



Meniga ReInvented

Townhall Meetings

September 2023



The process was arduous and took almost 3 months

Despite complex logistics (summer holidays, not digressing the business operations)



STEP 1. Gathering the **Team**

We created a strategic team to manage the Meniga ReInvented project

STEP 2. Making thorough **Analyses**

We've spent hundreds of hours on various market, organizational and competition analyses

STEP 3. Crafting the **Plan**

Together we described the „as-is“ situation and crafted an action plan

STEP 4. Taking **Everyone** on board

We worked with everyone in Meniga to prepare most comprehensive data & idea sets possible

STEP 5. Crafting **Meniga ReInvented**

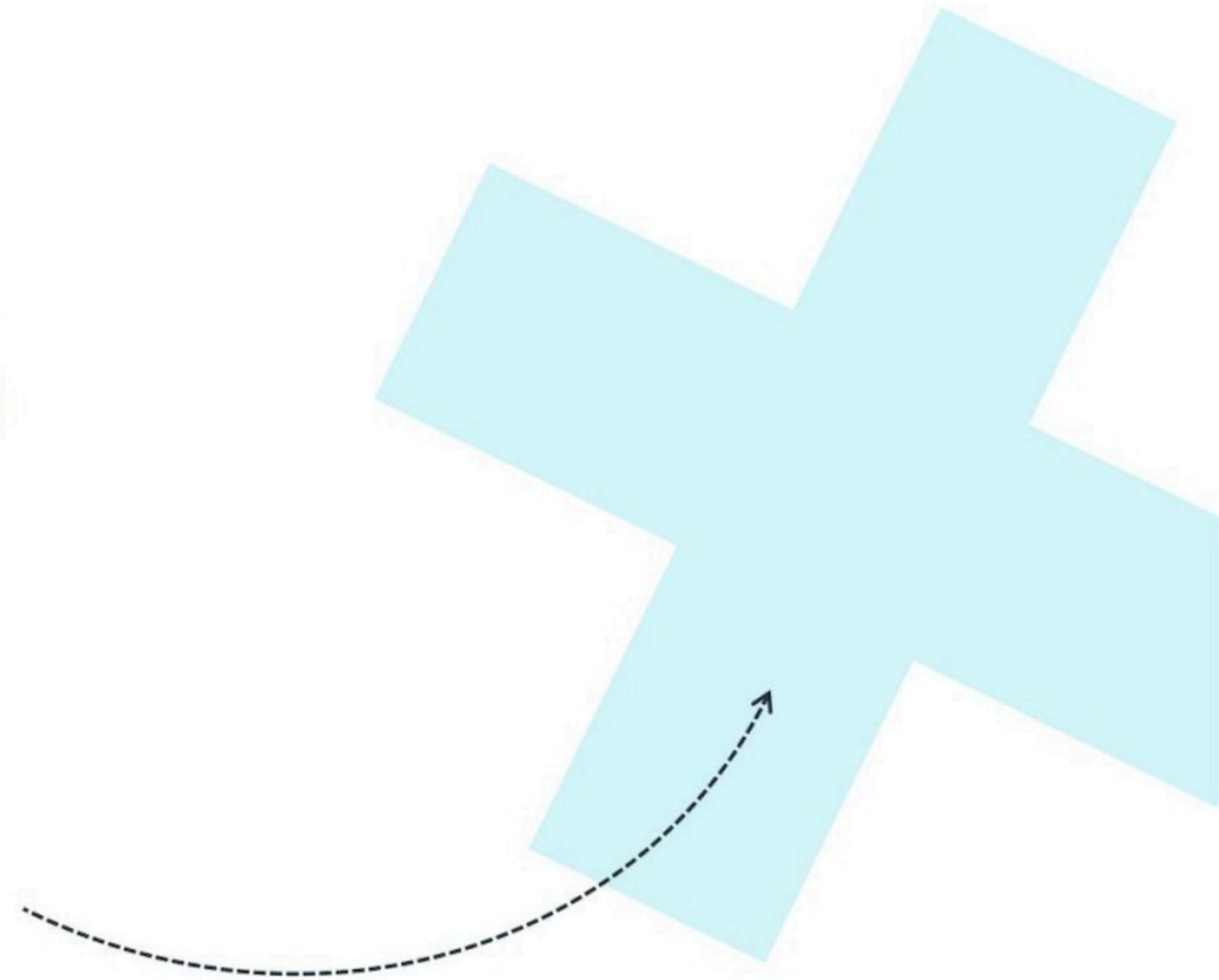
We used every scrap of paper, every bit of data and a whole ocean of inspiration to coin our new strategy



Growing market that would double in 5 years



Despite being a niche player, we operate in a growing market and have solid core capability – this presents
a real growth opportunity.



