

# Annual Meeting 2022



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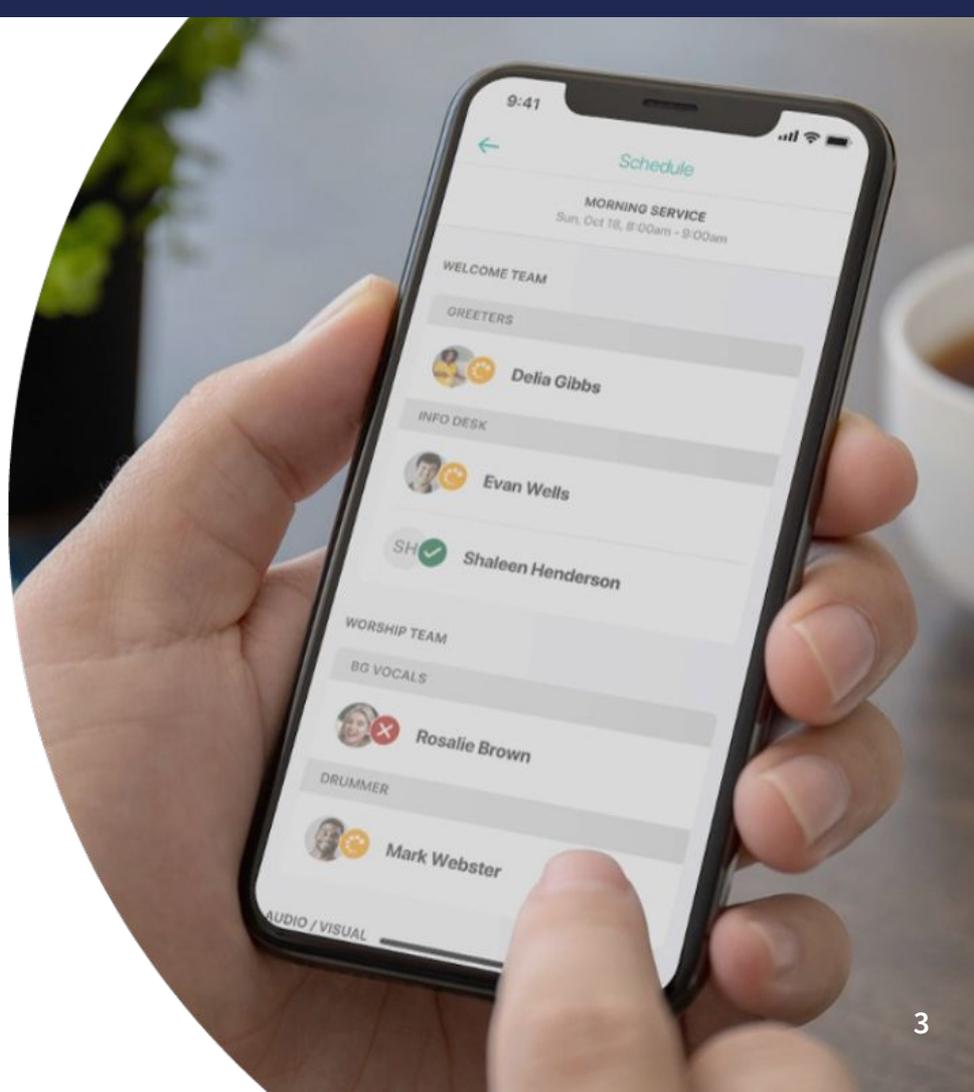
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All currency amounts are in United States Dollars (USD) unless stated otherwise. Please refer to the Appendix for definitions of key metrics used in this presentation.



# Chairman's address

Graham Shaw



# Board of Directors



**Graham Shaw**  
Independent Chairman



**Lovina McMurchy**  
Independent Director



**Lorraine Witten**  
Independent Director



**Sumita Pandit**  
Independent Director



**John Connolly**  
Non-executive Director



**Chris Fowler**  
Visionary and Executive Director



# Virtual meeting procedures

The screenshot displays the Pushpay virtual meeting interface. At the top, a dark blue header contains the Pushpay logo, a help number (0800 200 220), and three buttons: "Ask a Question", "Get a Voting Card", and "Exit Meeting". The central video feed shows a man on a couch with a "Annual Meeting 2022" overlay. Below the video, two blue arrows labeled "Voting Card" and "Question Box" point to buttons labeled "Get a Voting Card" and "Ask a Question" respectively. To the right, a "Downloads" section lists "Notice of Meeting", "Annual Report", and "Virtual Meeting Online Guide".

Pushpay  
HELP NUMBER  
0800 200 220  
Ask a Question  
Get a Voting Card  
Exit Meeting

Annual Meeting  
2022  
Pushpay  
investors@pushpay.com  
www.pushpay.com

Voting Card  
Question Box

+  
Get a Voting Card

?  
Ask a Question

Downloads  
Notice of Meeting  
Annual Report  
Virtual Meeting Online Guide



# Agenda

1. Chairman's address
2. CEO's presentation
3. Shareholder questions
4. Resolutions
5. Other business: to consider any other matter raised by a shareholder at the Meeting

# Expressions of interest

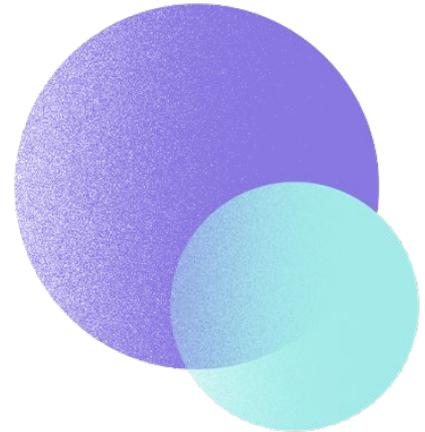
- As previously announced on 26 April 2022, Pushpay has received unsolicited, non-binding and conditional expressions of interest or approaches from third parties looking to acquire the Company
- Pushpay has established a Board Committee consisting of all the Independent Directors to consider these approaches and has appointed Goldman Sachs as financial adviser and Harmos Horton Lusk as legal adviser
- The Company has also engaged additional external resources to ensure that management can remain focused on implementing the company's growth strategy
- The Committee, with the assistance of its advisers, is in a preliminary phase of a process to assess the approaches. As part of this process, multiple interested parties have signed non-disclosure agreements and the Company has provided selected information to better inform those parties and to assist them to submit proposals for assessment by the Committee
- There is no certainty that this process will result in any transaction
- The Board is very mindful of its duty to act in the best interests of shareholders as a whole, with a view to enhancing shareholder value

