



# Earnings Call 3Q23

**CSUD**  
B3 LISTED NM





Good morning everyone, welcome to CSU's conference call regarding the third quarter of 2023. Present in the videoconference today are the Financial and IR Officer, **Pedro Alvarenga**, the CTO, **Fabiano Droguetti** and the Company's IR team. This conference call is being recorded and all participants will be able to listen, see the speakers and follow the presentation.

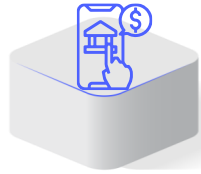


The presentation will be in Portuguese with simultaneous English translation. For those who wish to listen to the presentation in English, **just press the “Interpretation” button on the bottom right corner of the screen** and choose the English option.



This presentation may include statements that represent expectations regarding company's future events and results, according to the Brazilian and international regulation of marketable securities. Those declarations are based on suppositions and analyses made by the Company, in accordance with its experience, economic environment, market conditions and future events expected, many of which are outside the company's control. Important factors that may lead to significant differences between actual results and disclosed expectations about future events and results include the company's business strategy, the Brazilian and international market conditions, technology, financial strategy, clients developments, financial markets conditions, uncertainty regarding its future operations, plans, goals, expectations, intentions, among others. Due to these factors, the actual company results may differ significantly than those pointed out or implicit at the expectations and declarations regarding future events and results.

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## Infratech

We are a company that develops and offers **technology for financial services**



## B2B2C Model

Our **technology enables other companies offering to their customers** the world's most innovative **financial solutions**



## Robust Modular White-Label Platforms

Our clients can maintain their brands when offering financial products, opt for **full solutions** or modular integrations via **APIs**



## Know-how

Our positioning is to combine technology with extensive **technical/operational support** backed by a **solid governance & security infrastructure**



## Why our clients hire us

We promote **new revenue streams** possibilities, creating **cross & up selling oportunities** and enhancing users engagement



