Group wide services (Chargeback, Call Center services)
  
  - Delivering payment as a service for issuing and acquiring to financial institutions of any size and offering term licences for issuing and acquiring to large international banks
  
  - Significant and strategic agreements in different industries
Executive Summary

Key highlights of RS2 & RS2’s growth strategy

1. Comprehensive technical solution
   - RS2 is one of the only providers to offer a global omni/multi-channel platform
   - 30 years market experience Worldwide presence with blue chip customer portfolio
   - Uniquely positioned for global customers to process international & local payment

2. Solid financial base and market out-performance
   - Healthy financial position
   - Solid and prime long-term oriented shareholder-structure
   - Over last years, RS2 significantly outperformed the stock market

3. Highly attractive industry
   - Double digit market growth in payment over last years
   - Digitalization drives innovation and disruption and offers new revenue streams
   - Future tailwind is coming from consumer behavior, regulation and digitalization

4. Strong market momentum
   - Consolidation process offers opportunities, both for organic and inorganic growth
   - Influence of leading-edge technology increases, software is a crucial advantage
   - High liquidity and cheap re-financing allow significant investments

5. Clear Strategy for accelerated growth
   - Future-driven strategy around the big opportunities in the payments-industry
   - Ambition to become a full integrated, digital, omni-/multi-channel payment provider
   - Developed a clear strategic roadmap to implement strategy and to maintain focus
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RS2 is a powerhouse with strong financials

**Company description**

- **RS2**
  - Founded in 1988 and headquartered in Malta, RS2 Software develops software and managed services for card payment processing to banks and other Financial Institutions.
  - The company operates in three segments:
    - **Licensing**: engaged in licensing of the Company’s BankWORKS software to banks and service providers, including maintenance and services thereto.
    - **Processing**: segment is involved in processing of payment transactions utilizing its BankWORKS software.
    - **Merchant service**: New business-line to take next step in the payment value chain. Solution is to directly serve merchants for acquiring and issuing solutions.
  - RS2 has steadily significantly outperformed the market. Shareholder returns over the last 5 years amount to >250%.
  - Current market capitalization €452m (as of 07-10-20).

**Stock price development**

**Comparative return analysis**

- 1 Year: RS2 88.0%, Industry 38.8%, Market 2.6%
- 3 Years: RS2 78.2%, Industry 58.9%, Market 3.7%
- 5 Years: RS2 266.5%, Industry 131.3%, Market 55.3%
Overview about the RS2 Group

RS2 Software Plc.
Mosta, MLT
~270 Employees
Holding, Software development, licensing

RS2 Germany GmbH
Neu-Isenburg, GER
~14 employees
Service provider for software Plc, product mgt., implementation

RS2 Merchant Services Europe GmbH
Neu-Isenburg, GER
0 employees
Holding for merchant business in Europe

RS2 Smart Processing Ltd.
Mosta, MLT
~25 Employees
Processing—Business for FI globally w/o US

RS2 Software LAC LTDA
Sao Paulo, BRA
~1 employees
Sales & service office for Latin America

RS2 Software APAC
Metro Manila, PHL
~22 employees
Sales for Software Plc. & Processing Ltd., vice versa service center for both

RS2 Software Inc.
Denver, USA
~35 employees
Processing for US, Sub-Licensing for Key Accounts

RS2 Financial Services GmbH
Neu-Isenburg, GER
~8 employees
Acquiring business, E-Money for Europe

Kalicom Zahlungssysteme GmbH
Neu-Isenburg, GER
~8 employees
ISO for Germany (Sales, Service, NSP)

<table>
<thead>
<tr>
<th>100%</th>
<th>100%</th>
<th>99,92%</th>
<th>99%</th>
<th>99,99%</th>
<th>64,20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>RS2 Germany GmbH</td>
<td>RS2 Merchant Services Europe GmbH</td>
<td>RS2 Smart Processing Ltd.</td>
<td>RS2 Software LAC LTDA</td>
<td>RS2 Software APAC</td>
<td>RS2 Software Inc.</td>
</tr>
<tr>
<td>Neu-Isenburg, GER</td>
<td>Neu-Isenburg, GER</td>
<td>Mosta, MLT</td>
<td>Sao Paulo, BRA</td>
<td>Metro Manila, PHL</td>
<td>Denver, USA</td>
</tr>
<tr>
<td>~14 employees</td>
<td>0 employees</td>
<td>~25 Employees</td>
<td>~1 employees</td>
<td>~22 employees</td>
<td>~35 employees</td>
</tr>
<tr>
<td>Service provider for software Plc, product mgt., implementation</td>
<td>Holding for merchant business in Europe</td>
<td>Processing—Business for FI globally w/o US</td>
<td>Sales &amp; service office for Latin America</td>
<td>Sales for Software Plc. &amp; Processing Ltd., vice versa service center for both</td>
<td>Processing for US, Sub-Licensing for Key Accounts</td>
</tr>
</tbody>
</table>
Internal Analysis of RS2 / Organization

