

ASX Release

17 August 2022

Non-Deal Roadshow - Singapore

Spenda Limited (**ASX: SPX**, "**Spenda**" or "**the Company**") is pleased to release an updated presentation to the market in advance of a non-deal roadshow in Singapore.

Company representatives are conducting a non-deal roadshow in Singapore on 18 and 19 August 2022 and the accompanying presentation will be used during these meetings. The purpose of the roadshow is to increase awareness of the Company and its unique product offering to various parties in Singapore and more widely into Asia.

The Company intends to use this presentation as part of its broader Investor Relations plan to both improve shareholder communication and promote the Company's unique value proposition.

- ENDS -



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About Spenda

Spenda Limited (ASX: SPX) is a transaction services business supplying industries with a broad range of B2B payment services, digital trading software and integrated solutions. Our goal is to convert EFT payments to card payments utilising the BPSP engagement coupled with our payments collaboration framework. Our competitive advantages deliver customers end-to-end e-invoicing integration, rapid ordering, digital trust and automated reconciliation.

Spenda supplies its customers a recipe of integrated software to create a vertical market standard operating environment (SOE) that enables the effective and seamless transfer of data from multiple, disparate software systems in one standardised technology solution, such as SpendaRetail. Spenda has licensing agreements with third-party software vendors that enable it to provide integrated SOE solutions to its customers.

For investors seeking information on the Company's activities that relate to marketing, customer events and other acknowledgement of customer activities, this information will be posted to the Company's news section of the website and on social media channels with the handle #getSpenda, active on Twitter, LinkedIn, Instagram and Facebook.

For more information, see <https://spenda.co/investor-centre/>

This announcement has been authorised by the Board.

Investor Enquiries

Please email: investors@spenda.co



Supply Chain Software, Payments and Lending

Spenda Limited (the Company)
ASX:SPX

August 2022

ASX:SPX

Disclaimer

This presentation contains certain statements that may constitute forward looking information under applicable securities laws. All statements, other than those of historical fact, which address activities, events, outcomes, results, developments, performance or achievements that Spenda anticipates or expects may or will occur in the future (in whole or in part) should be considered forward looking information. In some cases, forward looking information is identified by the use of terms and phrases such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “intent”, “may”, “plan”, “predict”, “project”, “will”, “would”, and similar terms and phrases, including references to assumptions. Such information may involve, but is not limited to comments with respect to expectations, planned operations or future actions.

These forward looking statements are based on currently available information as of the date of this presentation but are subject to known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from those expressed or implied by such forward looking information. The forward looking information contained in this presentation is expressly qualified by this cautionary statement.

A number of risks, uncertainties and other factors could cause actual results to differ materially from the results discussed in the forward looking information, including but not limited to, the following:

- Risks associated with reliance on key personnel;
- Financial health of Spenda and its related cash flows; general industry and market conditions and growth rates; legislative and regulatory developments;
- General economic conditions and levels of economic activity;
- Global financial conditions;
- Financing risks;
- Degree of competition in the industry;
- Risks associated with the development of projects;
- Changes in employee relations; and control of costs and expenses.

The material in this presentation is general information about Spenda’s activities current as at the date of the presentation. The presentation comprises information regarding Spenda that is given in summary form and does not purport to be complete. Nothing in this presentation should be construed as a recommendation by Spenda to purchase securities, or an offer for subscription or purchase of securities. Information in this presentation should not be considered advice and does not take into account the investment objectives, financial situation or needs of a particular investor. These matters should be considered with or without professional advice when deciding if an investment is appropriate.

Forward looking information reflects Spenda’s current beliefs and is based on information currently available to Spenda and on assumptions it believes to be reasonable. The forward looking information is made as of the date of this presentation. Prospective investors should not read forward looking information as guarantees of future performance or results and should not place undue reliance on forward looking information. Nothing in this presentation is, or should be relied upon as, a promise or representation as to the future.

All references to currency are in AUD unless otherwise specified.

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About Spenda



\$ 316

\$ 39,9293

\$ 299,99

Spenda has over 20 years experience in delivering a broad range of B2B payment services, digital trading software and integrated solutions.

