



Leading company in the Brazilian market in state-of-the-art technological solutions for payment means, customer experience and clients' loyalty and incentives

March 2021

CSU CardSystem S.A. (B3: CARD3)



# Complete platform of innovative solutions with 3 business divisions

Net Rev. 2020

## CSU.CardSystem

(Payments)

Full service for electronic payment means (processing and administration of digital and virtual cards, wearables, digital wallets), with modular solutions to satisfy the strategies of each client

**Revenues: number of billed cards and TPV**

## CSU.MarketSystem

(Loyalty & Incentives)

Reward, engagement, loyalty and customer incentive solutions, through the Loyalty III platforms and the OPTe+ marketplace, bringing together more than 50 among the largest e-commerce in Brazil

**Revenues: No. accounts and redemption financial volume**

## CSU.Contact

(Customer Experience - CX)

Complete customer relationship and service solutions via traditional channels and automation & robotization, focused on BPO, for productivity gains, cost reduction and operational quality

**Revenues: Billed workstations and contacts made**

**Integrated and efficient business driver for:**



Banks



Retailers



Acquirers



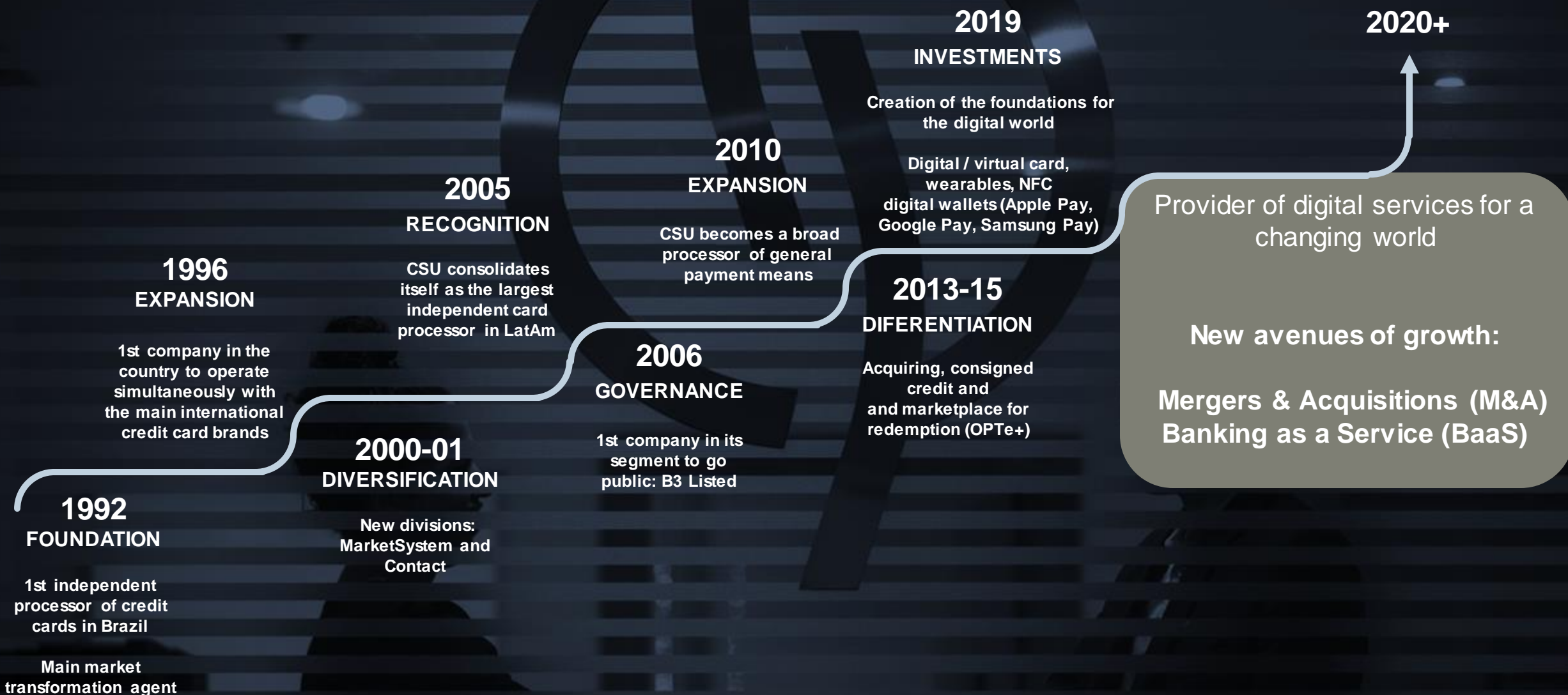
Insurers



Fintechs

50.3%

49.7%



### Financials (2020)

Net revenue  
**R\$ 457 M**

Recurring revenue  
**98%**

EBITDA  
**R\$ 131 M**

EBITDA Margin  
**29%**

Cross selling  
**High between 3 divisions**

### Operational (2020)

 **CSU.CardSystem**

**17.4 M** registered cards  
**27 M** billed cards  
**521 M** transactions captured

 **CSU.MarketSystem**

**50+ partners** in B2B (OPTe+ White label)  
**400k+ SKUs** of products and services

 **CSU.Contact**

**2,063** work stations (4Q20)

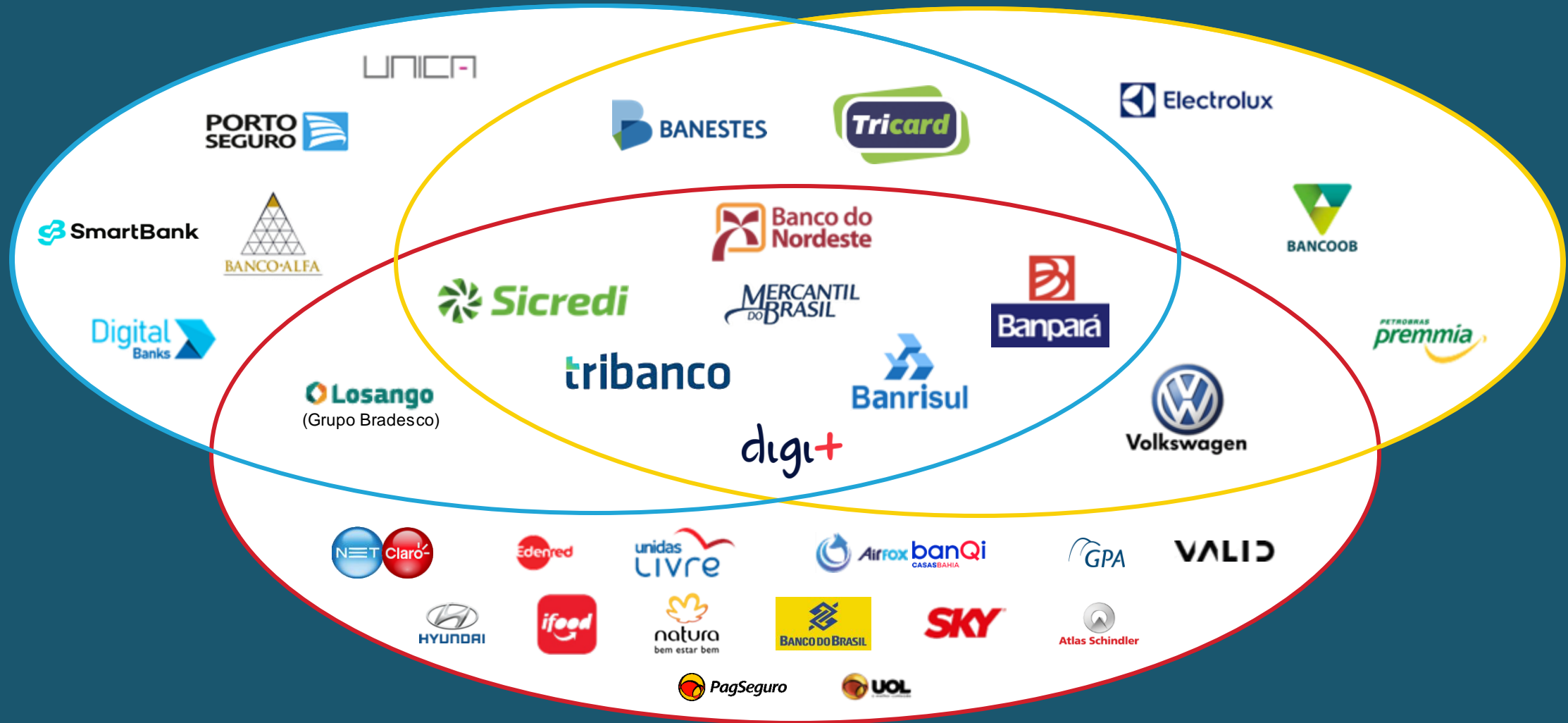


## CLIENTS

Smart and synergistic products and solutions in different sectors of the economy, with ~50 customers: banks, retailers, fintechs, insurance companies and acquirers



