



# BEMOBI DAY

November 22<sup>nd</sup>  
2022

# Agenda

## 09h10 Welcome

- ▶ Opening & Overview  
Pedro Ripper, CEO
- 

## 09h50 Industry trends & growth opportunities

- ▶ Why are digital plans key to the future of Telecom?  
João Stricker, VP Latam/Brazil
  - ▶ Top-up at the center of mobile pre-paid digital journey  
João Stricker, VP Latam/Brazil
  - ▶ Energy distribution & retail in the digital age  
Pedro Ripper, CEO
  - ▶ Telco microcredit: driving digital inclusion, removing friction for mobile users  
Felipe Valdes, VP of Microfinance
  - ▶ Mobile telecom data as a driver for sustainable credit inclusion  
Felipe Valdes, VP of Microfinance
- 

## 10h35 Numbers

- ▶ Financial Strategic Pillars  
André Veloso, CFO
- 

## 10h45 Q&A





# Bemobi Overview

Pedro Ripper, CEO



# Bemobi's Unique DNA and positioning

Bemobi addresses the digital and monetization gap in Emerging markets through various mobile solutions enabled by some key unique competitive advantages

## HOW WE DO IT

### B2B2C model enabled by digital channels

- ▶ Highly scalable and asset light model

### Emerging Markets client know-how

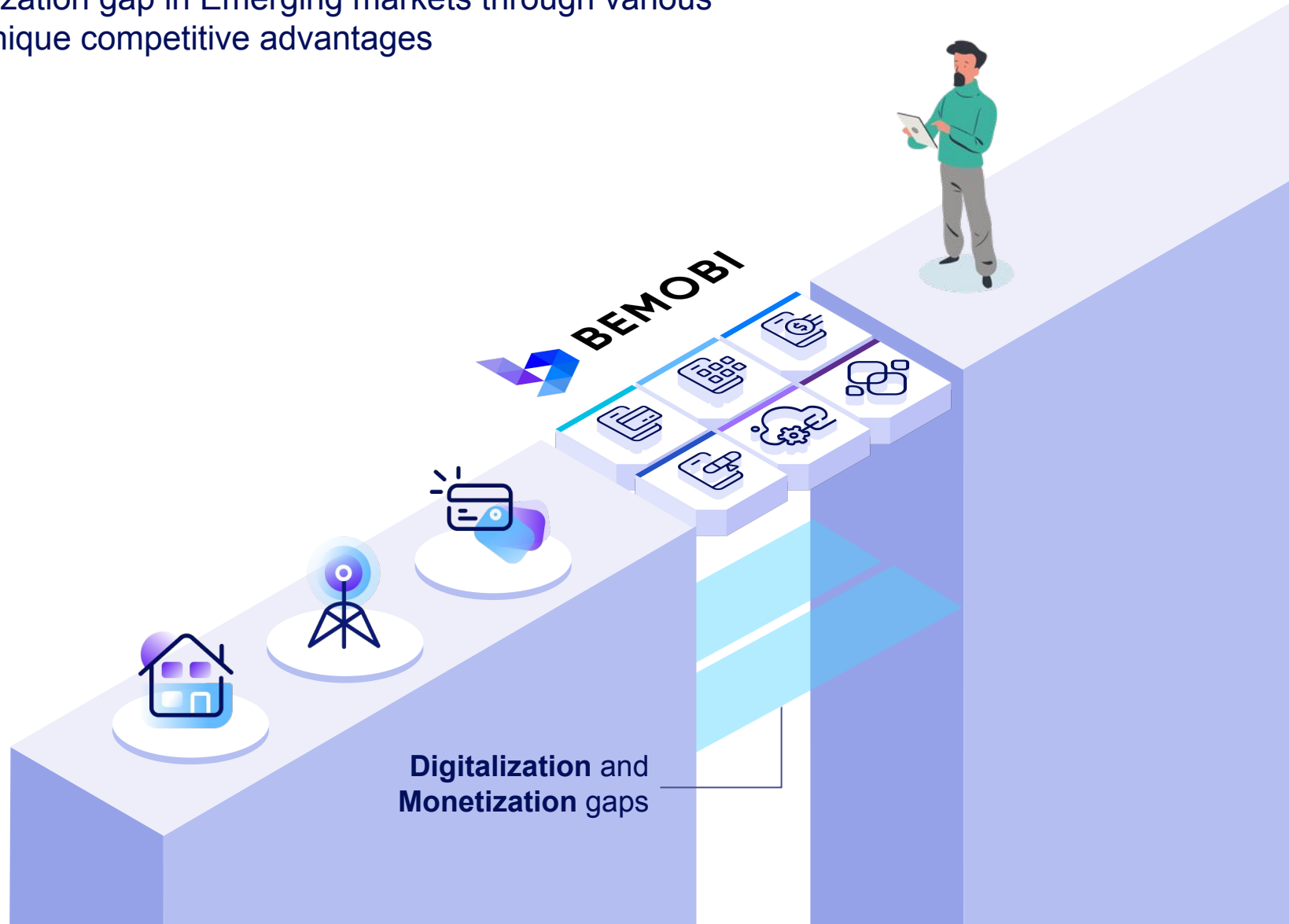
- ▶ Lower income and limited access to credit
- ▶ Prepaid and payment in installment culture
- ▶ Different payment method mix and maturity

### Vertical industries expertise

- ▶ Telecom / Utilities / Financial Services

### Positioned in intersection of mega trends

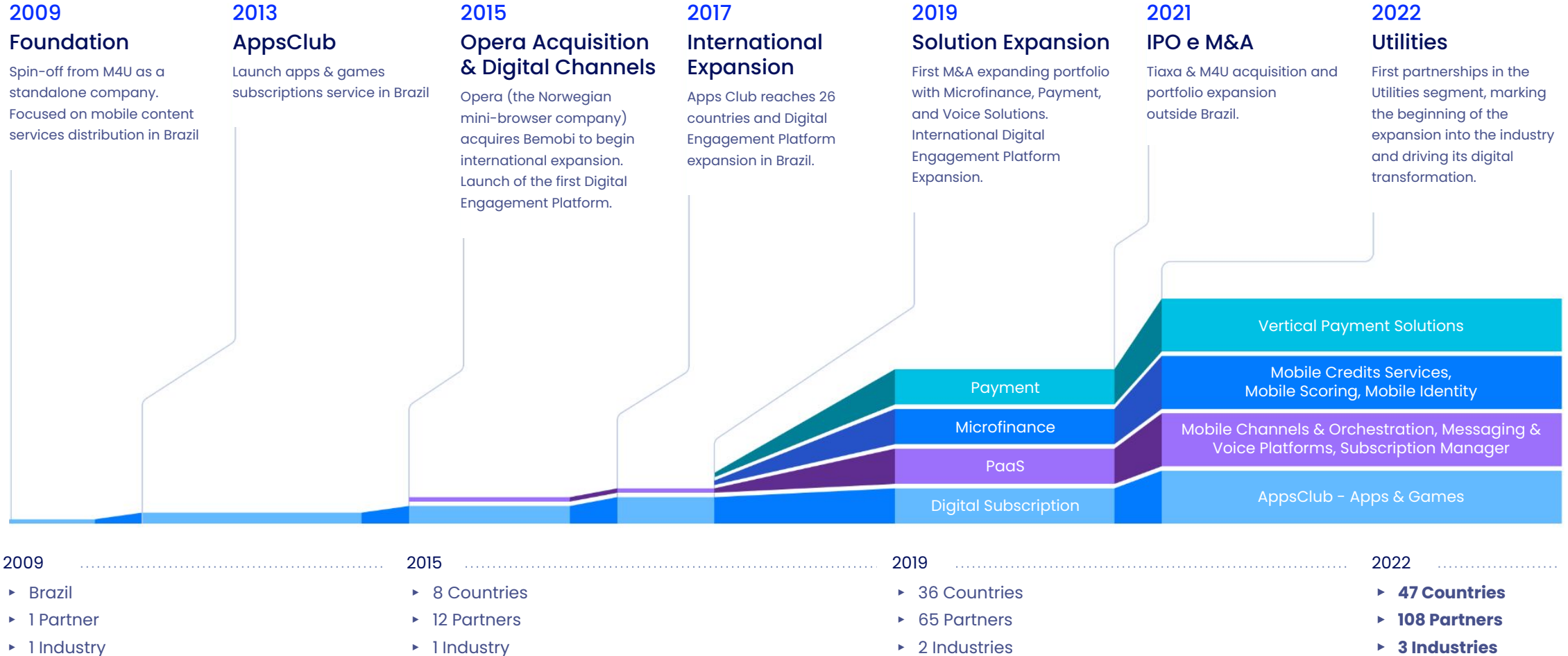
- ▶ Digitalization of industries, digital payments, deregulation, increased connectivity, amongst others





# Bemobi's History

Strong entrepreneurial culture throughout its history and one of the pioneers in technology in Brazil



# Solid relations in our partnerships in a large and growing market, still underpenetrated

International Presence in most main emerging economies

47

Countries

With live operations  
around the world

108

Active Partnerships

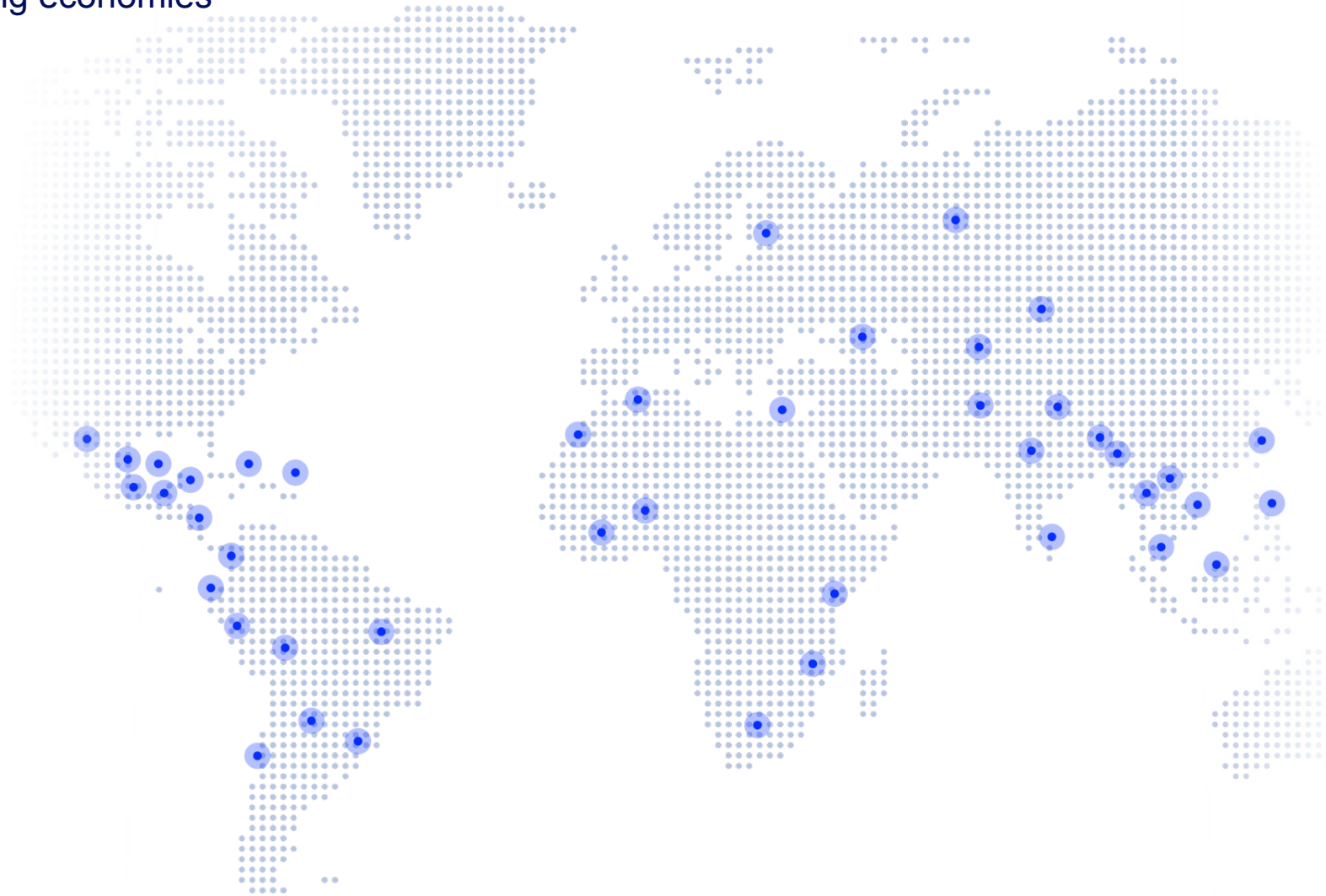
Active Unique B2B Partners

- 87 ▶ Digital Subscription
- 21 ▶ Microfinance
- 07 ▶ Payments
- 28 ▶ PaaS - Loop
- 17 ▶ PaaS - Others.

2.6

Billion

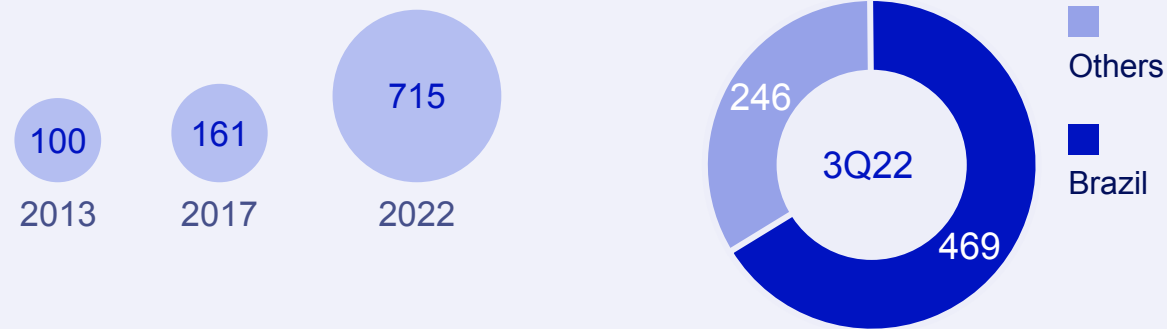
Addressable users through  
our active partnerships



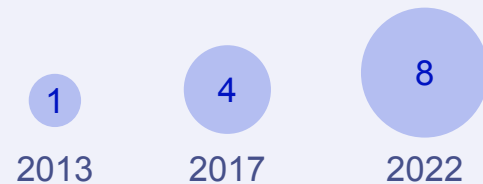
# A tech and product focused, motivated, multicultural international team

## Team Distribution

### EMPLOYEES



### OFFICES



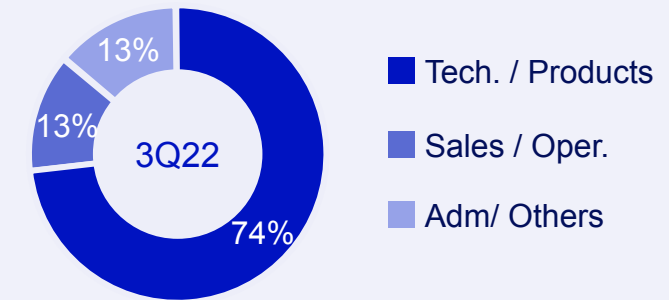
► Offices in **8 major cities** in **7 countries**



► **Multicultural and ethnically diverse**, with employees of **18 nationalities**