Employment statistics

Employee nationality and work location

- **Nationality:**
  - Maltese: 15%
  - American: 9%
  - German: 7%
  - Jordan: 7%
  - Philippines: 7%
  - Other: 7%

- **Work location:**
  - Malta: 59%
  - USA: 7%
  - Philippines: 5%
  - Germany: 4%
  - Other: 8%

Employee development 2014 to 2019

- No. of employees by tenure in years (2019)

Competences

- **Management:** 4%
- **IT & Product Management:** 68%
- **Customer Service:** 2%
- **Sales & Marketing:** 2%
- **Back Office & Operations:** 24%
Internal Analysis of RS2 / USPs

Unique Selling Points and Value Proposition, overview of key differentiators

- **Reliable performance**
  Robust 99.99% availability and high performance engine

- **One Global Platform**
  Global state of the art solution and global coverage, instant and real time payments

- **Scalable**
  Cloud-based solution linearly scalable with no lead-time for infrastructure upgrade

- **Omni Channel**
  True omni-channel covering all payment sources (online, offline, mobile)

- **API enabled**
  Single platform with single API integration – one source code for SMEs and large Enterprises

- **Highly Configurable**
  Configurable by client, region, currency, business type and channel

- **Customer experience**
  High integration over the payment value chain enables superior customer support

- **Value-added services**
  DCC, MCA, Installments, reporting, merchant and partner portal, global reconciliation, FX

- RS2 is one of the only providers worldwide to offer **global omnichannel payment services** through a single integration to its cloud platform
- RS2 is uniquely positioned to enable global customers to process both **international and local payments**
- RS2 provides customers with a **single view of their transactions** through consolidated reporting and the reconciliation of their entire businesses across currencies and languages
- It has a highly flexible platform **allowing customers quicker time to market** through a single API integration
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Five main trends for opportunities and challenges in the payment ecosystem

Global non-cash transactions

<table>
<thead>
<tr>
<th>Year</th>
<th>Latin America</th>
<th>EMEA</th>
<th>North America</th>
<th>APAC</th>
<th>Total</th>
<th>CAGR: 10.2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>306</td>
<td>358</td>
<td>436</td>
<td>539</td>
<td>605</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>306</td>
<td>358</td>
<td>436</td>
<td>539</td>
<td>605</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>306</td>
<td>358</td>
<td>436</td>
<td>539</td>
<td>605</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>306</td>
<td>358</td>
<td>436</td>
<td>539</td>
<td>605</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>306</td>
<td>358</td>
<td>436</td>
<td>539</td>
<td>605</td>
<td></td>
</tr>
</tbody>
</table>


Global payment revenues by region (USD trillions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Latin America</th>
<th>EMEA</th>
<th>North America</th>
<th>APAC</th>
<th>Total</th>
<th>CAGR: 5.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1.3</td>
<td>1.4</td>
<td>1.6</td>
<td>1.8</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1.3</td>
<td>1.4</td>
<td>1.6</td>
<td>1.8</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>1.3</td>
<td>1.4</td>
<td>1.6</td>
<td>1.8</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>1.3</td>
<td>1.4</td>
<td>1.6</td>
<td>1.8</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>1.3</td>
<td>1.4</td>
<td>1.6</td>
<td>1.8</td>
<td>4.9</td>
<td></td>
</tr>
</tbody>
</table>

Market trends

- **Dynamic market growth:** Non-cash transactions grew by 12% globally during 2018, Asia and CEMEA growing by 20–30%. Drivers are mobile payments, contactless payments and shift to e-commerce.

- **Technology investments of incumbents:** Main payment providers modernized their operations and infrastructure to support new product offerings and new technologies in order to generate new revenue sources.

- **Consolidations:** The payments market is undergoing an unprecedented wave of consolidation with intensive M&A in payment services related to acquiring and broader merchant servicing.