## Our Mission:

Be the **preferred provider** of **mission critical software** to the US faith sector

## Our Purpose:

**Bring people together** by strengthening community, connection and belonging



# Our market leading proposition provides a valuable solution for our Customers, their communities and for Pushpay



**Complete product suite tailored to meet the needs of churches**



**Proven to drive increased generosity**



**Designed to drive community engagement and growth**



**Superior digital experiences for our Customers and their donors**



**Best-in-class customer service with live implementation**

# Highlights from the past year

- Maintained established strength in market with year-on-year growth in performance in operating metrics
- Surpassed US\$200 million revenue milestone and achieved Underlying EBITDAF guidance
- Strong positive operating cash flow of US\$61.5 million in operating cash flows
- Acquisition of Resi Media in August 2021; commenced integration into Pushpay's Product suite and systems
- Completed first year of investment into Catholic segment (commenced in April 2021)
- Introduced ParishStaq in September 2021, with official launch in January 2022 (tailored product for Catholic sector) – 173 Catholic Customers onboarded and on approved vendor list for 45 dioceses by 31 March 2022
- Developed and delivered significant enhancements to existing product suite
- Review of go-to-market strategy in response to headwinds faced from operating environment
- Strengthened leadership team with appointment of new Chief Growth Officer, VP Marketing and VP of Product. Recruitment of permanent CFO underway
- Appointment of two new US-based directors in September 2021



# Industry recognition



# Board appointments

- Sumita Pandit and John Connolly joined the Board in September 2021
- Sumita brings experience in investment banking, advising companies across verticals in fintech including payments, financial software, neo-banks and insurtech
- John brings a 30-year track record of innovation, vision and execution in creating successful growth companies



**Sumita Pandit**  
Independent Director



**John Connolly**  
Non-executive Director

# Leadership updates



**Kevin Kuck**  
Chief Operating Officer



**Jason Rupert**  
Chief Growth Officer



**Richard Keys**  
Interim Chief Financial Officer



**Angelique Rothermel**  
VP of Marketing



**Natalie Burrows**  
VP of Product



# ESG framework

Our ESG framework is founded on our core pillars

## COMMITTED TO OUR CUSTOMERS

- Driving innovation
- New product development
- Continuous improvement
- Customer growth
- Market expansion

## CARING ABOUT OUR PEOPLE AND COMMUNITIES

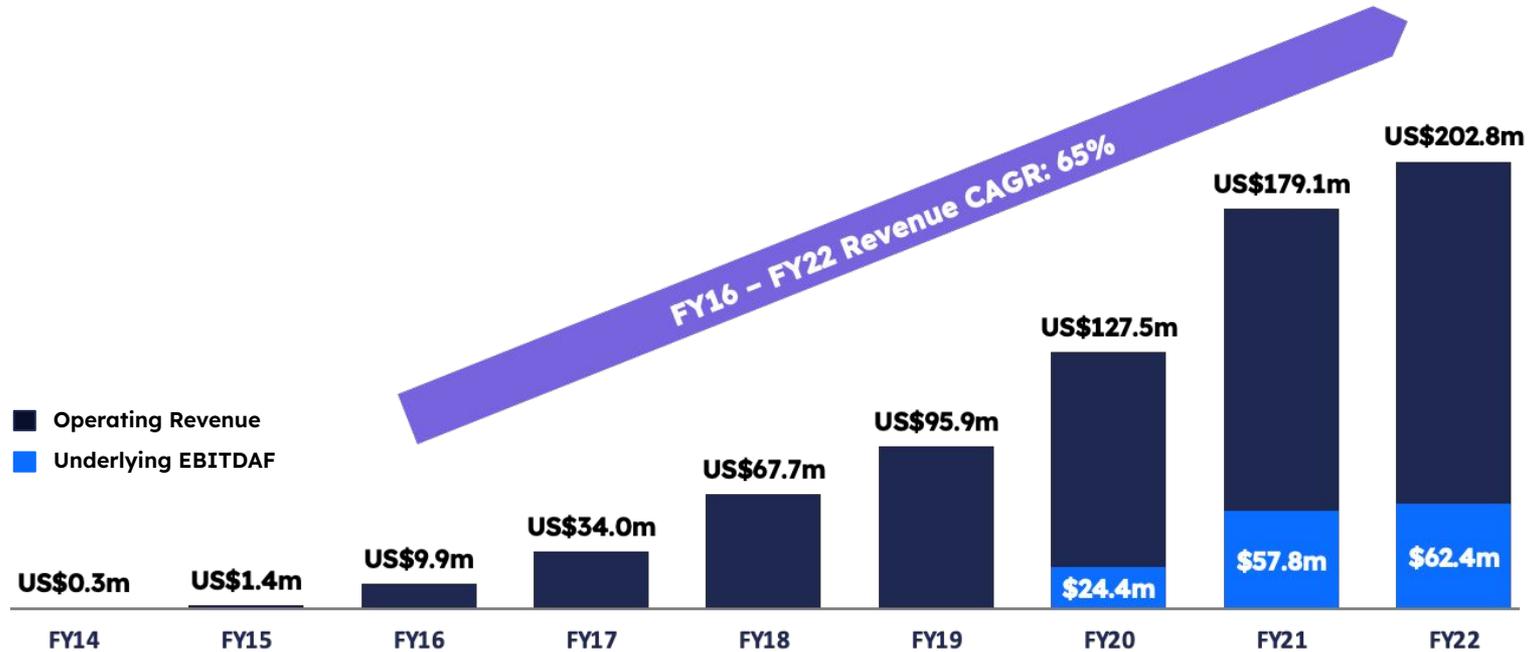
- Healthy and thriving culture
- Diverse and inclusive workforce
- Focused on staff satisfaction and wellbeing
- Our people helping people

## FUTURE PROOFING OUR BUSINESS

- Sustainable financial performance and commercial growth
- Data protection
- Robust business platform
- Strong governance
- Environmental consciousness