Key Pillars For Growth



1 Focus and strengthen core capabilities

2 Simplify our product portfolio

3 Upsell to existing base

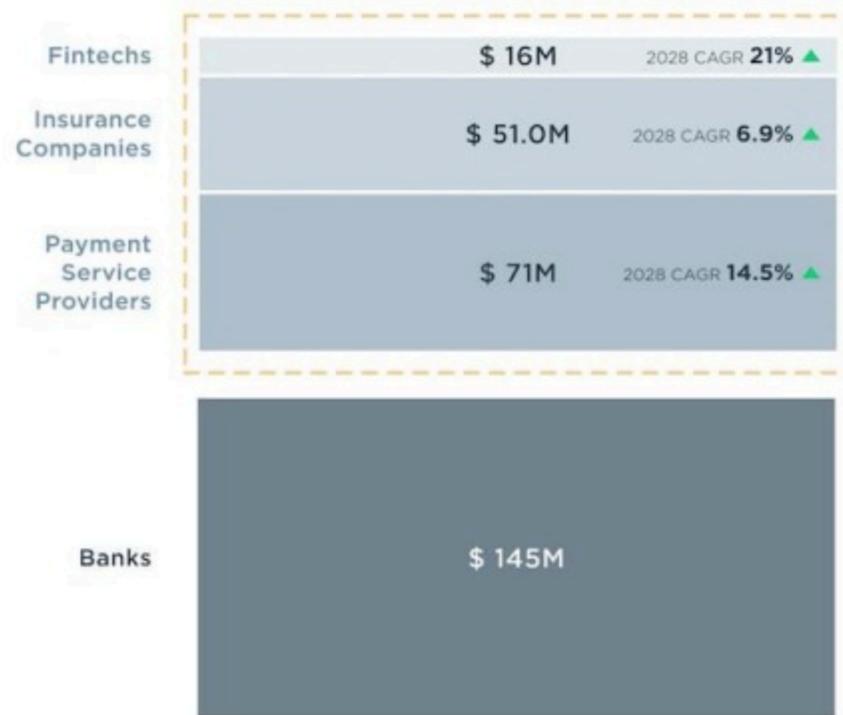
4 Grow into new regions

Pillar 1: Focus and strengthen core capabilities

Enrichment beyond Banks increases our addressable market by 30% and diversify beyond Banks



MARKET SIZE (2023)



INCREASED MARKET



Help Meniga expand into new verticals / segments and build diversification beyond Banking across Financial Services.

Pillar 2: Simplify our product portfolio



TODAY



TOMORROW



Pillar 2: Simplify our product portfolio - Rationale



Alignment with Vision
Portfolio representing what Meniga really stands for



Alignment with Market
Aligning Meniga portfolio with the markets / competitors / clients



Portfolio Management
Facilitates management of the new portfolio and mapping of internal resources / priorities



Better Communication
Improving market-fit by using customer-friendly problem-solution terminology



Removing Ambiguity
All internal and external stakeholders speaking the same language



Improved Sales Cycle
Clear, efficient and easier comms to result in faster and easier sales cycle