- **Boosted competition:** New entrants, especially Big Techs, have changed the dynamics in the industry as businesses and consumers shift from cash to digital payment methods – Apple as a game-changer.

- **Regulatory environment:** The EU has developed a comprehensive legislative payment framework aimed at keeping pace with the rapid evolution of the industry as well as preserve financial stability, while creating a more competitive payment system (PSD2) and ICF regulation.

CAGR: 5.6%
Global payments revenue is expected to grow to about $2.7 trillion by 2022

**Projected global non-cash transactions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Latin America</th>
<th>EMEA</th>
<th>North America</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>605</td>
<td>205</td>
<td>168</td>
<td>185</td>
</tr>
<tr>
<td>2022</td>
<td>1,045</td>
<td>343</td>
<td>202</td>
<td>443</td>
</tr>
</tbody>
</table>

CAGR: 14.6%

**Projected payment revenues by region**

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America</td>
<td>0.3</td>
<td>0.5</td>
</tr>
<tr>
<td>EMEA</td>
<td>0.9</td>
<td>1.2</td>
</tr>
<tr>
<td>North America</td>
<td>0.7</td>
<td>0.9</td>
</tr>
<tr>
<td>APAC</td>
<td>0.5</td>
<td>0.6</td>
</tr>
</tbody>
</table>

CAGR: 7.2%

**The future of payments**

- **Continuous development** from cash to electronic payment solutions, the rapid growth of contactless and the adoption of invisible payment solutions and the demand in rich payment solutions is expected to generate additional $1.8 trillion in revenues by 2022.
  
The APAC region, especially China, is expected to grow by >30% from 2018 to 2022 reaching $1.2 trillion in revenues.

- **Technology** is rapidly changing the entire payment industry ecosystem. The move away from cash towards electronic payment solutions, the rapid growth of contactless and the adoption of invisible payment solutions, demand for instant cross-border payment solutions, increasing data protection demands and cyber risks foster technological advancements.

- **Consolidation process** is expected to continue to gain momentum, in the current economic situation, with interest rates being down, creating large international players.

- **Fostered by regulators**, contactless penetration is set to bring mobile in-store solutions to prominence in the coming years.

- **Green technology** is expected to increase in importance in the coming years, with a focus on sustainable energy supply for data centers and production of terminals, general waste reduction, etc.

Payment Market/Impact of COVID-19 on Payments

Impact of COVID-19 pandemic on payments

**Short term**
- Significant decrease of global payment-revenue with negative growth
- Most affected industries: Hospitality and tourism, retail, airlines, events, hotels, restaurants. But also some segments can benefit from the crisis, like: E-Commerce, garden/flower-retail, food delivery service, supermarkets.
- Acceleration of cash displacement towards contactless payment infrastructure and migration to terminals without pin-pads

**Mid/Long term**
- Accelerated shift from POS to E-Commerce
- Shift in consumer behavior will lead in an accelerated growth for card based payments at POS
- Self-checkout or “order & collect” solutions gaining popularity pre-crisis, contactless payment cards with increasing penetration
- Expected uptake in regional travel on the back of certain international travel (e.g. cruises) shifting spending patterns and revenue opportunities. Proven effectiveness of virtual meetings reducing business travel expected. This lead in a lasting drop for some segments, like Airlines, Hotels, Events hitting their business model and in less cross boarder transactions

In mid-term, **payments can profit from the corona crises**, but in a shift in customer-industries, infrastructure-equipment and channels!
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Strategic Planning / Action Map

Strategic areas of action

01 Strategic Markets
- US and Europe to focus on
- Organic growth: supported by tec-driven solutions
- Inorganic growth: address targets with complementary capabilities

02 Products / Customers
- Densified value chain
- Technical development of in-house solutions
- Focus on customers not adequately served resulting from mega-mergers

Actions to enhance RS2’s strategic market positioning to capture future growth potential

03 Organisation
- Seek funding for accelerated growth
- Foster sales and marketing capabilities
- Reach critical market share to capitalize on necessary infrastructure investments
- Reduce dependencies from external providers
- Increase control along the value chain to maximize client stickiness
- Get own licenses (authority and schemes)

04 Products / Customers
- Develop end-to-end multi-channel solutions (incl. merchant facing side)
- Enlarge merchant portfolio (also SME-merchants)
- Increase product portfolio (e.g. PSP)
- Develop E-Com business, SME acquiring and value added services to increase margins
High-level assessment of strategic options and what it takes to win