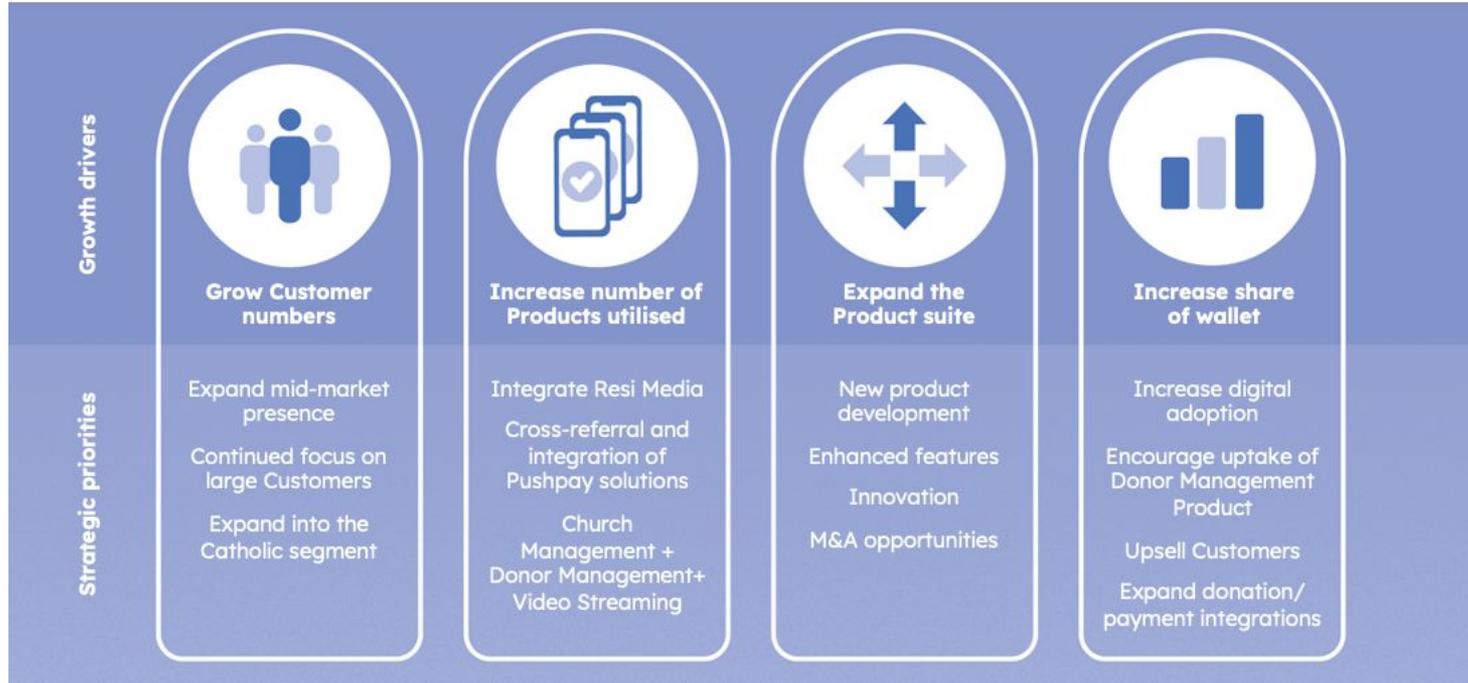


# Pushpay has grown immensely since its founding



# Future growth pathway

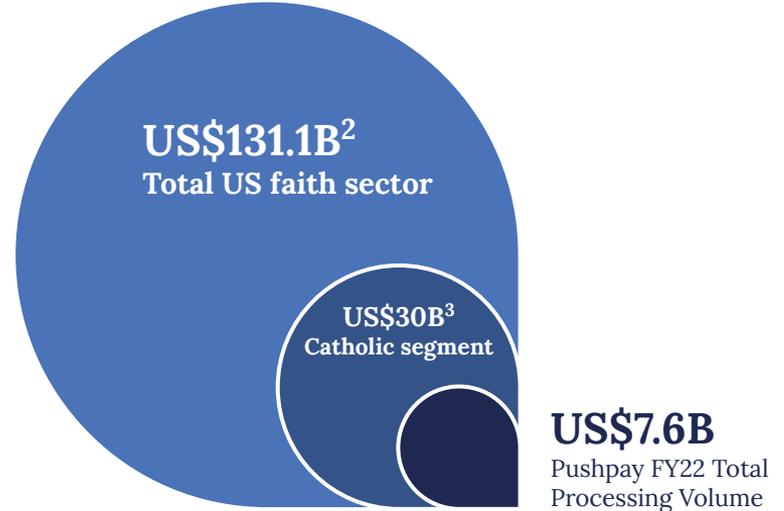
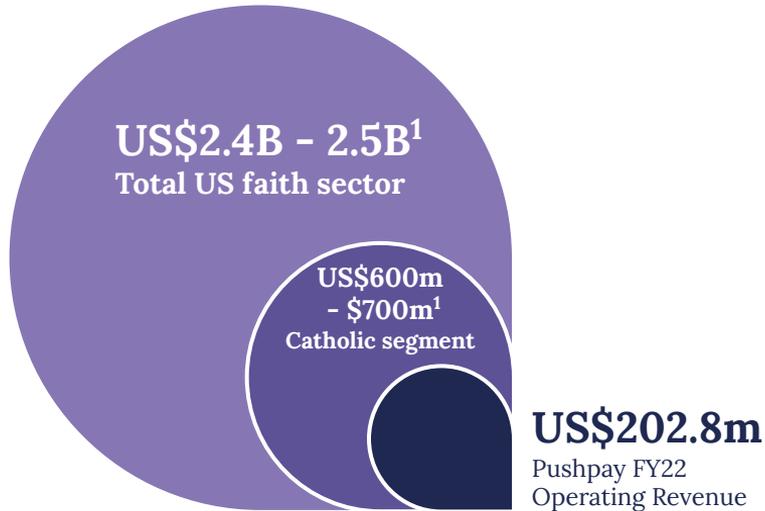
Investing in targeted opportunities to drive growth



# US market opportunity

Total Addressable Market Revenue  
(Donor and Church Management)

Total Processing Volume



1. Global third-party consultant

2. Giving USA (2021) Annual Report  
3. IBISWorld (2016)

# Guidance for the year ending 31 March 2023

FY23 double digit annual operating revenue growth of between 10% and 15%

- Pushpay will continue to deliver topline revenue and Customer number growth in FY23, while investing into the business to support growth opportunities and enable future scale
- In particular, Pushpay is growing its talent pool and investing in resources and capability to drive the Catholic, Resi Media and other growth initiatives

FY23 Underlying EBITDAF of between US\$56.0 million and US\$61.0 million reflecting investment to capture growth opportunities



Note: Underlying EBITDAF excludes costs associated to current expressions of interest

# Medium-term outlook

Strong growth outlook from FY24 onwards

## Significant medium-term organic revenue growth

- Significant opportunities through Resi Media acquisition and expansion into the Catholic segment to further accelerate growth
- Pushpay is expecting >US\$10 billion of Total Processing Volume and more than 20,000 Customers for the year ending 31 March 2025

## Delivering profitable growth

- FY22/23 investment into talent, resources and capability, balanced with continued cost management discipline
- Benefits from investment will be seen from FY24 with Underlying EBITDAF expected to grow faster than revenue