## People metrics

### WORK AREA



## Company Awards

### GREAT PLACE TO WORK

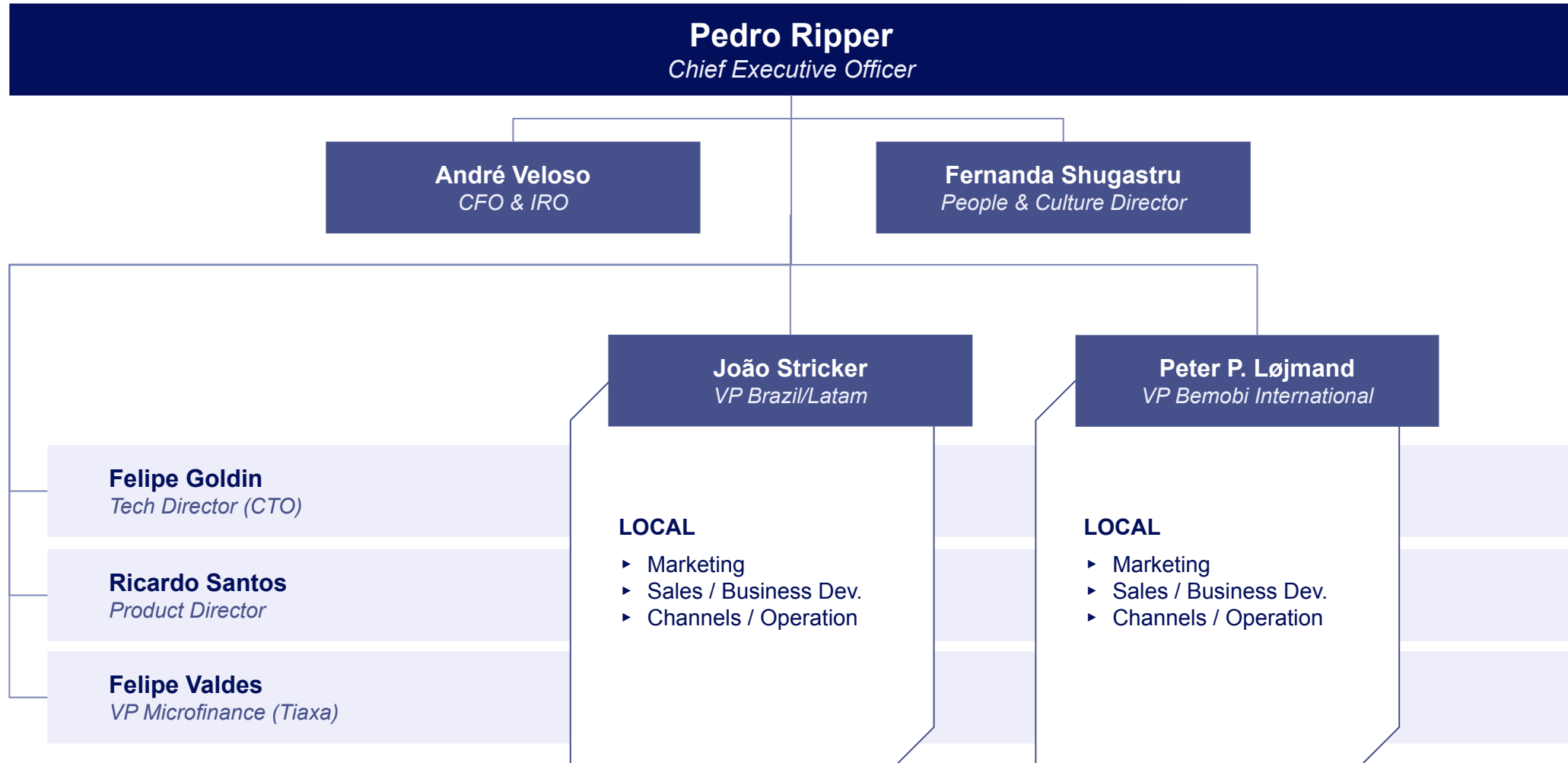


► Top Ranked since 2016



# Organizational Chart

Matrix Client x Product/Tech Driven Approach



# Seasoned multidisciplinary executive team

## STATUTORY DIRECTORS



### Pedro Ripper

CEO & Co-Founder

- ▶ Board Member at Iguatemi and VIBRA Energia
- ▶ Former VP at Oi
- ▶ Former CEO at Cisco Systems Brasil



### João Stricker

VP Brazil and Latam

- ▶ Former CMO at TIM
- ▶ Former Managing Director (VP), LATAM at BlackBerry



### André Veloso

CFO & IRO

- ▶ Former CFO & IRO at Time for Fun
- ▶ Former CFO at Halex Istar (HIG)
- ▶ Former CFO & IRO at Unipar



## DIRECTORS



### Peter Løjmand

VP Bemobi International

- ▶ Former SVP of Commercial Operations at Opera
- ▶ Former GM Spain, CIS & Baltics at LEGO



### Fernanda Shugastru

Director of People & Culture

- ▶ Former Regional Head of Talent, Latam South at BAT
- ▶ Former Learning & Development at GSK



### Felipe Valdes

VP Microfinance

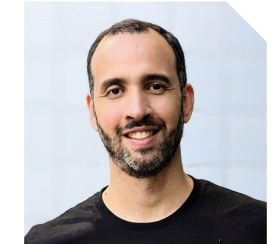
- ▶ Founder and Former CEO at Tiaxa
- ▶ Co-founder and Former Principal at Patagonia Sur



### Felipe Goldin

CTO

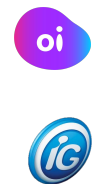
- ▶ Co-Founder & Former CTO at Mobicare
- ▶ Co-Founder & Former CTO at Akross



### Ricardo Santos

Director of Products

- ▶ Former Business Development & Senior Marketing Manager at Oi
- ▶ Former Head of Product at IG



# Robust Corporate Governance

## Board Members

### BOARD OF DIRECTORS



#### Lars Boilesen

- ▶ CEO at Otello
- ▶ Former CEO at Opera
- ▶ Former CEO at Nordics & Baltics Alcatel-Lucent



#### Pedro Ripper

- ▶ CEO & Co-Founder at Bemobi
- ▶ Board Member at Iguatemi and VIBRA Energia
- ▶ Former VP at Oi
- ▶ Former CEO at Cisco Systems Brasil



#### Francisco Valim

- ▶ Former CEO UK, EMEA and LATAM Experian
- ▶ Former CEO at Via Varejo
- ▶ Former CEO at NET
- ▶ Former CEO at Oi



#### Fiamma Zarife

- ▶ Managing Director at Twitter
- ▶ Board Member Americanas
- ▶ Board Member VALID



#### Carlos Piani

- ▶ CEO of HPX (NYSE SPAC)
- ▶ Chairman at Equatorial
- ▶ Board Member at VIBRA Energia
- ▶ Former Partner VINCI
- ▶ Former Partner BTG



### SUBSTITUTES



#### Roger Solé

- ▶ CMO Univision Digital -US
- ▶ Former CMO at WeWork (Global)
- ▶ Former CMO at Sprint PCS US
- ▶ Former CMO at TIM Brasil



#### Roberto Rittes

- ▶ Board Member at Atento
- ▶ Former CEO at NEXTEL
- ▶ Former CFO & COO at Boavista



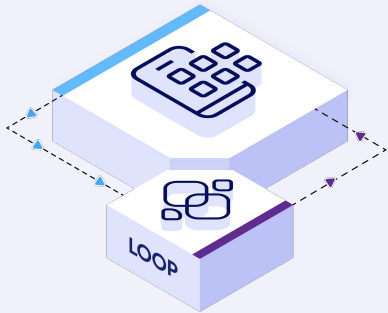


# Bemobi solutions portfolio

Solutions are modular, scalable and adaptable to multiple industries

SOLUTIONS ▶ To improve digital journeys, monetize and retain customers

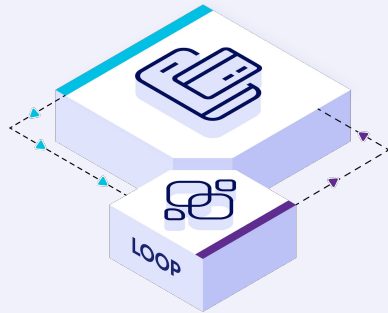
## Digital Subscriptions



Apps & Games Subscription

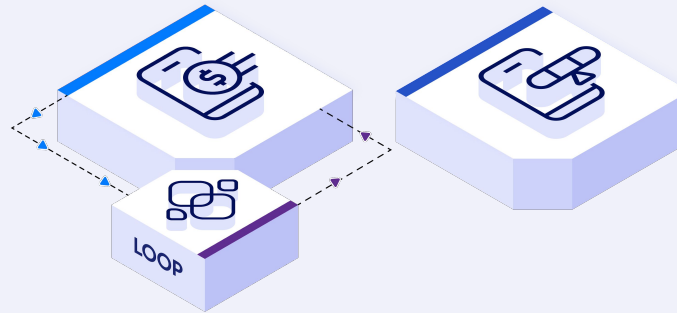
▶ Apps Club

## Digital Payments



Vertical Payments Solution

## Microfinance

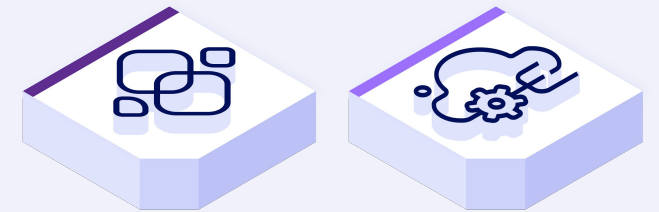


Mobile Credit Services

▶ Nanocredits™

Mobile Scoring

## Platform as a Service (PaaS)

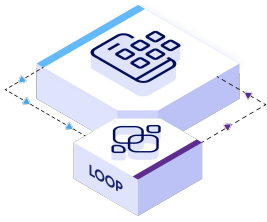


Digital Customer Engagement Platform

▶ Loop

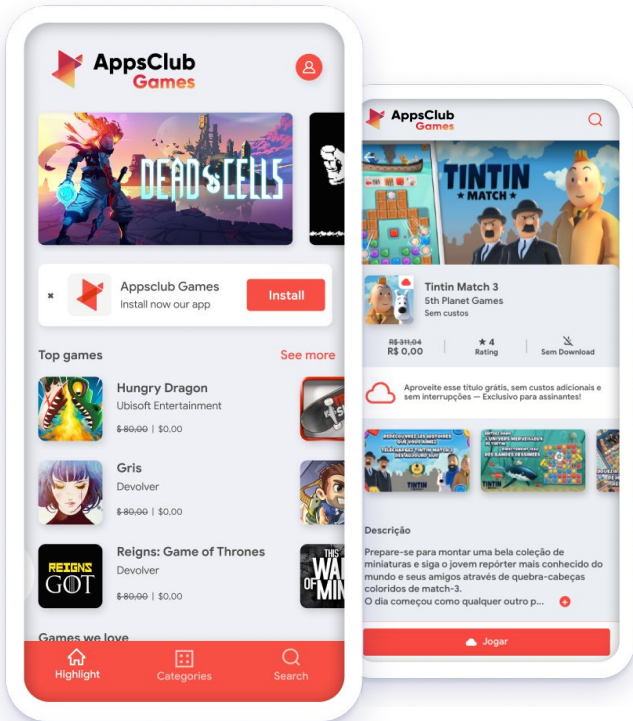
Telco Software Platform

▶ Suma Suite & Smart ID



# Digital Subscriptions - Apps & Games Subscription

Premium subscription services for mobile apps and games



## OPPORTUNITY

### Business Challenge

- ▶ **Monetization gap** for Apps&Games developers in emerging markets (e.g. pricing and payment challenges)
- ▶ Mobile Carriers seek ways to **differentiate their services and monetize** their large customer bases generating new sources of revenue.

### Bemobi's Approach

- ▶ **"All-you-can-eat" subscription service**, free of advertising with a selection of the best apps & games available.
- ▶ Alternative **payment methods with dynamic pricing** focusing on converting traditionally non paying users.
- ▶ End-to-end solution and catalog, **operated by Bemobi on a white label basis.**

## BENEFITS

### Business Partner

- ▶ **Developers:** new incremental revenue streams addressing non monetizable users with no new integration or development need.
- ▶ **Carriers/DigitalBanks:** new increments revenue streams from existing user base.

### End User

- ▶ Access to a **vast catalog of top-quality titles, with no ads.**
- ▶ **Dramatically lower price** vs compared AppStore alternatives.
- ▶ **No need for credit-cards.**

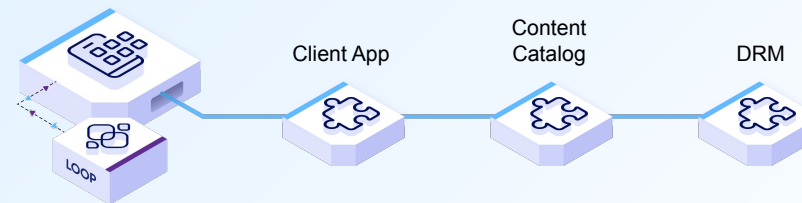
87

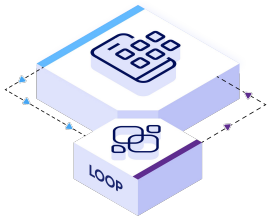
Partners

35.5

Millions of User<sup>1</sup> Paid Subscriptions

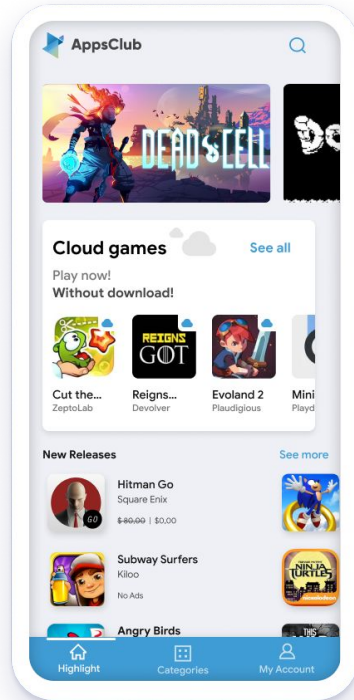
Apps & Games Subscription Solution Components



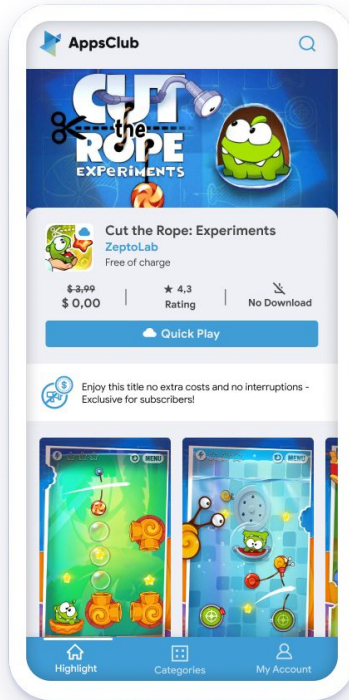


# Digital Subscriptions - Apps & Games Subscription

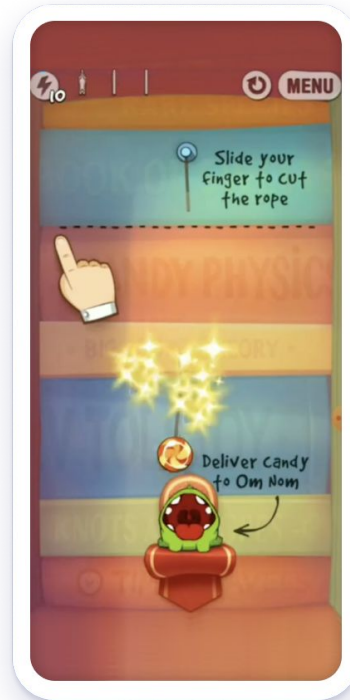
First cloud mobile gaming offer in Latam



1 Select a Game



2 Click



3 Instant Play

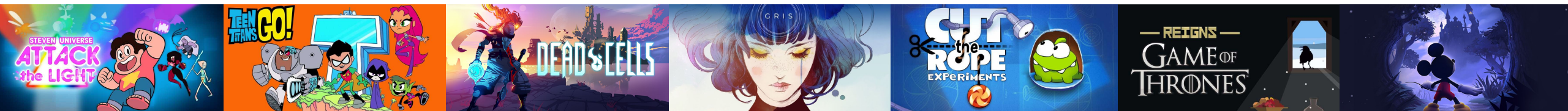
## NEW WAY TO PLAY YOUR FAVORITE GAME!