Payments + Loyalty & Incentives + Customer Experience

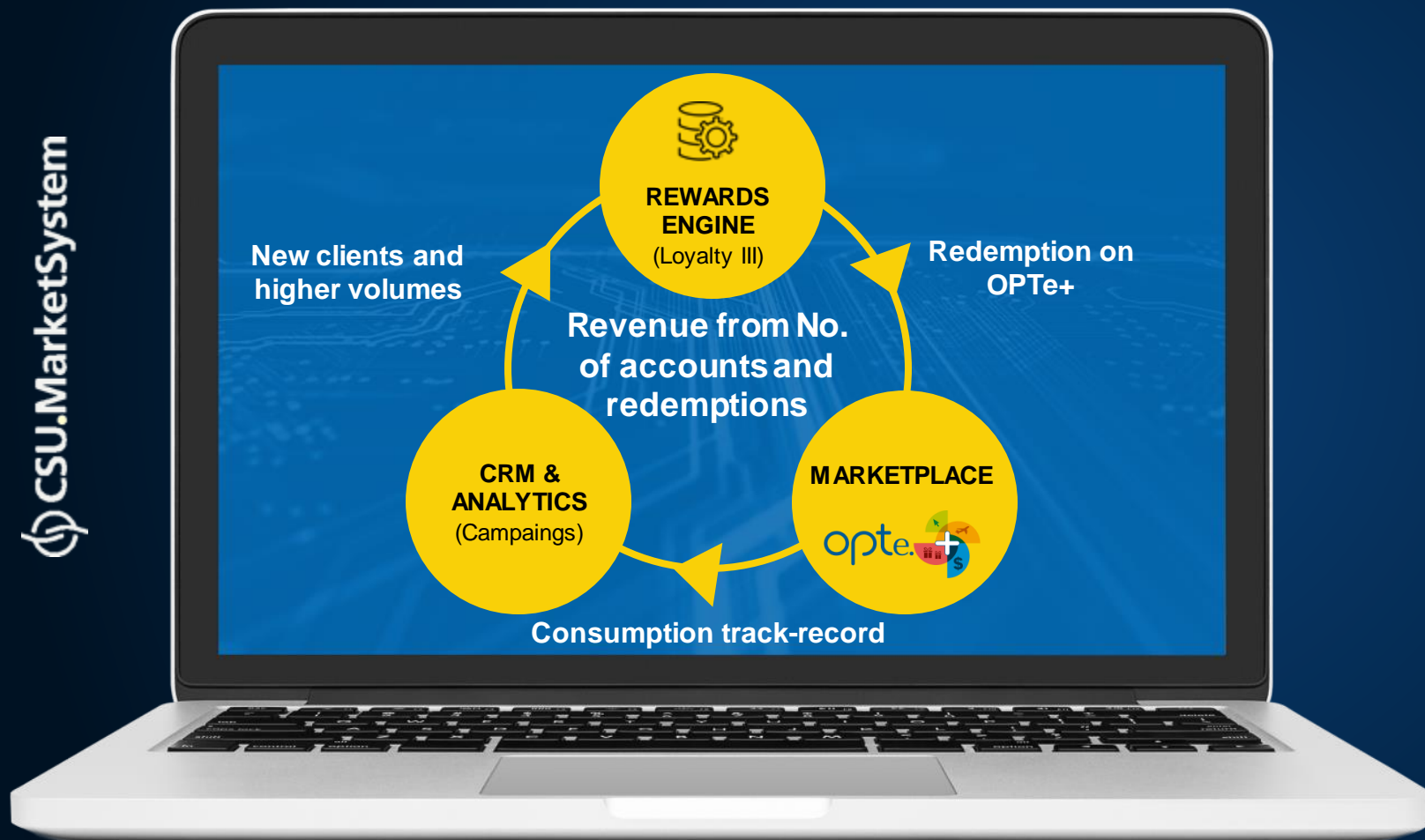


# Focus on high technology and innovation

CSU.CardSystem



Certification that safeguard of the card users data confidentiality and integrity



**Marketplace OPTe+**  
connected to 50+ partners



Dual platform:

loyalty (B2B) + e-commerce (B2C)  
Access: [www.optemais.com.br](http://www.optemais.com.br)

## Modular relationship solutions that comprise the entire customer journey

Customer service  
and  
relationship

Sales and  
retention

Credit and  
collection

Modern solutions using cognitive intelligence, making  
**more humane the experience between customers and companies**



Back  
office



WHAT WE'VE DONE?