## Building our market share in new and existing markets

- Clear strategic plan for growth with existing opportunities and significant pipeline
- Continued investment in development of new products and go-to-market strategies to maximise opportunities
- Successful execution on strategic pathways



# CEO's presentation

Molly Matthews



# Pushpay at a glance

Year-on-year growth in all key operational metrics

Total Products  
utilised

↑ **19,039**

Up 40% YoY from 13,552

Total Customers

↑ **14,508**

Up 31% YoY from 11,099

Total Processing  
Volume

↑ **US\$7.6 billion**

Up 10% YoY from US\$6.9 billion

Annual revenue  
retention rate

**>100%**

On average for the last five years, including the last period

Total LTV

↑ **US\$5.8 billion**

Up 9% YoY from US\$5.3 billion

Total transactions  
processed

↑ **36.9 million**

Processed over the year, up from 35.2 million in prior year

Average  
transaction value

↑ **US\$206**

Up from US\$199 in prior year

Unique donors\*

↑ **2.9 million**

Up from 2.5 million in prior year



\* Refers to active donors who have made a payment in the last 12 months

Note: Total Customers includes 3,409 net new Customer additions, of which 2,858 Customers were added at the date of acquisition of Resi Media. Total Products includes 4,735 streaming Products added from the acquisition of Resi Media during FY22.

# FY22 results highlights

Continued year-on-year uplift in profitable growth

Operating revenue

↑ **US\$202.8 million**  
Up 13% YoY from US\$179.1 million

Gross margin

**68%**  
Remaining stable over the year

Underlying  
EBITDAF

↑ **US\$62.4 million**  
Up 8% YoY from US\$57.8 million

NPAT

↑ **US\$33.4 million**  
Up 7% YoY from US\$31.2 million

Operating  
cash flow

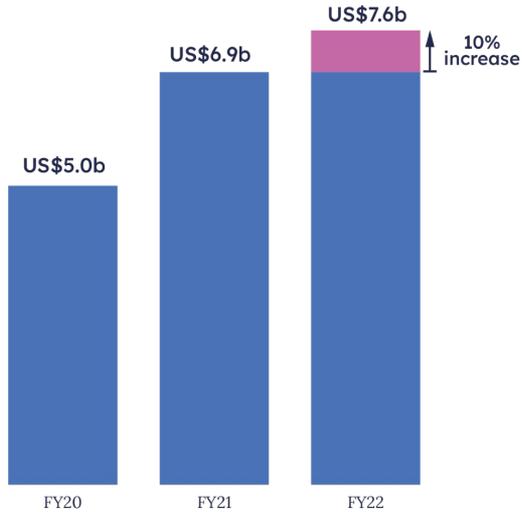
↑ **US\$61.5 million**  
Up 7% YoY from US\$57.6 million



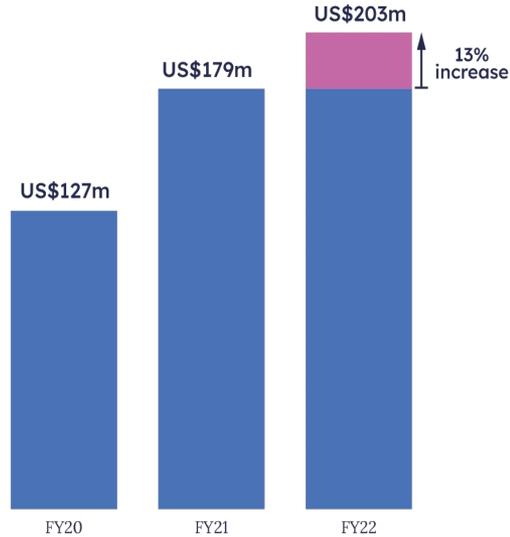
Note: Underlying EBITDAF is a non-GAAP financial measure and not prepared in accordance with IFRS. Please see definition on page 46 of this presentation. A reconciliation of Underlying EBITDAF to EBITDAF can be found of page 37 of Pushpay's 2022 Annual Results presentation.

# Growth in key metrics

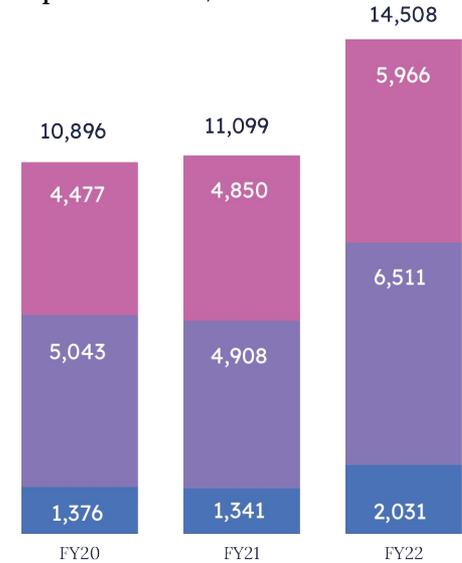
## Total Processing Volume Up 10% to US\$7.6 billion



## Operating Revenue Up 13% to US\$202.8 million



## Total Customer Numbers Up 31% to 14,508



### Segment size: Average weekly attendance

- Small 0 - 199
- Medium 200 - 1,099
- Large 1,100 - above



# FY22 operating environment

## Positive actions taken to respond to market conditions

### FY22 operating conditions

- Fundamental technology shift towards digital giving remained
- Shift in software buying behaviour and consolidation of churches in small segment
- COVID-19 environment continued to restrict travel, conferences and other events
- Increasingly competitive labour market leading to wage and salary pressures

### FY22 business impacts

- Headwinds from COVID-19 affected go-to-market strategy
- Soft period with net new Customers and go-to-market performance lower than internal expectations
- Higher mix of small churches in Customer growth
- Cost increases from remuneration review and increased headcount

### How we're addressing it

- Strategic execution underway to address operating conditions and drive growth
- Appointed new Chief Growth Officer
- Comprehensive review of go-to-market strategy and new initiatives implemented
- Positioning the business for future growth opportunities