**31 years**  
of experience



**+ 40**  
B2B customers



**+ 36 Mi**  
registered cards and  
accounts



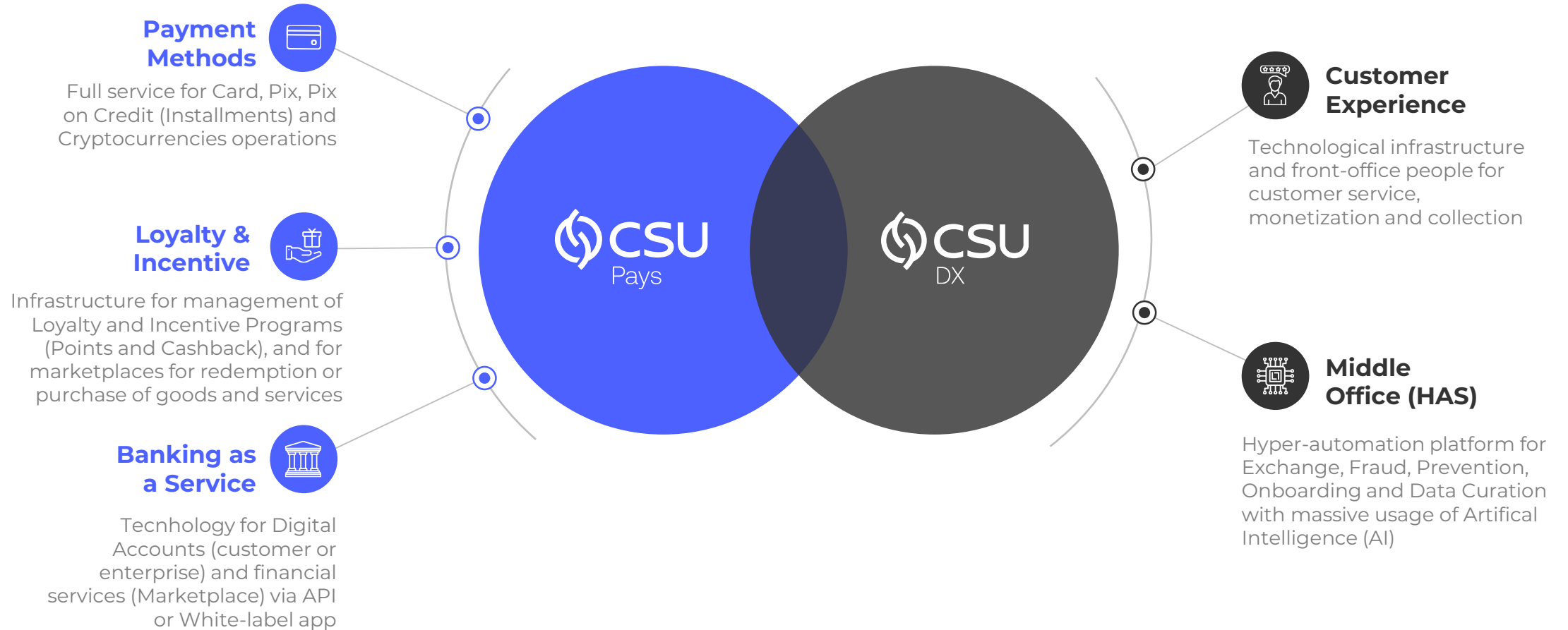
**+ 1 Bi**  
processed transactions\*



**+ R\$ 309 Bi**  
of TPV\*

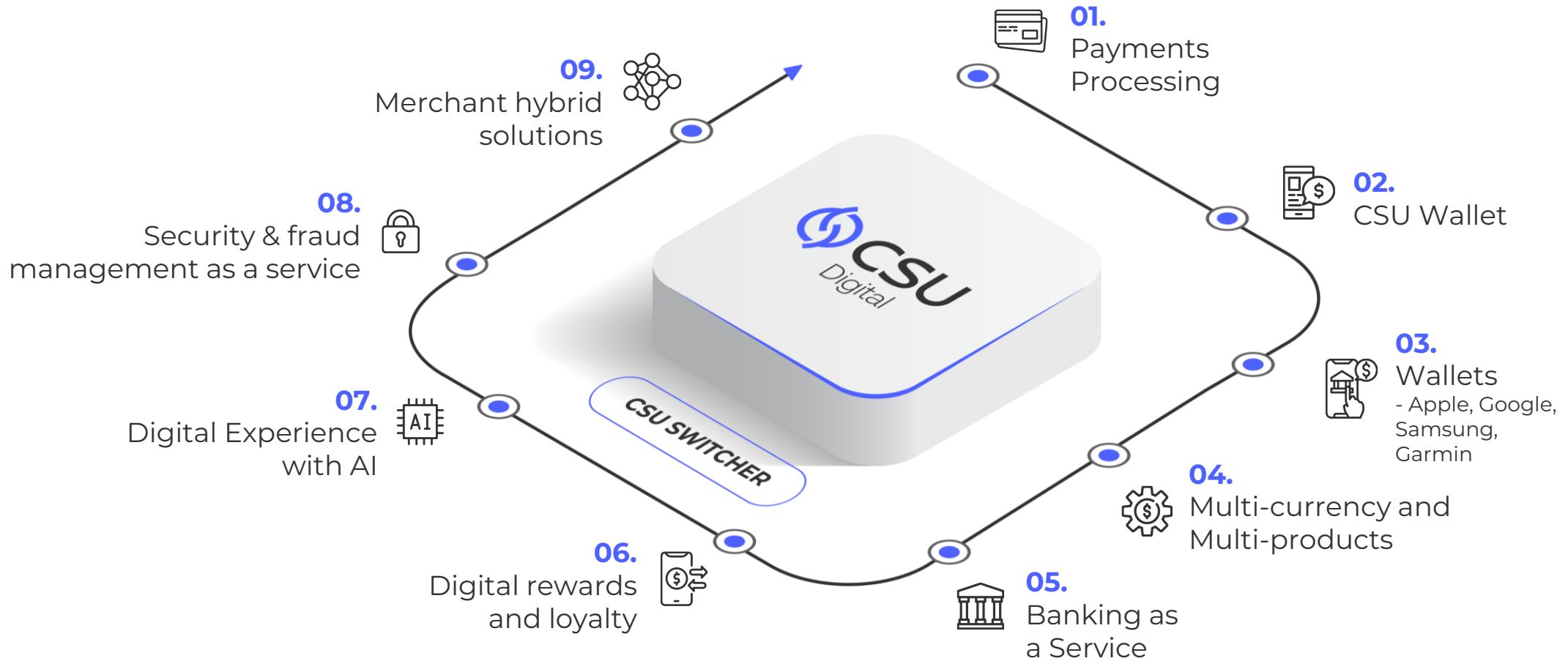
# Solutions Portfolio

The only company in the market with solutions for all stages of a financial transaction



# Overview of a Financial Operation

Full Service Model in a Global Market



# Challenges for Technology Platforms

Technology architecture must be very robust and flexible at the same time



## Fluid Experience

Agile and versatile microservices architecture for all players in the Payments System (Fintechs, Retail, Traditional and Digital Banks).



## Scalability

A broad range of solutions with the flexibility to be customized for any business process, depending on the customer's needs and priorities.



## Operational Stability

Hybrid architecture, redundancy, 24 hours a day, 7 days a week, designed to support critical systems and fully focused in operational stability.



## Security

Authorization rules highly customizable and natively integrated to the platform.

Platform 100% adherent security standards (eg. PCI).



## Autonomy

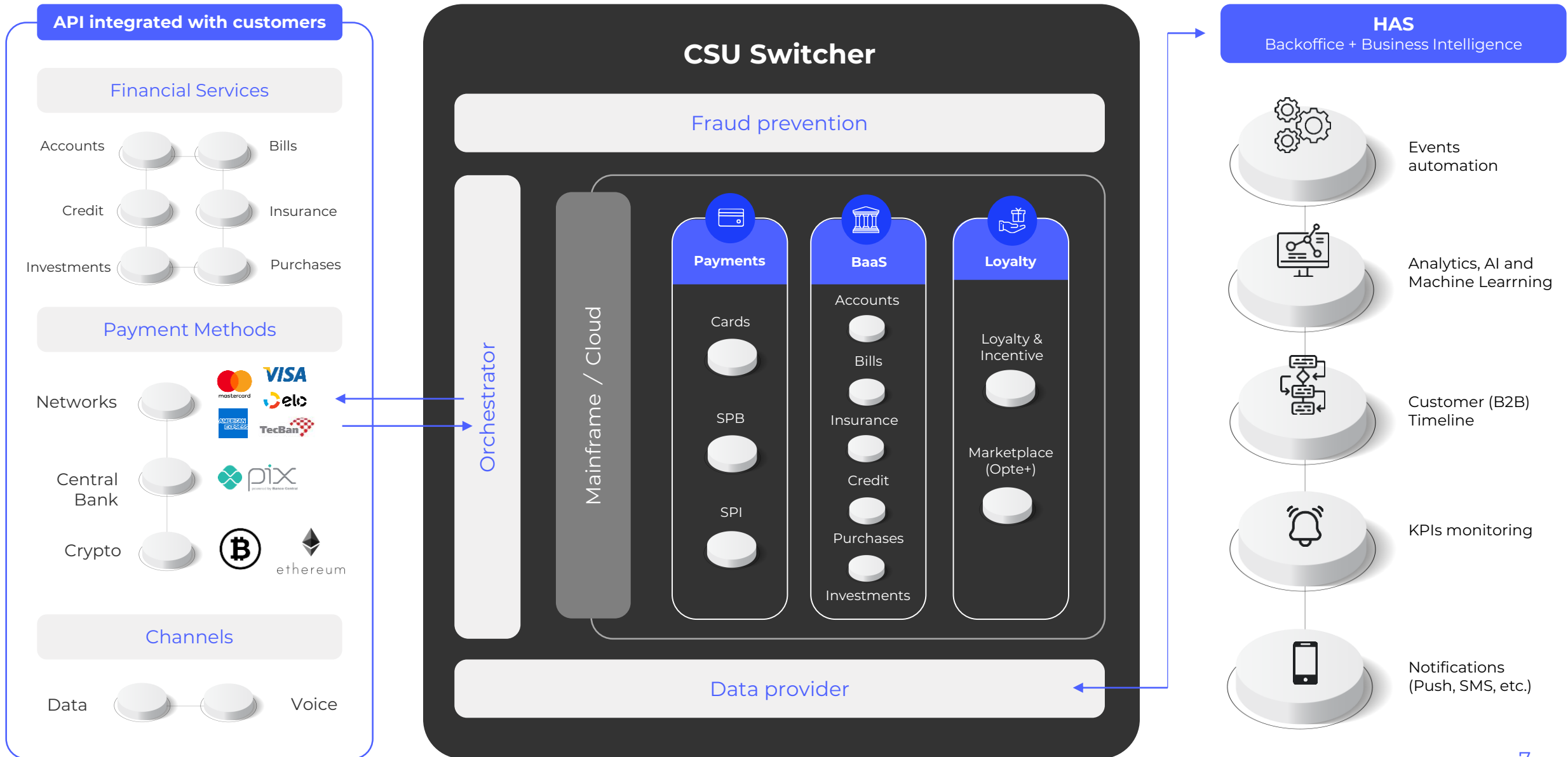
Service-based platform bringing greater autonomy for the client to access data and/or analyze specific events.

Infrastructure 100% developed to integrate faster with clients systems through APIs or message queues.

