

Unifiedpost Strategic Update

30 April 2024

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Product Mockups: *The mockups presented in this slide deck are not intended to represent the final designs for the product. Please note that these mockups are still in the development phase, so the designs presented here are subject to change. While the mockups in this presentation provide an impression of the product's potential appearance, it is important to recognise that they may already be outdated.*

Furthermore, the mockups depicted in this deck are indicative of a potential end state. However, achieving this state may require multiple steps and releases, each contributing to the final product. It is essential to understand that the development process may lead to modifications or alterations in the product's design, potentially deviating from the mockups displayed herein.

We reserve the right to change the designs at any time if necessary. Consequently, the final product may differ from the representations provided in this roadmap slide deck. Please use this presentation for informational purposes only, and understand that any decisions should not be solely based on the information depicted in these mockups.

Agenda

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Objectives and key messages

Hans Leybaert

Empower the management team

1

Concentrate on core business and Group profitability

Build a sustainable organisation for the future

Unlocking value beyond Regulation

2

Crystallise untapped potential

Enhance operational execution capabilities

Enhancing Governance

3

Ongoing review of governance structures

Drive towards best practice governance standards

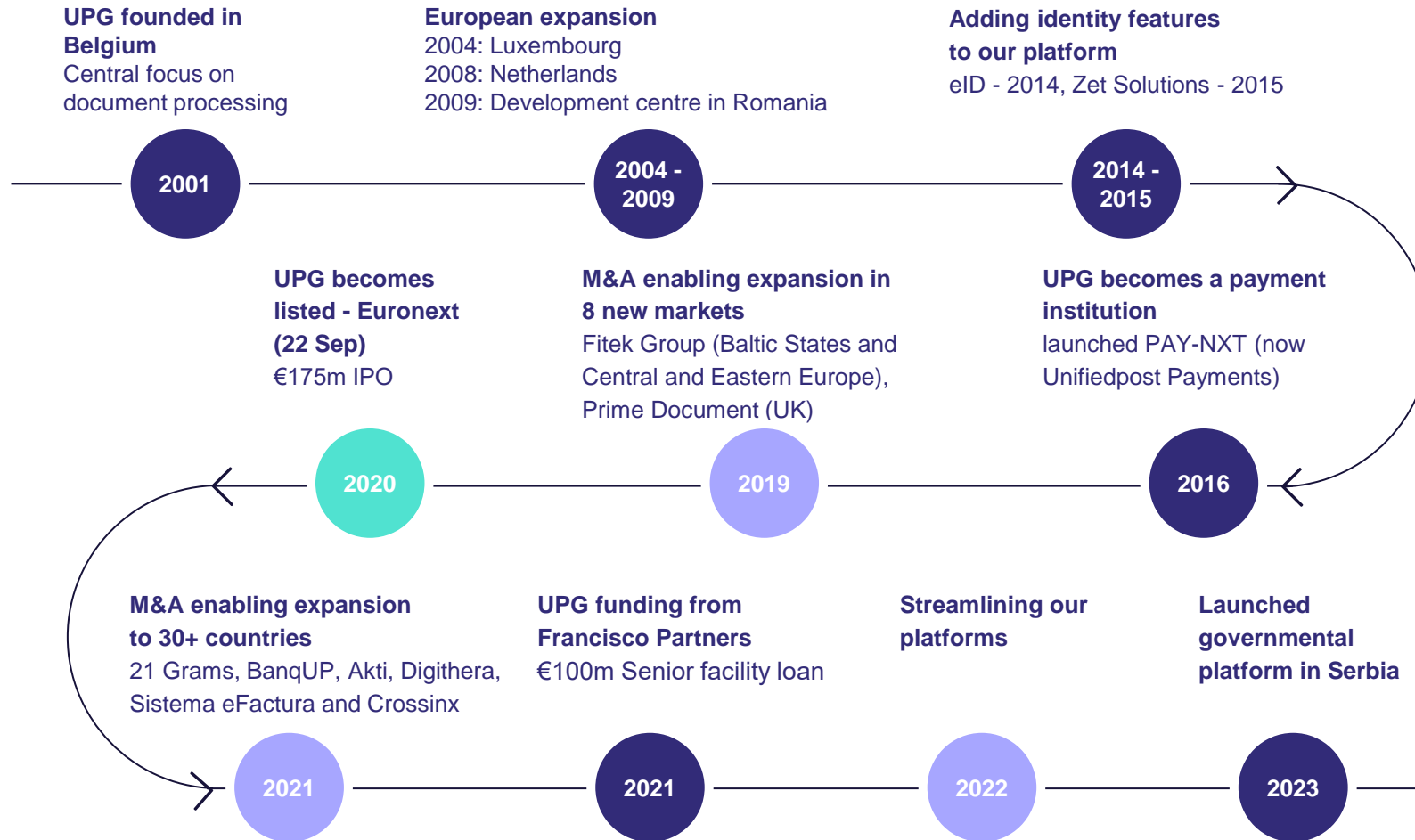
Proactive stakeholder engagement

4

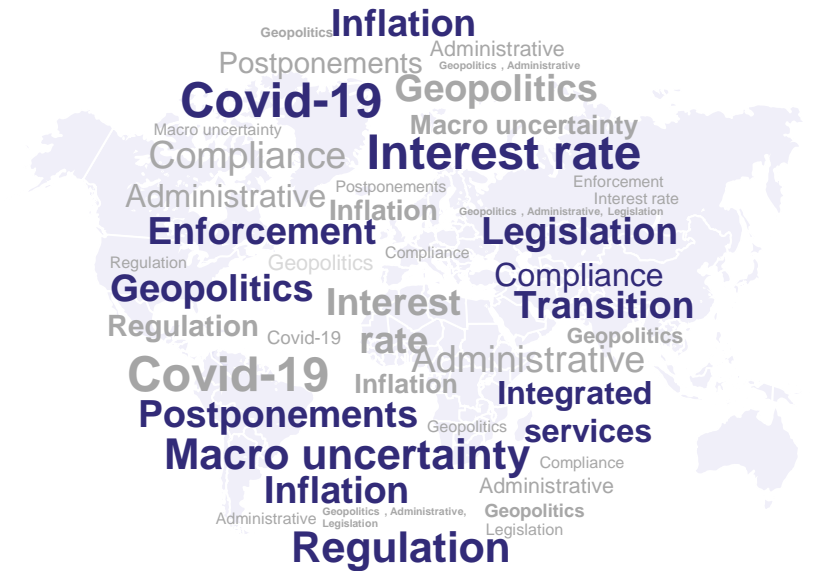
Cultivate investor trust & confidence

Clear accountability and transparency

Adapting our business amid an evolving operating environment



External environment (2020 – present)





Hans Leybaert
CEO & Founder

2001 – present



Koen De Brabander
CFO

2020 – present



Jan Druppel
International business

2017 – present



Arthur Paijens
Payments

2018 – present



David Geleyn
Director of Strategy

2018 – present



Business Model: Our core digital processing services and identify non-core activities for divestment



Value Chain Integration: Modular and integrated solutions across the value chain, including e-Identity, e-Invoicing, e-Payments, and e-Reporting



Digitisation for Growth: Driving short to medium-term growth through digitisation efforts



Scalability Readiness: Preparing for scalability in anticipation of regulatory changes and accelerated growth




Cost Discipline: Maintain a disciplined approach to cost management, capital allocation, and cash flow optimization



Financial Commitment: Establish a financial framework to ensure cash generation and meet medium-term targets

Navigating change: business update


Hans Leybaert



Core Digital Services

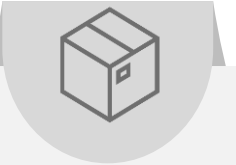
- E-invoicing
- E-payments
- E-reporting
- E-identity
- Government platform

Traditional communication services



Hybrid Digital Services

- Document data extraction
- Print and mail



Paper

- Software-based optimisation
- Optimising large mailings / deliveries
- Parcel distribution

Divestment rationale

Streamlining the business model towards a complete digital service landscape

As digital transformation accelerates, other services are becoming obsolete

Through divestments, we aim to create partnerships to accelerate digital growth

Portfolio pruning opportunities

Traditional Postage & Parcel services

Businesses under scope across:
Scanning, data validation, printing, stand-alone solutions

Hybrid Digital processing services which cannot be digitised

Use of proceeds

Reduce net debt

Strengthen cash position

Status of strategic divestment actions

Multiple NDAs signed

LOI signed

21 Grams signed

FitekIn & Onea signed

governments



micro business



small business



medium sized



corporate



order-to-cash processes

B2G | B2B | B2C
domestic | cross-border
online | in-store | mobile | e-order

e-invoicing



procure-to-pay processes

B2G | B2B | B2C
domestic | cross-border
online | in-store | mobile | e-order

e-identity



embedded payments financing

international | EU | global
instant payments
cashflow

e-payments



e-reporting



product data management compliance

international | EU | global
real-time reporting
tax | sustainability

identity wallet

international | EU | global

Modular capability provides flexibility to meet specific customer requirements and broaden target market

Modular all-in-one integrated solution
Focused on micro and small businesses



Modularity on App level



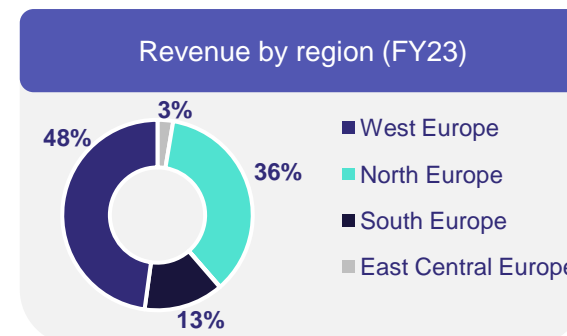
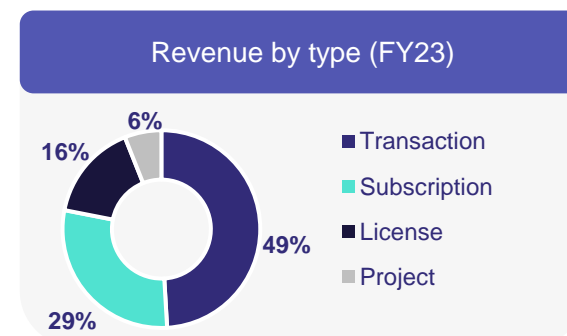
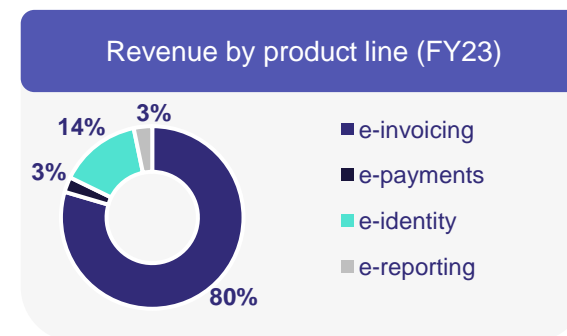
Modularity on API level