CSU is already prepared and positioned for new times



Pay



Pay



SAMSUNG  
pay



3

Digital/virtual  
cards

4

NFC and  
digital wallets

5

WFH  
Automation  
Video Connect

6

OPTe+, Digital  
Rewards, Activation  
and Engagement

7

Bin Sponsor \*

8

Payment  
Account\*

9

PIX

10

Open  
Banking

To do



2

Wearables

1

Brands and  
Acquirer

VISA



mastercard.



WIDE PORTFOLIO  
OF PRODUCTS FOR  
DIGITAL TRANSFORMATION  
(DX)

\* Ongoing process.

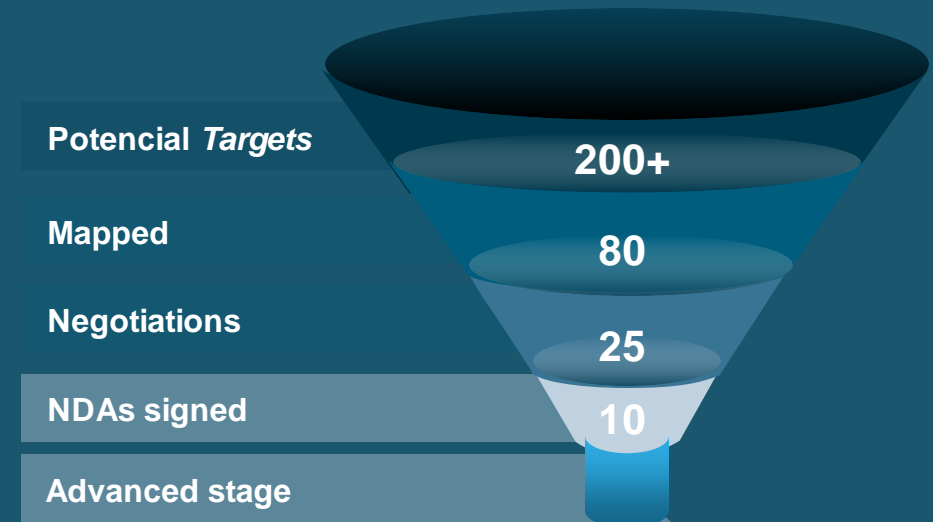
WhatsApp

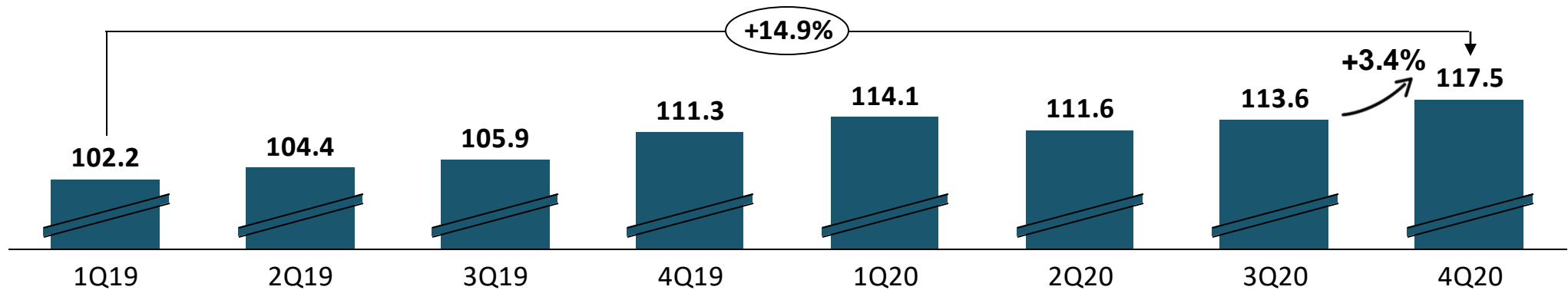
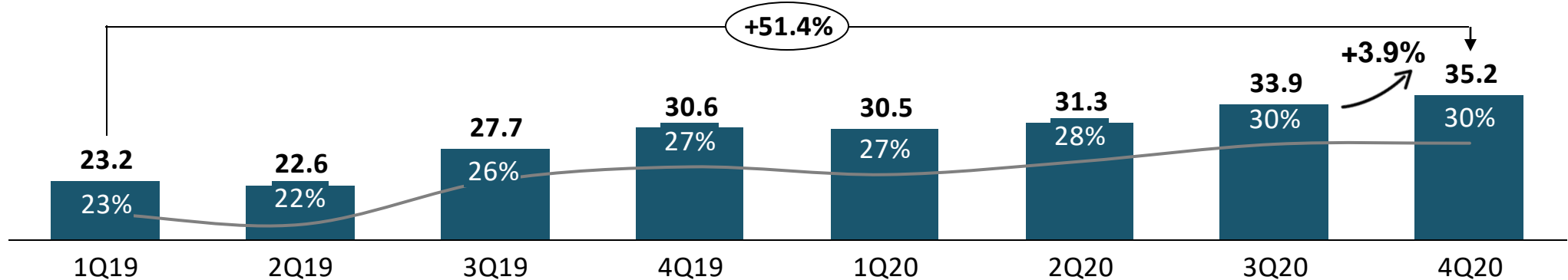
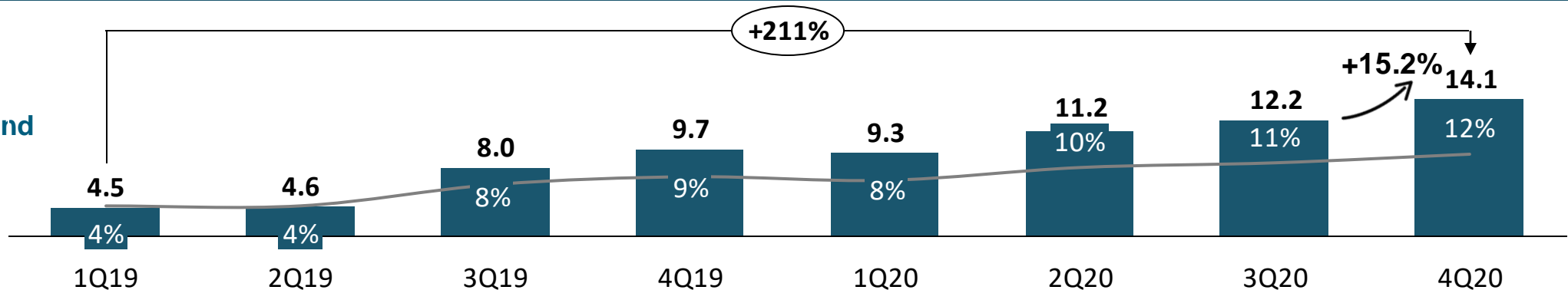
Doing

## M&amp;A goals:

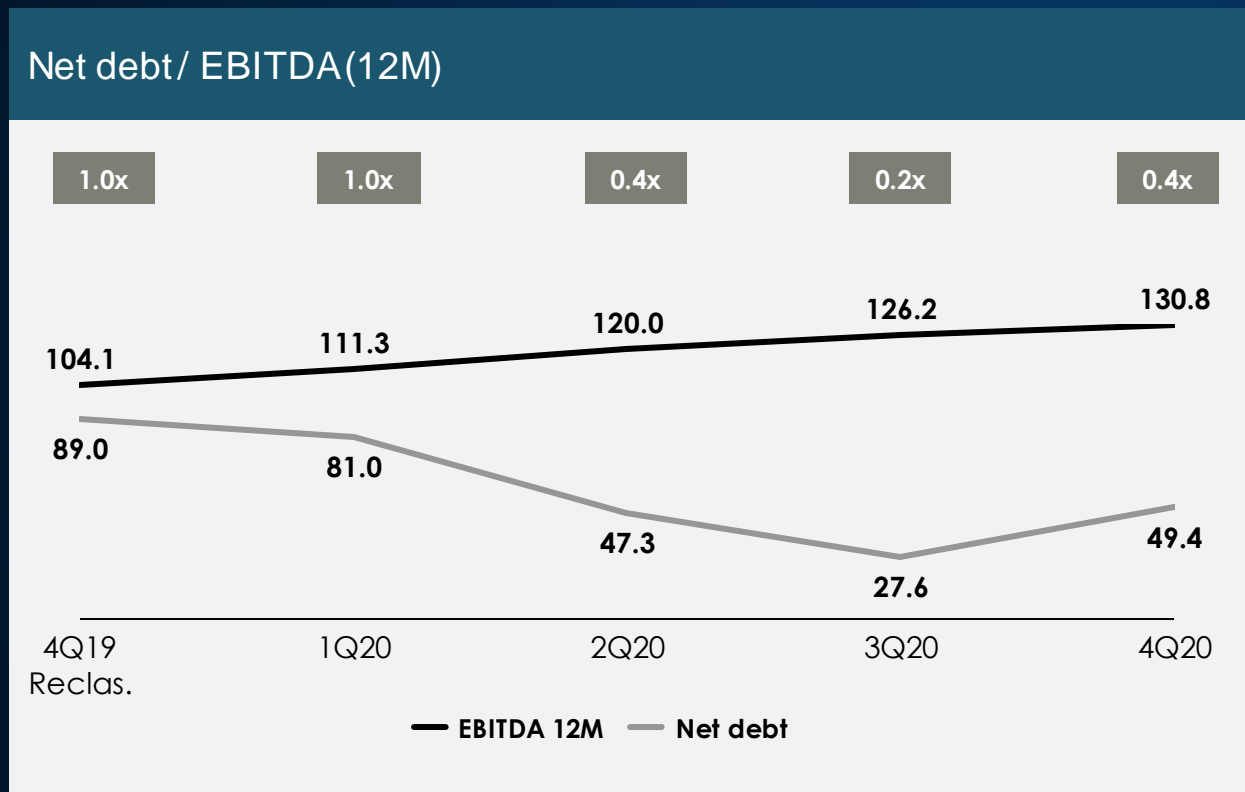
- \_Maximize growth (customers and revenue)
- \_Reach new key segments
- \_Accelerate time-to-market for new solutions and technologies
- \_Strengthen business at the base (cross-sell)