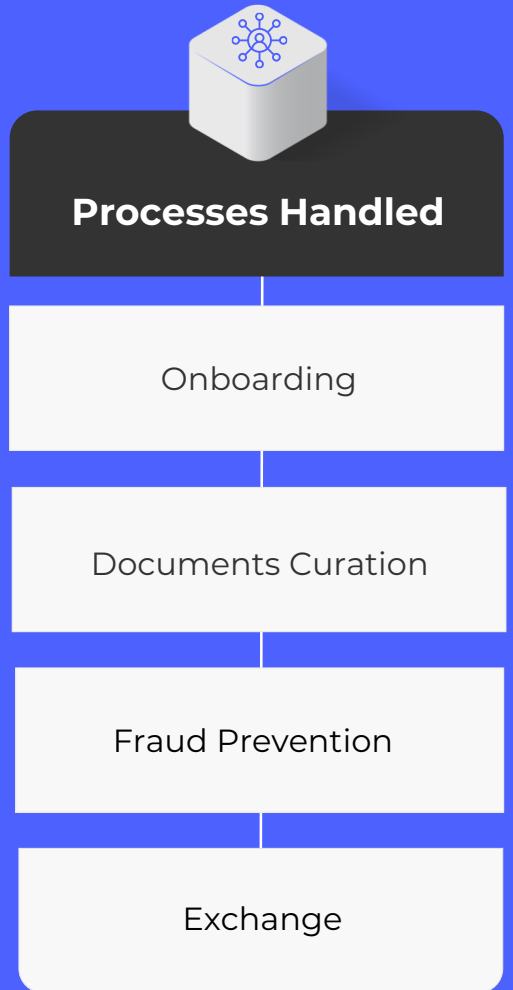
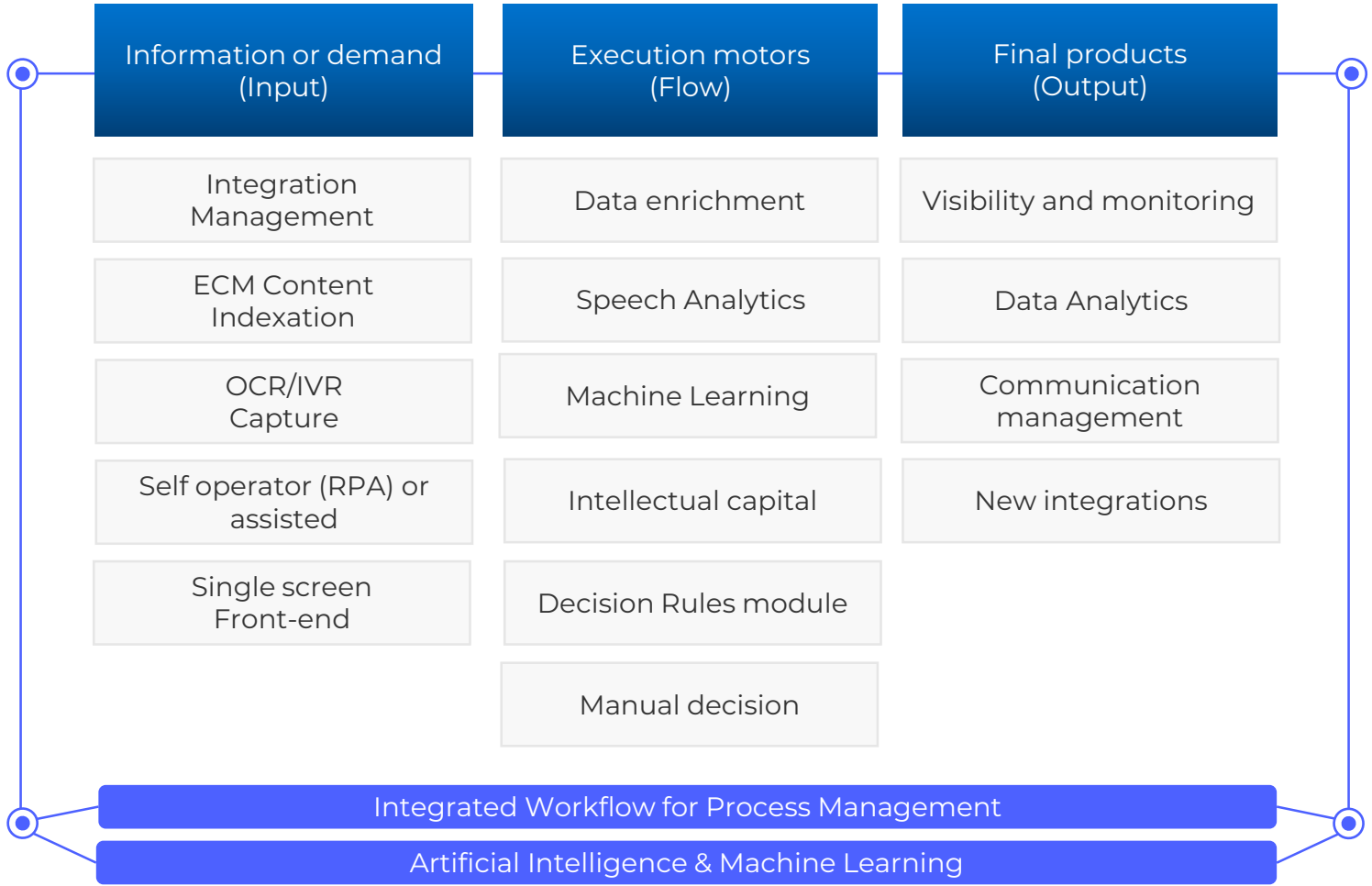


## Continuous Development

Modular technology to allow continuous updates and/or enhancements, without service`s interruptions.