Digital Processing – overview

David Geleyn



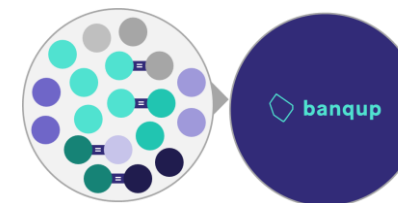
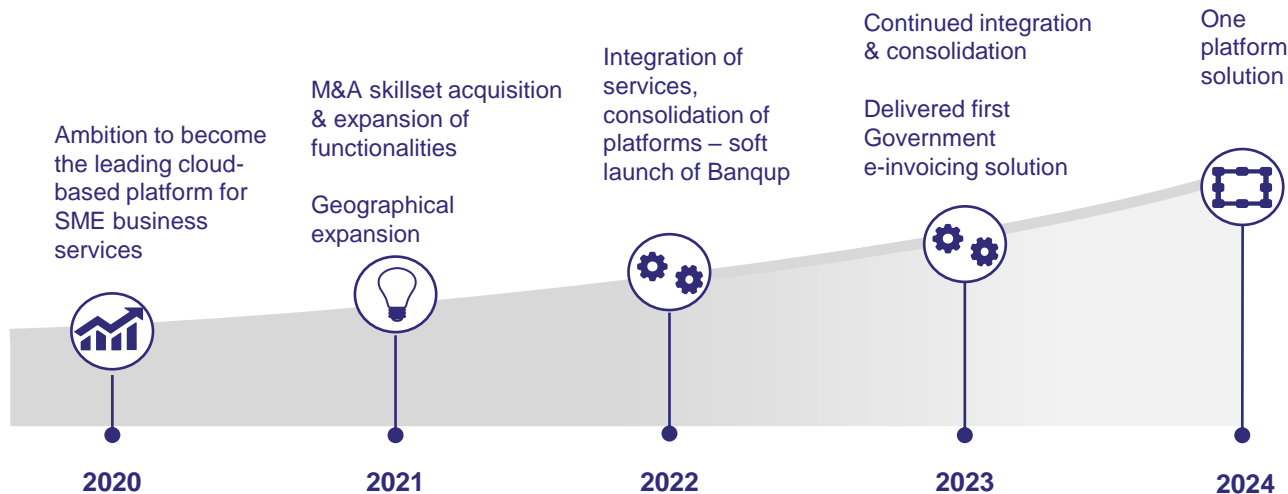
	Offered within Banqup Packages				eFaktura
	B2C, B2B Domestically and across border				Government dedicated platform
	e- invoicing <i>Established</i>	e- payments <i>Launched</i>	e-identity <i>Established</i>	e- reporting <i>Future</i>	e-reporting <i>Launched (Serbia)</i>
Business description	Digital creation, transmission, and receipt of invoice	Secure payment processing	Identity verification methods for electronic transactions	Secure transfer of data to government portal	Supporting governments with all tax compliance models
Key Services	Compliance Interoperability O2C, P2P B2B, B2G, B2C Data extraction Format conversion	Payment account with debit card Payment collection Open banking Payment automation Invoice financing	Private identity verification KYC & KYB Authentication Authorization Transactions signing	Compliance Government platforms Product data management Tax & sustainability	Government reporting infrastructure Corporate interfaces (APIs) Small business interfaces (UIs) Many integration possibilities
Nature of business model	Subscription & transaction	Subscription, Payment fees, Payment account interest and financing fees	Subscription & transaction	Subscription & transaction	Licensing and maintenance fees
Modular or integrated solution	Modular or integrated Available for embedding Integrated for micro and small businesses				Corporate interfaces (APIs) Small business interfaces (UIs) Value-added services via Banqup
Types of partners	Software partners, ERP/CRM, Order Management and Billing Accounting industry Financial Institutions Telecom Companies	Software partners Accounting Software Invoicing Software ERP / CRM Billing E-invoicing Providers Telecom Companies	Software partners ERP / CRM Billing Telecom Companies	Software partners ERP / CRM Order Billing Telecom Companies	Global implementation and consultancy partners



Strong competitive positioning underpinned by network focused solutions that span multiple markets and functions

	UPG	Network peers	Application peers	Domestic peers
Ability to serve all customer groups	★★★★☆	★★☆☆☆	★★★☆☆	★☆☆☆☆
International compliance	★★★★★	★★★★★	★☆☆☆☆	☆☆☆☆☆
Payment functionalities	★★★★★	★★☆☆☆	★★★☆☆	★★★☆☆
Self-service trusted onboarding	★★★★☆	★★★☆☆	★☆☆☆☆	★☆☆☆☆
Regulatory monitoring	★★★★★	★★★★★	★★★☆☆	★★★☆☆
Network reach (Interoperability)	★★★★☆	★★★★★	★★★☆☆	★☆☆☆☆

Robust technological platform provides strong basis to capture upside opportunities



- ✓ Integrated the financial value chain with e-invoicing, e-payments, e-reporting & e-identity
- ✓ Acquired functionalities to provide comprehensive all-in-one solutions
- ✓ Established technological infrastructure
- ✓ Leveraged unique network to develop value-add insights

Established strong foundations to be the leading provider of choice

IP ownership of core offering	Dedicated R&D team
Centralised product division	Network-centric approach
Leadership across e-solutions	Flexible configuration platform
One global scalable platform	Strategic partnership with Google

Proprietary technology

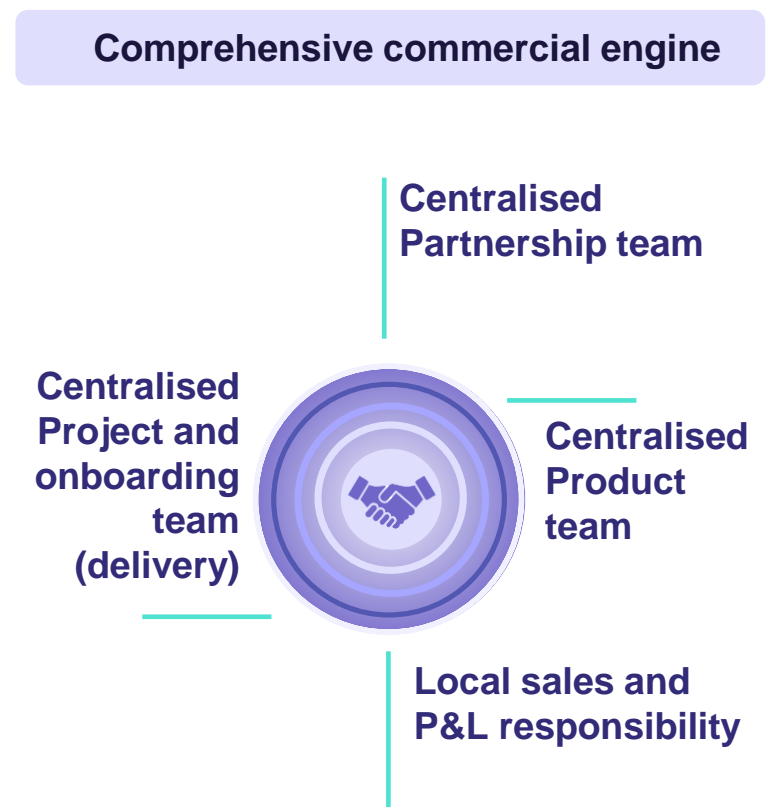
- Standardisation
- Integration
- Innovation
- Data to insight

	Current value proposition	Routes to market	Mid-term drivers
Corporates (Banqup)	Modular API enabled solutions in e-invoicing, e-reporting & e-payments to drive efficiencies and cost optimisation	<ul style="list-style-type: none"> • Direct approach • Big 5 Consulting firms 	<ul style="list-style-type: none"> • Compliance • Cost efficiency due to automation
Micro & SMEs (Banqup)	All-in-one solution to manage business finance with add-ons	<ul style="list-style-type: none"> • Software partners • Industry sector partners • Accountants 	<ul style="list-style-type: none"> • Compliance • Cost efficiency due to automation
Governments	Trusted platform to enable governments to introduce all tax compliance models	<ul style="list-style-type: none"> • Direct sales via RFPs and recommendations 	<ul style="list-style-type: none"> • Results in VAT gap decrease (in other countries)

↓
Grow & Upsell

↓
Attract & Partner

↓
Expand

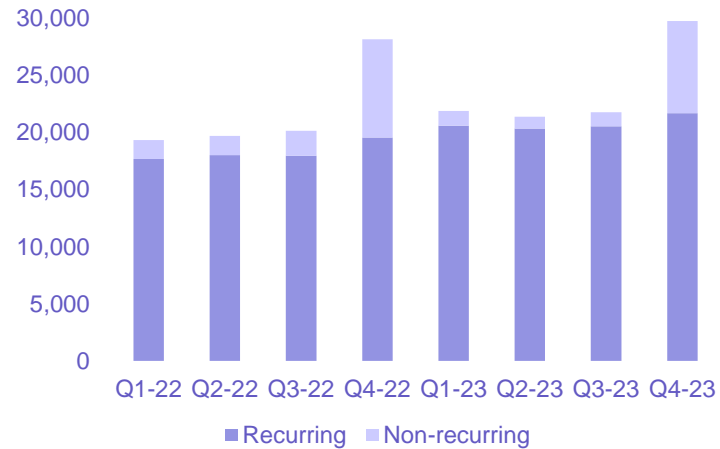




Key metrics of our digital processing business in FY 2023

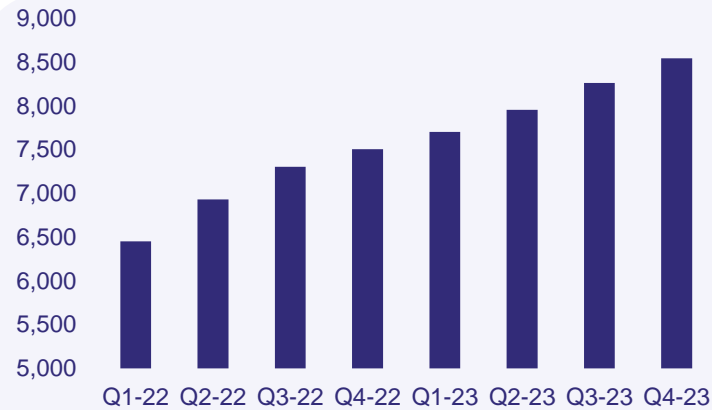
Total digital services revenue¹

FY23: +13,6% reported, +17,3% organic



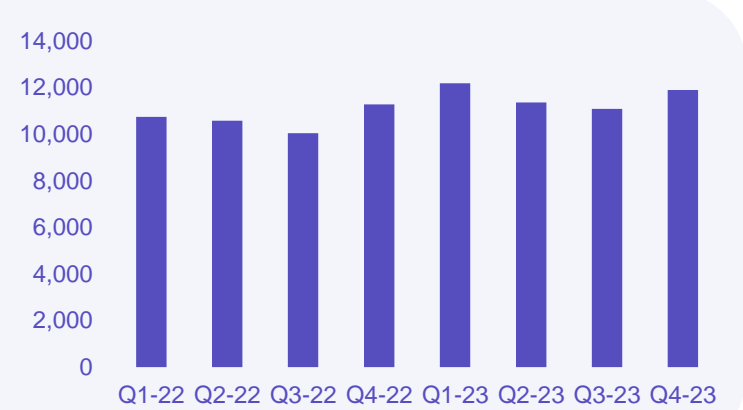
Recurring – Subscription revenue¹

FY23: +15,2%, +17,8% organic



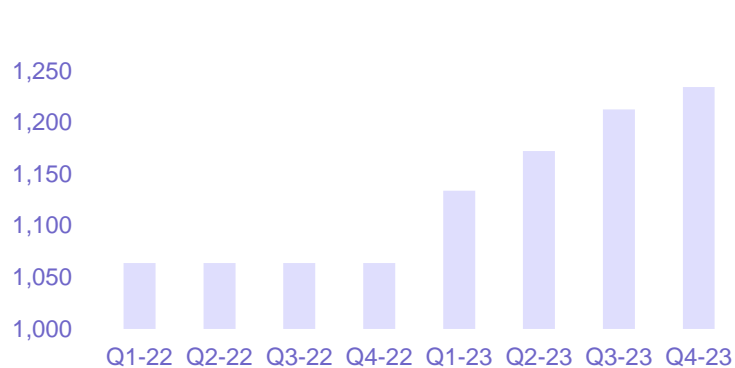
Recurring - Transactions revenue¹

FY23: +9,0% reported, +13,6% organic



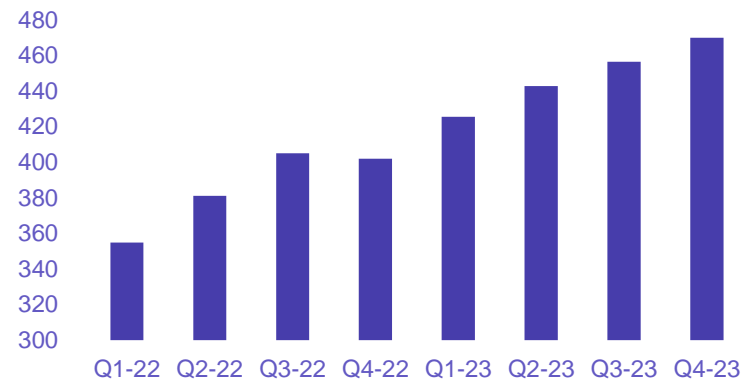
Customers served ('000)