	Mature Co.	Startups
Model	Controlling shareholder	Minority interest
Share	51-100%	5-35%
Revenue (R\$ M)	25 - 150	2,5 - 10
EBITDA Margin	> 20%	N/A
EV/Sales	2-4x LTM	4-10x NTM



Net  
revenuesEBITDA and  
EBITDA Mg.Net income and  
Net Mg.



**HIGH PAYOUT**

(% of net income)

» 2019: **39%**

IOC R\$ 10.6 M

» 2020: **40%**

IOC R\$ 12.5 M (Payed)

Divid. R\$ 6.0 M (AGM)

» 1Q21: **N/A**

IOC R\$ 2.8 M

## EXECUTIVE TEAM

Experienced professionals with a solid professional and academic backgrounds



### Corporate



**Marcos Ribeiro Leite**  
(CEO & Founder)

29+ CSU



**Ricardo Ribeiro Leite**  
(Investor Relations)

22+ CSU



**Guilherme Rocha Vieira**  
(CFO)

15+ CSU



**José Leoni**  
(M&A)

1+ CSU



### Operations



**Fabiano Drogueti**  
(Payments & Loyalty)

3+ CSU



**Renato Búfalo**  
(CX)

7+ CSU



### Comercial



**Anacristina Lugli**  
(Payments)

25+ CSU



**Daniel Moretto**  
(CX)

2+ CSU



**Pedro Campos**  
(Loyalty)

1+ CSU



# Board combines company knowledge with majority of independent members

## Directors



**Antônio Kandir**  
Independent (Chairman)



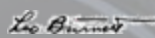
**Marcos Ribeiro Leite**  
Member (Founder)



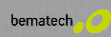
**Rubens Barbosa Filho**  
Independent



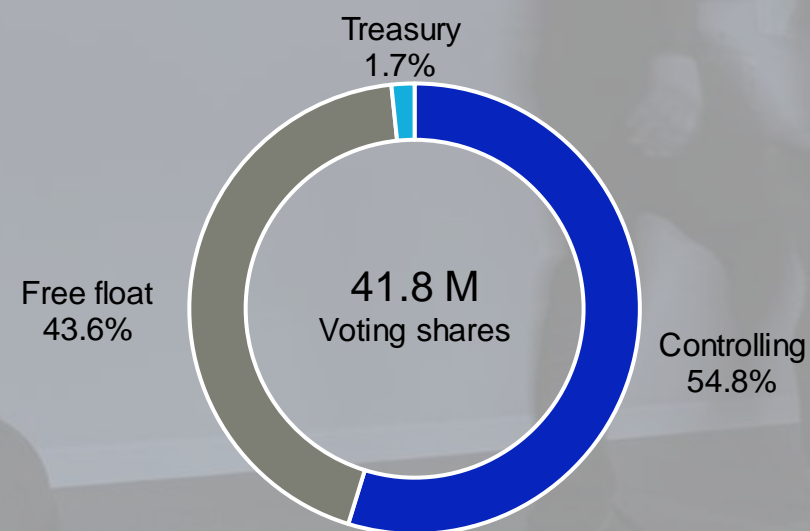
**Antônio Martins Fadiga**  
Independent