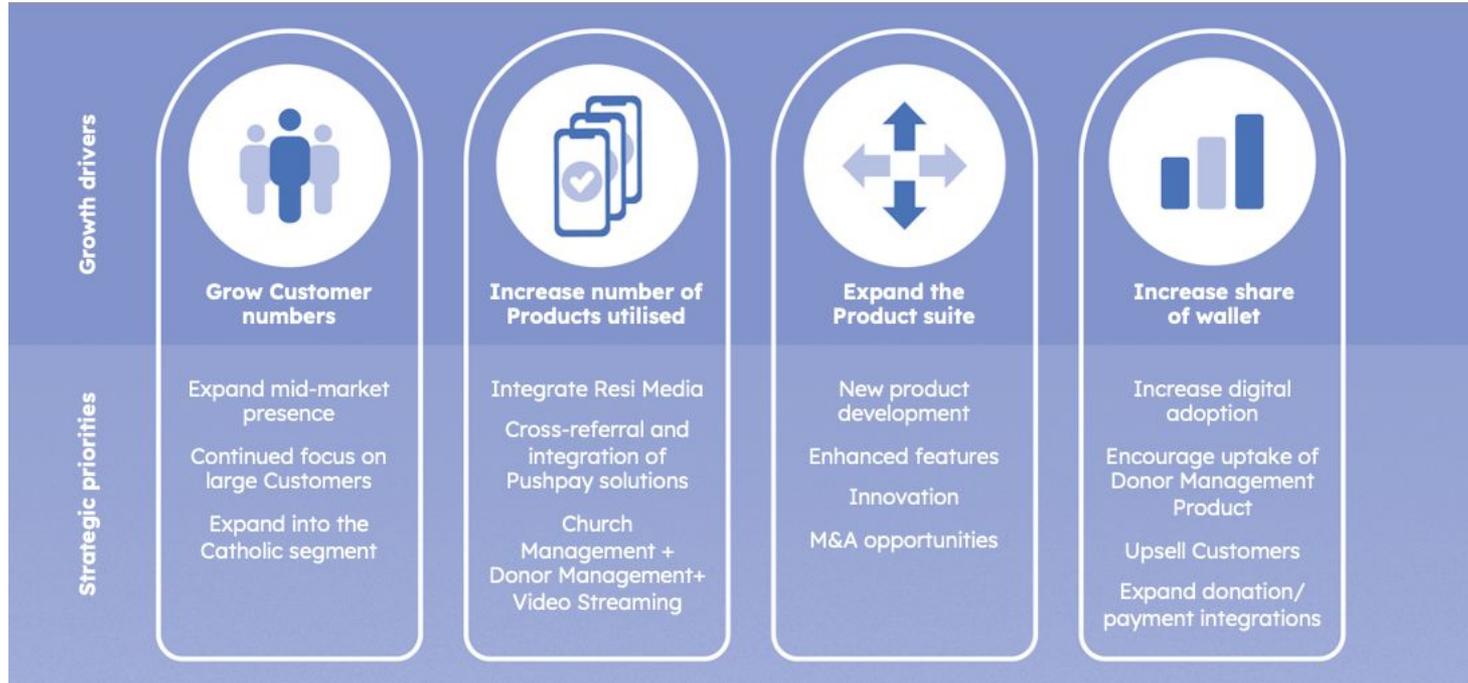
# Diversity and inclusion

- Sponsored two employee resource groups focused on education, awareness and development of women, and underrepresented minorities
- Sponsored an in-person employee resource group summit, focused on bringing members together to plan strategic priorities for the financial year
- Expanded the diversity of the leadership team significantly by adding several women to key leadership roles
- Hosted global mentoring programme to assist in supporting employee growth and career development, connect employees in separate offices and increase inclusion of remote employees
- All employees participated in annual anti-harassment training



# Future growth pathway

Investing in targeted opportunities to drive growth



# Grow Customer numbers

## Focus on growing the number of medium Customers

- Significant growth opportunity
- Medium customers have lower acquisition and support costs as a percentage of revenue
- Go-to-market strategy reviewed in FY22 with sales and marketing organisations being optimised to target mid-market segment
- Medium customers already represent a significant portion of our target market and current Customer base
- Pushpay's existing ChurchStaq offering is well-positioned to serve the mid-market with an all-in-one solution

# The Catholic opportunity

- Catholic services generated US\$30 billion in 2016<sup>1</sup>, representing approximately 25% of US faith giving
- Estimated 17,000 parishes in the US, skewed more heavily to medium and large churches<sup>2</sup>
- Estimated Total Addressable Market (TAM): US\$600 million - \$700 million annual revenue<sup>3</sup>
- Catholic churches know they need to embrace technology
- Catholic churches globally are similar in key respects, providing future expansion opportunity

**Pushpay's long-term target is 25% share  
of Catholic parishes**

1. IBISWorld

2. Center for Applied Research in the Apostolate (CARA), Georgetown University | Frequently Requested Church Statistics

3. Independent assessment by global third-party consultancy. Total Addressable Market (TAM) is the overall revenue opportunity that is available to a product or service if 100% market share was achieved; also referred to as total available market



17k Parishes



Estimated US\$600m -  
US\$700m<sup>3</sup>  
annual revenue TAM



**50/50**  
Between software and  
processing

# Catholic growth strategy: three year roadmap

Commenced April 2021: First year completed - development plan on target

	Year One FY22 (complete)	Year Two FY23	Year Three FY24
	<b>Development</b>	<b>Initial sales</b>	<b>Strong uplift in sales</b>
<b>Investment</b>	<ul style="list-style-type: none"> <li>✓ Investment and expenses of US\$3.2 million in year one (with US\$1.1 million of this capitalised)</li> <li>✓ Built team to 34 by year end, including 20 product and development team members</li> <li>✓ Small loss at Underlying EBITDAF</li> </ul>	<ul style="list-style-type: none"> <li>• Expected investment and expenses of between US\$5-7 million (with US\$3-4 million of this capitalised)</li> <li>• Continue to expand and strengthen Catholic focused teams</li> <li>• Continue to develop product features and capabilities</li> <li>• Breakeven at Underlying EBITDAF</li> </ul>	<ul style="list-style-type: none"> <li>• Further year of development, with capitalised expenses similar to year two</li> <li>• Complete full product development</li> <li>• Expand product integrations with Catholic vendors</li> <li>• Positive Underlying EBITDAF</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>✓ Pilot with Archdiocese of Chicago</li> <li>✓ ParishStaq launched in January 2022</li> <li>✓ On Approved Vendor List for 45 dioceses - strong pipeline</li> <li>✓ 173 parishes as Customers at 31 March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Execute go-to-market plan</li> <li>• Increase inclusion on Approved Vendor Lists for dioceses</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate adoption and Customer growth</li> </ul>