**White Label processing**
- Expand the current position of RS2
- Processing only
- Global
- Top-Key account segment
- Operation excellence
- Best-in-class technical solution
- Innovative services
- Invest in Platform
- Strengthen sales capabilities and organization

**Pure Technical-driven Provider**
- Expand into E-Com business
- Adress Global E-Com
- Top-Clients with high growth-rates
- Build PSP-competence
- Start-up/tech image
- Innovative technical solution w/o interface
- Invest significant in PSP-solution and sales
- Win reference customer with strong brand

**Vertical/Regional Specialist**
- Build portfolio of vertical leadership position (market/industry)
- Adress vertical with special need to serve best (Airlines, hotels)
- Adress markets US/GER
- Best competence in chosen vertical – understand merchants
- Focus on one Country
- Invest in vertical competence or in capabilities in one specific country
- Acquirer fitting companies

**High-Margin Provider**
- Agressively capture high-profit segment
- SME-POS Business in US and Germany and/or High-Risk E-Com global
- Build special salesforce
- Develop individual Go-to market model
- Fitting competence
- Build necessary capabilities (Risk, Monitoring, Legal etc)
- Acquirer fitting companies
- Invest signifiant in PSP-solution and sales
- Win reference customer with strong brand

**Fully integrated End2End Provider**
- Beeing truly full service provider
- Processing, Acquiring, PSP, NSP
- Global
- Provide full offering (Front-and Backend)
- Win merchants with traditional products
- Invest massivley to fill gaps (PSP, Acq. Issuing)
- Acquirer matching Companies to fill gaps

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*Based on investment Thesis
** incl. M&A
Among the strategic options, the fully integrated End2End payment provider seems most attractive one. Being a truly fully service provider, by means offering Processing, Acquiring, Issuing and NSP/PSP out of one hand at the front- and back-end, seems the most future-prooven strategy, which also allows the maximum customer-monetarization and high degree of merchant stickiness.
Strategic Planning / Strategic Choice

Fully integrated End2End payment provider – Strategy is based on focussing toward merchant with an integrated proposition delivered by inhouse-capacities belong the entire value chain

<table>
<thead>
<tr>
<th></th>
<th>From</th>
<th>Towards</th>
<th>Out of scope</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market (geography)</strong></td>
<td>• Serving all markets with same priority</td>
<td>• Focus on marktes EU and US</td>
<td>• Niche-markets (eg Albania), Risk-markets (eg Russia), not addressable markets (eg China)</td>
</tr>
<tr>
<td><strong>Customer Segment</strong></td>
<td>• Banks</td>
<td>• All kinds of industries*</td>
<td>• Mico-Merchants not targeted</td>
</tr>
<tr>
<td></td>
<td>• Espacially Key Account merchants</td>
<td>• All merchant sizes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Focus Omni-channel customer</td>
<td></td>
</tr>
<tr>
<td><strong>Product Portfolio</strong></td>
<td>• Processing</td>
<td>• Processing</td>
<td>• Terminal manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Licensing</td>
<td>• Licensing</td>
<td>• Blockchain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Acquiring</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Issuing</td>
<td></td>
</tr>
<tr>
<td><strong>Distribution &amp; Go-to-market</strong></td>
<td>• Primary via indirect sales (Merchant leads)</td>
<td>• Intergated multi sales channel offering via own salesforce</td>
<td>• Indirect Sales-channel via competitors</td>
</tr>
<tr>
<td></td>
<td>• Focus on one product</td>
<td></td>
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</tr>
</tbody>
</table>

*T&E especially airlines only via JV with strategic partner
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RS2 Vision and Mission Statement

Truly global & fully integrated E2E digital omni/multi-channel payment service provider

**Vision**

Our ambition is to become a **fully integrated, digital omni/multi-channel payment service provider** – simple, innovative, targeted to consumer demands and with global reach

**Mission**

Deliver all payment services out of one hand, worldwide scalable and agile solutions combined with best in class customer service – We empower Financial Service Provider & merchants to benefit from digitalization of payment and on-us processing
Cornerstones of RS2 Group - Strategy

Five pillars will drive the strategy, to build an integrated omni-channel service provider

Processing
- Best-in class Processing for Issuing & Acquiring - Global platform with a single API
- Switching
- Disputes
- Risk-Management
- ICF/CSF-Optimization
- Empowering on-us