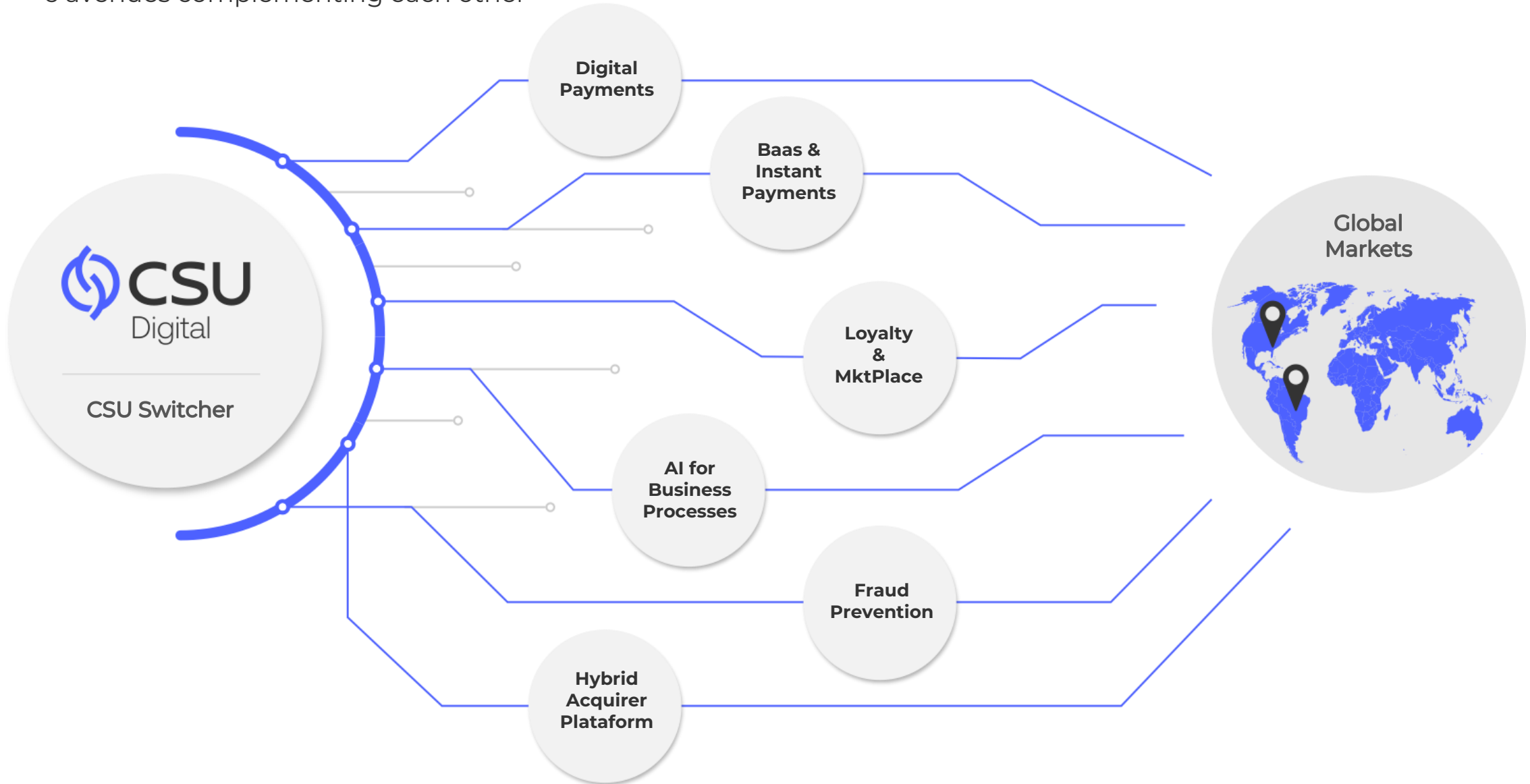
— powered by CSU  
**HAS** **Solution Overview**





# Growth Strategy

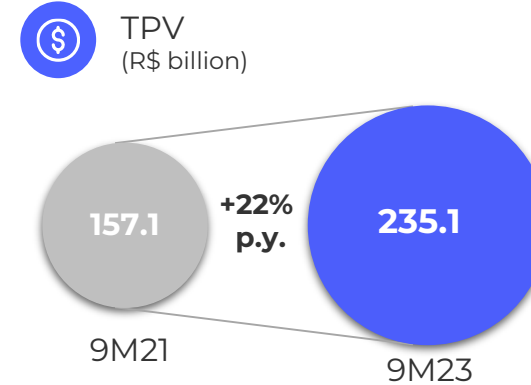
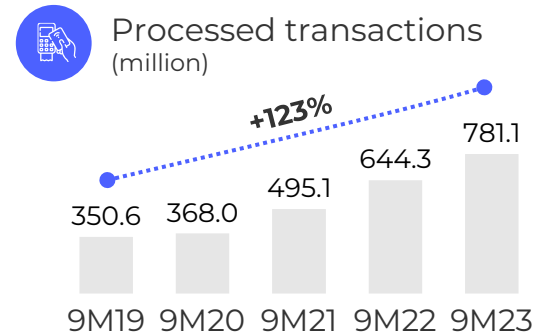
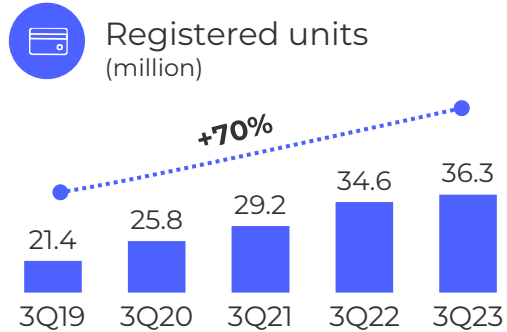
6 avenues complementing each other



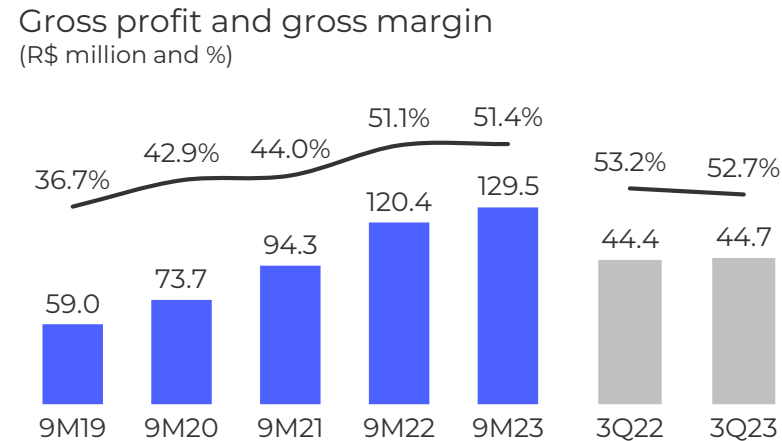
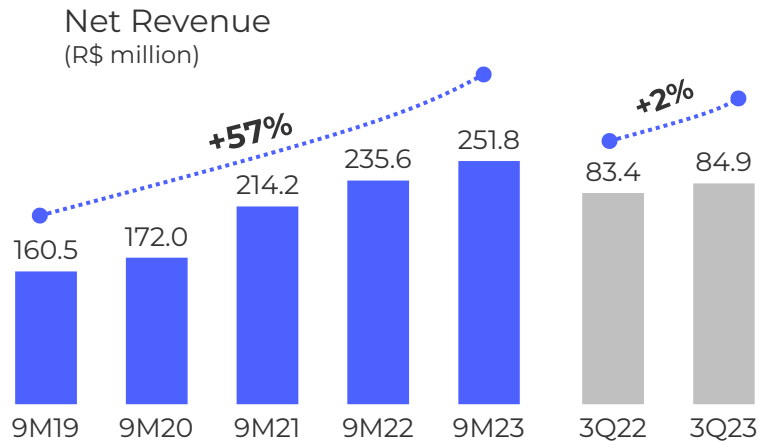
# Innovation and Productivity