FY23: +16,0%



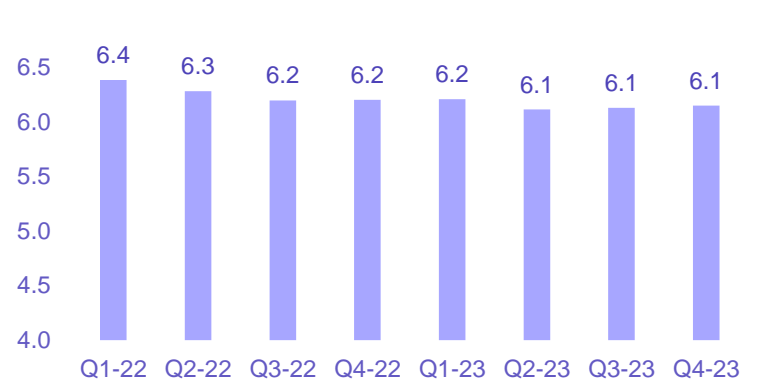
Subscription paying customers ('000)

FY23: +16,9%



ARPU on subscriptions (monthly)

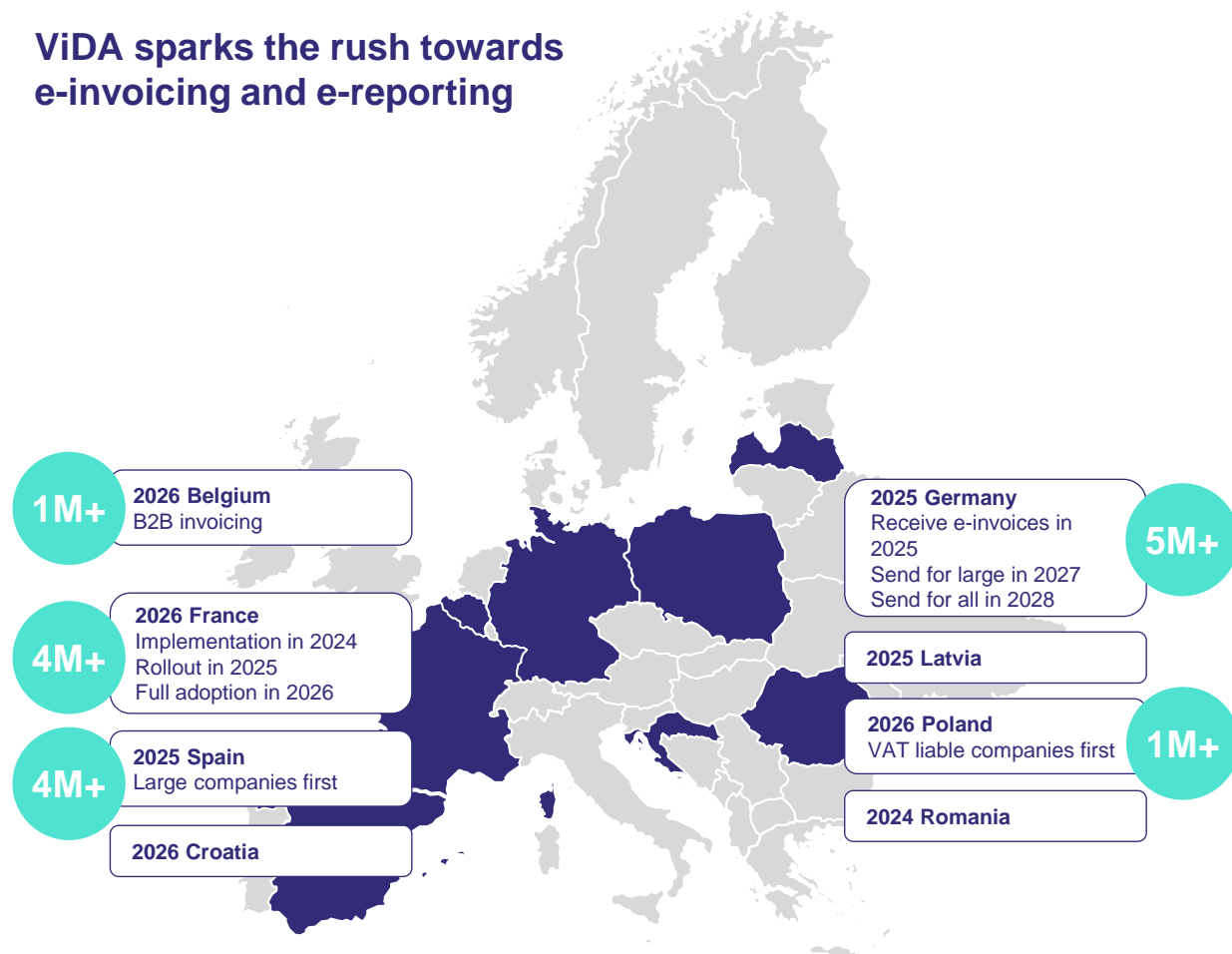
FY23: at € 6,1/month



¹Revenue in thousands of Euro
Note: growth rates represent FY 2023 versus FY 2022

Regulatory implementation provides significant upside opportunities to drive scale across multiple countries

ViDA sparks the rush towards e-invoicing and e-reporting



The French opportunity...

Addressable market & potential

- 2.7m+ companies, 1.3m+ self-employed
- E-invoicing mandate expected to be mandatory in September 2026
- Business model: ARR – subscriptions, transactions

UPG's current positioning

- Exclusive partnership with the French CPA syndicate (22,000 Certified Public Accountants in France) using their branding: jefacture.com

Key assumptions

- Ecosystem is key to the success of the platform
- Ongoing recruitment of partnerships with accounting solutions (Sage, Cegid) and ERP/CRM (EBP, Evoliz)

Next steps

- The French CPA Congress in October 2024
- Pilot with the French financial authorities (AIFE) in T1/25
- Mass deployment in 2026

Where to play

Long lasting in-depth understanding of market dynamics informing strategic direction

How to win

Modular & integrated value proposition + Proprietary technology + Commercial engine

How to scale

Efficiency and regulatory upside

E-invoicing case studies

Jan Druppel

Government: eFaktura, Serbia

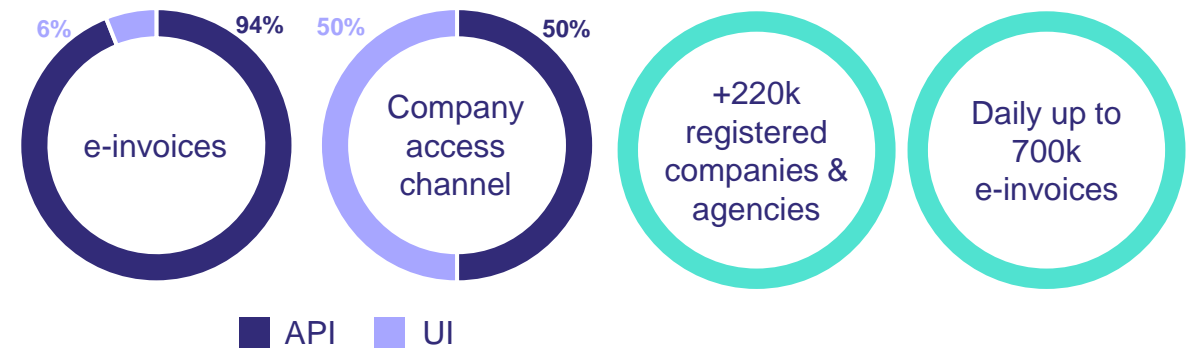
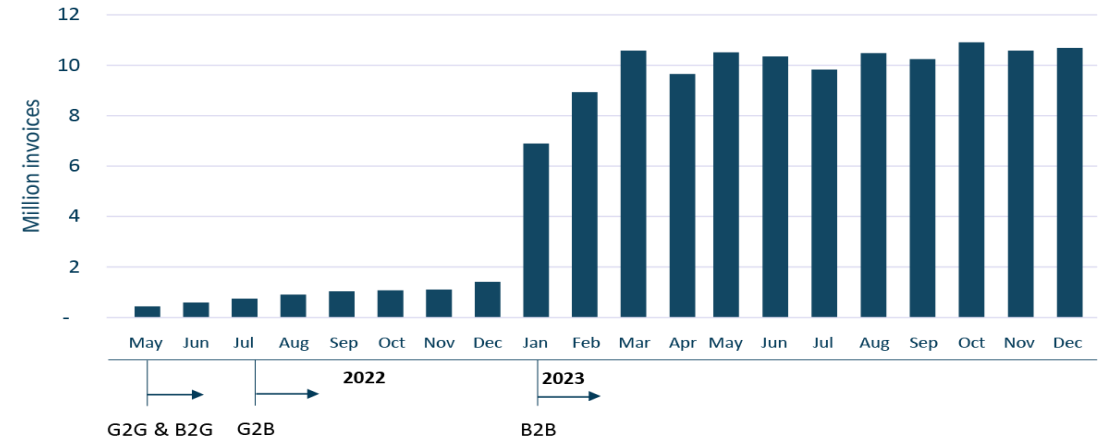
Centralised e-invoicing exchange system

- Contracted by the Ministry of Finance to automatize VAT reporting and improve supervision of both private and public sector
- All e-invoices are posted on **eFaktura, UI & API** accessibility (free)
- All commercial e-invoicing platforms **must integrate with eFaktura.**
- Option to upgrade to **Banqup for automated service** for Micro/SME

- 22 months** from Commercial agreement to live
- Connected to European network compatible with all e-invoice formats**
- UI and API solutions, easy onboarding
- Free usage for companies, **commercial contract with Serbian government** for maintenance and upgrades



With **e-invoice mandate** (January 2023), all Serbian companies registered within **3 months**, with volumes of **10m e-invoices per month**



SME: jefacture.com, France

Decentralised continuous transactions control and exchange system

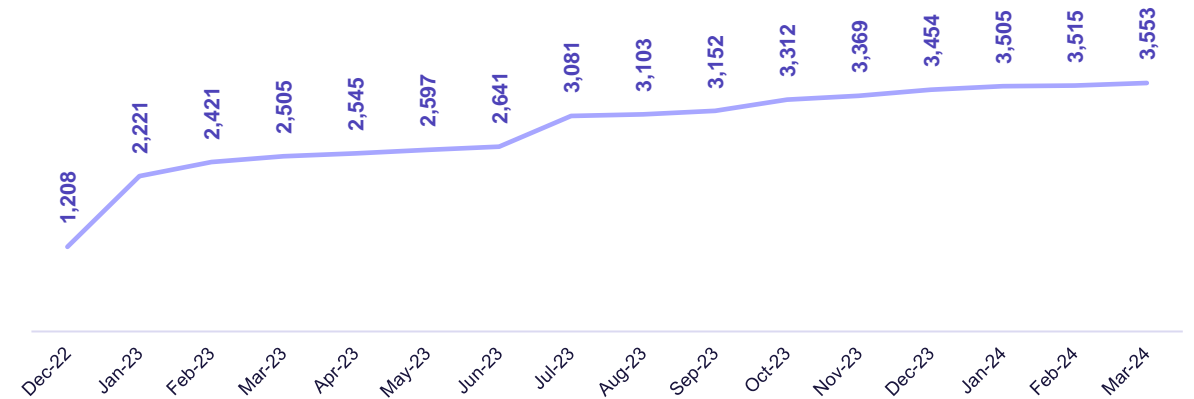


- **Joint venture with ECMA**
- ECMA invites their **members** (20k accounting firms), accounting firms invite their **customers** (4m SMEs)
- **UI & API accessibility**, integrated with governmental portal **ChorusPro**
- Connected to all **major Accounting software** platforms
- Option to Upgrade to Banqup for **integrated payments and other value-added services**