Acquiring & Issuing
- Direct merchant acquiring-business under own license in EU
- Strong position in Germany and US as a starting point for further growth in other countries (as follow your customer strategy)
- Issuing for Loyalty, Prepaid, closed-loop cards

PSP / Alternative Payments
- PSP-solution, incl. capability to offer integrated one-stop-shop payment solutions ("omni-channel")
- Alternative payments in E-Commerce (e.g. Billpay, Ratepay, iDeal, Elo, Wallets)

Terminal & Technical Network
- Own technical network operations
- Sales & Rent of terminals incl. own terminal management

Strategic Add-on Services
- Dunning/Collection
- Factoring
- Cash Management
- B2B payment

One Contract + Reconciliation + Reporting + Billing
The Payment Value Chain

Six core stakeholders in the traditional chain – RS2 strategy is to consolidate the value chain

The RS2-way: Control the chain, take complexity out, lift synergies to build better solutions
In order to support the RS2 Group's growth strategy to be a fully integrated payment provider, the following areas of invests are needed:

**Investment Areas for RS2**

**Growth**
- Invest in US & EU
  - Ramp-up of operation in the USA and EU
    - Invest in Organisation
    - Scale of Sales and Marketing resources
    - Move into acquiring

**Product enhancement**
- Develop technology roadmap
  - Gateway product
  - Call Center Services
  - Chargeback Processing
  - Terminal Deployment
  - Partner portal
  - Optimize BankWorks system-architecture

**M&A activities**
- Agreeive Deals in US & EU, to enhance capability, to scale and to have a fast time-to market
  - US: ISO and/or Acquirer
  - EU: ISOs, Acquirer, Technical Network Provider, PSP
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Key Figures 2018 and 2019

2019 impacted by investment in new business areas

<table>
<thead>
<tr>
<th></th>
<th>2018 ACT</th>
<th>2018 adj.</th>
<th>2019 ACT</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>25.0</td>
<td>19.3</td>
<td>22.1</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>7.9</td>
<td>2.2</td>
<td>-0.2</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>3.2</td>
<td></td>
<td>-3.2</td>
</tr>
<tr>
<td><strong>Cash Flow</strong></td>
<td>-4.4</td>
<td>-4.4</td>
<td>-4.8</td>
</tr>
</tbody>
</table>

1) 2018 revenues and EBITDA were positively impacted by €5.7 due to IFRS conversion

2) The IFRS conversion had a positive impact of €3.7 on net income
Revenue by business lines 2018 vs 2019

Shift revenue into new business lines

In m€

2018 2019
Licensing 19.3 22.1
Processing 3.8 8.5
Acquiring 15.5 13.6

+14%

Deversifing of business lines Growth due to enhanced product portfolio

2018 2019

80% 62%

20% 38%

Adjusted by the IFRS revenue impact of m€ 5.7
Revenue and EBITDA by legal entities

Revenues

- **2018**
  - RS2 PLC: 19.3 (3.8)
  - RS2 APAC: 16.2 (3.8)
  - RS2 Inc: 4.9
  - RS2 SP: 1.8
  - Other: 0.5

- **2019**
  - RS2 PLC: 22.1 (4.3)
  - RS2 APAC: 18.8 (4.9)
  - RS2 Inc: 1.8
  - RS2 SP: 0.7
  - Other: 0.2

- *Adjusted by the IFRS revenue impact of m€ 5.7

EBITDA

- **2018**
  - RS2 PLC: 2.2 (0.8)
  - RS2 APAC: (2.8)
  - RS2 Inc: (0.1)
  - RS2 SP: (0.1)
  - Other: 0.3

- **2019**
  - RS2 PLC: 2.3 (0.5)
  - RS2 APAC: (4.2)
  - RS2 Inc: (0.1)
  - RS2 SP: (0.1)
  - Other: 0.2