## Operational Highlights



## Financial Highlights



Solid customer relationships are enabling continued growth in this vertical (+7% in a 9 month period), and this year's long-term renewal of approximately 90% of these contracts provides confidence for our new cycle of expansion

Operational efficiency via products and processes digitalization combined with gains of scale capabilities, increasing profitability of the business



- ✓ Physical, Virtual and Digital Cards (mobile and wearables)
- ✓ Bin Sponsor
- ✓ Multi-account Virtual Wallets
- ✓ Transfers and Payments (TED, Instant Payment – Pix, Pix on Credit, Cryptocurrencies)
- ✓ Credit Marketplace
- ✓ Digital Services
- ✓ Loyalty & Incentive Programs
- ✓ Shopping Marketplace

# Focus on Results while Building New Avenues of Growth



## Operational Highlights



**+3.7 million**

of managed interactions (3Q23)



**60%**

of digitalized interactions

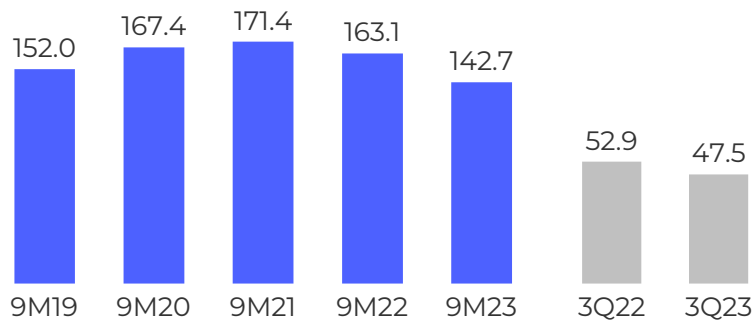


**10%**

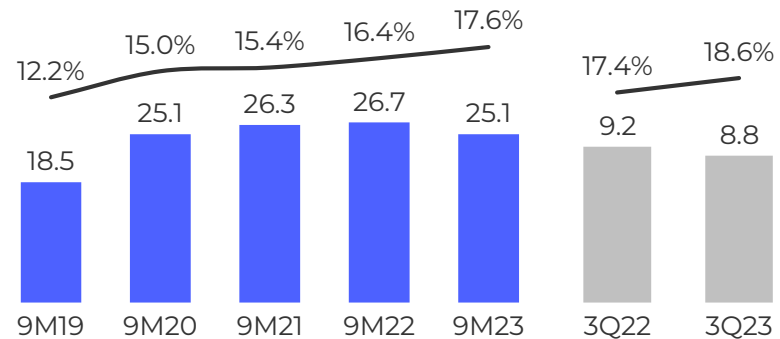
Via self-service

## Financial Highlights

Net Revenue  
(R\$ million)



Gross profit and gross margin  
(R\$ million and %)



This business unit is undergoing a profound digital transformation establishing a sustainable cycle of results while the launch of new services in the 3Q23 (HAS), should shift its growth dynamics moving forward

Focusing on higher value-added processes to preserve results and increase margins while new growth avenues are paved

## New tools



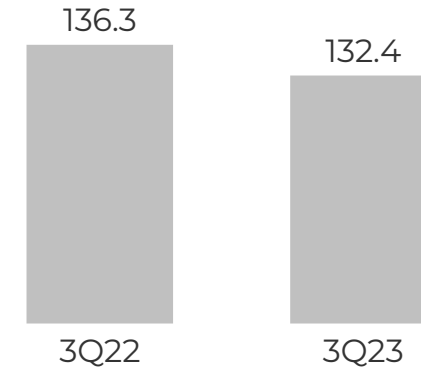
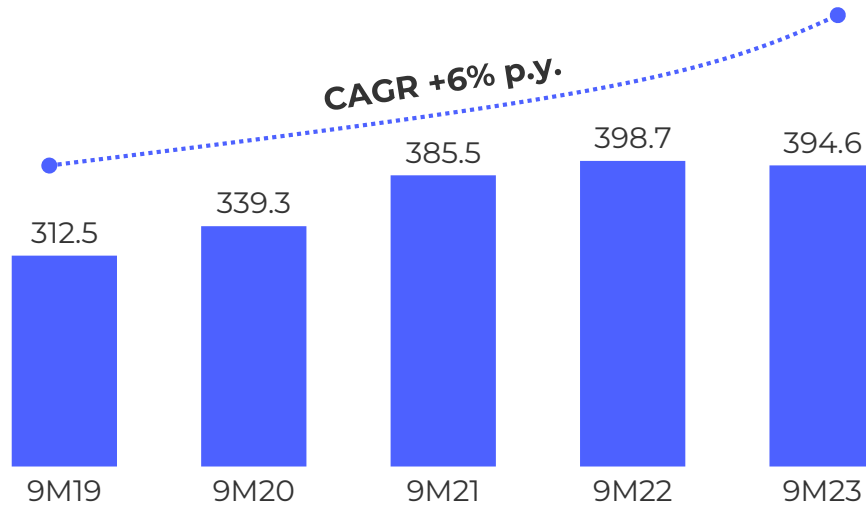
- ✓ Omnichannel
- ✓ Self-service
- ✓ RPA & AI
- ✓ Chatbots
- ✓ Customer support through social networks
- ✓ Mobile support

# Consolidated Net Revenue

Expanded portfolio creates new opportunities, increases profitability and brings more stability for different financial cycles

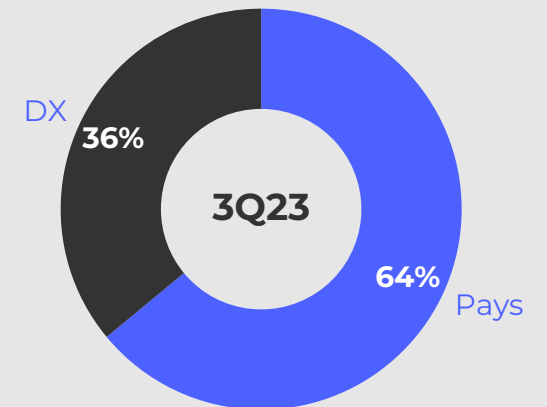
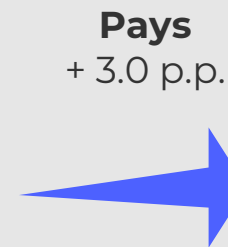
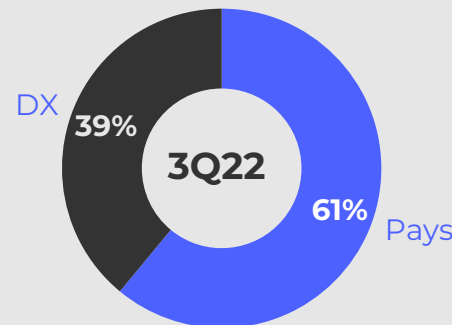