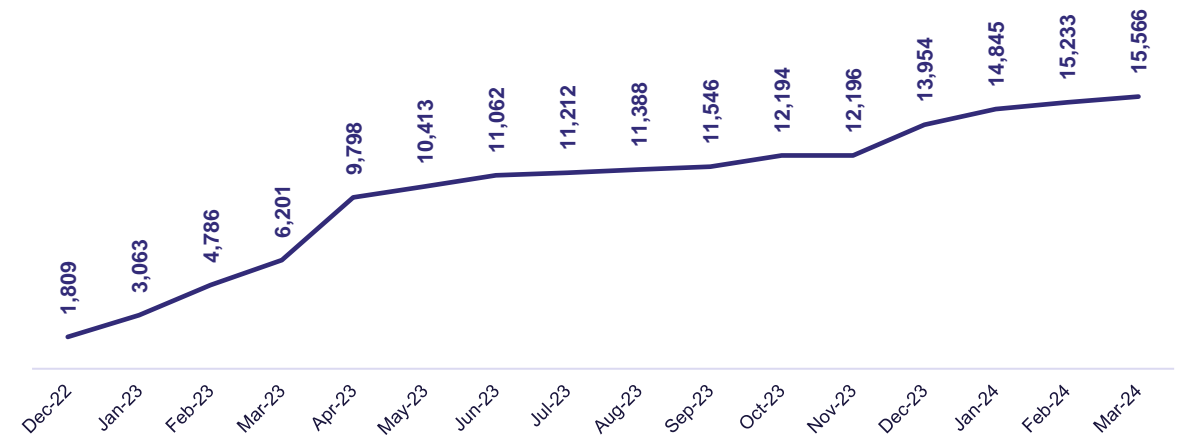
- **Jan 2022:** Beta platform for accounting firms and customers
- **Jan 2023:** Official platform launch
- **Mar 2024:** 18% accounting firms onboarded (representing **710k SMEs**)
- **Jan 2026:** Mandate e-Invoicing – current deadline



Accounting firms onboarded



SMEs onboarded



Corporate: MAN, Germany

e-Invoice delivery for small and medium suppliers

- 175k non-digital invoices annually
- EDI-based, incoming invoice flows covered **for 20% of suppliers** (managing 80% of purchases)
- **80% of suppliers are SMEs**, generating 20% of volume (not in EDI flows) in **17 countries**

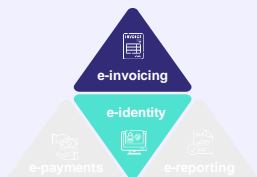
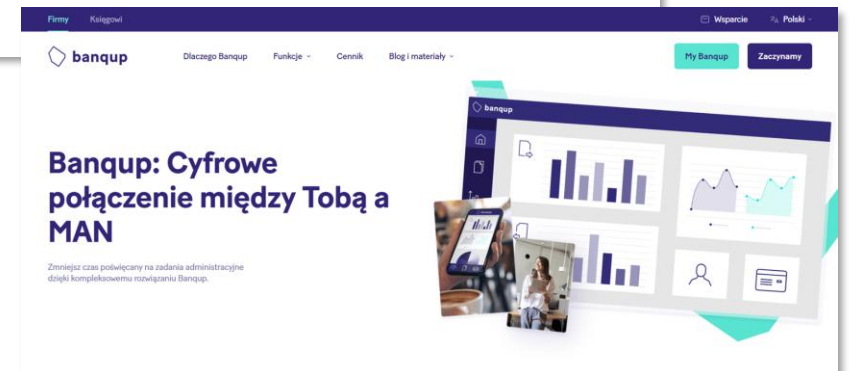
Solution requirements:

- **Internationally** available (OpenPeppol and others)
 - **28k SMEs to be legally compliant** in 17 countries
 - **Easy to use**
 - Connected to **SAP** automated entry at **MAN HQ**
-
- **2023:** Set-up with 25 pilot suppliers active and sending invoices in **Poland, Czech Republic, Netherlands, Sweden, Austria and Italy**
 - **2024 Q1 - Q2:** Proof of concept, joint marketing campaign with MAN Poland (1.8k suppliers)
 - **2024 Q3 - Q4:** 1:1 invitation email from MAN to invite **26k** other suppliers in **16 countries**



Często zadawane pytania

MAN Suppliers Banqup Onboarding

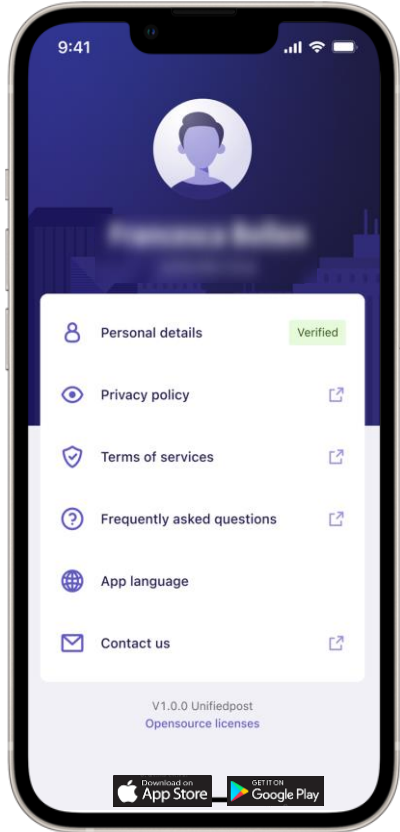


Identity & payments case studies

Arthur Paijens

Identity

Embedded Identity Solution



Identification mechanisms



local IdPs



passport id card

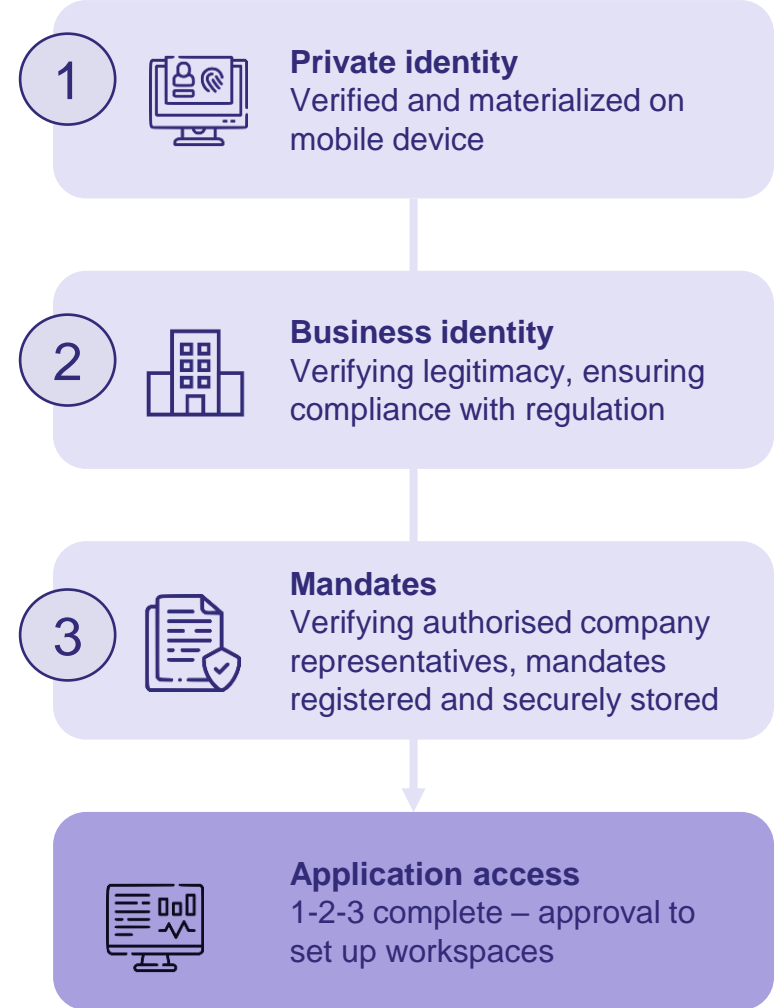


video call

Supported identity providers



European Digital Identity Wallet (eIDAS 2.0)



Identity

E-Identity (EHerkenning) case – primary business identity in the Netherlands

EHerkenning

Business Identity in the Netherlands

Started in 2009 as a public-private partnership

For domestic & foreign companies doing business in the NL

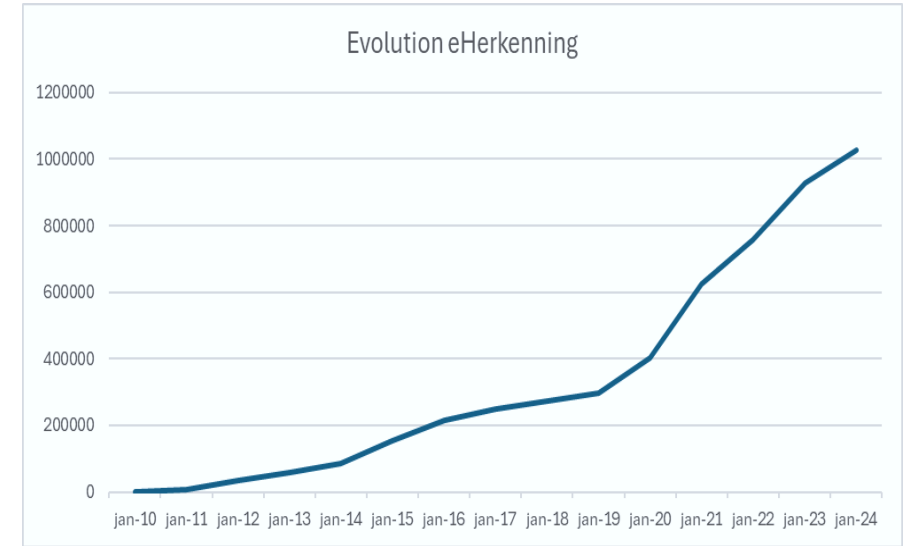
eIDAS notified and 3 levels of assurance