Spenda is a business ecosystem that facilitates the transfer of both operational and financial data between businesses as they buy and sell from each other. Spenda Limited owns an integrated applications, **payments** and **lending** platform used by marketplaces, buying groups, franchises and SMEs.

Spenda's platform creates a network of connected businesses transacting up and down the supply chain. By utilising the secure dataset provided from these transactions, Spenda is able to offer customers with access to on-demand lending, pay later, early settlement discounts and trade finance solutions.

Company Snapshot

What we sell



Scalable and secure **payment** solutions



Invoice management software



On-demand **lending**



Integration services

Who benefits from using Spenda



Suppliers



Manufacturers



Distributors



Franchise Groups



Marketplaces



Retailers

Payment methods we offer

Bank transfer

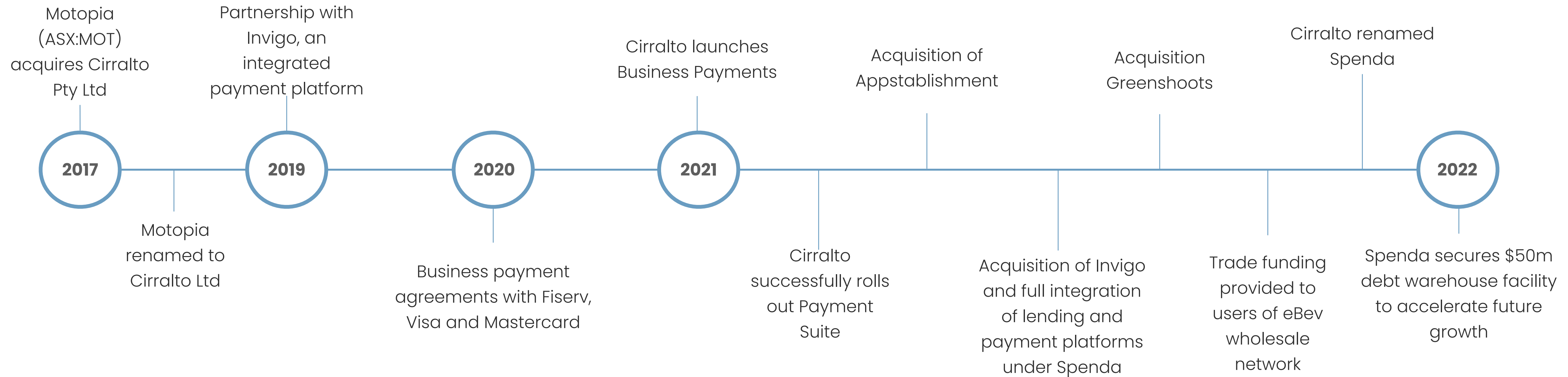
Credit card payments



Our integration partners



History

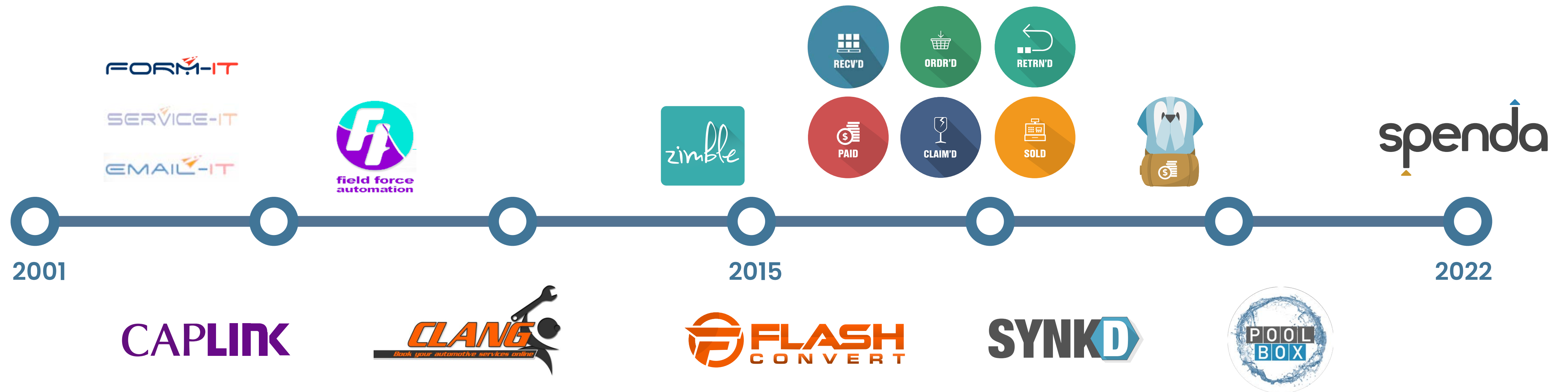


Spenda started out as a pure Software as a Service (SaaS) business and has evolved into a B2B and B2C fintech player offering a suite of supply chain software, payment and lending solutions.

20 Years of Innovation - the evolution of product

We have built and commercialised many products over the years, all designed to help businesses trade better.

The culmination of these efforts have resulted in the Spenda, a complete business suite designed to boost operational efficiency and reduce payment friction across the supply chain.





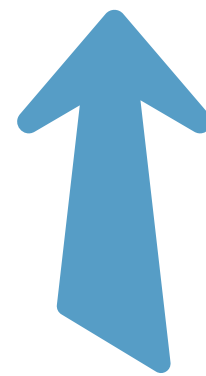
The Problem

The Payments Problem

Over **53%** of B2B receivables in Australia are paid late. (Xero, 2019)

Around **5 to 7** stakeholders usually approve payment before an invoice is processed. (iBanFirst, 2021)

Companies spend about **520 hours per year** on manual accounting and administrative tasks. (CPA Practice Advisor, 2020)

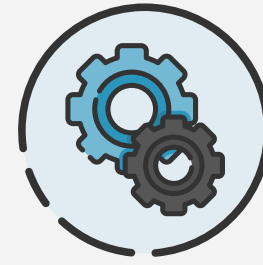
 It costs **3x more** to process a paper or PDF invoice when compared to an e-invoice. (Australian Taxation Office, 2021)

It takes **7x** as long to process a return than the sale itself.