Net revenue grows consistently year after year with digital revenues standing out | (R\$ million)



CSU Pays gains even more relevance in the business

CSU´s consolidated net revenue mix (%)



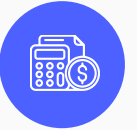
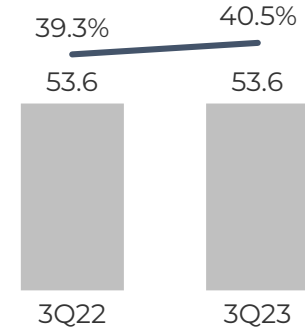
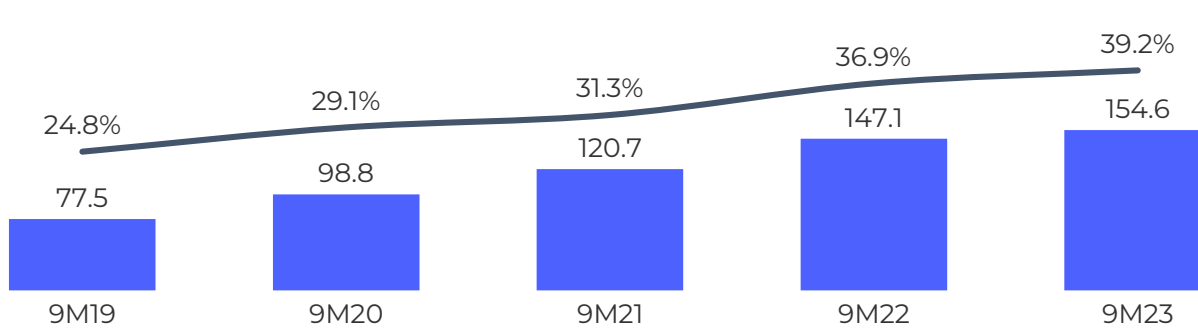
# Record Profitability Indicators

Efficiency gains consistently captured

Var.  
3Q23 vs 3Q22

## Gross profit (R\$ million) and gross margin (%)

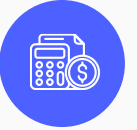
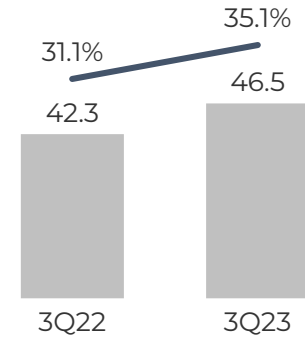
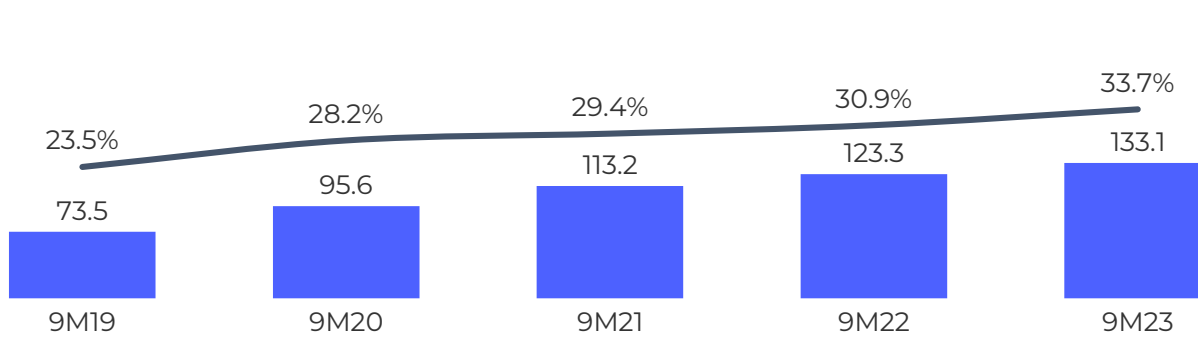
CAGR  
+18.9% p.y.



-

## EBITDA (R\$ million) and EBITDA margin (%)

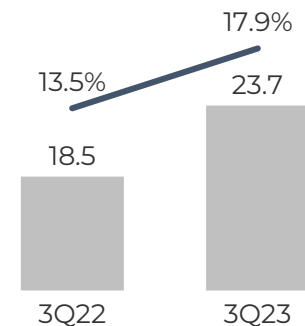
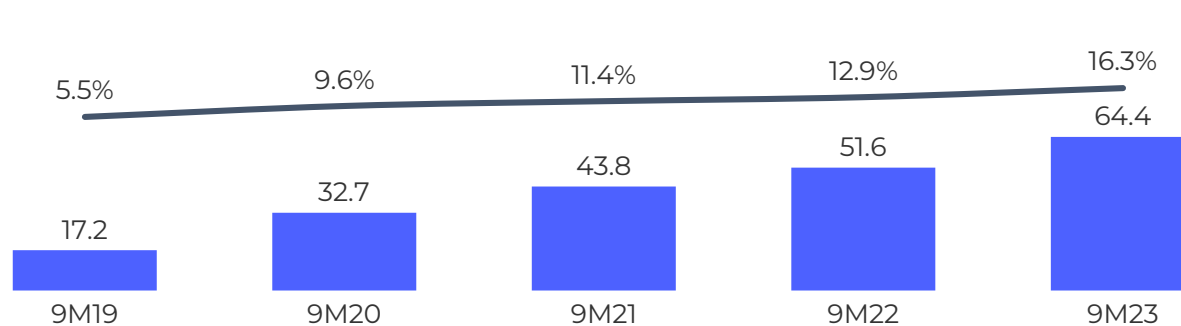
CAGR  
+16.0% p.y.



+9.8%

## Net income (R\$ million) and net margin (%)

CAGR  
+39.2% p.y.