Unifiedpost has large share of market via 2 brands

1m+ companies





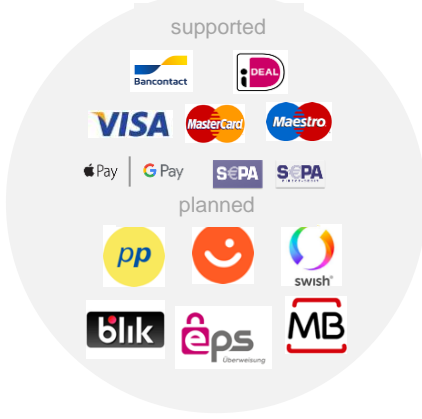

75k daily logins

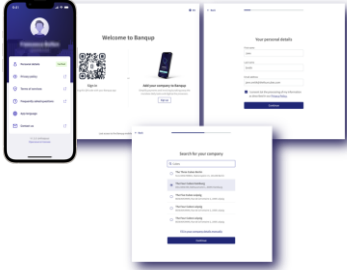






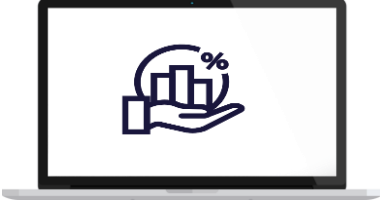
600+ connected services



Well positioned to capture upcoming EU Digital Wallet business identity market

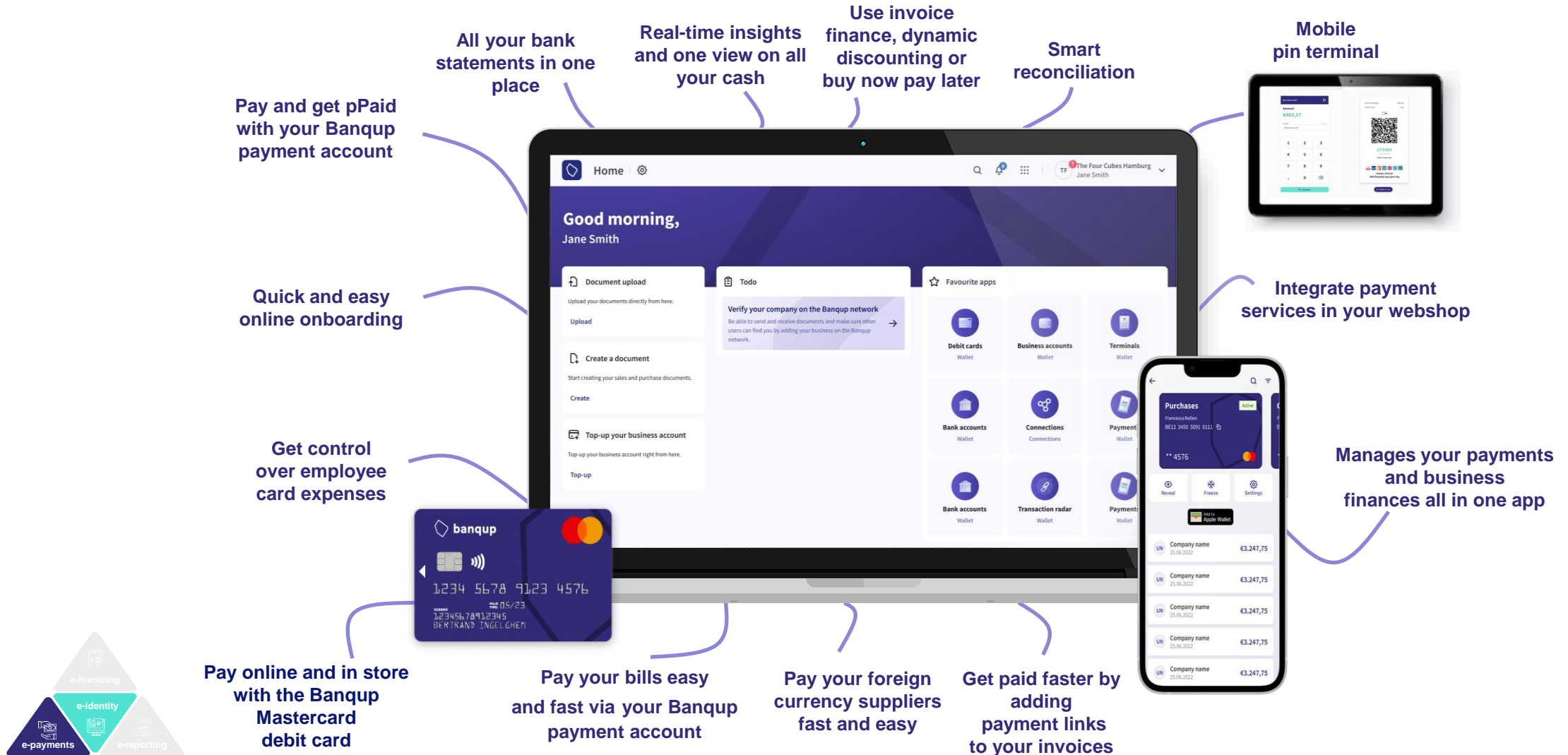


Payment Account	Mastercard Debit Card	Open Banking	Payment Methods	Online Collect
 <p>We issue local client Banqup IBAN accounts in 12 countries and have regulatory approval for 7 more countries</p> 	 <p>Apple Pay Google Pay</p> <p>Our clients can use our global accepted Banqup Debit Card and expense management functionality</p>	 <p>Our clients can connect to 350+ banks (1500+ including sub banks) in 25 countries for account information and payment initiation</p>	 <p>We support a complete range of B2C and B2B payment methods We are fully licensed Mastercard & Visa Acquirer</p>	 <p>We enable our client customers to pay online via payment link or QR code and pay using preferred payment method</p>

e-Identity & KYC	Mobile Terminal	Payment Hub	Foreign Currency Payments	Invoice Finance
  <p>Easy & simple online identification of the legal company representative and KYC on the Unifiedpost company</p> 	  <p>Accept payment in-person with Banqup Terminal on your own tablet or smartphone</p>	 <p>Automated mass payments via bank and/or banqup payment accounts. SWIFT Certified 11.000+ financial institutions in 200+ countries connected</p>	 <p>Pay foreign currency supplier invoices in 100+ currencies integrated with our payment accounts</p>	 <p>Get instant invoice finance Dynamic Discounting Buy Now Pay Later</p>

Unifiedpost Payments

Embedded payment and finance solutions in Banqup (SME)



	Software Vendors	E-commerce	Accounting Software	E-Invoice Providers	Marketplaces
	Customer relations management Enterprise resource planning Vertical enterprise applications	Web Integrators B2B & B2C e-commerce	Pre-Accounting software Accounting Software	Invoice management providers Vertical industry applications	B2B Marketplaces B2C marketplaces
Services	<ul style="list-style-type: none"> • Identity • Payment accounts • Card Issuing • Pay Links • Open Banking • Finance 	<ul style="list-style-type: none"> • Identity • Payment Accounts • Open Banking • Finance • Terminal 	<ul style="list-style-type: none"> • Identity • Payment Accounts • Card Issuing • Pay Links • Open Banking • Finance 	<ul style="list-style-type: none"> • Identity • Payment Accounts • Card Issuing • Open Banking • Pay Links 	<ul style="list-style-type: none"> • Identity • Payment Accounts • Cards Issuing • Pay links • Finance • Terminal



Digitization has massively expanded opportunities to embed our payment capabilities in third party applications

Unifiedpost Payments

End to end payment solution for Guardianship in the Netherlands

340k+
people
under care

2.2k+
caretakers

20% of caretakers handle 80%
of the people under care

Traditional Banks
take
> 30 days
to open a Bank
account

Traditional Banks
take
+ 45 days
to arrange client
finances

Lack of efficiency - traditional
bank services not integrated in
caretaker administration

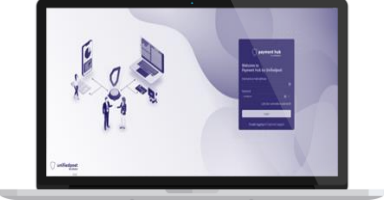


Horus.

Caretaker Trade Organization Partner



Solution Partner



Care Account for caretaker to manage client's finances	Expense Account, Card & App for client day-to-day spending
	 
<ul style="list-style-type: none">• Opened in 24 hrs• Caretaker has full mandate• Accessible via Payment Hub• Integrated in caretaker software• Single and bulk payments• Scheduled payments• Direct Debits• Transaction & Balance information	<ul style="list-style-type: none">• Opened in 24 hrs• Used for clients daily spending• Mastercard Debit Card• ATM Withdrawal• Pay online, mobile & instore• Consult Transactions & Balance• Only to receive funds from care account

Strategic initiatives

Hans Leybaert

Our Vision

Simplify the financial
value chain

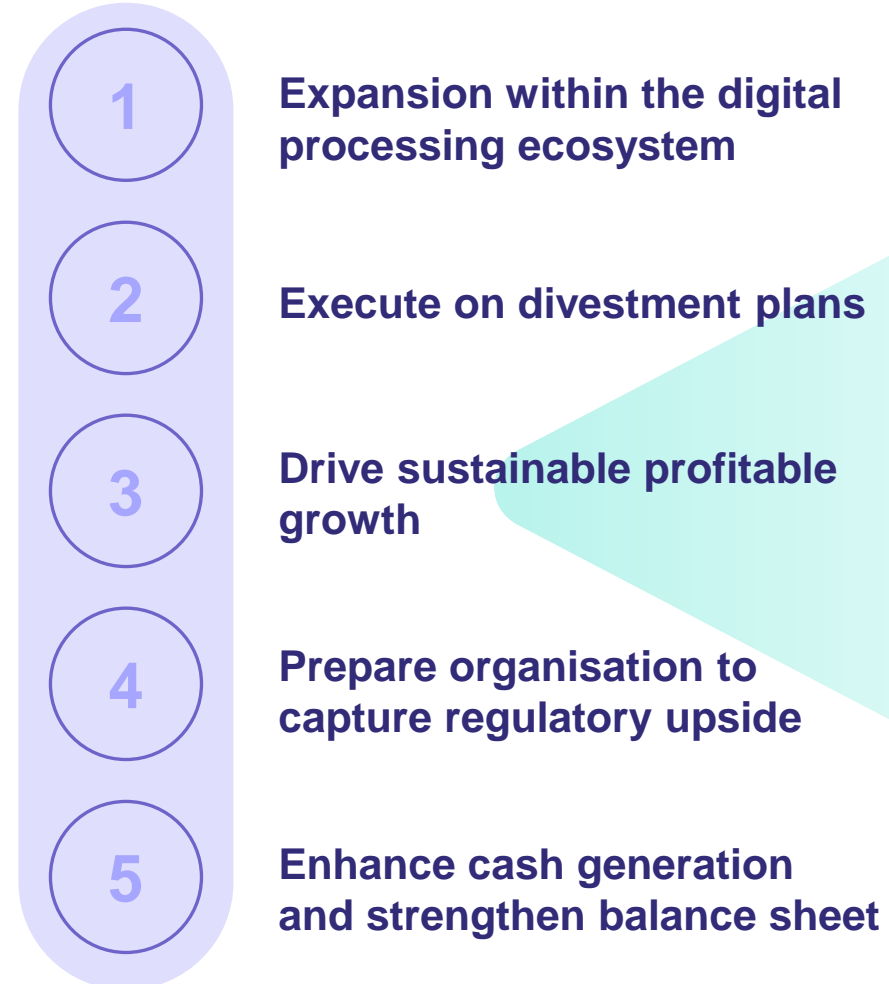
where business transactions
seamlessly cross borders, invoice
payments are effortless and tax
compliance is straightforward

Our Mission

Offer integrated
solutions to complex
challenges

become the leading digital one-stop
shop solution for administrative,
financial, payment and
communications processes

Strategic directions



Enabling accelerators

- Customer centricity
- Technology & Product innovation
- Commercial engine
- Operational excellence
- Building sustainable solutions
- Disciplined performance management

Focused sustainability strategy with clear commitments, highlighting talent as our main driver