- ▶ No download or installation needed
- ▶ No storage consumed
- ▶ **Just Click & Play**

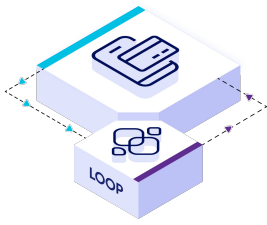
## 60+ PREMIUM GAMES ALREADY AVAILABLE!

## LIVE NOW WITH TOP TELCOS IN BRAZIL (Nov 2022)



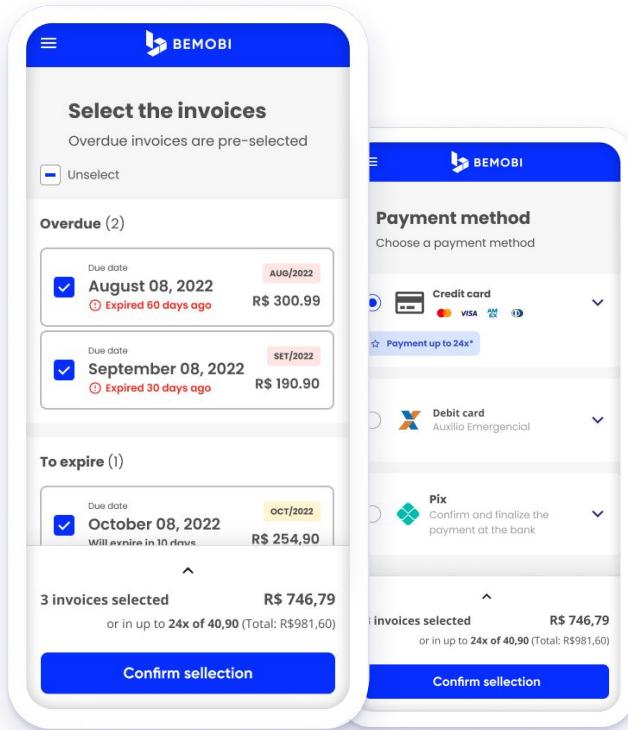
Notes: Initial offer available in Brazil selected partners





# Digital Payments

End to End Digital Payment solution for Telecom and Utility companies



## OPPORTUNITY

### Business Challenge

Most telecoms and utilities want to drive digital payment and digital self-service channels adoption in order to:

- ▶ Create a more **frictionless** and **user friendly full digital experience** with customers
- ▶ Reduce **collection costs** and **bad debt**
- ▶ **Grow Revenues** through **cross-sell** and **up-sell**

### Bemobi's Approach

- ▶ We **combine payment and digital channels** into an integrated solution maximising **adoption** and **payment conversion**
- ▶ We operate as a **managed service**, taking care of parts of the operations responsibilities
- ▶ **Industry specific tailored solution** (e.g. pre-paid services, installments, new digital plans, etc...).

## BENEFITS

### Business Partner

- ▶ **Rapid time to market** with no capex investment and simple to setup solution.
- ▶ **Drive digital adoption** and information on end-users.
- ▶ Reduce **bad-debt** and **collection costs**
- ▶ **Lower risk: cost of project associated with captured value.**

### End User

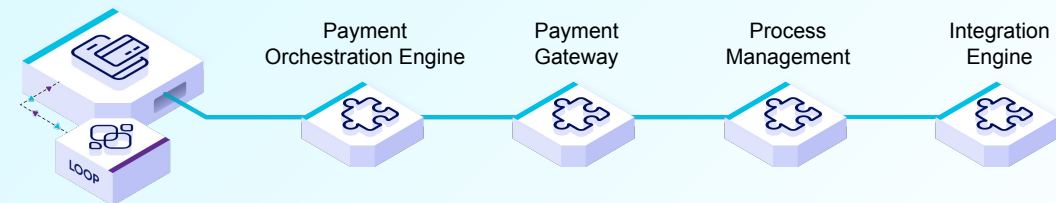
- ▶ **Increased Convenience** by offering a digital payment in **multiple channels** with a simple friendly process.
- ▶ **Increased Flexibility** of choosing the preferred **payment method** and the preferred **payment model**.

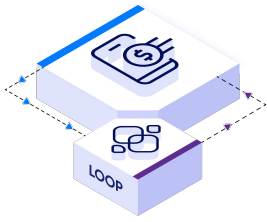
7 R\$6Bi

Partners

Billion (TPV<sup>1</sup>)

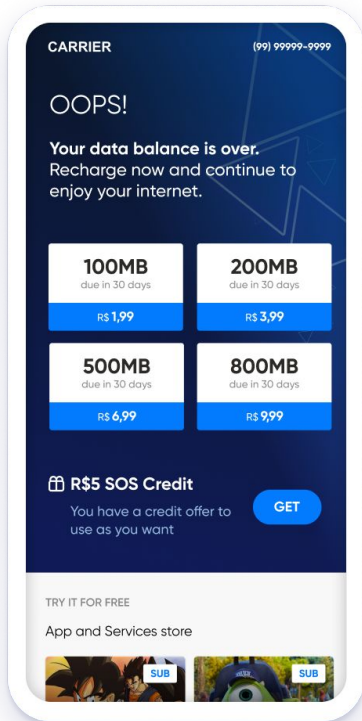
Digital Payments Solution Components





# Microfinance - Mobile Credit Services

AI Airtime Credit Service Platform for mobile subscribers



## OPPORTUNITY

### Business Challenge

- ▶ Having your **service cut off abruptly is a terrible user experience** nowadays
- ▶ **Commoditized business models (voice and data)** seeking new ways to monetize existing customers
- ▶ **Churn increase** due to the friction when prepaid user is disconnected for running out of balance

### Bemobi's Approach

- ▶ **Mobile micro-credit** in multiple offers of airtime, data and voice to users that are disconnected
- ▶ **Highly integrated, seamless digital channel experience** (no-credit portal, Facebook AutoFlex, etc..)
- ▶ **Contextualized Dynamic offer** depending on user's score and specific micro-moment

## BENEFITS

### Business Partner

- ▶ **New revenue upsell source** with higher margin
- ▶ **More days connected to the network reduces probability of churn**
- ▶ As a benefit for good users, it **Increases loyalty** by solving their problem immediately at the moment of need, even when they have no balance

### End User

- ▶ **Users can stay connected** when they need it most
- ▶ **User journey with easy and personalized options** targeted to their needs

**13** Partners  
**290** Million Mobile Credit Services Transactions<sup>1</sup>

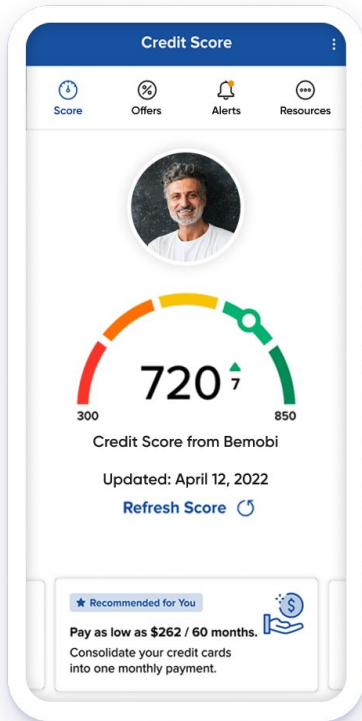
Mobile Credit Services Solution Components





# Microfinance - Mobile Scoring

Mobile-data-driven Solutions (B2B2B)



## OPPORTUNITY

### Business Challenge

- ▶ As financial institutions push into underbanked segments, **risk and bad debt increases sharply** driving less options for users and higher interest rates.
- ▶ **Identity fraud is increasing** together with the massification of new technologies, generating millions in losses for fintechs and banks.

### Bemobi's Approach

- ▶ **Partner with mobile carriers to develop solutions** for credit risk management and identity fraud detection based on mobile alternative data and AI.
- ▶ Generate scores and solutions that cover almost 100% of the population, **including underbanked segments.**

## BENEFITS

### Business Partner - Carrier

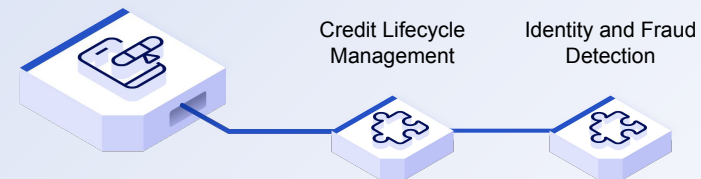
- ▶ Generate **new revenues by monetizing their users' data** in a secure and pre-authorized way.
- ▶ Co-creation and commercialization of **innovative solutions that integrate with enhanced processes in other industries**, such as Financial Services and Utilities.

### End User - Financial Institutions

- ▶ Analytical tools based on mobile alternative data to **improve credit performance.**
- ▶ Risk management, segmentation, security, identity, and everything needed to build **new financial products for underbanked people.**

8 Partners  
15 Million Mobile Scoring Transactions<sup>1</sup>

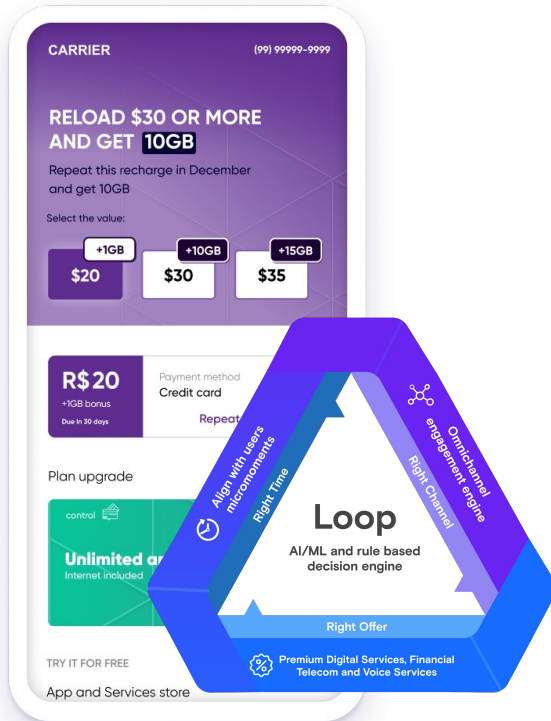
Mobile Scoring Solution Components





# PaaS - Digital Engagement Platform

Omnichannel AI cloud-based digital engagement platform



## OPPORTUNITY

### Business Challenge

- ▶ An **End-to-End Digital Customer relationship** is a challenge for non-digital native industries.
- ▶ **Limited adoption** of digital channels
- ▶ **Lack of segmentation** generates excess intrusive outbound contacts and waste in limited digital inventory

### Bemobi's Approach

- ▶ A **complete and modular** digital engagement platform including and **AI based orchestration**
- ▶ We operate as a **managed service**, taking care of parts of the channel operations responsibilities
- ▶ **Simplified Integration model** with internal and third party platforms.

## BENEFITS

### Business Partner

- ▶ A **single solution provider** to implement and manage a complete digital omnichannel customer experience.
- ▶ **Scalable platform** with a **CAPEX and OPEX free** business model.
- ▶ Adaptable for **different uses cases**.

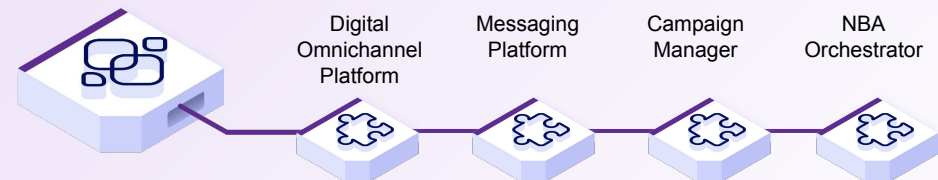
### End User

- ▶ **Personalized digital experience** during the full journey.
- ▶ Convenience when **best action and offers**, through the right channel.

28

Partners<sup>1</sup>

## Digital Engagement Platform Solution Components

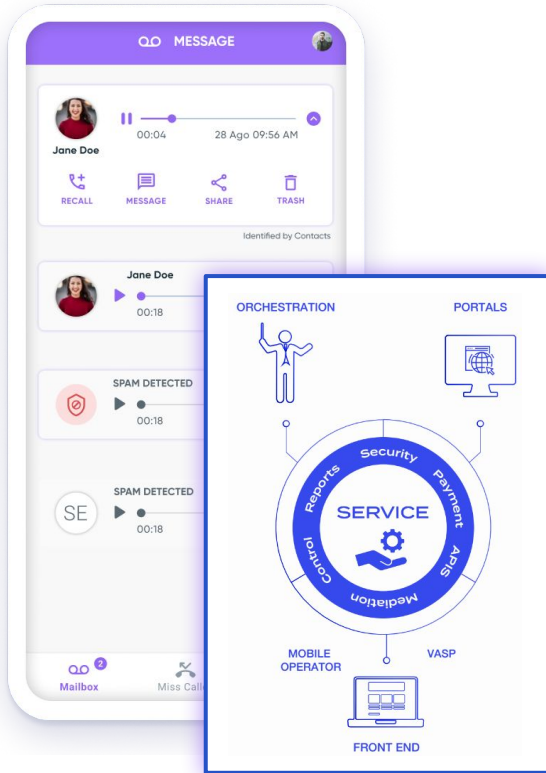






# PaaS - Telco Software Platform

Cloud and SaaS based platforms offered on a managed service basis (B2B)



## OPPORTUNITY

### Business Challenge

- ▶ Traditional Telco systems were **not designed to sell and serve new digital services**.
- ▶ Most legacy systems have **high capex** and are **on-premises** making them **expensive** to operate and evolve as carriers seek new sources of revenue.