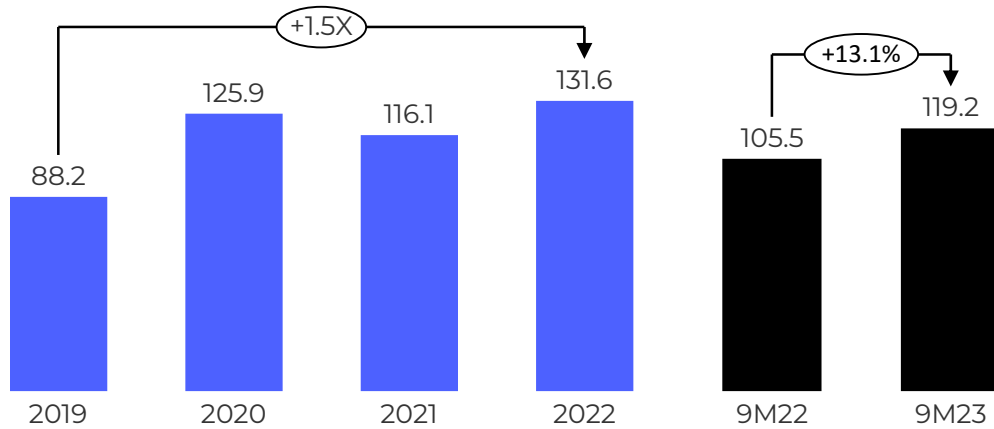


+28.4%

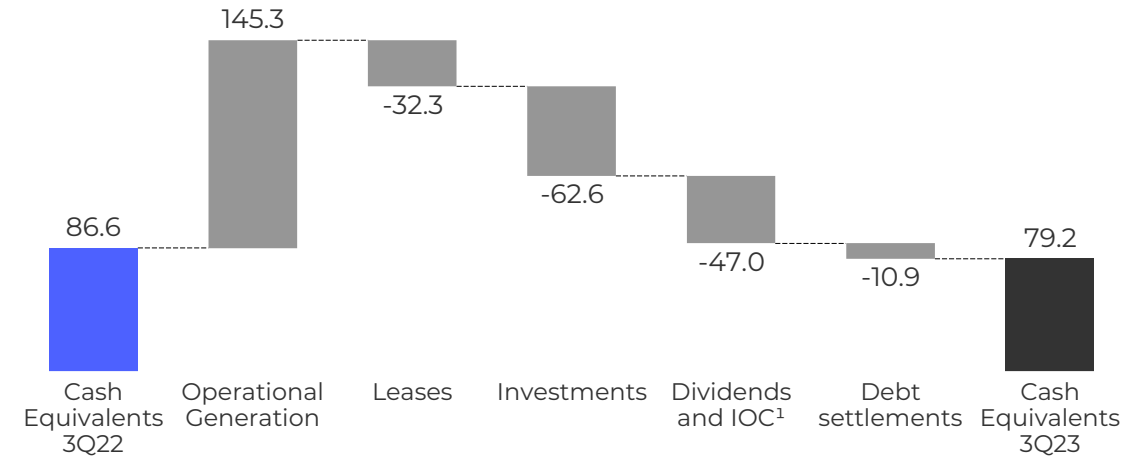
# Cash Evolution and Position

Better results allow improvements in the capital structure

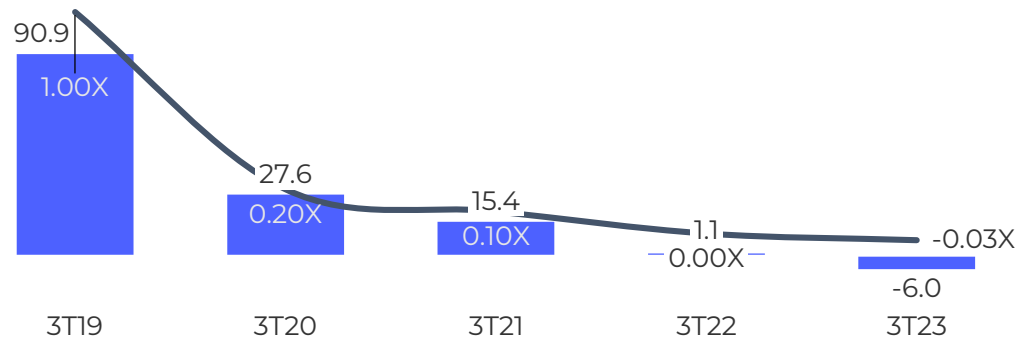
## Operational generation | (R\$ million)



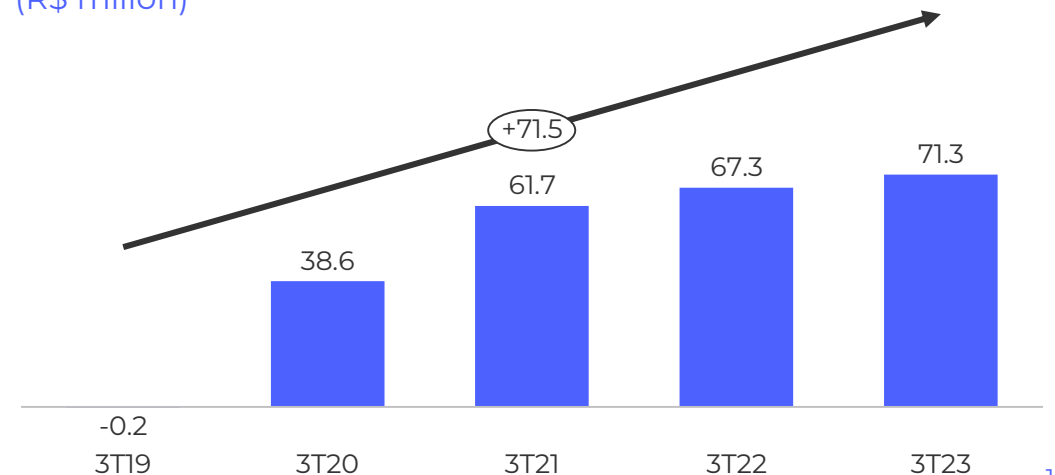
## Annual cash flow<sup>1</sup> | (R\$ million)



## Net debt and net debt/EBITDA (R\$ million, multiplier x)

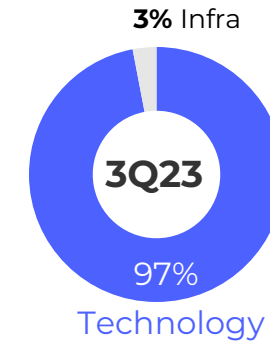
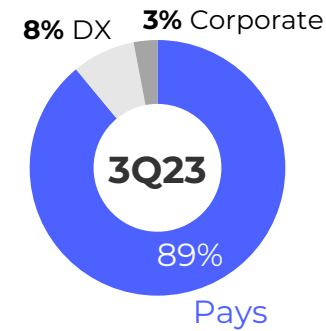
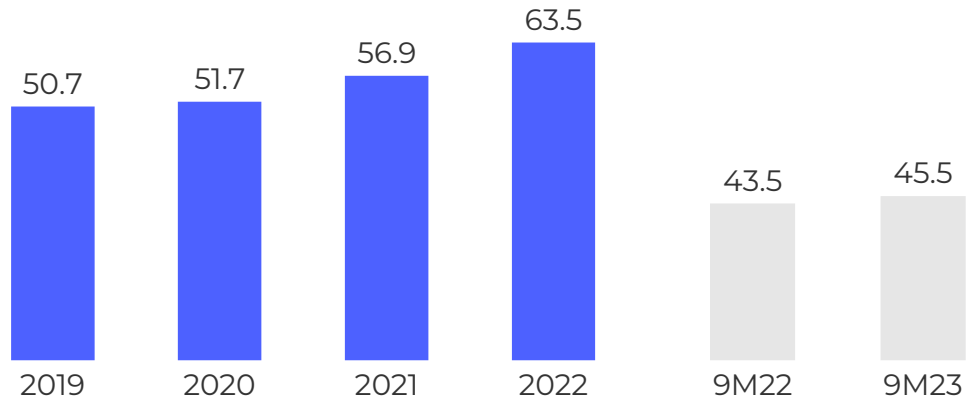