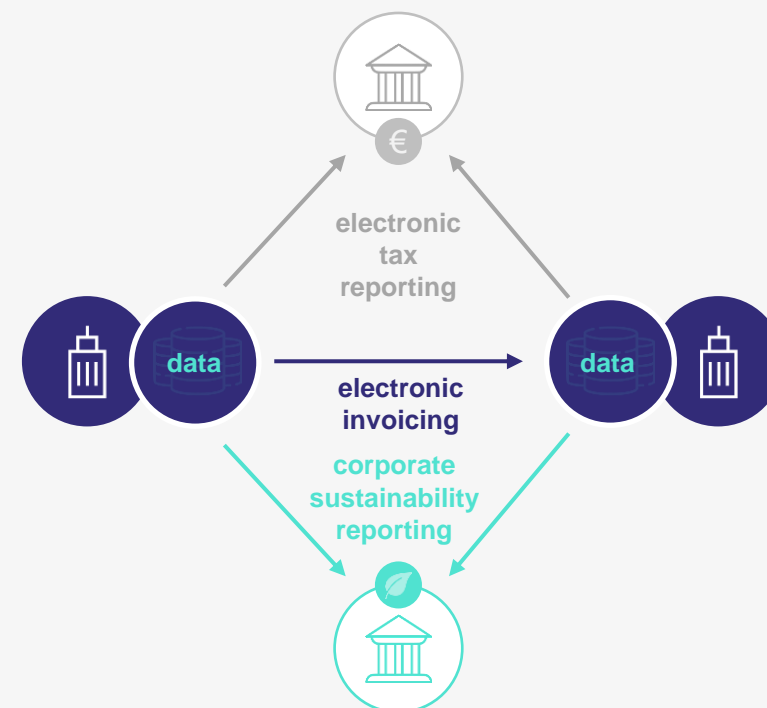
Main KPIs (2023)

E	<ul style="list-style-type: none"> ESG Committee in place 95% of waste recycled within our printing facilities 3 certified ISO14001 sites
S	<ul style="list-style-type: none"> 36% female headcount 44 citizenships represented worldwide 80% overall engagement of our employees Decrease in turnover rate (-1,4%)
G	<ul style="list-style-type: none"> Whistleblowing tool implemented in 2022 ISO27001 certifications in place Privacy Committee in place

Long term targets / commitments - focus on the 'S'

Remuneration Strategy	<ul style="list-style-type: none"> Alignment of pay with roles and levels Integration of benchmark data from a global consulting firm Aim to offer competitive compensation and foster fairness
Enhanced Reward Mechanism	<ul style="list-style-type: none"> Ensures recognition and effective rewards for employee contributions
Learning and Development Strategy	<ul style="list-style-type: none"> Emphasis on employee growth and development Implementation of Learning Management System (LMS) for access to diverse learning resources

Banqup > Supporting with CSRD Reporting. Businesses need to adopt data-driven approaches to ensure compliance with regulations and standards.



Financial review

Koen De Brabander



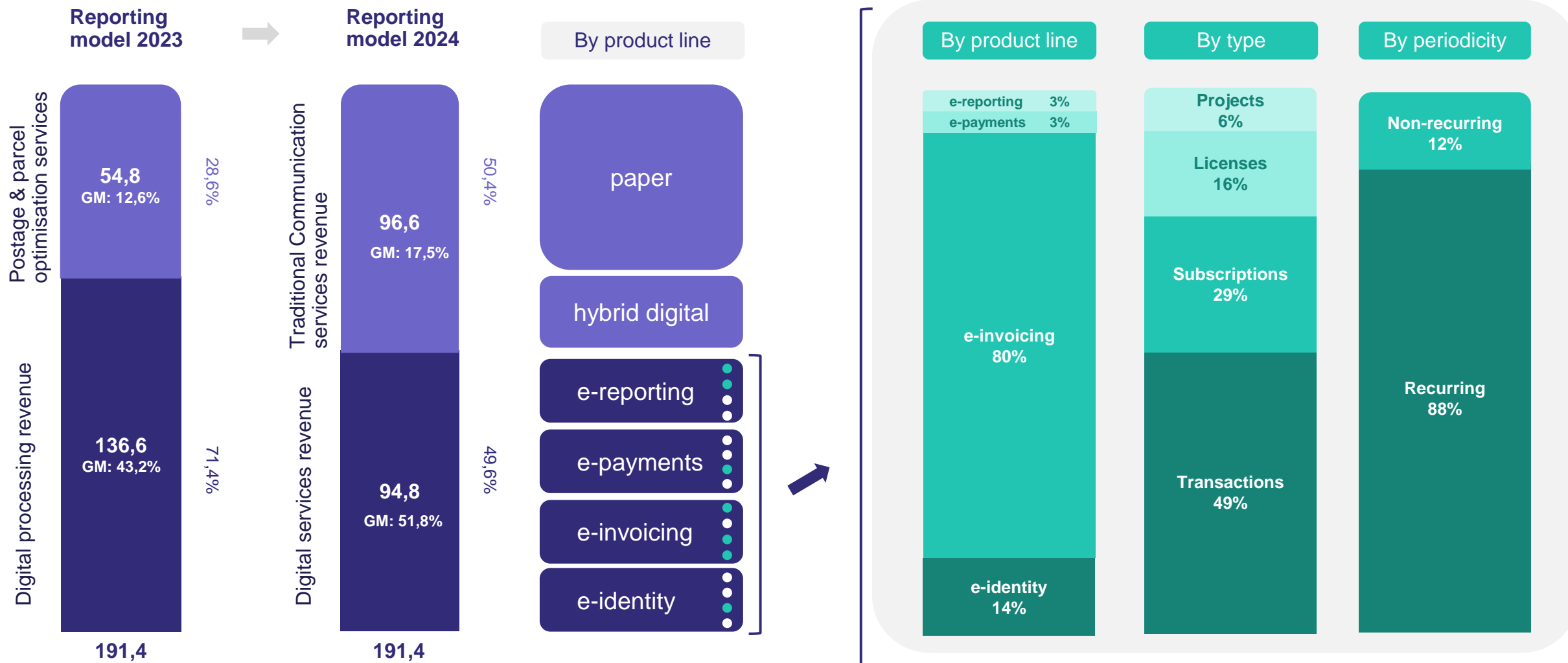
Revenue growth drivers

- **Product upselling** – leveraging customer base to adopt banqup features
- **Activating current network reach**
- Surfing on sales capacity / ease of access to markets through **key partnerships**
- Tailwind from mandatory e-invoicing **regulation**

Margin drivers

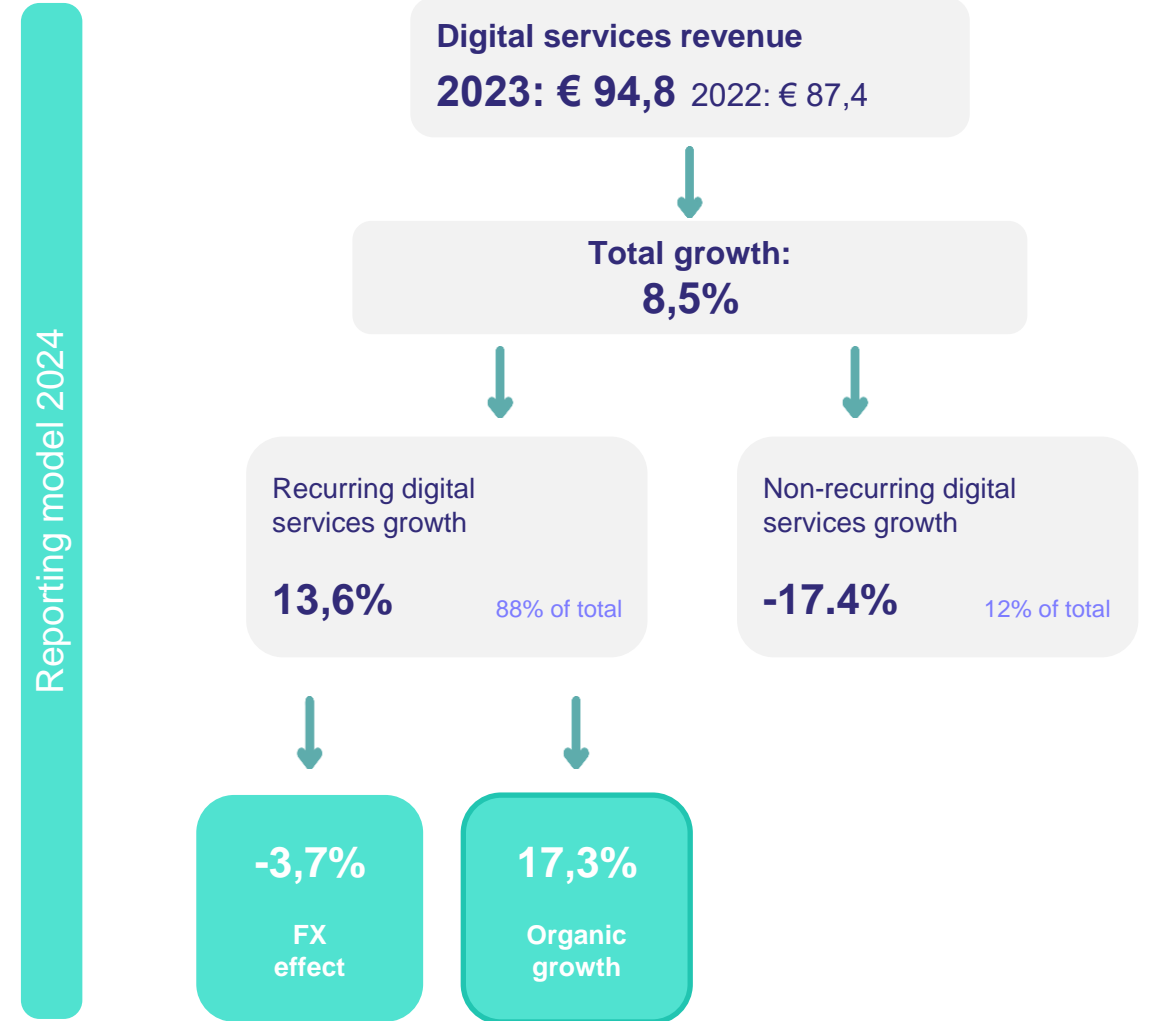
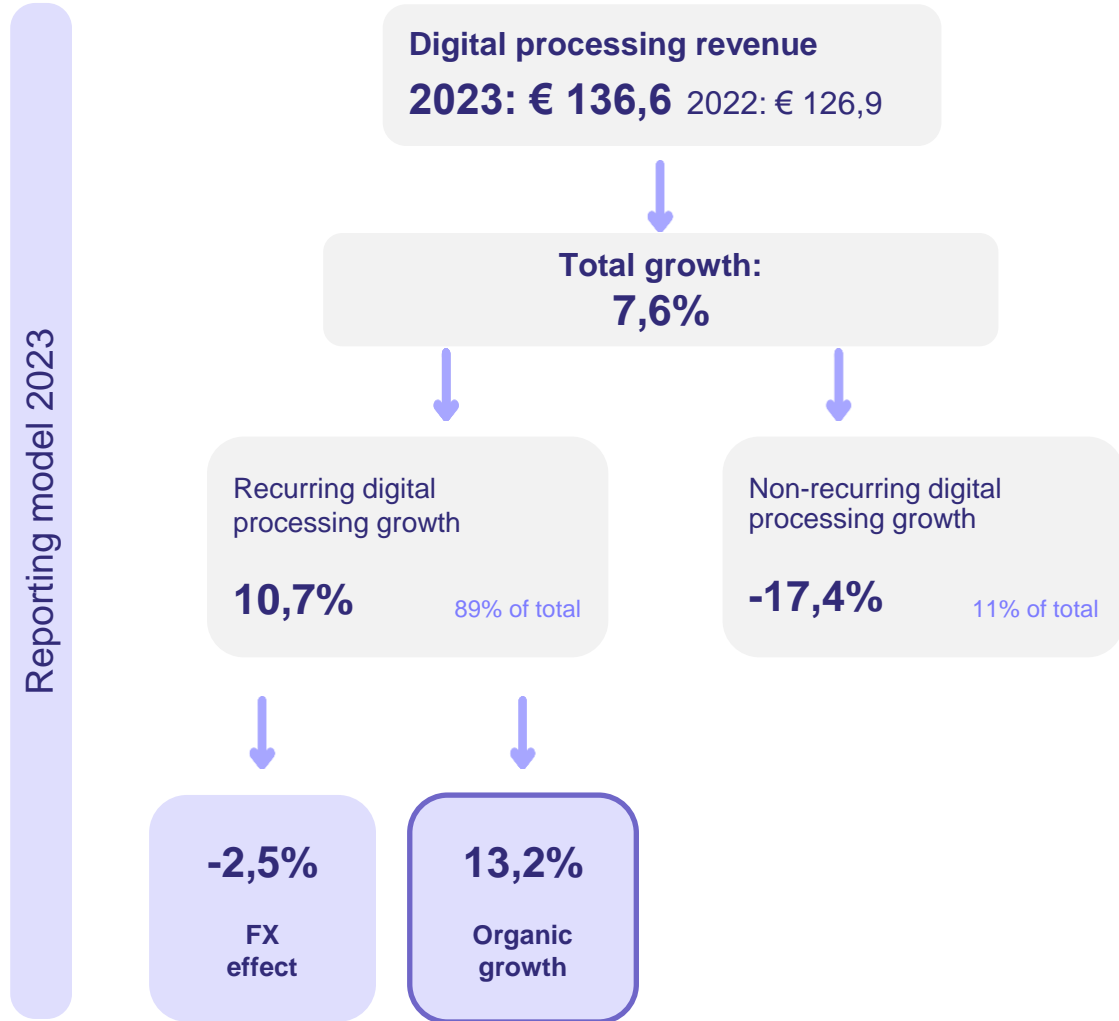
- Volume driving **operating leverage**
- Focus on the pure digital process **decreases current cost structures** related to conversion processes (less platforms)
- **Self-service onboarding** – lowering onboard costs and CAC