### Bemobi's Approach

- ▶ **Cloud and SaaS based systems**, that leverage Bemobi's extensive experience and are delivered on a **managed services model**.
- ▶ Flexible business models to align on business driver

## BENEFITS

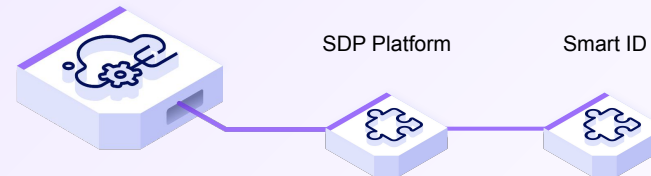
### End User (Carrier)

- ▶ **Enable new sources of revenue** to be captured (e.g. SDP)
- ▶ **Reduced risk** as there is **no Capex** and the associated **Opex is proportional to the realized value**

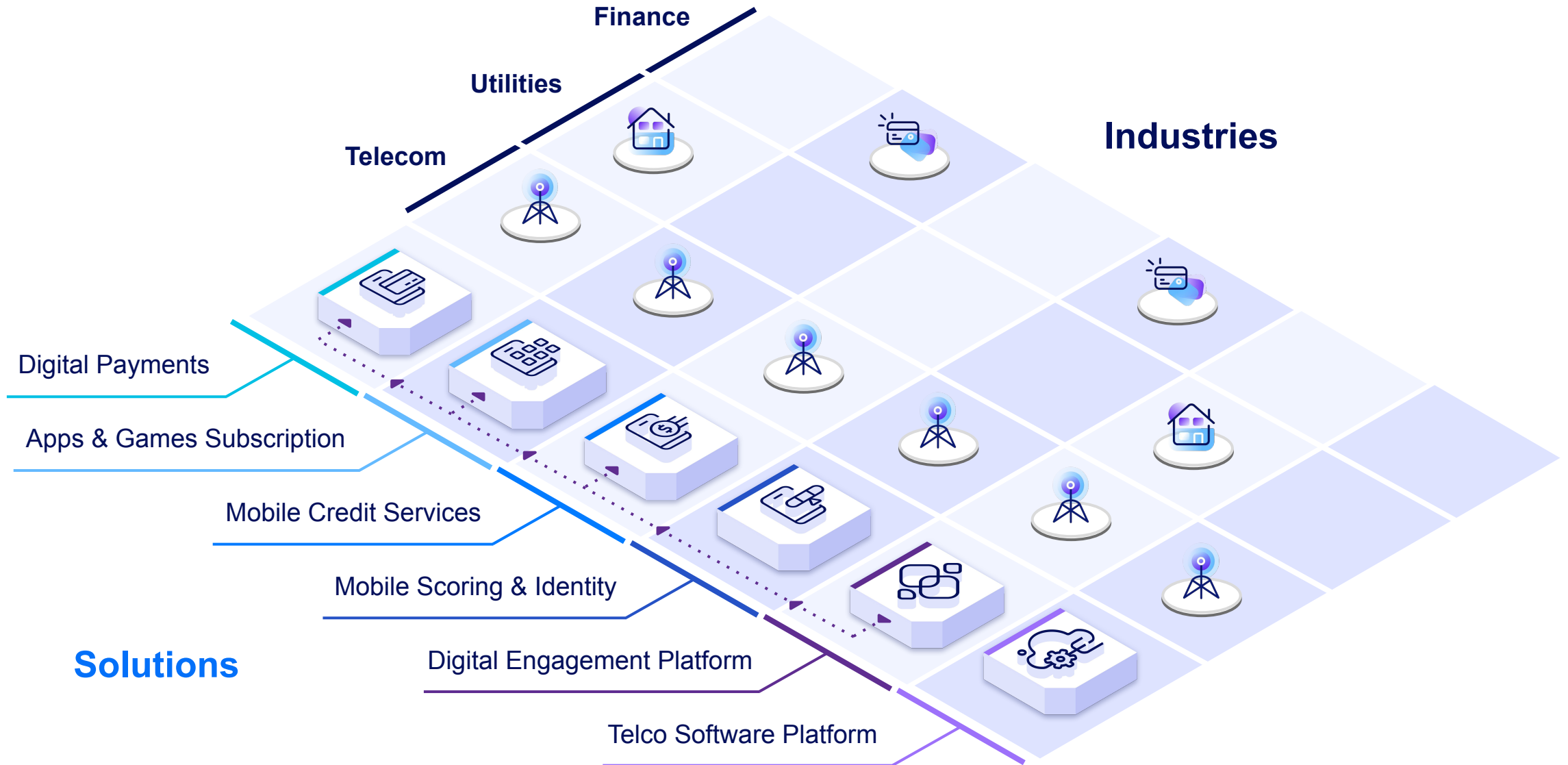
17

Partners<sup>1</sup>

Telco Software Platform Solution Components



# Solutions Matrix





# Industry Trends & Growth Opportunities







# Why are digital plans key to the future of Telecom?

João Stricker, VP Latam/Brazil



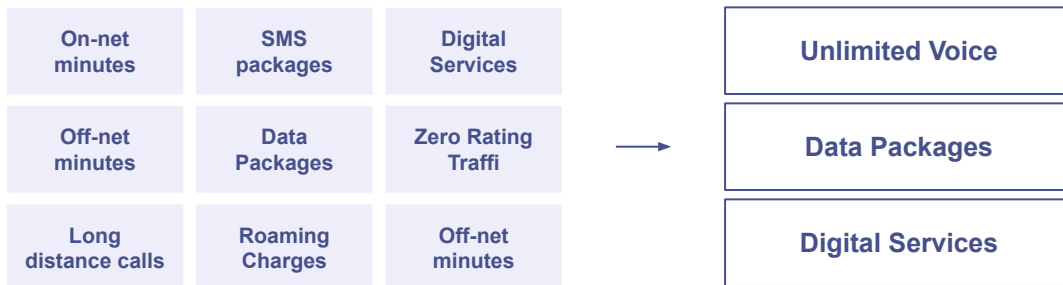


# A Why are digital plans key to the future of Telecom?

Reinventing telecom plans for the digital age

## THE TRADITIONAL APPROACH (THE STATUS QUO)

### 1 Mobile plans and offers moved from complex to simplified models...



### 2 ...but still limited on Digital Acquisition and Payment Methods...

- ▶ Credit scoring for recurring plan sales
- ▶ Complex real-time billing systems
- ▶ Mostly off-line sales process
- ▶ Invoice Based

### 3 ... and supported by inflexible and expensive legacy platforms built for the previous reality

Limiting the potential and efficiency of digital plan adoption

## WHAT IS CHANGING

### 1 Telco Flat Rate Offers became more popular

- ▶ Voice and SMS became **unlimited** in most plans
- ▶ Current Plans are simpler and based on two variables: **data package and price**
- ▶ Additional Services such as digital subscription sold add-ons
- ▶ But still vast majority **post-paid invoice based**

### 2 Increasing popularity of fully digital pre-paid subscription plans

- ▶ Customers are used to paying all their digital subscriptions monthly on a **fully digital onboarding and self-service process**
- ▶ Tied to digital payment methods, being the **credit card** the obvious choice for recurring services



### 3 Credit Card & Digital Payment Penetration at higher rates

- ▶ Credit card **penetration** per economically active population in **Brazil**

77%  
Credit Card Penetration

End users now have different expectation levels on how they want to buy, interact and pay for those service

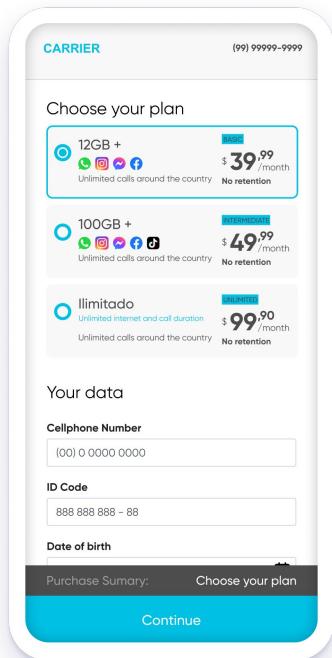
# A Why are digital plans key to the future of Telecom?

Reinventing telecom plans for the digital age

**BEMOBI'S APPROACH** ▶ Combine payment method, recurrence logic and omni-channel into a end-to-end integrated cloud based solution

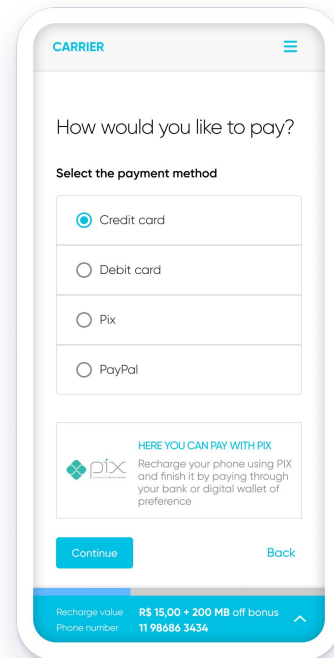
## 1 Smart Recurring Engine

Digital plan catalog, offer configuration and digital acquisition, integrated with a smart recurring engine tailored made for Telco



## 2 Multiple Payment Method

Integrated payment gateway with multiples payment methods and payment orchestration to improved conversion and reduce bad debt.

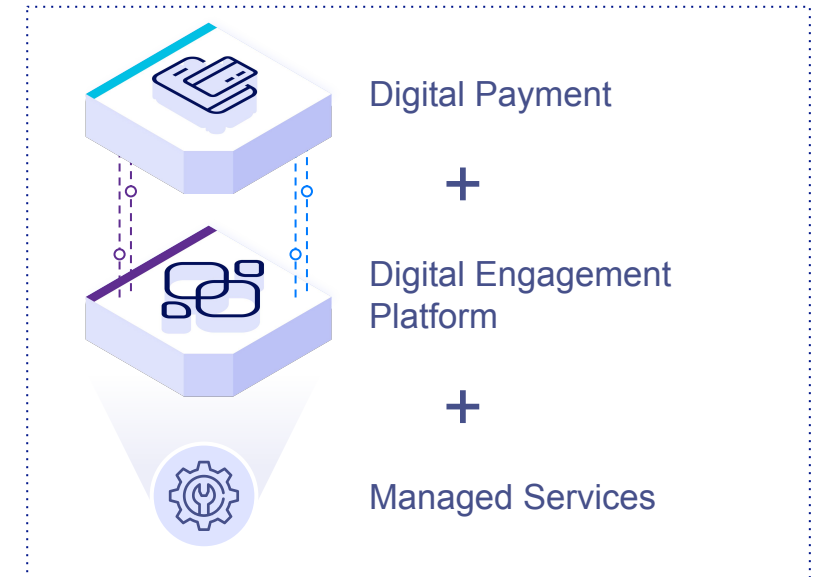


## 3 Omnichannel Approach

Personalized push pull omnichannel management, engaging users at the right moments of their journeys.



## Specialized Digital Commerce Solution



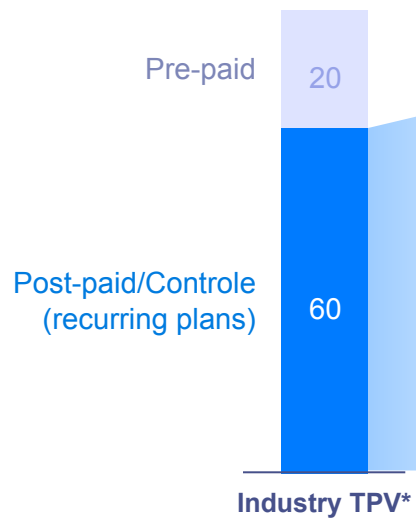
Bypass the need to rely on the legacy complex and expensive systems creating agility and flexibility to enable this full digital plans.

# A Why are digital plans key to the future of Telecom?

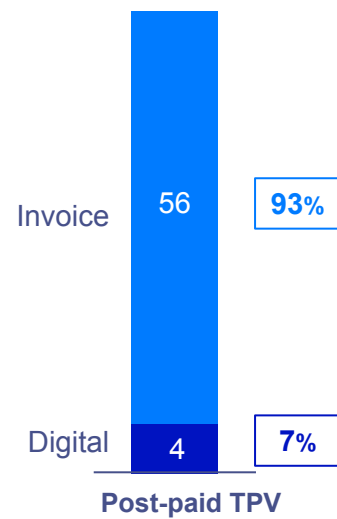
Reinventing telecom plans for the digital age

## THE OPPORTUNITY & ADDRESSABLE MARKET<sup>1</sup>

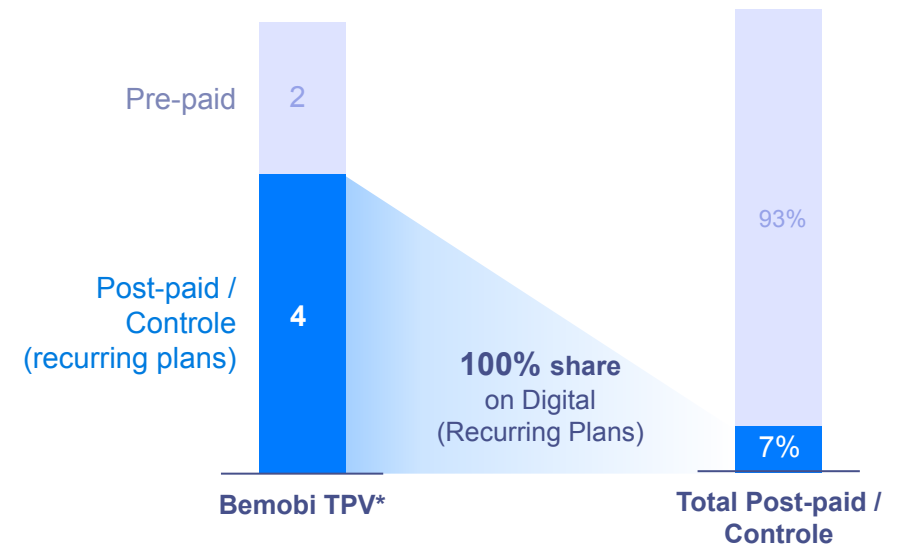
1 Brazil Mobile Telco TPV (\*R\$ bn per year)



2 Post-Paid – Billing Method Mix (\*R\$ bn per year)



3 Bemobi TPV & Brazil Addressable Market Share (%)



- ▶ **New digital plans** are still a niche part of the market but with growing consumer demand (~7% of total postpaid in Brazil)
- ▶ **Historically addressing niche segments**, such as young adults pursuing full digital experience and users with low Credit Score

- ▶ **Niche plans potentially becoming the mainstream standard**, representing the basis of a modern carrier in Brazil and internationally
- ▶ **Bemobi sole leader** in providing payment and recurring logic that enable all these plans





# Top-up at the center of mobile pre-paid digital journey

João Stricker, VP Latam/Brazil



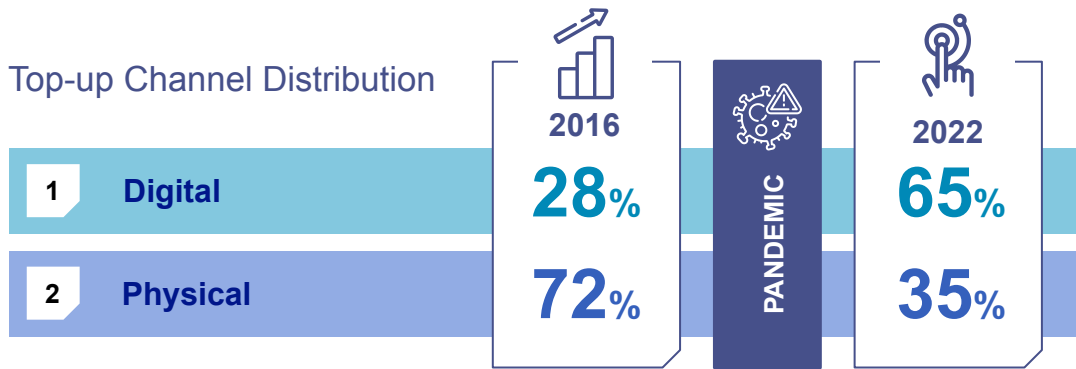


# B Top-up at the center of mobile pre-paid digital journey

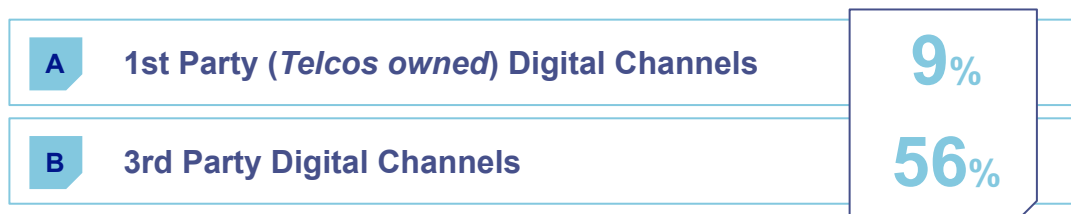
Enabling carriers to be the main digital customer relationship channel of pre-paid users

## THE TRADITIONAL APPROACH (THE STATUS QUO)

### 1 Digital Channels became the main top-up channel for pre-paid users



### 2 But mainly driven by fintechs and mobile banks, with Telco consent



Revoking Telcos digital engagement with customers

## WHAT IS CHANGING

### 1 Digitalization will keep increasing as top-up migrates from physical

- ▶ Digital Channels are cheaper and more effective to interact with user directly
- ▶ Telco's first wave of pre-paid digitalization was not captured by the carriers, leaving customer digital relationship to 3rd party competitive players

### 2 However, Telcos need to take the lead on the digital relationship with end-users

- ▶ Top-up is the perfect transactional moment to bring customers to carriers digital channels
- ▶ Users interactions with Telcos own digital channels open up opportunity to upsell and cross-sell offers, and provide better and lower cost customer care

### 3 Carriers have the tools to change user behavior

- ▶ Bonus plans and best commercial conditions can be targeted for their own channels

Direct digital engagement with customers are key to drive LTV increase



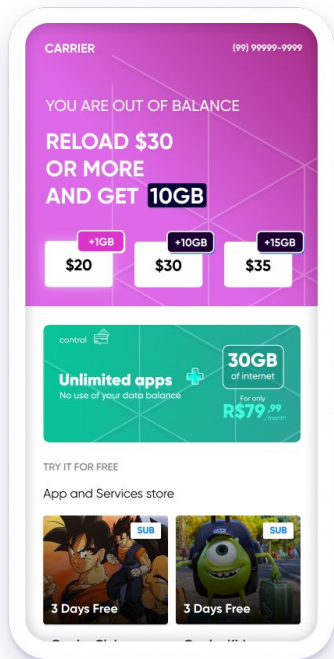
# B Top-up at the center of mobile pre-paid digital journey

Enabling carriers to be the main digital customer relationship channel of pre-paid users

## BEMOBI'S APPROACH ▶ Provide a full stack digital e-commerce top-up solution for Telcos 1st party digital channels

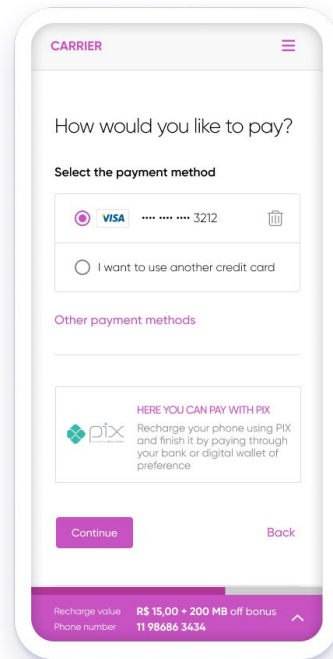
### 1 Real Time Offer Orchestration

Right offer, Right channel, Right Moment, increasing ARPU and Customer Experience, with support to top-up promotions, bonuses and plan upgrades.