# Increase number of Products utilised



Donor Management System



Church Management System



Video streaming tools

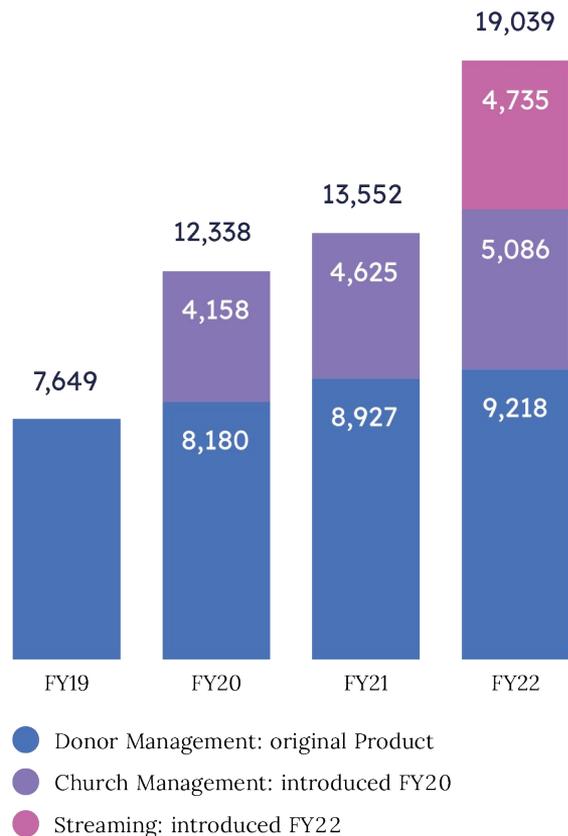
Pushpay's Product suite is built to help our customers connect and grow community.

Our powerful mobile-first end-to-end software solutions are reforming how the faith sector engages simply and effectively by enabling customers to offer greater ease of interaction, increased participation and the ability to build stronger relationships with their communities.

# Total Products utilised

## Increase of 40% to 19,039 Products

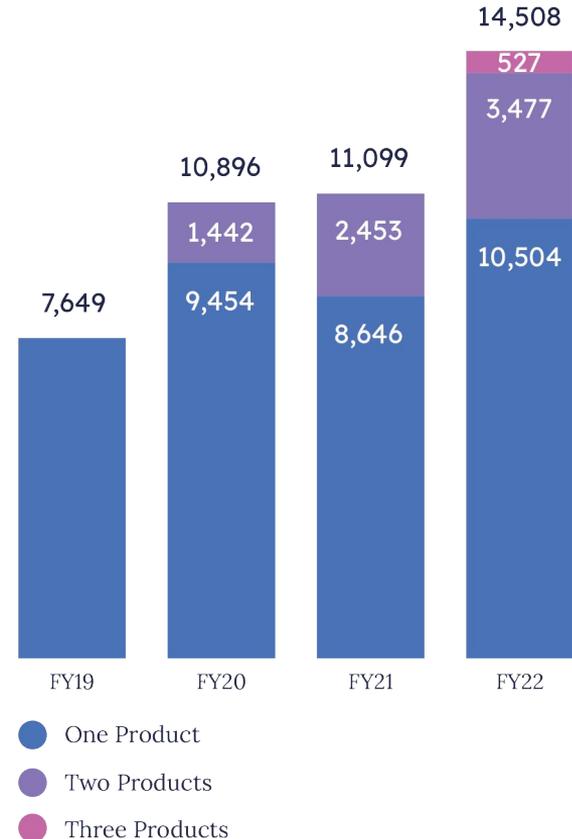
- Resi Media acquisition added approximately 3,900 Products in August 2021
- Growth in all three Product groups over the year
- Focus is on driving adoption and increased use of multiple Products through integration
- Donor Management is the Group's core product
- Overall goal is to have Customers using our integrated solutions with all three products, which reduces Customer churn



# Customers by number of Products

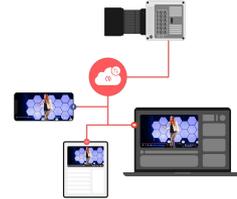
**Our objective is to encourage Customers to utilise the full suite of three products**

- Delivered increase in total number of Products utilised and average number of products per Customer in FY22
- The more of our Products utilised by each of our Customers, the more valuable our integrated solution is to them, thereby increasing retention
- Customers who subscribe to multiple Products deliver significantly higher revenue than a one-Product Customer
- Opportunity to increase the number of Products utilised by each Customer and to attract new Customers through integrated solutions

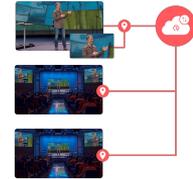


# Resi Media

- Pushpay completed US\$150 million strategic acquisition of Resi Media in August 2021, which included US\$9 million equity issued under a restricted share agreement to the vendors
- Adds a third strategic Product to the Pushpay suite of solutions
- Resi Media customer base of approximately 3,900 customers at acquisition; over 70% did not subscribe to an existing Pushpay Product
- Acquisition of Resi Media expands the range of Products available and ability to drive adoption of our full suite of products, inclusive of Resi Media



Live streaming



Multisite streaming



Hardware – encoders & decoders

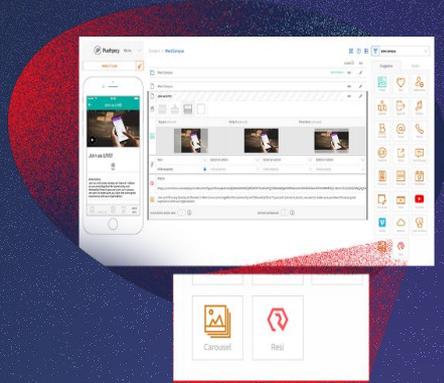
# Resi Media: Three Year Roadmap

Acquired in August 2021

	Year One FY22 (complete)	Year Two FY23	Year Three FY24
	<b>Integration</b>	<b>Build sales</b>	<b>Escalating sales</b>
<b>Investment</b>	<ul style="list-style-type: none"> <li>✓ Acquisition in August 2021</li> <li>✓ Seven months as part of the Pushpay business</li> <li>✓ Focus on integration into Pushpay's product suite and core business systems</li> <li>✓ Breakeven at Underlying EBITDAF</li> </ul>	<ul style="list-style-type: none"> <li>• Integration with Pushpay's sales and marketing engine</li> <li>• Product enhancement including content storage and video library</li> <li>• Revenue growth greater than 20%, breakeven at Underlying EBITDAF</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop and enhance products</li> <li>• Expansion into adjacent verticals</li> <li>• Revenue growth greater than 20%, positive Underlying EBITDAF</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>✓ Resi Live Streaming now available in Pushpay's custom Apps for a seamless viewing experience</li> <li>✓ In-stream giving button released in April 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Strong opportunity to cross-refer product to existing Resi Media and Pushpay Customer bases</li> <li>• Attraction of new customers</li> </ul>	<ul style="list-style-type: none"> <li>• Primary focus on new customers</li> <li>• Continued cross-referrals and product offers</li> </ul>