Revenue 2023 – Financial model going forward in line with strategic focus...

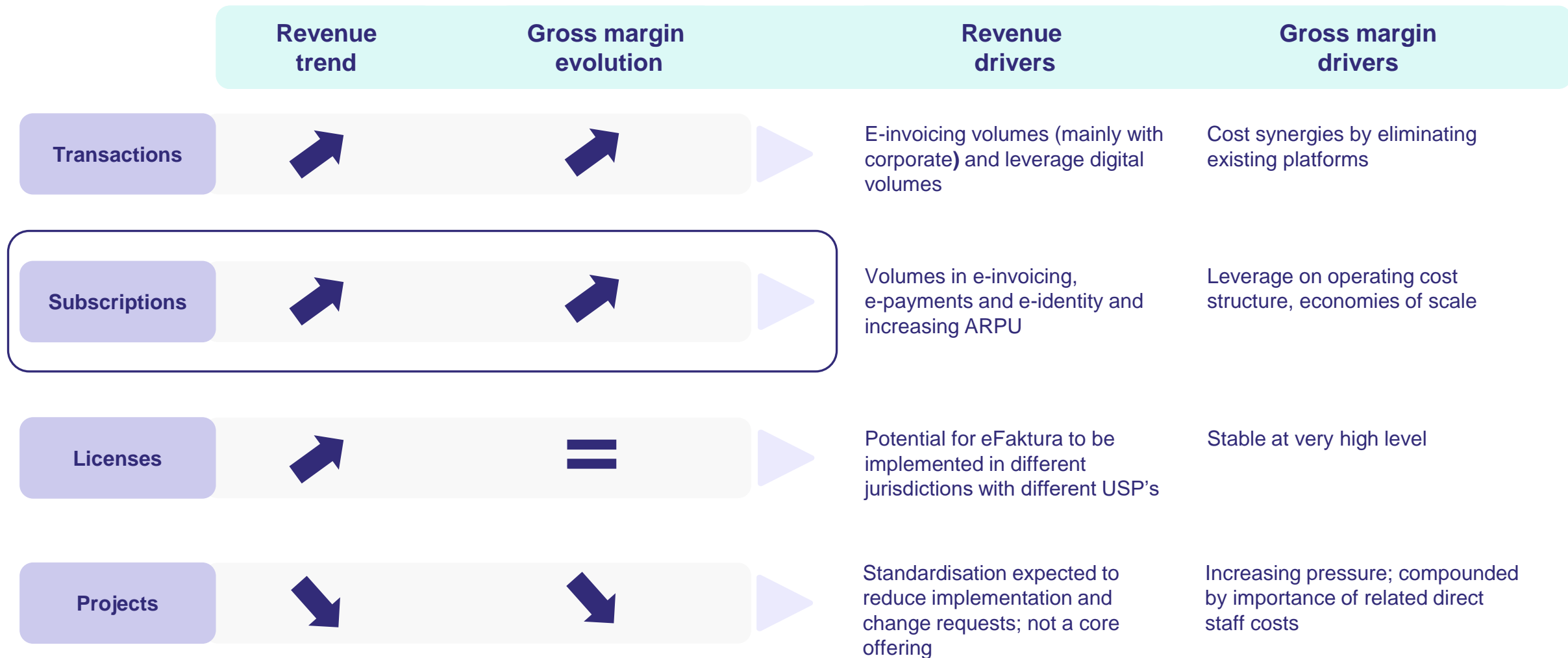


Note: Revenue breakdown in millions of Euro, green dots correspond to the four segments under 'By product line'

Breakdown digital revenue growth 2023



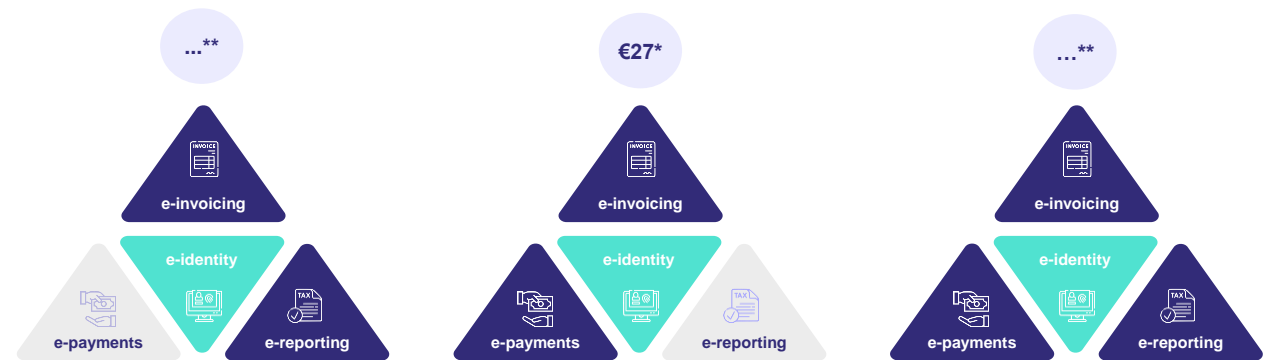
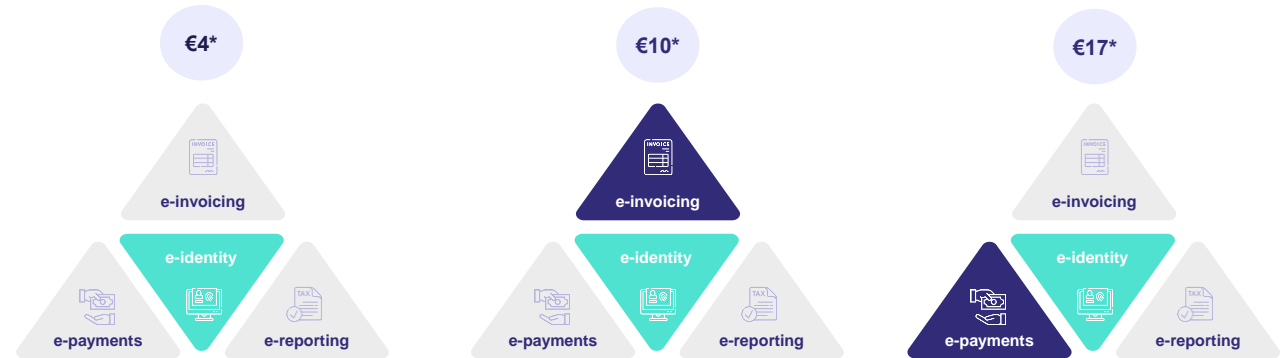
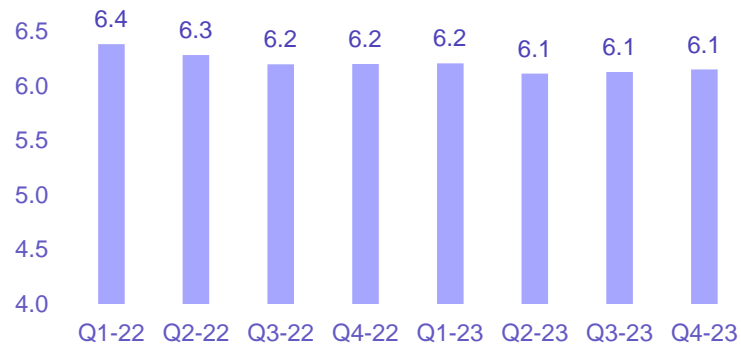
Note: Revenue in millions of Euro



Outlining potential of subscription revenue growth and related ARPU growth



ARPU Subscriptions € 6,1 as of Q4 2023

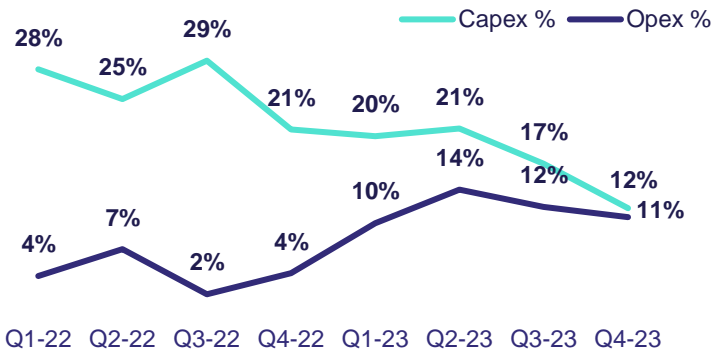


*Indicates latest catalogue pricing
 **Variable price

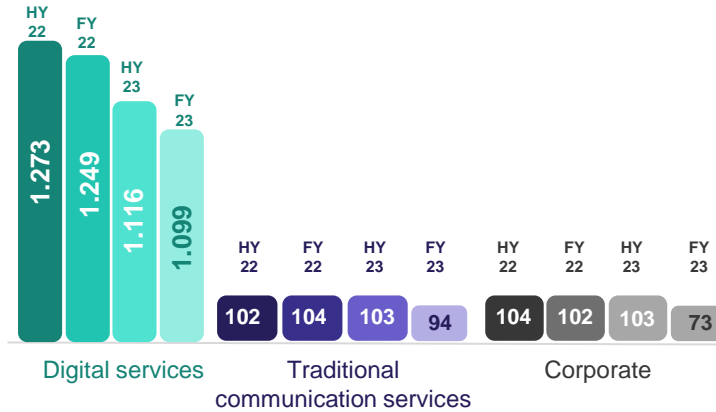
Improving EBITDA profile going forward

R&D: Capex & Opex

In % of total digital services revenue

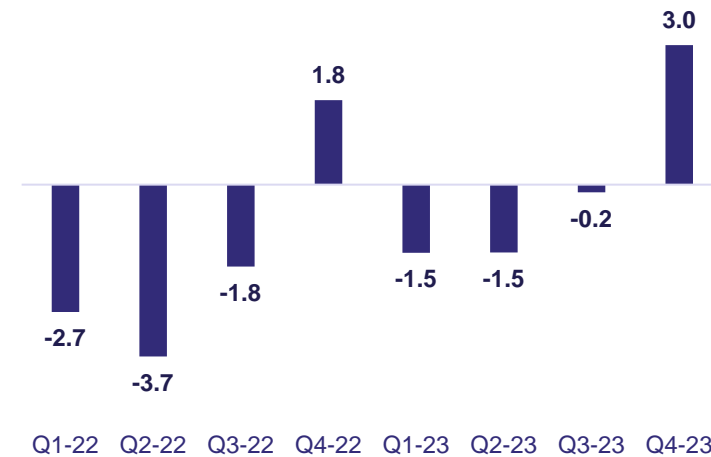


Number of FTEs (indirect staff cost)