### 2 Payment Orchestration

Complete self-service interface, including mobile wallet on users payments preferences.

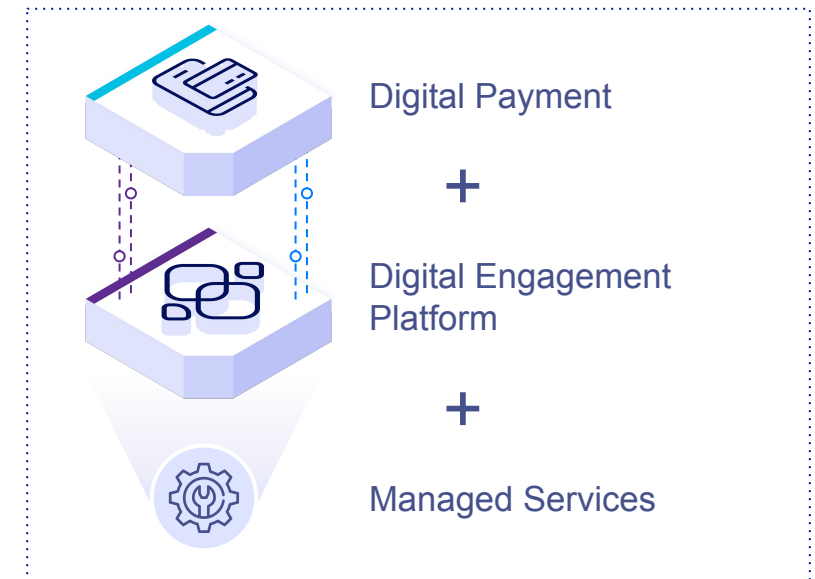


### 3 Omnichannel Approach

Personalized push & pull omnichannel management, engaging users on keeping recurring top-ups with better benefits.



## Specialized Digital Commerce Solution



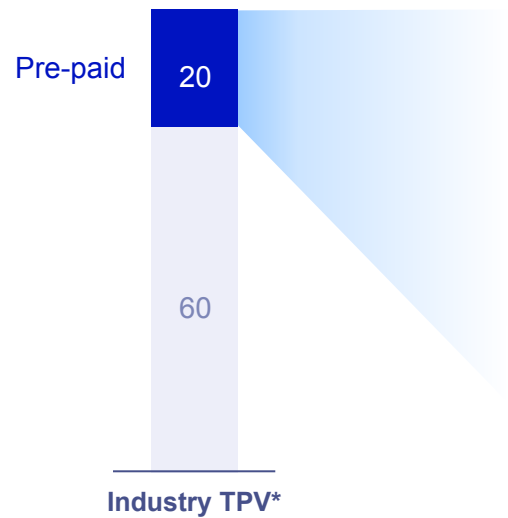
Attracting users to telcos digital channels =  
Enabling upsell & cross-sell

# B Top-up at the center of mobile pre-paid digital journey

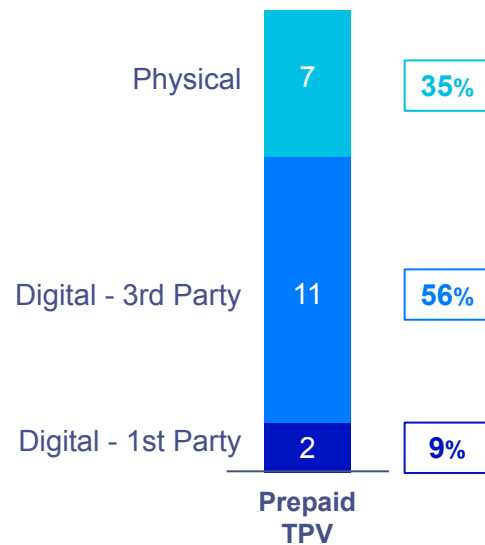
Enabling carriers to be the main digital customer relationship channel of pre-paid users

## THE OPPORTUNITY & ADDRESSABLE MARKET<sup>1</sup>

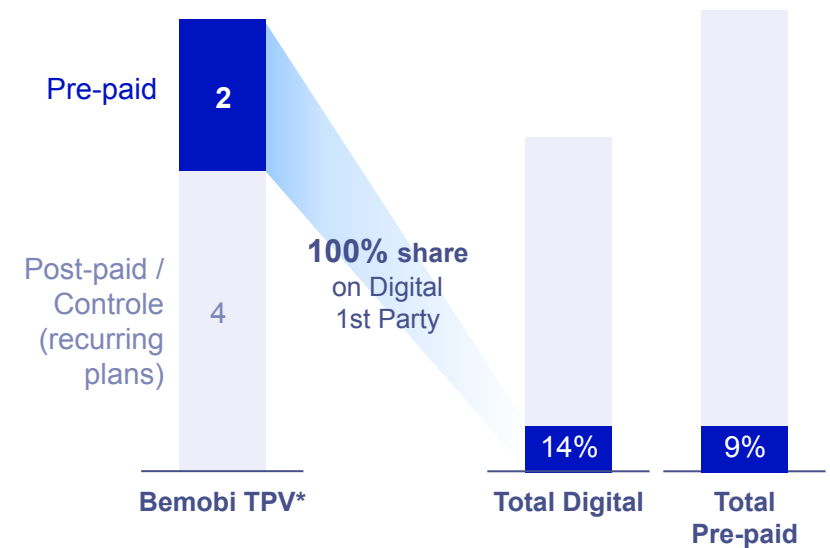
1 Brazil Mobile Telco TPV (\*R\$ bn per year)



2 Pre-paid - Top-up Distribution Mix (\*R\$ bn per year)



3 Bemobi TPV & Brazil Addressable Market Share (%)



▶ **Leader on providing white-label digital** top-up platforms, 100% mkt share on Brazilian carriers' own channels.

▶ **Great potential growth**, as market further digitalize + carriers focus on promoting incentives to foster own channels.

▶ Potential expansion to **international markets**.





# Energy distribution & retail in the digital age

Pedro Ripper, CEO





# c Energy distribution & retail in the digital age

Enabling a digital and personalized end-to end bill payment customer journey for utilities

## THE TRADITIONAL APPROACH (THE STATUS QUO)

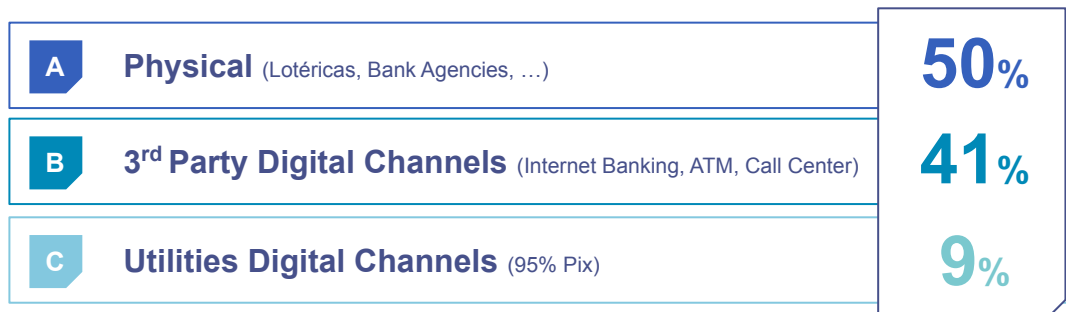
### 1 Power distribution and retail in most developing economies are vertically integrated highly regulated industries

- ▶ The model is based on regional monopolies
- ▶ limited visibility and knowledge about end consumers and their preferences

### 2 Bad debt is a relevant challenge, specifically in emerging countries

- ▶ D+1 overdue account is 40%
- ▶ Average 1<sup>st</sup> month bad-debt in Brazil of 22%

### 3 A significant part of the collecting/billing process is not digital as it still relies on paper/mail, "boletos" and in-person payment



Utilities companies usually have a limited digital relationship with their consumers

## WHAT IS CHANGING

### 1 Market Deregulation

- ▶ As markets deregulate retail and distribution of energy will be decoupled (PL 414), creating both opportunities and threats. Whoever has a closer direct (digital) relationship with their users will be well positioned

### 2 Raising energy costs

- ▶ Cost of electricity in Brazil over the last 7 years grew 2x the inflation rate on the same period, further stressing the ability for users to pay their bills increasing bad-debt and overall collection costs. (similar across many Emerging Markets)

### 3 Digitalization & Behavior Expectations

- ▶ Users expect to pay everything online, in the channel of their choosing (omnichannel), with their payment method of choice as well as have the flexibility to pay installments

Overall consumers are eager for a digital bill payment experience and flexible payment options

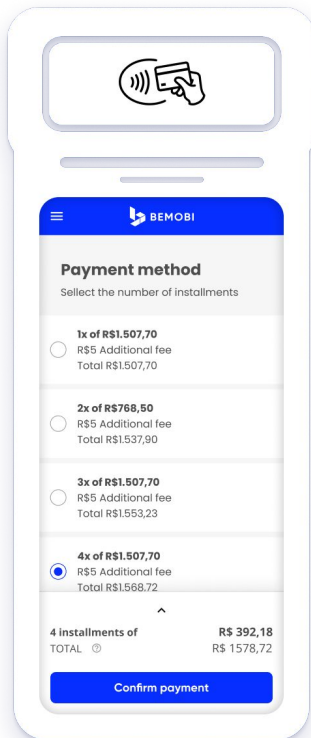
# c Energy distribution & retail in the digital age

Enabling a digital and personalized end-to end bill payment customer journey for Power retail companies

## BEMOBI'S APPROACH ▶ Pre-integrated digital check-out payment and digital channels enabled by Bemobi's Loop engagement platform

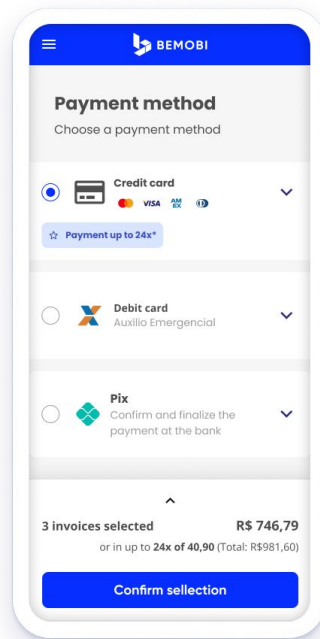
### 1 Integrated Omnichannel Platform

Inbound digital channels (i.e. web mobile/desktop, native app, IVR) as well as Outbound channels (i.e. smart POS, e-mail, SMS and whatsapp).



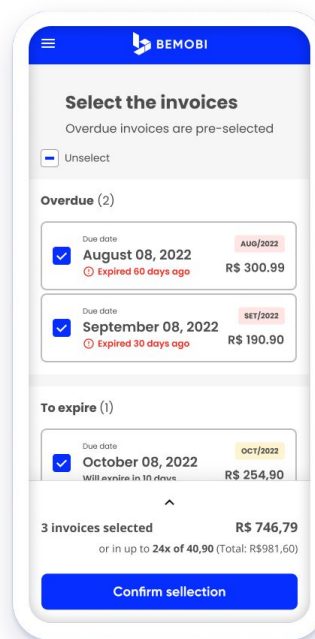
### 2 Multiple Payment Methods

Native payment such as credit/debit cards, PIX supported by our multi-industry whitelable wallet.

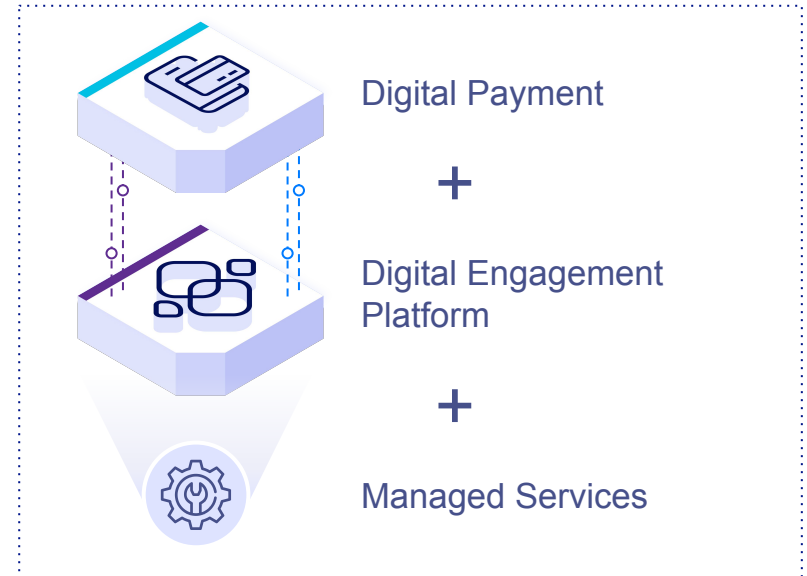


### 3 Personalized Offers

Including Different payment models (e.g. one time, recurring, payment in installments) recommend based on user behavior and profile