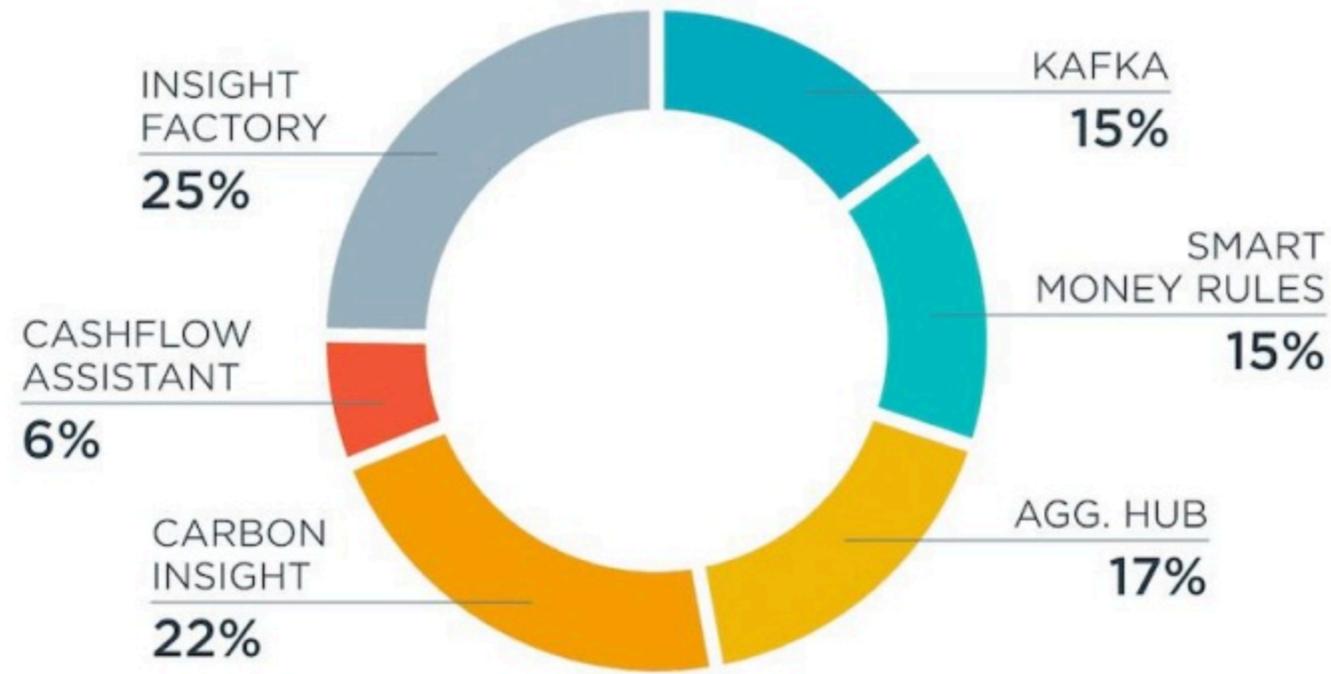
KEY RESULT

More Customer wins and incremental business

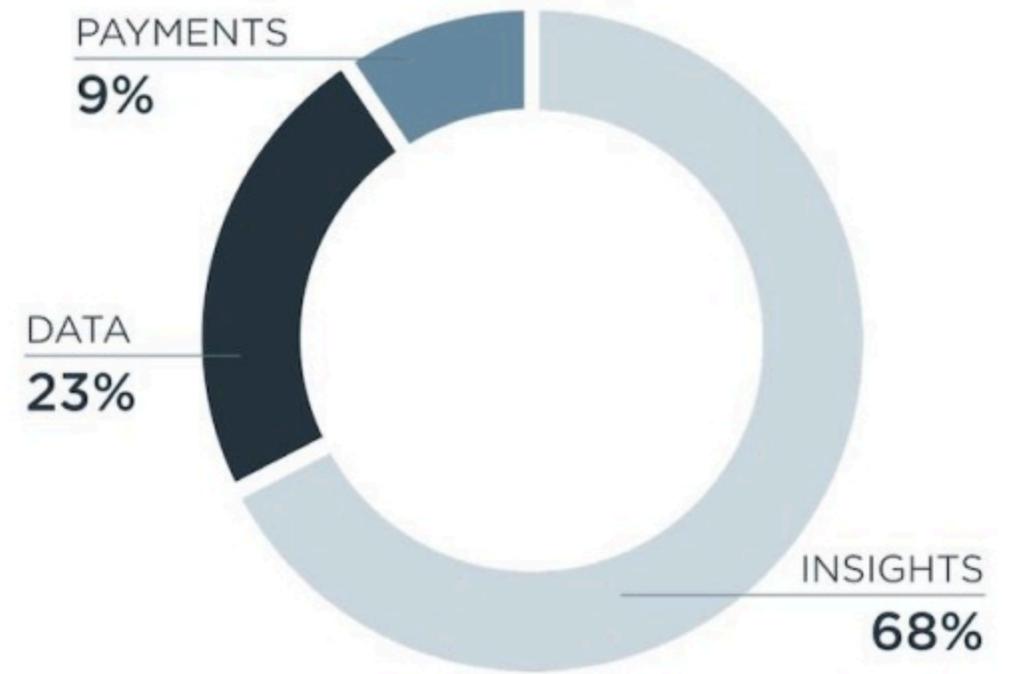
Pillar 3: Upsell to existing base



TODAY'S PORTFOLIO



TOMORROW'S PORTFOLIO



The total potential revenue generated for Meniga's existing customer base can reach up to **€7.7M** if every customer were to purchase all products within the Meniga's portfolio that have not yet been licensed.

Pillar 4: Grow into new regions



5-Y Market Size Growth by Region (for Meniga portfolio)



Pillar 4: Market focus reasoning



NA

An attractive market considering its size and average deal revenue but needs significant investments to build a foothold. Moreover, it has a big B2C market to compete along with the standard B2B competition.

LatAm

It is mostly an untapped market, which was considered as still in development and without the need for advanced banking features.

With a simplified portfolio and reduced rates for standalone products in comparison to a full 'monolith' sale, we can hit the needs of the clients residing here.

This would make a blue ocean strategy viable and allow us to grow alongside this market.

EU (our PRIORITY ZERO)

We already have a good market share on which we can build upon with upsells, new verticals and more sales. We keep winning and focusing on it.

MEA

We maintain a robust presence there, which our competitors seem to can't or won't do for a variety of reasons: Political (Personetics), Cultural (MoneyThor, and bad reputation from messed up deals), or not being the target market (Tink). Main competitor (Strands) is more expensive than Meniga.

MEA clients are usually interested in buying the whole package instead of just PFM, which allows us to organically promote our products even further. We already have 5 customers in the region and a healthy late staged pipeline for MENA