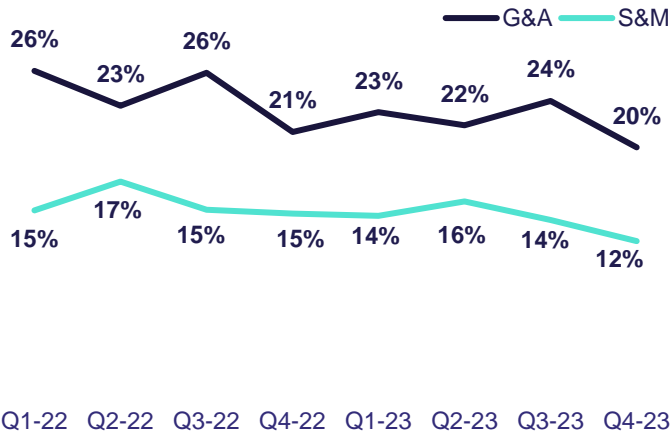
EBITDA

In millions of Euro



G&A + S&M

In % of total revenue



Expected developments and approach to cost management

R&D

- Continued investment - In 2023, shifted more towards Opex-related cash out vs Capex-related
- Relative decrease in R&D effort expected mainly due to revenue growth – in absolute figures, intention to push back Opex by further realising synergies between different platforms

G&A – S&M

- Cost saving program in 2023, mainly impacting FTE resources in different countries – Efforts to be pursued in 2024; initial impact of 2023 measures to be visible in 2024 cost structure.
- Indirect cost structure decreasing from 43% of recurring revenue in 2022 to 36% at end of 2023

FTE

- # of indirect FTEs decreased in 2023 in digital services with 150 FTE, in traditional communications services 10 FTE and in corporate services 30 FTE
- Staff cost in digital services expected to grow slower than the expected revenue growth – staff cost in traditional communication services expected to grow based on index
- Cost saving plan in FTE triggered non-recurring costs in 2023 amounting to €2m

Summary cash drivers

EBITDA growth as a key driver

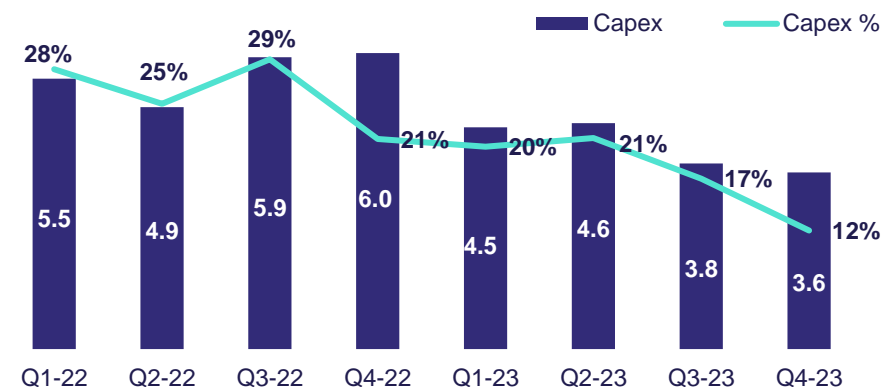
- Digital services revenue and gross margin growth
- Cost-cutting measures implemented over the past two years leading to a normalised cost base providing a solid foundation for future cash flow generation

Capex level in absolute amount will be maintained (FY 2023: €16m) to steer future growth

- Capex as a ratio of Digital services revenue will decrease from the current level of 15% towards ~6-7% in the mid-term

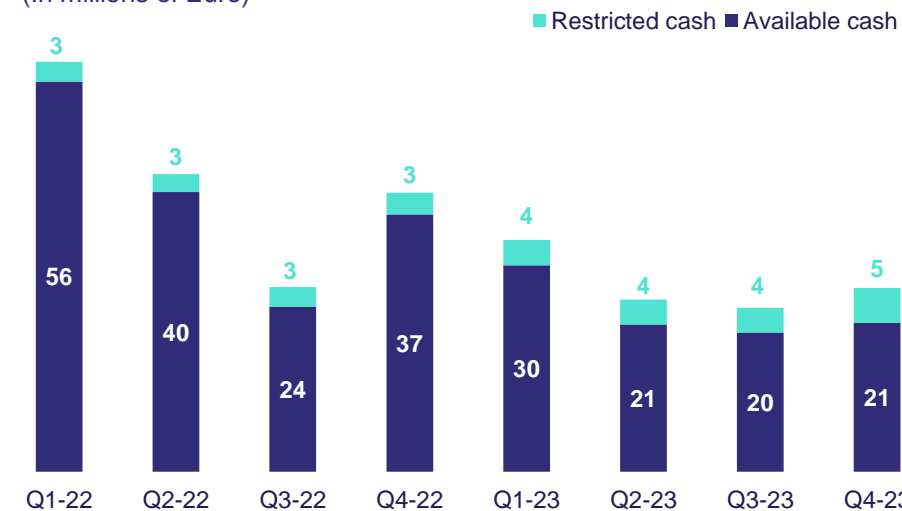
Capex development

(In millions of Euro) and in % of total digital services revenue



Cash position

(In millions of Euro)



Note: **APM** - Free cash flow (FCF) is defined as net income (i) plus non-cash items in the income statement, (ii) minus cash out for IFRS 16 adjustments, (iii) minus capital expenditure, (iv) minus reimbursement on loans and leasing for the reporting period

Financing overview FY 2023 (in millions of Euro)

Net Financial Debt	As of 31 Dec 2023	Current	Non-current
Bank Borrowings	8,9	3,3	5,6
Other loans - Francisco Partners	102,9	-	102,9
Lease liabilities	9,7	3,5	6,2
Cash	(26,3)	(26,3)	-
Net financial debt	95,2	(19,5)	114,7

Cash opportunities and cash restrictions

Cash position	26,3
Restricted cash position	(5,2)
Cash in from subscription rights	X
Announced divestment (net)	6,0
Divestment opportunities 2024	X
Usage factoring line	X
Cash availability	27,1

Balance sheet profile (in millions of Euro)

As of 31 Dec 2023

Non-current assets	217,9	Equity	75,9
Current assets	28,7	Non-current liabilities	126,0
Cash	26,3	Current liabilities	75,4
Assets held for sale	5,1	Liabilities held for sale	0,7
Total Assets	278,0	Total Liabilities	278,0

Covenants - Francisco Partners

As of 31 Dec 2023

CHECK 1: Minimum liquidity > € 12,5m



CHECK 2: Annual Recurring Leverage ratio (*) < 1,50

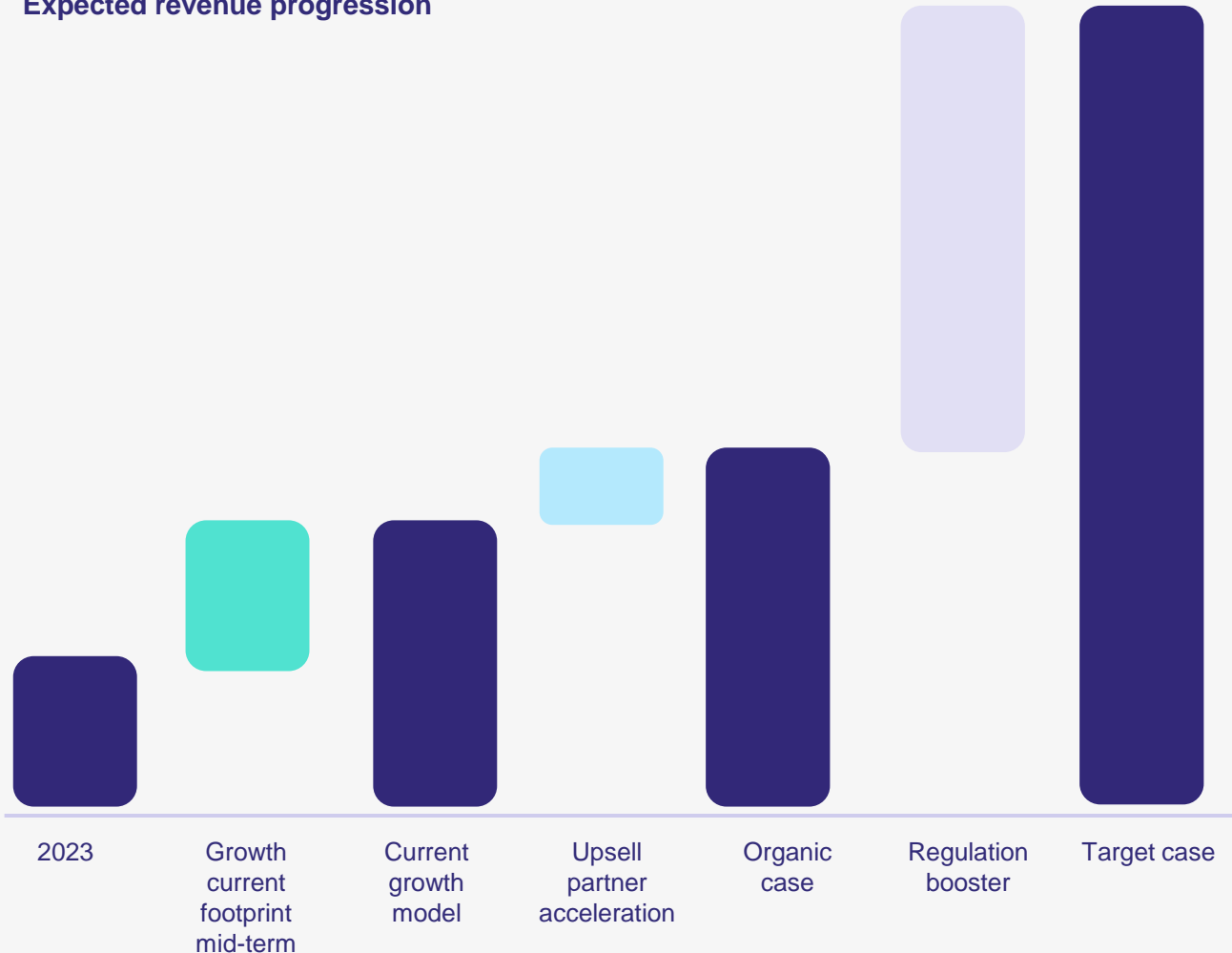
(*) total net borrowings / annual recurring revenue



Improving capital structure through

- ✓ Cash from divestments
- ✓ Growing revenue and margin / continued cost saving - increasing EBITDA level

Expected revenue progression



FY 2024 objectives

Digital Service revenue growth: low teens

Attaining FCF breakeven under current group structure (i.e. Pre divestments)

Mid-term aspirations

Organic Digital Service revenue base case (Ex-regulation)

- Revenue CAGR: mid-teens percentage growth
- Drive gross margin close to ~70%
- Capex as a ratio of Digital services revenue around 6-7%

Regulation booster to be further quantified when regulatory shifts are implemented

Closing remarks

Hans Leybaert



Robust foundation to execute on organic growth agenda

Modular approach drives ARPU increase and protects against regulatory delays

Partnership approach supports network expansion

Optimal positioning to leverage impact of regulatory implementation

Disciplined approach to capital management while strengthening balance sheet

Q&A



**Thank you
Enjoy your day!**



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