## Specialized Digital Commerce Solution

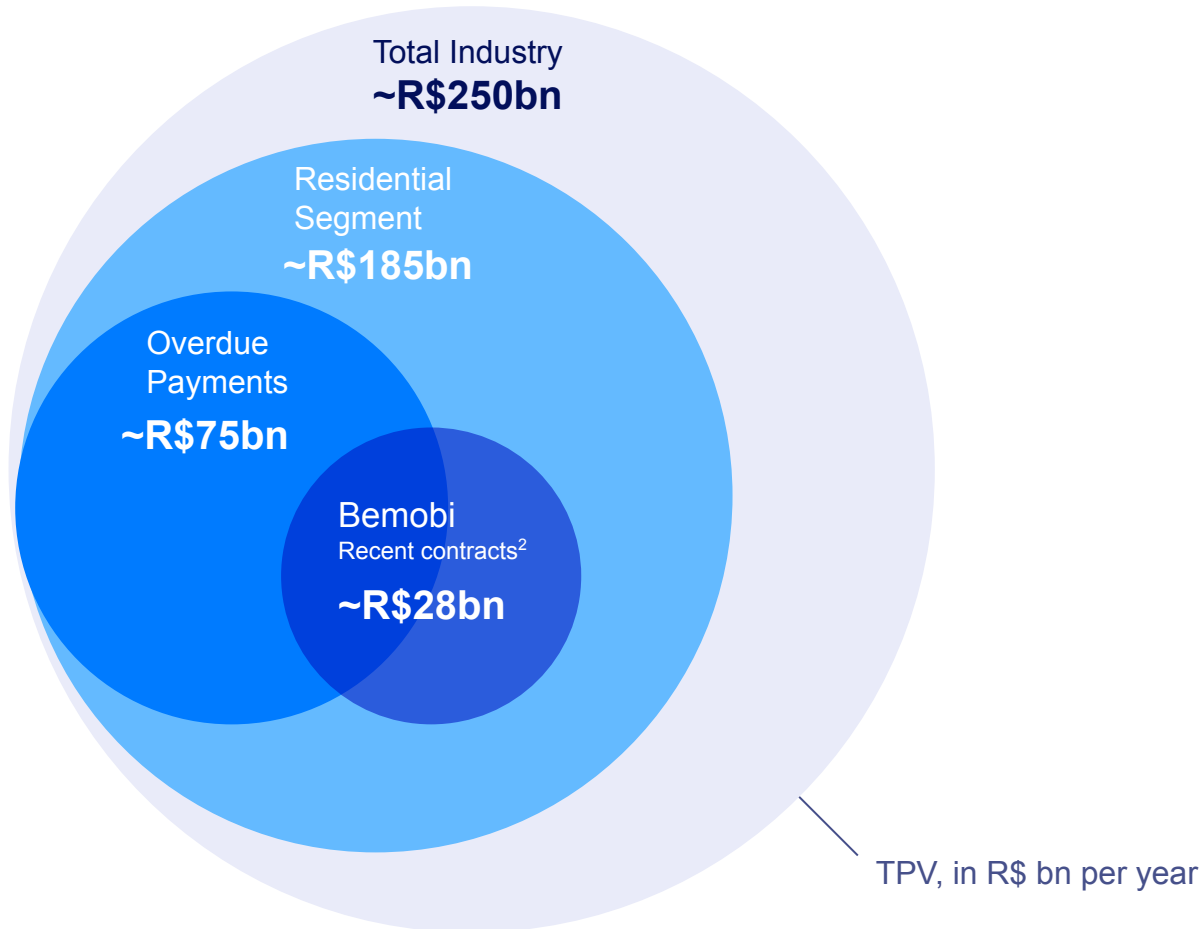


Digital journey and payment methods can enable utilities reduce their collection costs and bad debt, and also, create a digital channel to start connecting directly to the end users.

## c Energy distribution & retail in the digital age

Enabling a digital and personalized end-to end customer journey for energy retail

THE OPPORTUNITY & ADDRESSABLE MARKET (Brazil only)<sup>1</sup>



- ▶ Bemobi is **well poised** to capture a **leadership position** in helping **energy retail companies** and other utilities create a better **digital payments journey** for their users
- ▶ **Spending on digitalization** within the energy distribution and retail industries will increase by 10.5% from \$12.33 billion in 2020 to **\$33.42 billion** by 203 (Frost & Sullivan)
- ▶ Current **new contract open ~15% of Brazil addressable market to Bemobi** - Energisa (14) and Equatorial (3)
- ▶ As credit expands in most countries, there is a unique opportunities to better **addressing delinquent users**
- ▶ Potential **expansion to other Emerging Countries** that faces similar structural challenge



# Telco microcredit: driving digital inclusion, removing friction for mobile users

Felipe Valdes, VP of Microfinance





# D **Telco microcredit:** Driving digital inclusion, removing friction for mobile users

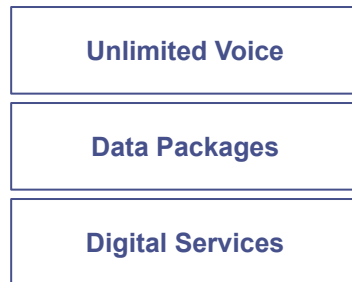
End-to-end solution that evolves with the dynamics of the prepaid market

## THE TRADITIONAL APPROACH (THE STATUS QUO)



- ▶ Users are frequently disconnected, which adds friction to the broader relationship between carriers and users
- ▶ A typical user has gone from two top-ups per week to less than one.
- ▶ The number of days without a mobile connection has only been reduced from 15 to 12 in the last decade.

**Mobile plans and offers moved from complex to simplified models, but prepaid users are still without balance half the time**



→ MNOs have failed to address user friction when no balance is encountered, and added new business challenges to the equation.

**More than 70% of the world population is prepaid**

## WHAT HAS CHANGED

**1**  
**Unlimited Voice & Price reduction of data usage**

Mobile operators have increased data usage by moving from pay-as-you-go to cheaper packages, for both pre- and postpaid users, driving massive adoption of digital services world-wide while

**2**  
**More digital services available online**

New digital content and applications that use telecom's infrastructure to deliver valuable services, accelerate the consumption of mobile data but the average number of days without connection has remained almost intact in the last decade.

**3**  
**Digital Customer Journey**

In a more digitized world, the touch points with end-users have multiplied from traditional carrier channels to social-based communications, such as Tik-Tok, YouTube, Instagram, Facebook and Whatsapp, as well as digital financial platforms.

**Each day, billions of transactions fail due to insufficient balance**

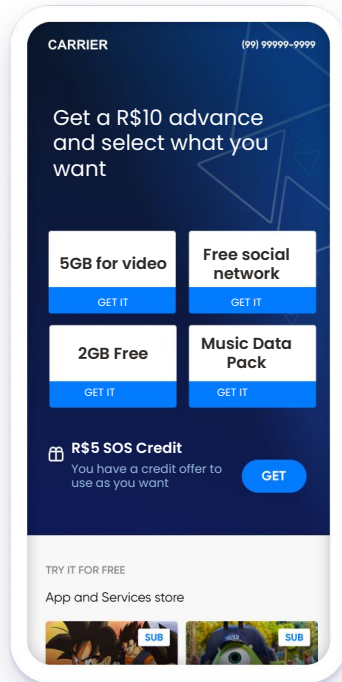
# D Telco micro-credit: Driving digital inclusion, removing friction for mobile users

End-to-end solution that evolves with the dynamics of the pre-paid market

## BEMOBI'S APPROACH ▶ Improved experience to unblock pre-paid users while monetizing those relationships in innovative ways

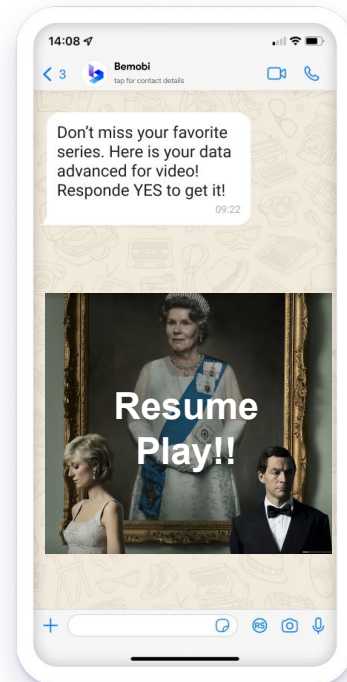
### 1 AI Scoring & Data-Based Credit Offers

What type of credit, when and through the channels that the subscriber prefers, based on historical data and user behavior.



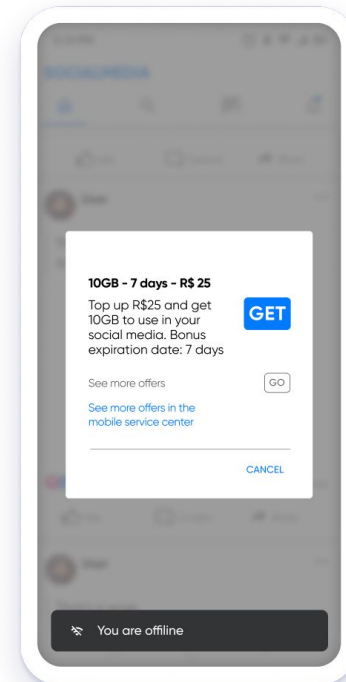
### 2 Frictionless Experience & Tailored offers

Simple conversion flows in-context with relevant offers, to deliver the right offer at the right moment.

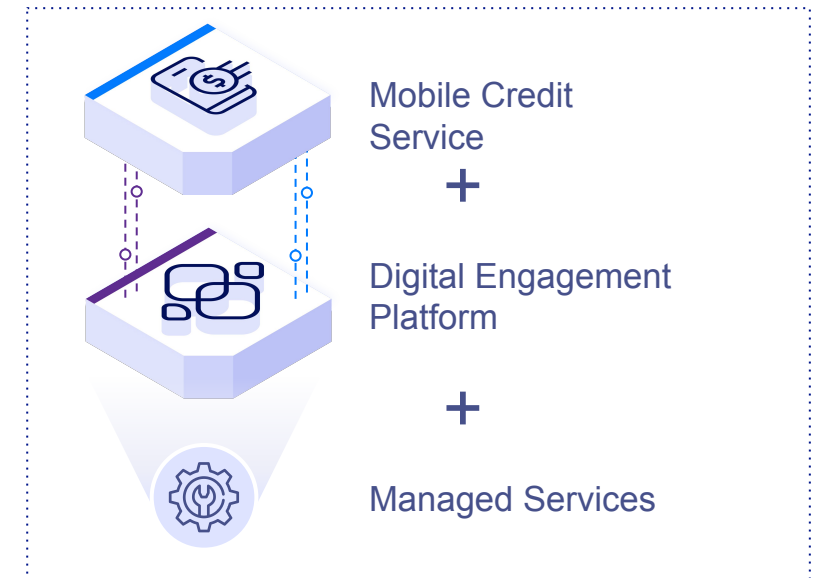


### 3 Omnichannel

Carriers' own and third party communication channels orchestrated.



## User Scoring & Channel Management



US\$3bn loaned to date  
More than 98% recovery





# Mobile telecom data as a driver for sustainable credit inclusion

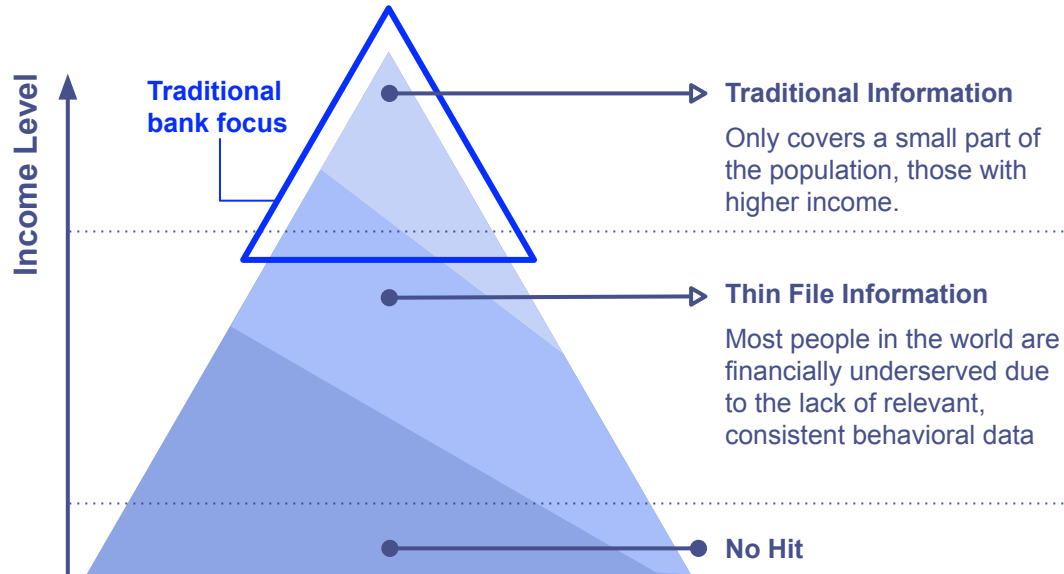
Felipe Valdes, VP of Microfinance



# E Mobile telecom data as a driver for sustainable credit inclusion

User behavior scoring powered by AI and based on mobile alternative data

## THE TRADITIONAL APPROACH (THE STATUS QUO)



As the new players and traditional institutions push into lower economic segments without guarantees, the perceived risk of bad debt increases sharply and relevant data becomes scarce, historically limiting options and driving prohibitive interest rates, making these services unavailable.

## WHAT IS CHANGING

1

**Fintechs and banks are pushing the boundaries**

- ▶ As emerging markets mature, new fintechs and more recently, traditional financial institutions are **pushing the boundaries to offer credit cards and other micro loans to segments that historically were underserved** (e.g. Nubank, Rappi, PicPay, Mercado Pago, etc.)

2

**Global Fintech investment has increased**

- ▶ **This is a massive opportunity.** According to KPMG, Global fintech investment was **US\$210 billion** across a record 5,684 deals in 2021 – up from US\$125 billion across 3,674 deals in 2020.

3

**New datasets and credit models powered by AI**

- ▶ These new players are experimenting with **new credit scoring models and new alternative data sources** beyond the traditional credit bureaus to address this new market opportunity.

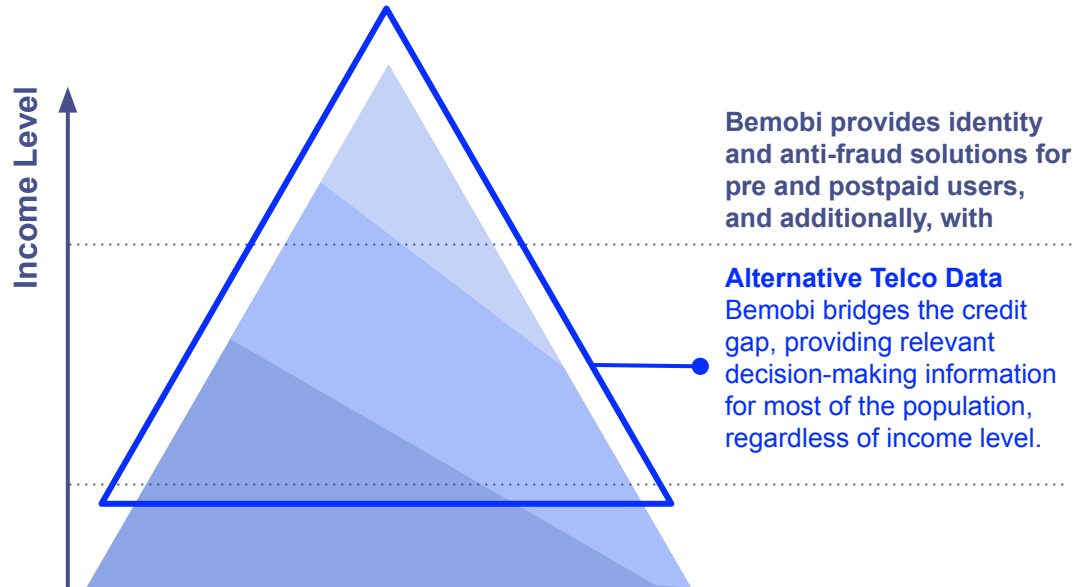
**The fintech revolution is driving the industry to make credit decisions based on data, not just collateral**



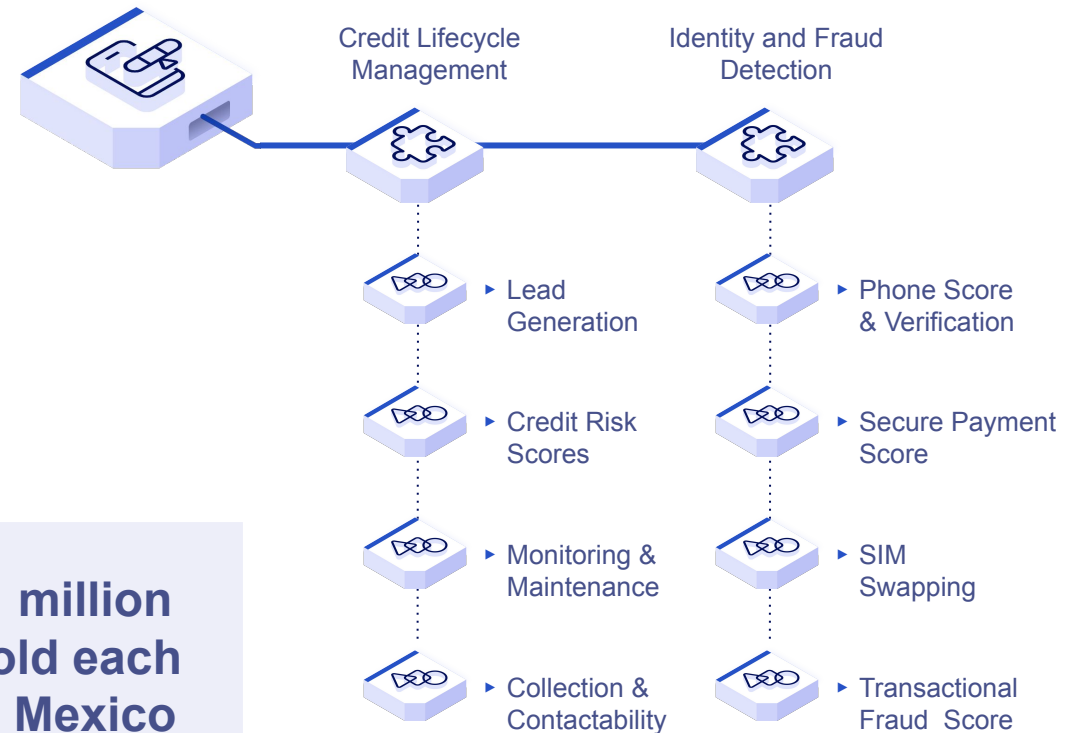
# E Mobile telecom data as a driver for sustainable credit inclusion

User behavior powered by AI and based on mobile alternative data

**BEMOBI'S APPROACH** ▶ Developing mobile scores across carriers, monetizing the data and delivering analytical solutions to other industries.