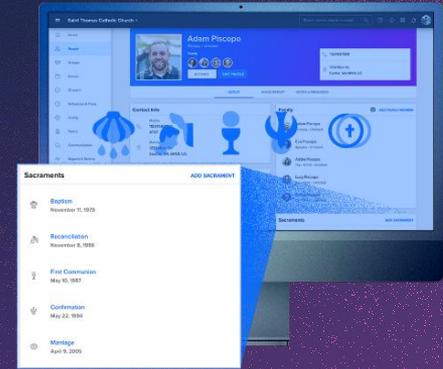
# Expand the product suite



Resi Media  
streaming in-App  
and vice versa with  
in-stream giving and  
engagement



Create events  
in-App



Sacrament tracking  
for Catholic parishes

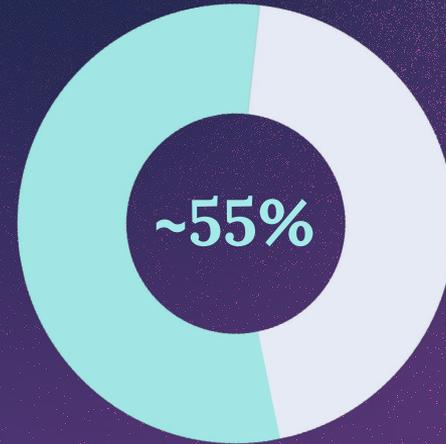
# Increase share of wallet

Share of wallet is the amount of a Customer's total giving that is processed through Pushpay's platform

Transformational shift to digital giving due to COVID-19 has been maintained and is driving benefit for Pushpay:

- Pre-COVID-19, Pushpay's share of wallet was ~40%\*
- During COVID-19, there was a significant transformation shift to ~55% (mid-50s)\*
- Current state – digital giving has remained consistent over the past year
- Expect digital giving to increase over time
- Working with our Customers on initiatives to both enhance giving and to increase digital adoption

**Increased share of wallet  
remained consistent in FY22**



\* Based on Pushpay data and management estimates

# Clear plan to deliver accelerating growth

## Long-term horizon

- Non-profit providers
- Education providers
- International expansion

## Medium-term horizon

- Catholic segment expansion
- Mid-market growth

## Near-term horizon

- ChurchStaq
- ParishStaq
- Resi Media integration
- Product bundling
- Business investment

## Medium to long-term: FY24 onwards

- Identified opportunities for growth
- Focus on strategic initiatives
- Benefits from development activity
- Strong foundation to scale and grow

## Near-term: FY22 – FY23

- Update strategic focus to enable future scale
- Investment to set future business foundation
- Integrate growth acquisitions
- Strengthened leadership
- Product development
- COVID-19 tailwinds - shift to digital

# Shareholder questions



# Resolutions



# Resolutions 1 - 4

- **Resolution 1:** That the Board be authorised to fix the fees and expenses of Deloitte as auditor.
- **Resolution 2:** That Graham Shaw, who retires by rotation and is eligible for re-election, be re-elected as a Director of the Company.
- **Resolution 3:** That Sumita Pandit, who was appointed as a Director by the Board during the year, be elected as a Director of the Company.
- **Resolution 4:** That John M. Connolly, who was appointed as a Director by the Board during the year, be elected as a Director of the Company.



**Graham Shaw**  
Independent Chairman



**Sumita Pandit**  
Independent Director



**John Connolly**  
Non-executive Director

Click “Submit Vote” to lodge your vote.

#### Need help?

Call the Link Market Services helpline on 0800 200 220 from within New Zealand or dial +64 9 967 7751 from outside of New Zealand



# Resolution 5

- **Resolution 5:** That the maximum aggregate amount per annum payable by the Company to its Non-executive Directors be increased from US\$650,000 to US\$1,000,000 to be paid and allocated to the Non-executive Directors as the Board considers appropriate and that any remuneration payable to Non-executive Directors may, at the Board's discretion, be paid either in part or in whole by way of an issue of ordinary shares in the Company.

**Click “Submit Vote” to lodge your vote.**

**Need help?**

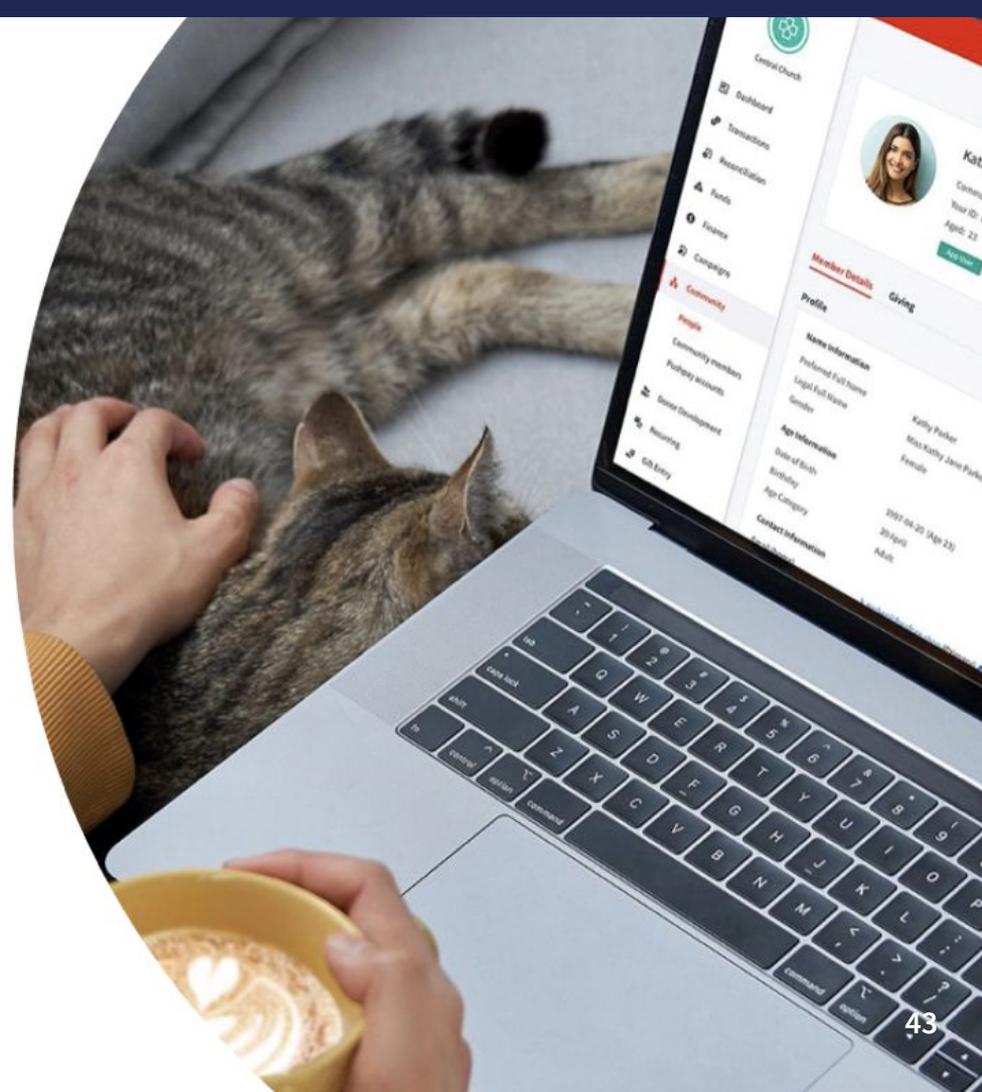
Call the Link Market Services helpline on 0800 200 220 from within New Zealand or dial +64 9 967 7751 from outside of New Zealand