## Net cash (Cash equivalents vs. Onerous debt) (R\$ million)

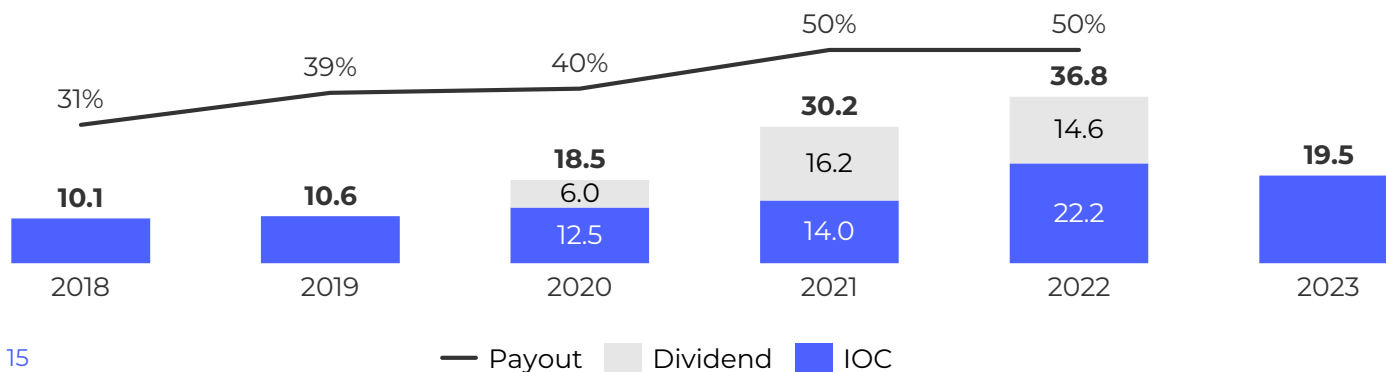


<sup>1</sup> Last 12 months    <sup>2</sup> IOC values net of taxes withheld

## Technology-oriented Investment Strategy (CAPEX) | (R\$ million)



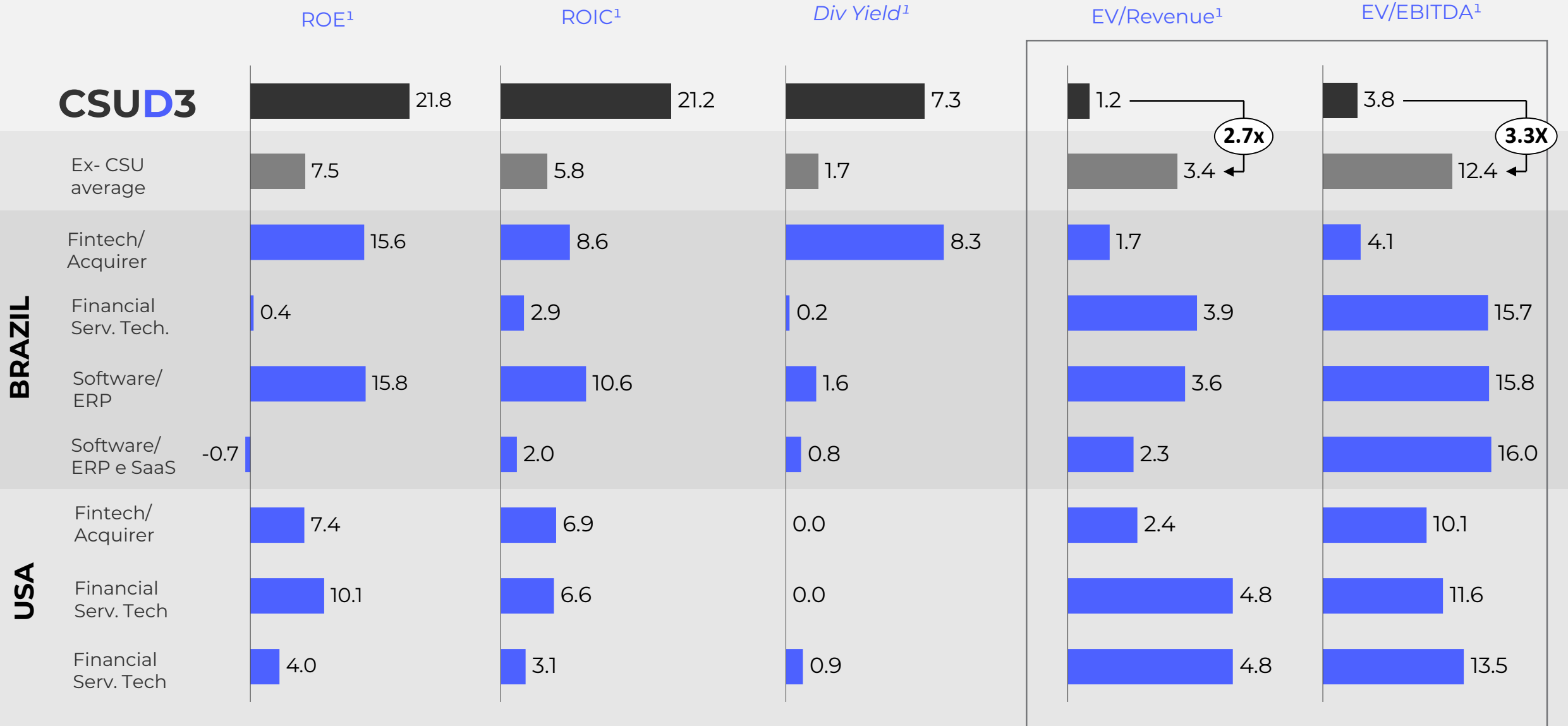
## Distribution of dividends and interest on capital expanding the return to shareholders | (R\$ million and % payout)



**Change in the practice of paying out dividends and IOC, making the shareholder remuneration strategy even more attractive. IOC of R\$ 7,0 million was declared on 3Q23 results and already paid in October.**

# Company's valuation vs other players

Combination of growth and profitability generating attractive returns







# Questions and Answers



To ask questions, **click on the raise hand icon at the bottom of your screen**, and wait for the next instructions



When announced, **a request to activate your microphone will appear on the screen** and you will be able to ask your question



To send writing questions via the Q&A icon, at the bottom of your screens, we advise you to ask them by indicating your **NAME** and **COMPANY**, following your question.





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