## Mobile Scoring Solution



Almost 1 million scores sold each month in Mexico





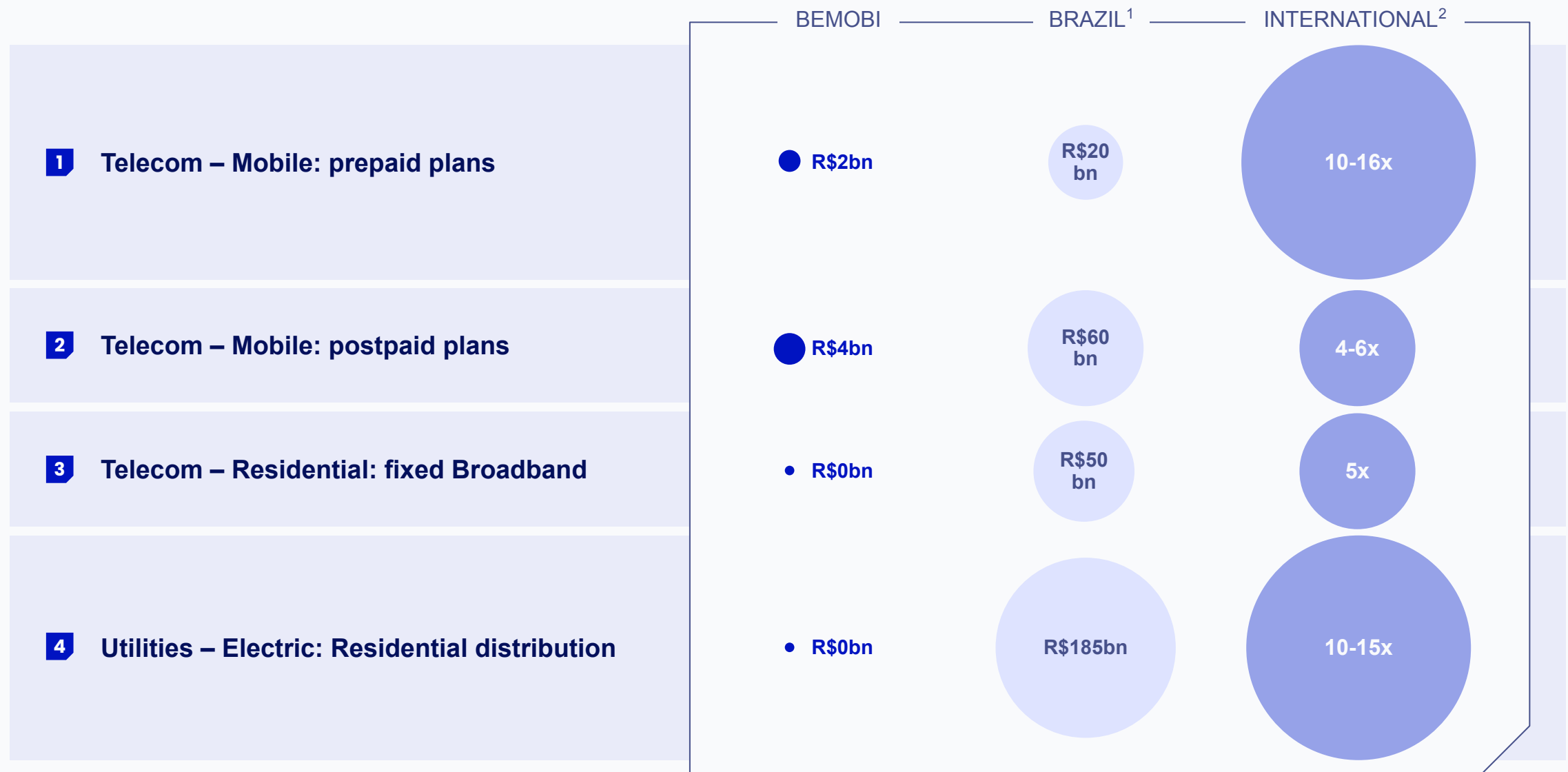
# Current payment addressable market

Pedro Ripper, CEO



# Industry tailors payment solutions targeting large addressable markets

Bemobi is well positioned in large potential markets (potential TPV, R\$bn per year, est.)







# Financial Strategic Pillars

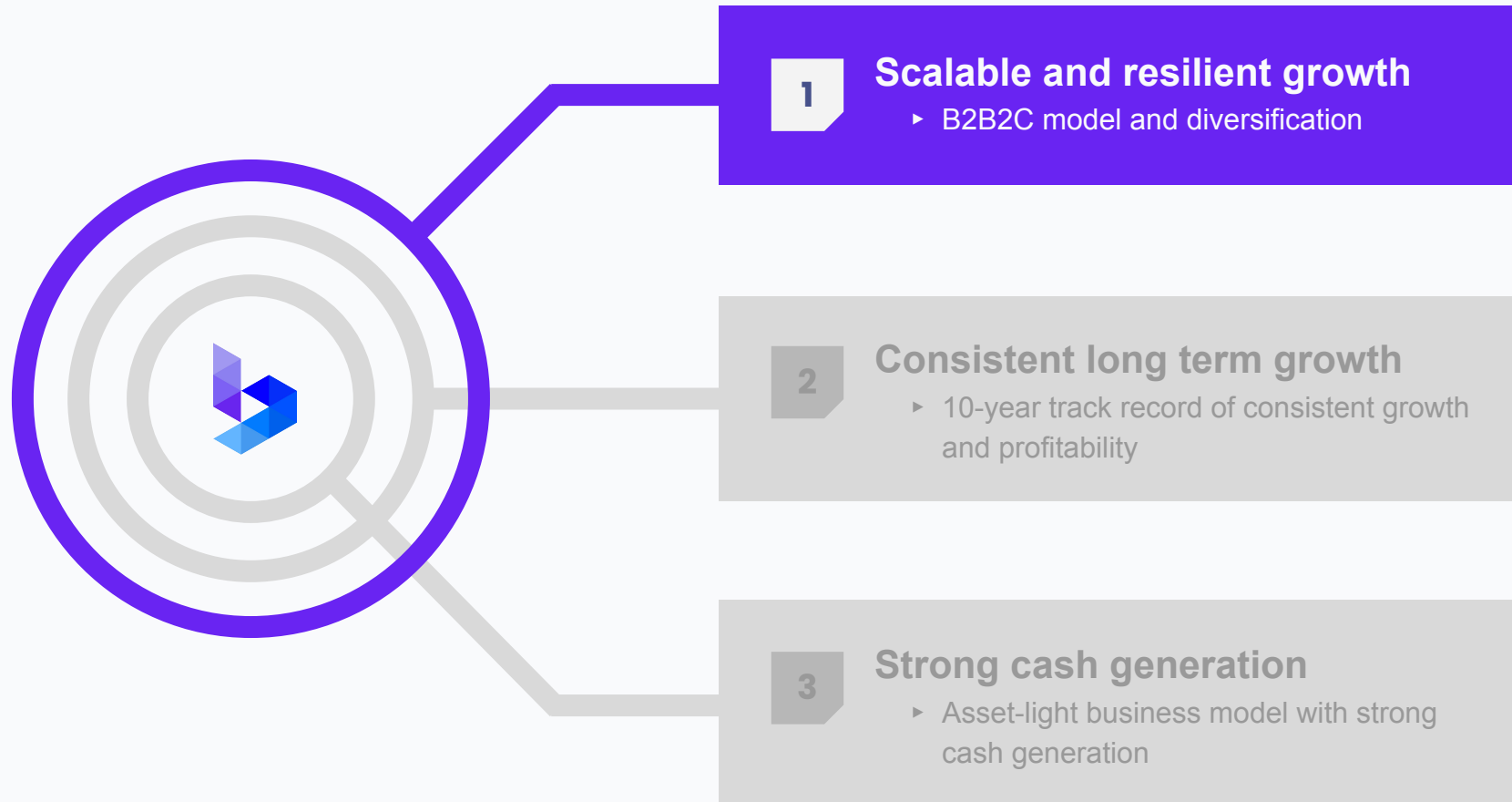
André Veloso, CFO





# Financial Strategic Pillars

Financial pillars in place and will continue to define guidelines



# Scalable and Resilient B2B2C Business Model

Our growth comes from the combination of several mobile solutions across multiple partners/countries while driving penetration through our proprietary digital channel platform

## GROWTH DRIVERS

### 1 By Up Selling New Mobile Solutions

Subscription Services, Microfinance & Payment

- ▶ Multiple mobile solutions can be offered and sold through the same partners

### 2 By Reaching New Business Partners

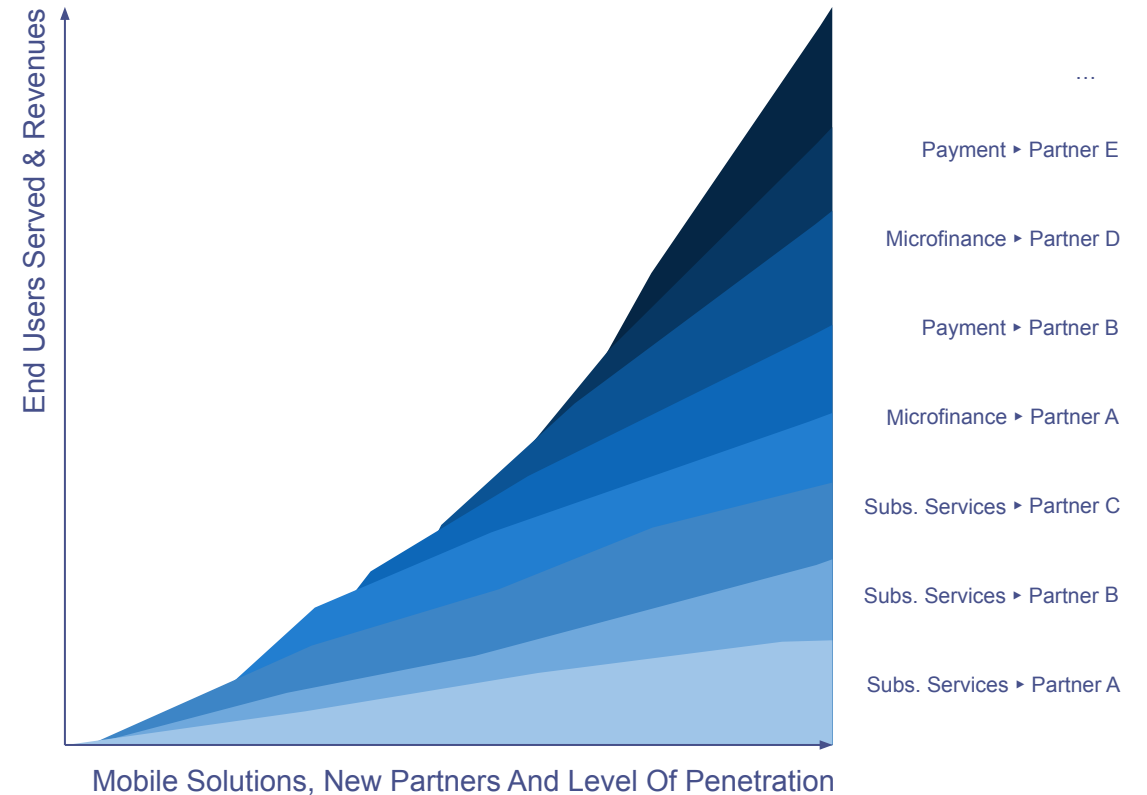
Mobile Carriers, Fintechs, Utilities, others

- ▶ Every new business partners bring its end consumers creating additional addressable market for each mobile solution offered

### 3 By Increasing The Penetration Of Each Solution On End Users

Digital Channels and Digital Campaigns

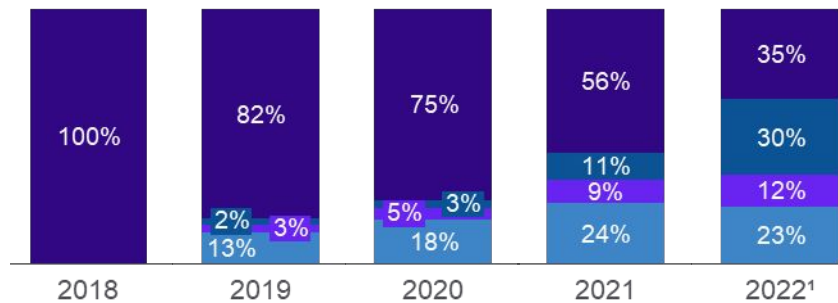
- ▶ For each mobile solution in each partner a combination of our digital channel platform and digital campaigns can increase the end-user adoption penetration.