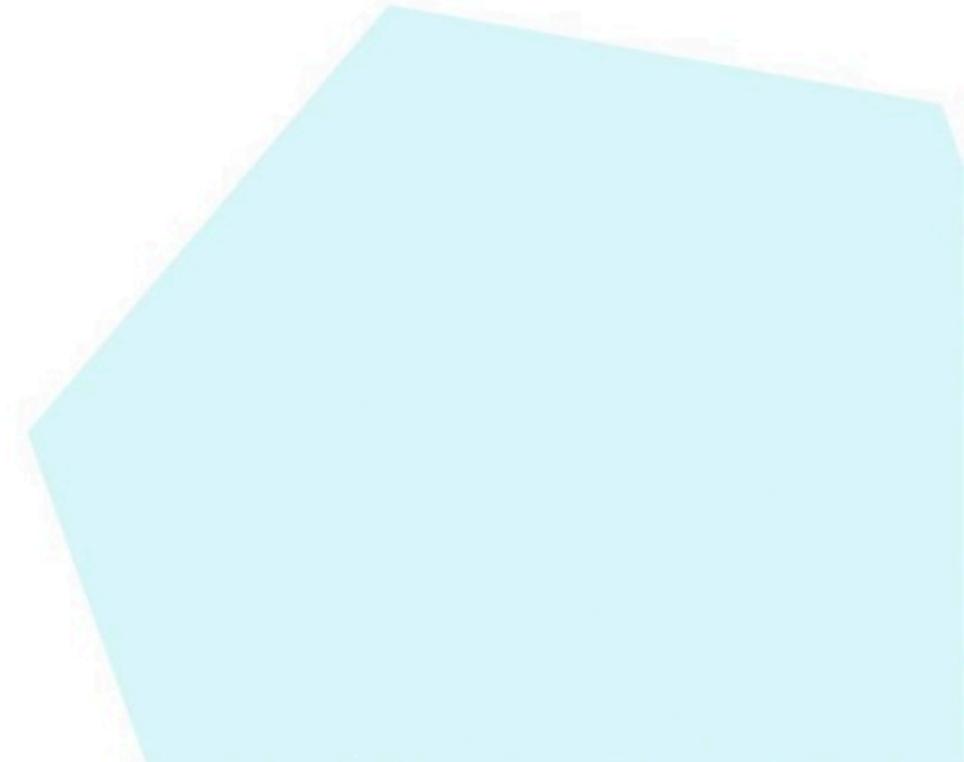
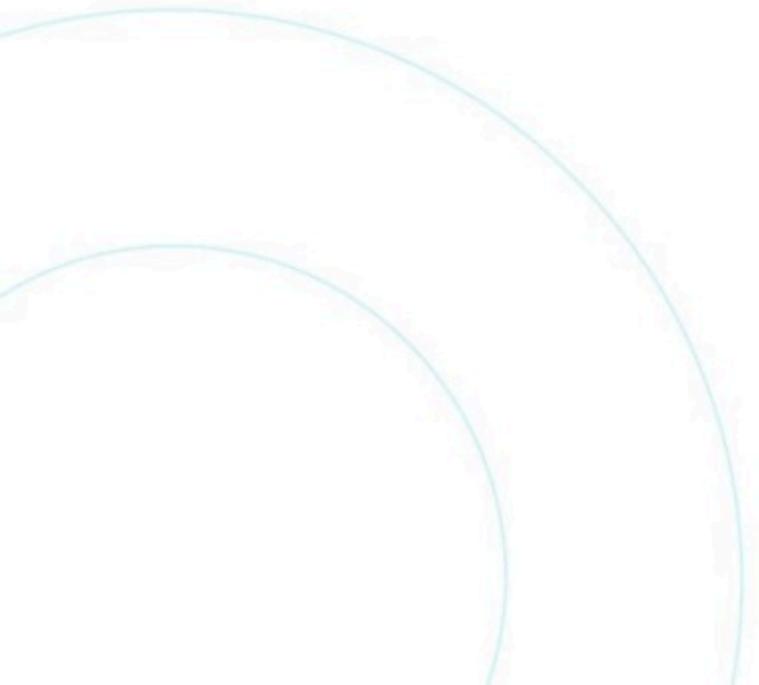
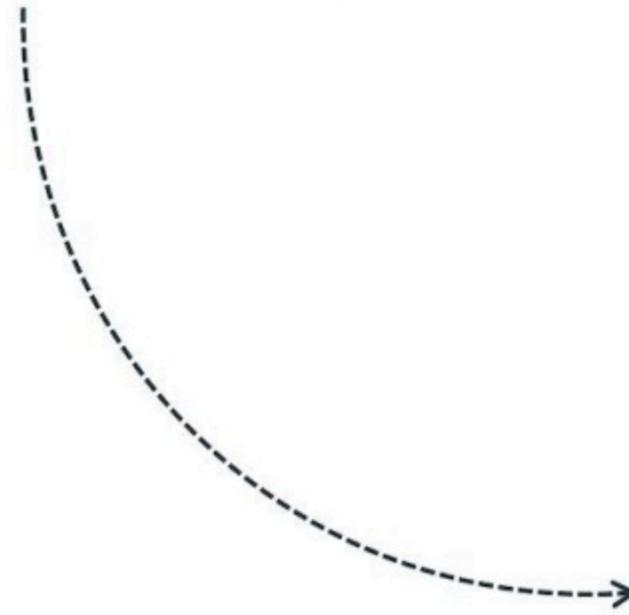
For Africa, our strategy includes utilizing Velocity portfolio companies (e.g., Cellulant, Yoko) for Bank C level introductions, and we will focus on Top5 markets in the region.