# Other business



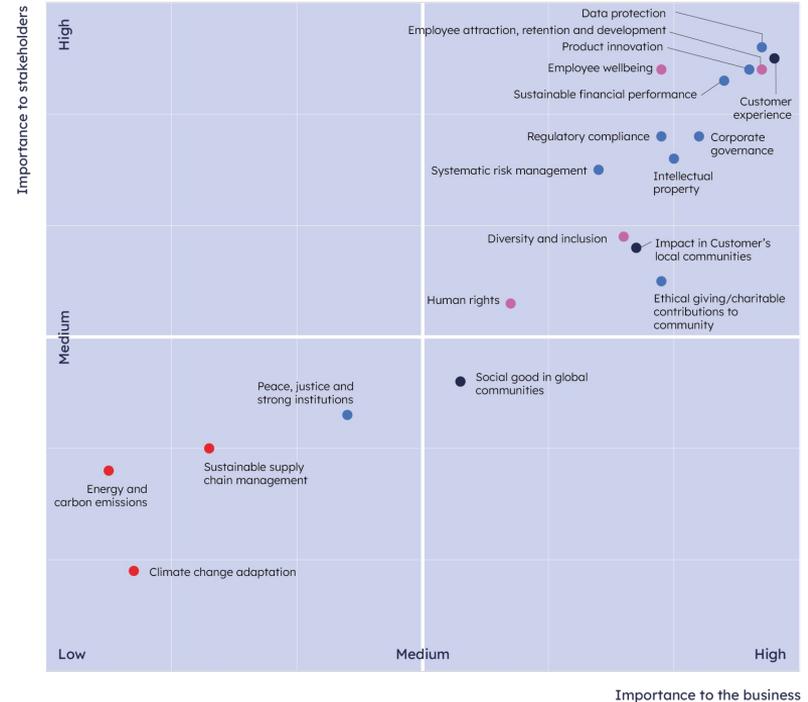
# Appendix



# ESG materiality matrix

A materiality matrix is a visual tool to demonstrate how the priority topics for Pushpay map in terms of the impact on the business and importance to stakeholders.

These topics are addressed in Pushpay's Environmental, Social and Governance (ESG) framework and sustainability strategy.



- Communities
- Environmental sustainability
- Responsible business practices
- Employees and culture



# Key metric definitions

**Annual Revenue Retention Rate** – is revenue retained from Customers (subscription revenue and processing revenue) in the year, compared to the amount of subscription and processing revenue earned in the previous year, for Customers who joined Pushpay prior to the beginning of the comparative period.

**Cash and Cash Equivalents** – is cash on hand; deposits held at call with financial institutions; and other short-term, highly liquid investments readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

**Customer** – is an entity that utilises one or more Pushpay products. Pushpay reports Customers that have entered into an agreement and completed the paperwork necessary to set up their service. Pushpay views Customers with 0-199 average weekly attendees as small, 200-1,099 average weekly attendees as medium and 1,100 or more average weekly attendees as large.

**Customer Acquisition Cost (CAC)** – is sales, marketing and implementation costs divided by the number of new products sold over a six month period.

**Earnings before Interest, Tax, Depreciation, Amortisation and Foreign Currency gains/(losses) (EBITDAF)** – is a non-GAAP financial measure calculated by adjusting interest, depreciation and amortisation, income taxes and net foreign currency gains/losses to net profit.

**Lifetime Value (LTV)** – is the gross margin expected from a Customer over the lifetime of that Customer. This is calculated by taking the ARPC multiplied by 12, multiplied by the gross profit percentage, multiplied by the average Customer lifetime (the average Customer lifetime is one divided by churn, being one minus the Annual Revenue Retention Rate). A 97.5% Annual Revenue Retention Rate is used for the purposes of the calculation. Total LTV is calculated as LTV multiplied by total Customers.

**Net Profit after Tax (NPAT)** – is calculated in accordance with NZ IFRS accounting standards.

**Operating Revenue** – is receipts received from Customers calculated in accordance with NZ IFRS accounting standards.

**Products** – is the total number of Pushpay products utilised by Customers. An individual Customer may hold one or more Products. Pushpay currently offers three products, including a Donor Management System, Church Management System and Streaming. A Customer purchasing ChurchStaq™ currently has two Products, being a Donor Management System and a Church Management System.



# Key metric definitions (continued)

**Subscription Fees** – is recurring fees based on the Products that Customers purchase, which can vary based on the size of the Customer (in the case of the faith sector, size is based on average weekly attendance).

**Total Addressable Market (TAM)** – is the overall revenue opportunity that is available to a product or service if 100% market share was achieved; also referred to as total available market.

**Total Processing Volume** – is payment transaction volume through the Pushpay payment platform, that Pushpay derives revenue from within a period. This excludes payment transaction volume that is not processed through the Pushpay payment platform.

**Underlying Earnings before Interest, Tax, Depreciation, Amortisation and Foreign currency gains/(losses) (Underlying EBITDAF)** – is a non-GAAP financial measure calculated as EBITDAF excluding one-off changes as well as costs and IFRS accounting adjustments relating to acquisitions. This includes cash and non-cash expenses such as transaction costs, expensing of the restricted shares provided to the vendors as part of any transaction and fair valuing of unearned revenue acquired on acquisition. The Group believes that this measure provides a more appropriate representation of the Group's performance. Underlying EBITDAF is consistent with the previous definition of Underlying EBITDAFI which has been updated to remove impairment from the definition. As there has been no historical impairment, this does not change the previously reported numbers.

**Volume Fees** – is variable fee income generated from payment transaction volume (in the case of the faith sector, this is usually a percentage of total donations).