- *Adjusted by the IFRS revenue impact of m€ 5.7

**Note:**
- **+12%**
- **-14%**
- **+14%**
- **-2.4 m€**
- **- 0.6**
- **0.4**
## P&L 2018 and 2019

<table>
<thead>
<tr>
<th></th>
<th>2018 adj.</th>
<th>2018</th>
<th>2019</th>
<th>delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>25.0</td>
<td>19.3</td>
<td>22.1</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Cost of sales</strong></td>
<td>(12.6)</td>
<td>(12.6)</td>
<td>(15.1)</td>
<td>(2.5)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>12.4</td>
<td>6.7</td>
<td>7.0</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Marketing and promotional expenses</strong></td>
<td>(1.0)</td>
<td>(1.0)</td>
<td>(1.9)</td>
<td>(0.8)</td>
</tr>
<tr>
<td><strong>Administrative expenses</strong></td>
<td>(5.0)</td>
<td>(5.0)</td>
<td>(7.0)</td>
<td>(2.1)</td>
</tr>
<tr>
<td><strong>Other income /expenses</strong></td>
<td>0.2</td>
<td>0.2</td>
<td>(0.1)</td>
<td>(0.3)</td>
</tr>
<tr>
<td><strong>Results from operating activities</strong></td>
<td>6.6</td>
<td>0.9</td>
<td>(2.0)</td>
<td>(2.9)</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td>(0.0)</td>
<td>(0.0)</td>
<td>(0.1)</td>
<td>(0.1)</td>
</tr>
<tr>
<td><strong>(Loss)/Profit before income tax</strong></td>
<td>6.6</td>
<td>0.9</td>
<td>(2.1)</td>
<td>(3.0)</td>
</tr>
<tr>
<td><strong>Income tax expense</strong></td>
<td>(3.3)</td>
<td>(1.4)</td>
<td>(1.1)</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>(Loss)/Profit for the year</strong></td>
<td>3.2</td>
<td>(0.5)</td>
<td>(3.2)</td>
<td>(2.7)</td>
</tr>
<tr>
<td><strong>(Loss)/Earnings per share</strong></td>
<td>0.022</td>
<td>0.002</td>
<td>0.008</td>
<td>0.006</td>
</tr>
</tbody>
</table>

1) 2018 revenues and EBITDA were positive impacted by m€ 5.7 due to IFRS conversion.

The IFRS conversion had a positiv impact of m€ 3.7 on net income.
### Balance Sheet 2018 and 2019

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>9.4</td>
<td>9.2</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>0.0</td>
<td>2.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Intangible assets and goodwill</td>
<td>7.5</td>
<td>9.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Other investment</td>
<td>1.0</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>17.9</td>
<td>21.7</td>
<td>3.9</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1.6</td>
<td>4.3</td>
<td>2.8</td>
</tr>
<tr>
<td>Accrued income and prepayments</td>
<td>5.2</td>
<td>3.3</td>
<td>(1.8)</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>3.4</td>
<td>2.4</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Total current assets</td>
<td>10.1</td>
<td>10.1</td>
<td>(0.0)</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>28.0</td>
<td>31.8</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Equity and Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>17.2</td>
<td>14.1</td>
<td>(3.1)</td>
</tr>
<tr>
<td>Total non-current liabilities</td>
<td>4.2</td>
<td>6.7</td>
<td>2.4</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>6.5</td>
<td>11.1</td>
<td>4.5</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>10.7</td>
<td>17.7</td>
<td>7.0</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td>28.0</td>
<td>31.8</td>
<td>3.8</td>
</tr>
</tbody>
</table>

- **Mainly new office leases in Germany and USA**
- **Financing future growth**
  - US top customer
  - Service rendered but not billed
- **Mainly lease liabilities (m€ 2.2)**
- **Mainly new bank borrowings to finance the US and European extended product portfolio**
## Cash Flow Statement 2018 and 2019

<table>
<thead>
<tr>
<th>In million €</th>
<th>2018</th>
<th>2019</th>
<th>delta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td>1.3</td>
<td>(1.1)</td>
<td>(2.4)</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>(2.1)</td>
<td>(2.7)</td>
<td>(0.5)</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>(3.5)</td>
<td>2.8</td>
<td>6.3</td>
</tr>
<tr>
<td>Net decrease in cash and cash equivalents</td>
<td>(4.4)</td>
<td>(1.0)</td>
<td>3.4</td>
</tr>
<tr>
<td>Cash and cash equivalents at 1 January</td>
<td>7.8</td>
<td>3.4</td>
<td>(4.4)</td>
</tr>
<tr>
<td>Effect of exchange rate fluctuations on cash held</td>
<td>(0.0)</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Cash and cash equivalents at 31 December</td>
<td>3.4</td>
<td>2.4</td>
<td>(1.0)</td>
</tr>
</tbody>
</table>

- **Invest in marketing and high qualified stuff to ensure growth**
- **Financing future growth**
  - 2019 new bank borrowings
  - 2018 repayment of bank borrowings and dividend payment
Thank you.

together beyond payments