APAC

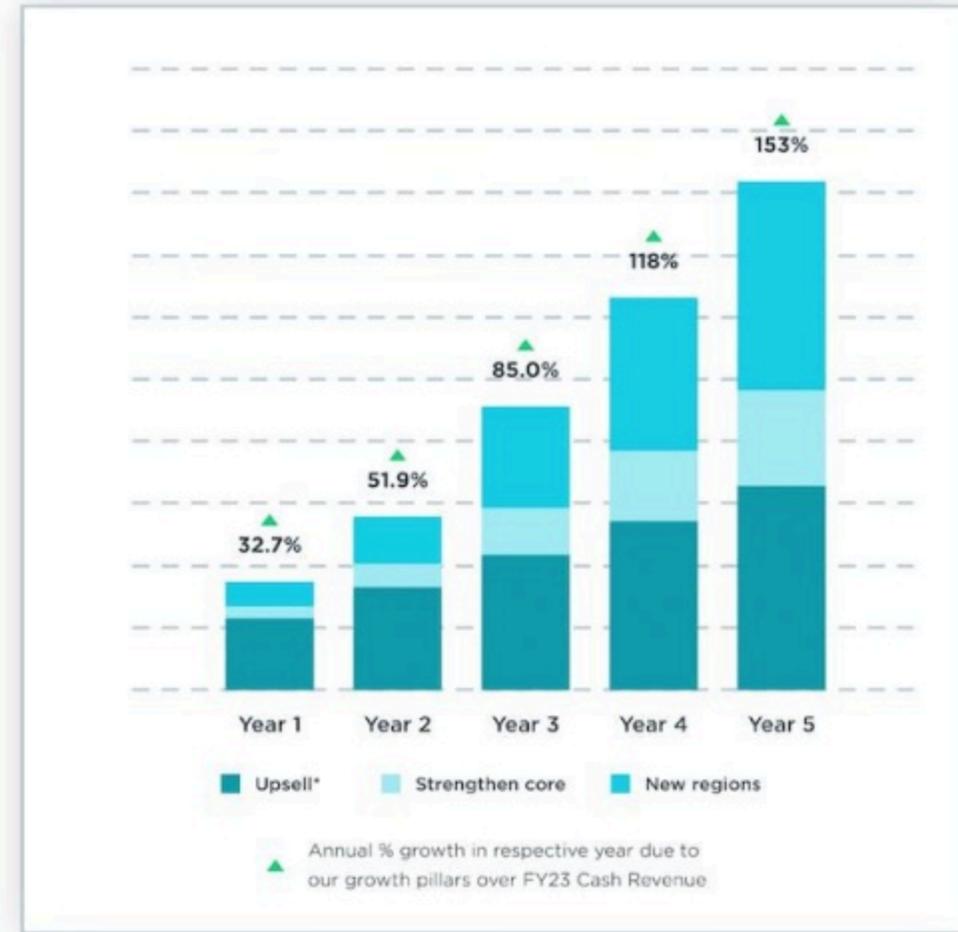
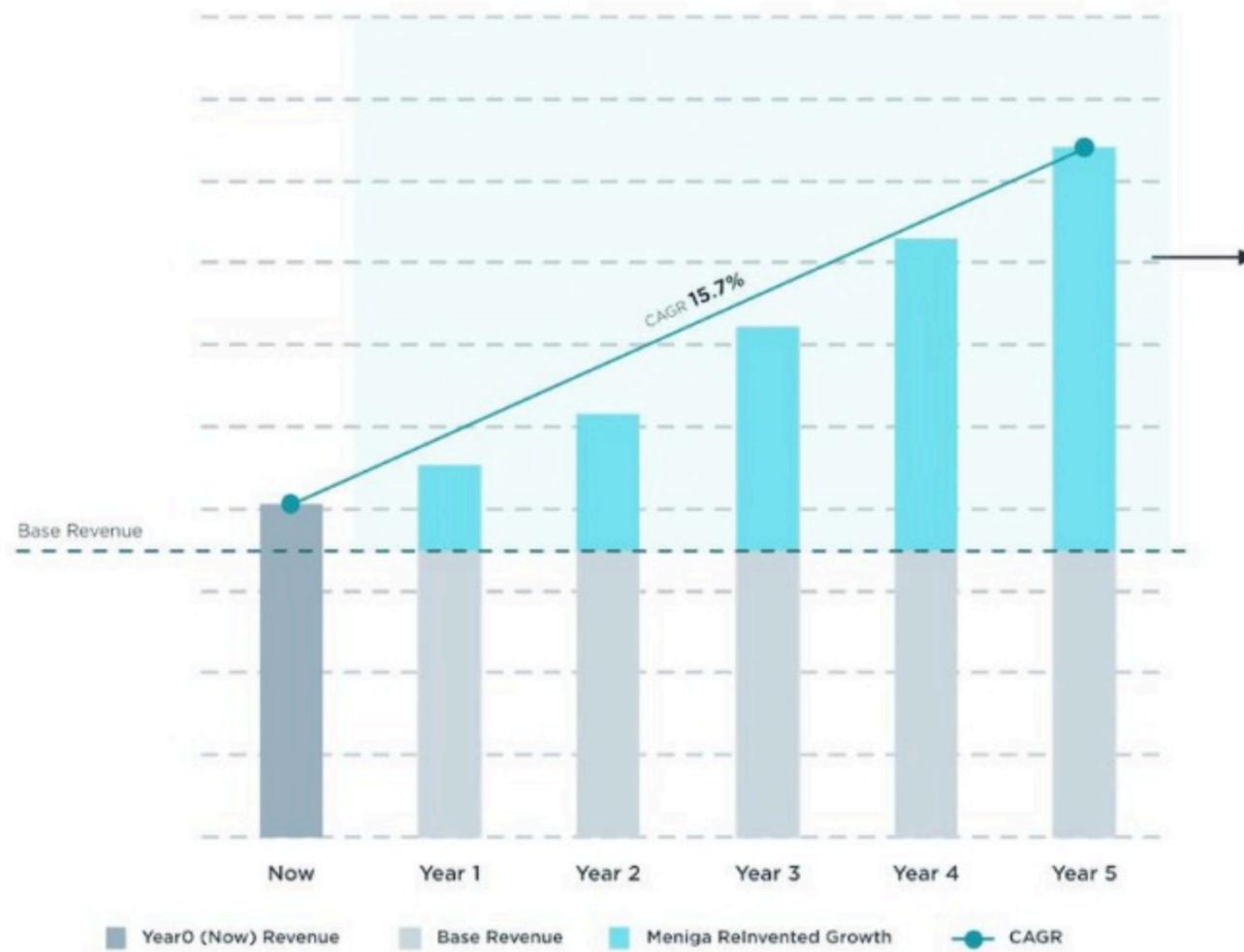
Still one of the fastest growing markets, which makes it also a very competitive one. We will monitor the possibilities that will arise there but investing in a potential price war instead of spending more on e.g., expanding to new verticals is not a sound strategy for Meniga.