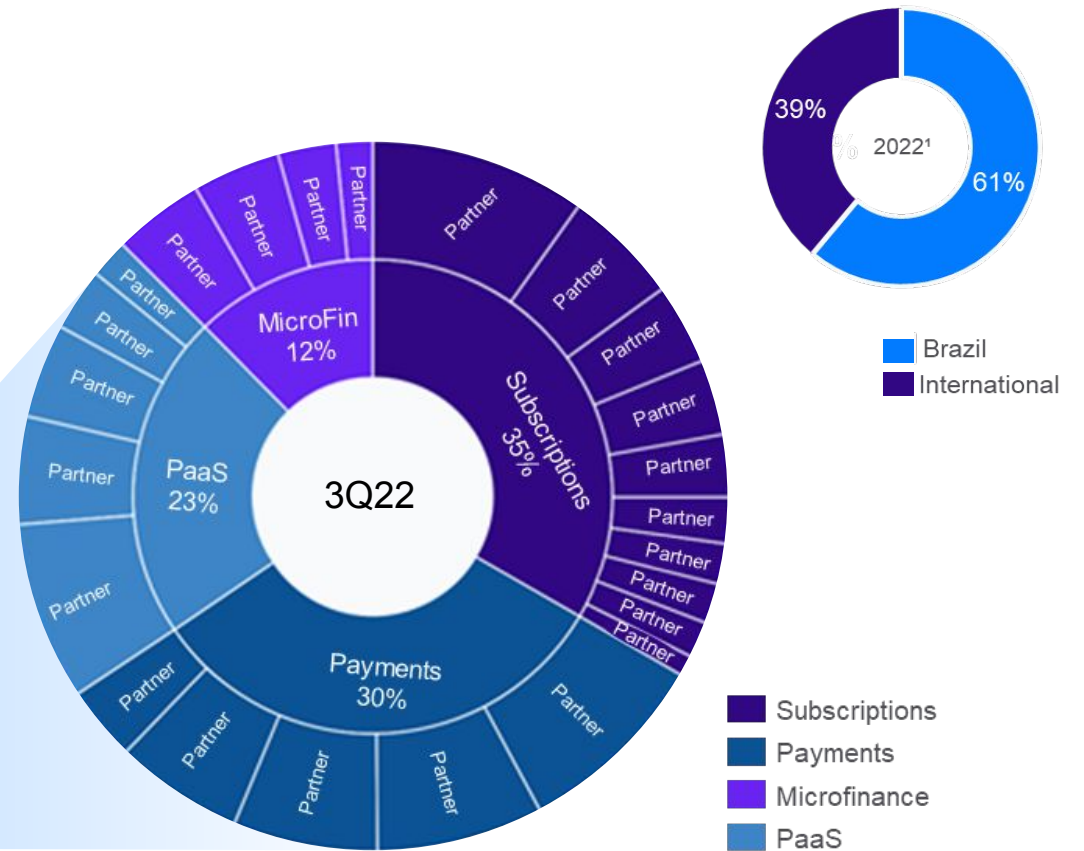
# Scalable and resilient business model

B2B2C model with a DNA to reinvent itself led to greater revenues' diversification

- ▶ Long sales cycles that aligns with the timing of our partners client base
- ▶ Company has reinvented itself throughout its history, evolving from a single-solution to a well-balanced and more resilient portfolio, mitigating business risk
- ▶ Greater portfolio diversification, from a geography, product and partner standpoint
- ▶ The top 20 commercial agreements represented 73% of total revenues in 3Q22
- ▶ Largest concentration of a partner within a business line is less than 9%.

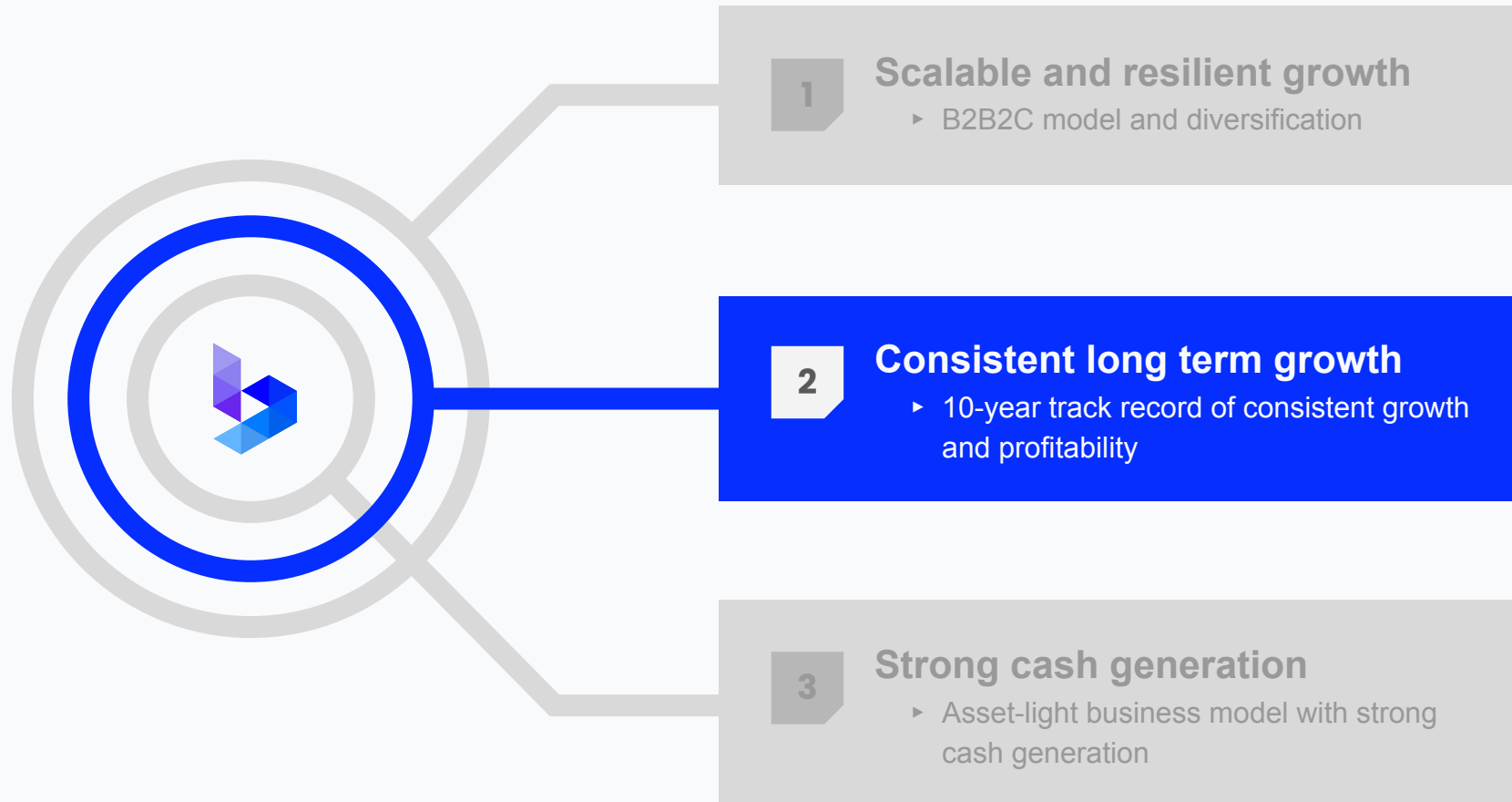


## Revenue Diversification



# Financial Strategic Pillars

Financial pillars in place and will continue to define guidelines

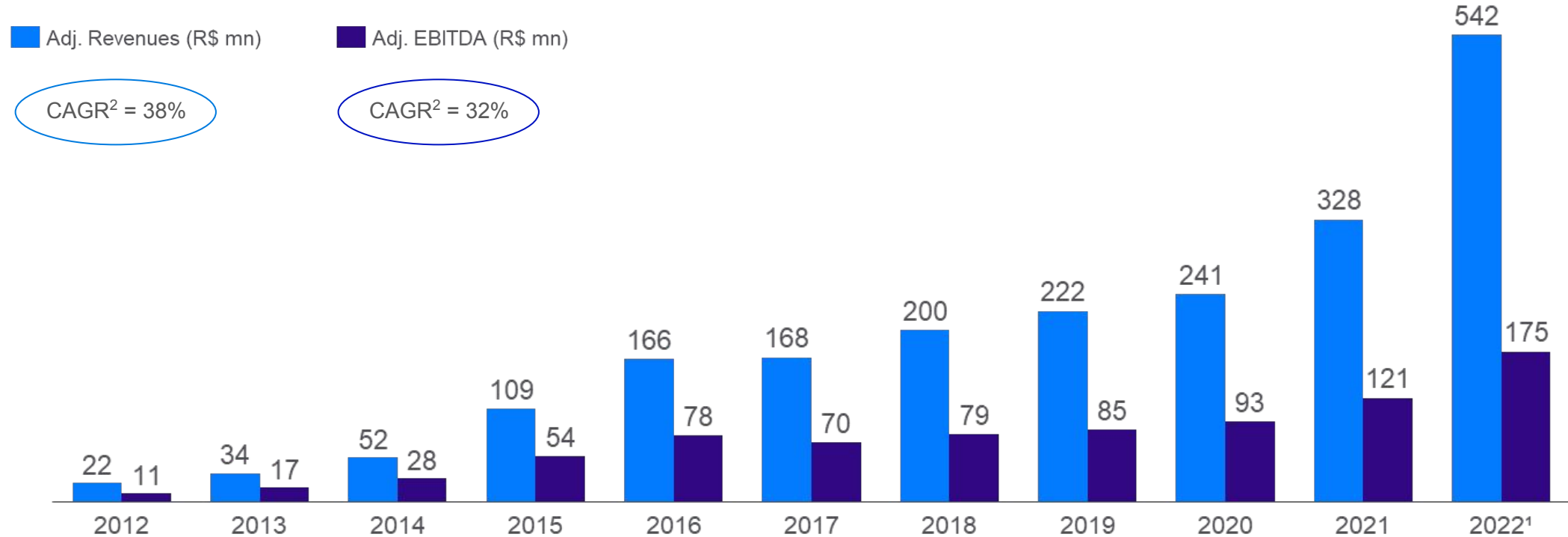




# +10-year track record of consistent growth and profitability

Consistent long term growth

## REVENUE AND EBITDA EVOLUTION

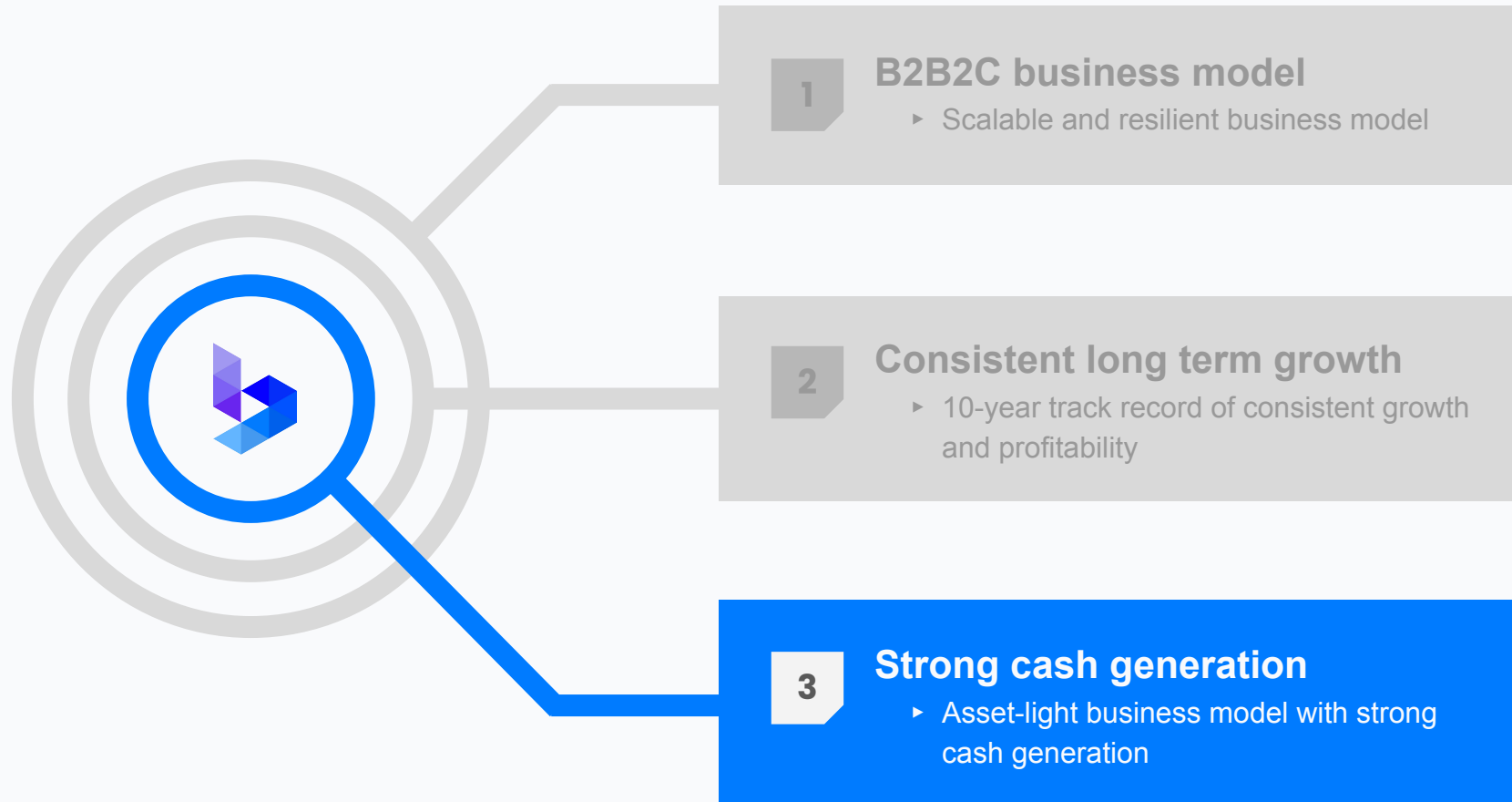


► In any time horizon, Bemobi was able to post relevant growth and higher profitability



# Financial Strategic Pillars

Financial pillars in place and will continue to define guidelines

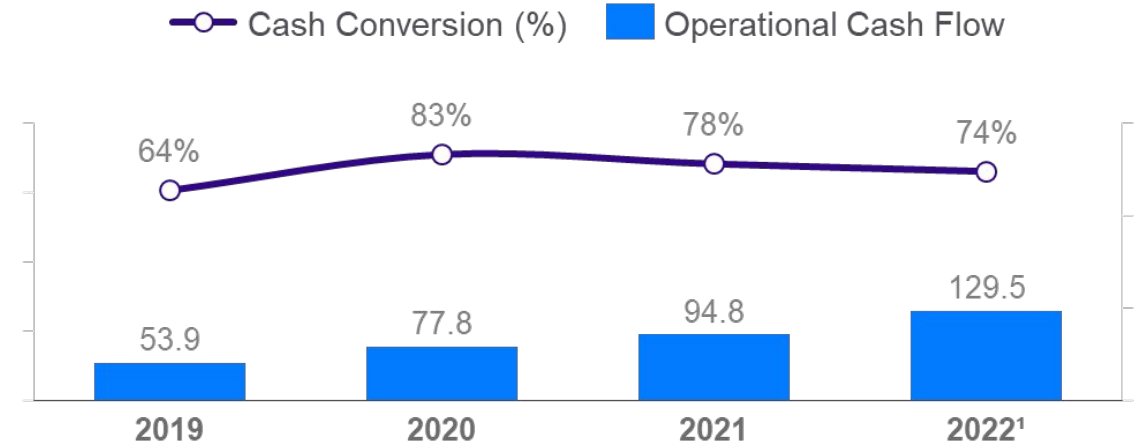


# Asset-light business model with strong cash generation

Strong cash generation

- ▶ **Asset-light** business model along with a **high conversion rate** leads to **strong ability to generate cash**;
- ▶ Even after **material disbursements** in the last 12 months, such as **M&A payments, share buyback** and **dividends**, cash position remains at solid level;
- ▶ **Solid cash balance of R\$546M** in 3Q22;
- ▶ **Focus** remains on **allocating capital to potential new M&As deals**.

## 1 OPERATIONAL CASH FLOW<sup>2</sup> AND CASH CONVERSION *(R\$ mm and %)*





# Closing Remarks

Pedro Ripper, CEO





# Closing remarks: looking ahead

Bemobi is uniquely positioned in selected large market where it has significant competitive advantages

- 1** Bemobi through the evolution of its solution portfolio and through focused capital allocation by a few M&A's:
  - ▶ Doubled its business in a year while preserving cash
  - ▶ Created a suite of solutions that is uniquely positioned in very large growth segments within Emerging Markets
- 2** Vertical industry focused solutions coupled with an international reach, allows for differentiation, while having access to very large addressable markets.
- 3** Payment solutions today represents the largest short-term opportunity for Bemobi, however, all 4 solution lines (subscription services, PaaS and microfinance), have large addressable markets that are far from maturity
- 4** Bemobi has shown strong discipline and consistency in delivering growth, in controlling its cost as well as in smart capital allocation. These competencies will be key as we prepare further M&A's and investments in a market environment with higher cost of capital, higher volatility but also better opportunities.



**Thanks**