**Paulo Sérgio Caputo**  
Independent



## Cap table (Dec. 2020)



Since 2006 our shares have been traded on the **Novo Mercado**, B3's highest level of corporate governance

**CARD**  
B3 LISTED NM

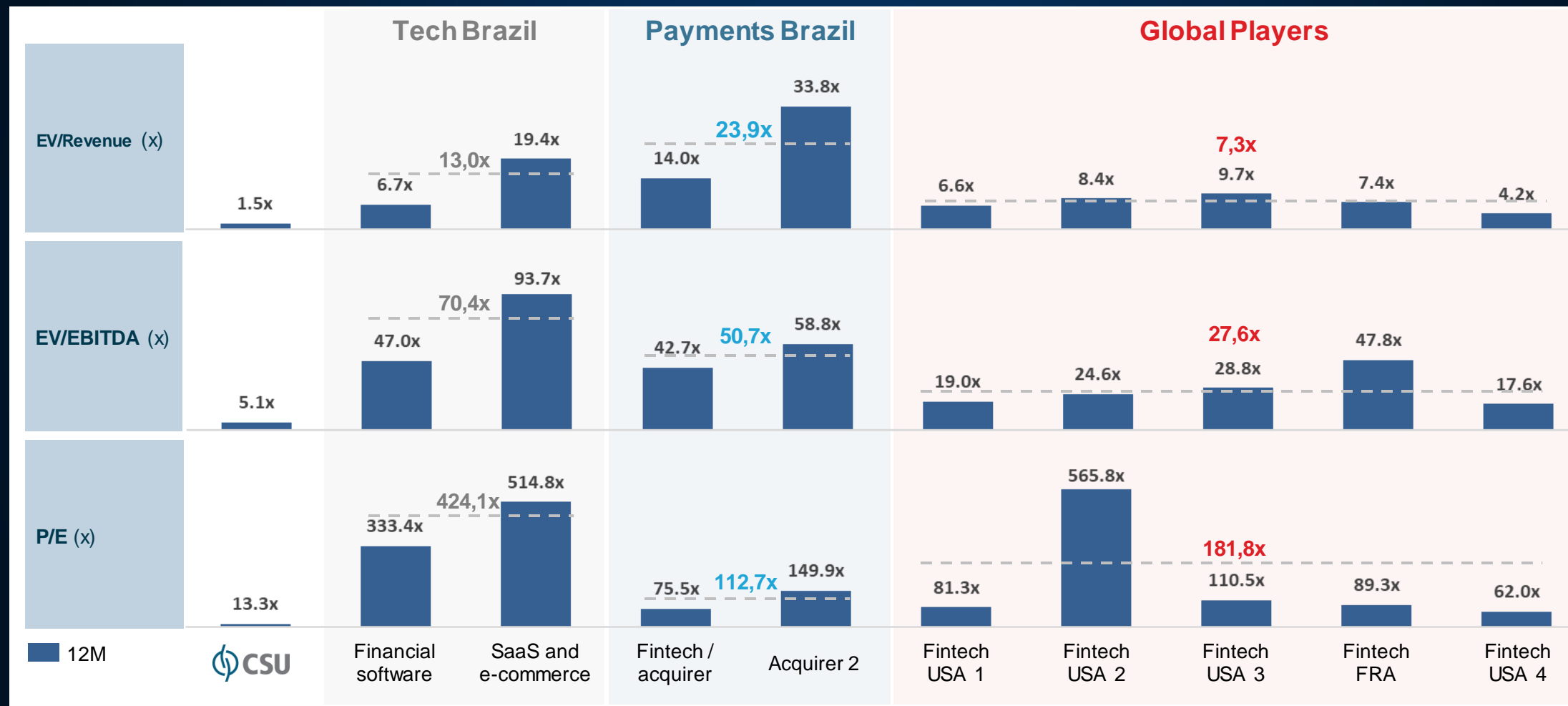
IGC B3

IGC-NM B3

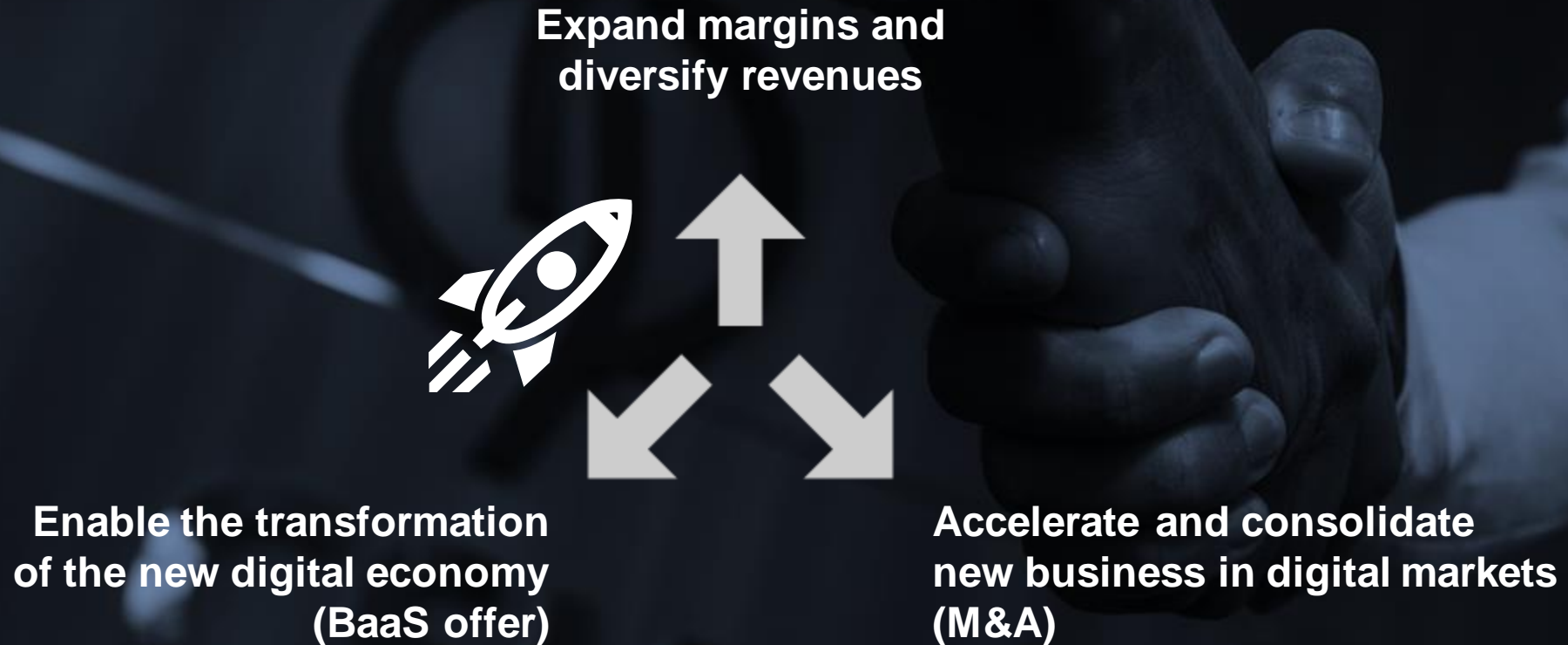
ITAG B3



## CARD3 traded at huge discount vs. players in technology and payments industry



**Extend prominence in current markets and expand to new ones**





## Investor Relations

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## New era of society and a new way of living

### ERA OF SOCIETY:

- New technologies transforming lives
- New health and safety demands
- New habits and lifestyles
- New needs

### DIGITAL DISRUPTION

### BUSINESS WORLD:

- Traditional players (incumbents)
- Physical and analogical
- Presential
- Low competition

### DIGITAL CONSTRUCTION

### WAY OF LIVING:

- New forms of consumption (web and mobile)
- New payment instruments and credit transactions (digital / virtual)
- New ways of working (work from home - WFH)
- New digital services
- Digital transformation of traditional services
- Tech players (startups, big techs, traditional adapted)
- Digital / web
- Virtual / WFH
- High competition (fintechs)
- Digital / Virtual & Physical+digital

## CSU focuses on the 4 priorities to overcome the challenges

Institutional

### Safety and well-being of stakeholders

- \_Work from home (WFH) for most of the administrative and operational teams
- \_Strict security protocol
- \_Test Routines
- \_Low rate of positive cases

### Maintaining stability of operations

- \_Activities considered essential
- \_Minimum impact of client business continuity

Business

### Acceleration of Digital Products

- \_Creation and expansion of sales of digital products (wearables, contactless, digital wallets, digital and virtual cards)
- \_WFH as a product
- \_OPTe + network expansion and activation campaigns

### Focused financial management in the preservation of cash

- \_Financial management initiatives resulting in increased profitability and liquidity
- \_Renegotiation of financing terms