APAC is very price sensitive, and our current cost structure is a hurdle. Moreover, MoneyThor, Personetics, Strands are all much stronger on this market. We still target growth in APAC but in "selected / limited countries"

These Four Pillars will
underpin **Meniga success**



From stagnant to doubling the Revenue

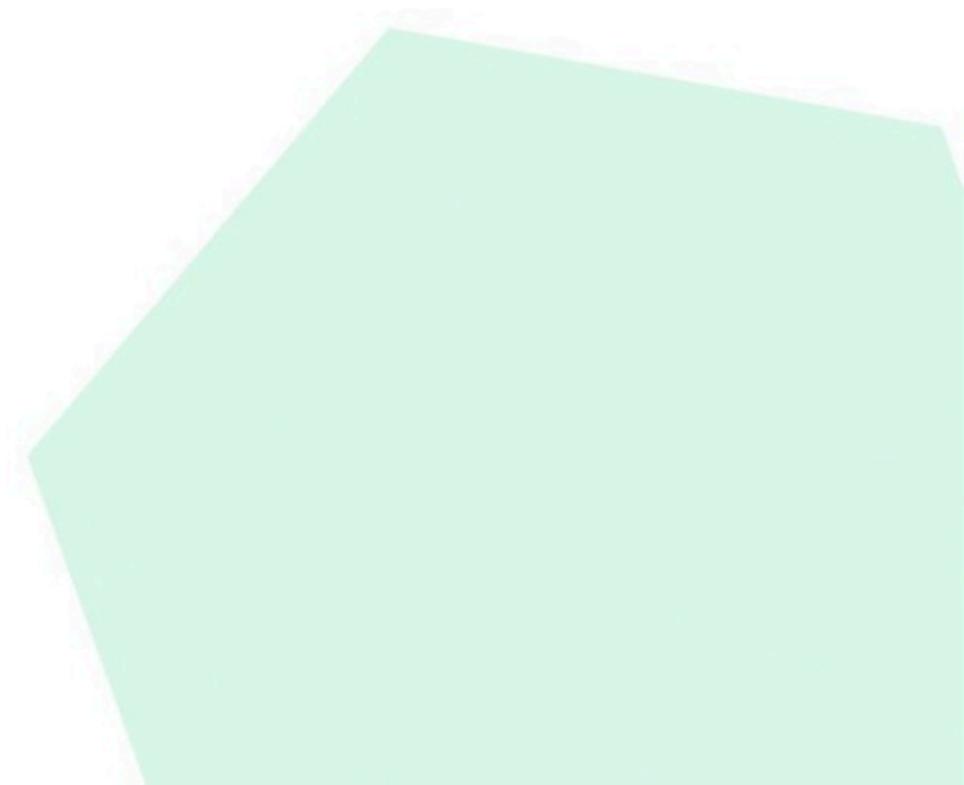
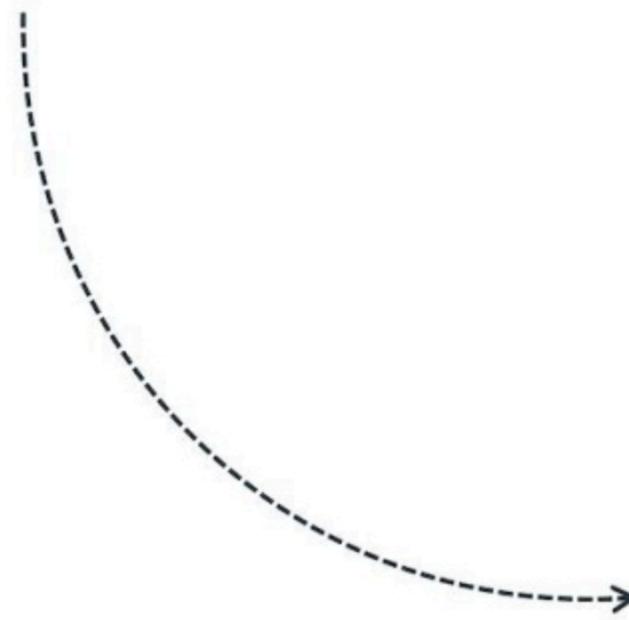
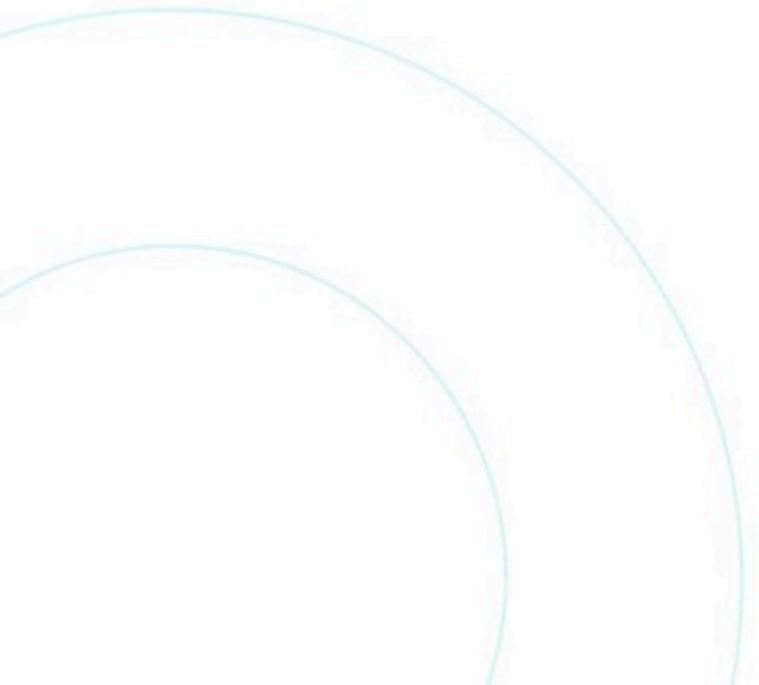


* Upsell is selling to existing clients, but also getting new clients in our core segment (Banking) and region (EU)

Additional Notes:

- Above forecast excludes any upside impact from Rewards Sweden
- Year 1 starts after new Meniga is set up and we have the needed capital (+/- 6 months from now)

ReInvented Meniga - Positioning



Our new Core Purpose / Mission



Enrichment powered Insights and
Payments