With an automated payment solution, businesses can reduce their invoice processing time by **74%**

How we're addressing the current pain points

Problem



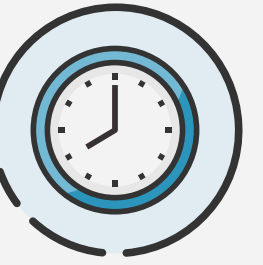
Poor payment processes and options

- B2B payments are accessed as a discrete service and only integrate partially for either the payer or the payee but never both players simultaneously.
- Manual error-prone processes are still plaguing businesses that waste time and cost more.

Solution

- Spenda connects and automates the entire process.
- Our software enables users to track, group, and batch-pay all of their outstanding invoices simultaneously.
- This saves time, money and resources between both parties and speeds up payment efficiency.

Problem



Chasing late payments

- Late payments and uncertainty in debt recovery contribute to cash flow problems for many businesses.
- Poor cash flow limits long term commercial viability.

Solution

- Our payment solution allows businesses to seamlessly take payments, instantly collect debt, set up pay-later plans and get access to working capital.
- Switching to a fully digital system means never having to print, email or fax invoices to customers again.

How we're addressing the current pain points

Problem



Integration of multiple systems

- These systems often don't talk to one another and require manual efforts to connect the data.
- Juggling multiple systems means a business is likely paying excessive fees and is still plagued with inefficient processes.

Solution

- Spenda delivers one intuitive system which includes a robust and feature-rich Accounts Receivable and Accounts Payable solution, and access to on-demand lending.
- Spenda seamlessly integrates into existing accounting and financial ERP management systems.

Problem



Data entry errors

- Running multiple systems requires manual efforts to connect the data - which is prone to errors.

Solution

- We streamline and automate all business processes.
- This removes the need for double data entry and human errors - which saves you time and money.
- We're about connecting the buyer and seller through ledger-to-ledger integration to ensure both parties are working from a single source of digital truth.



The Opportunity

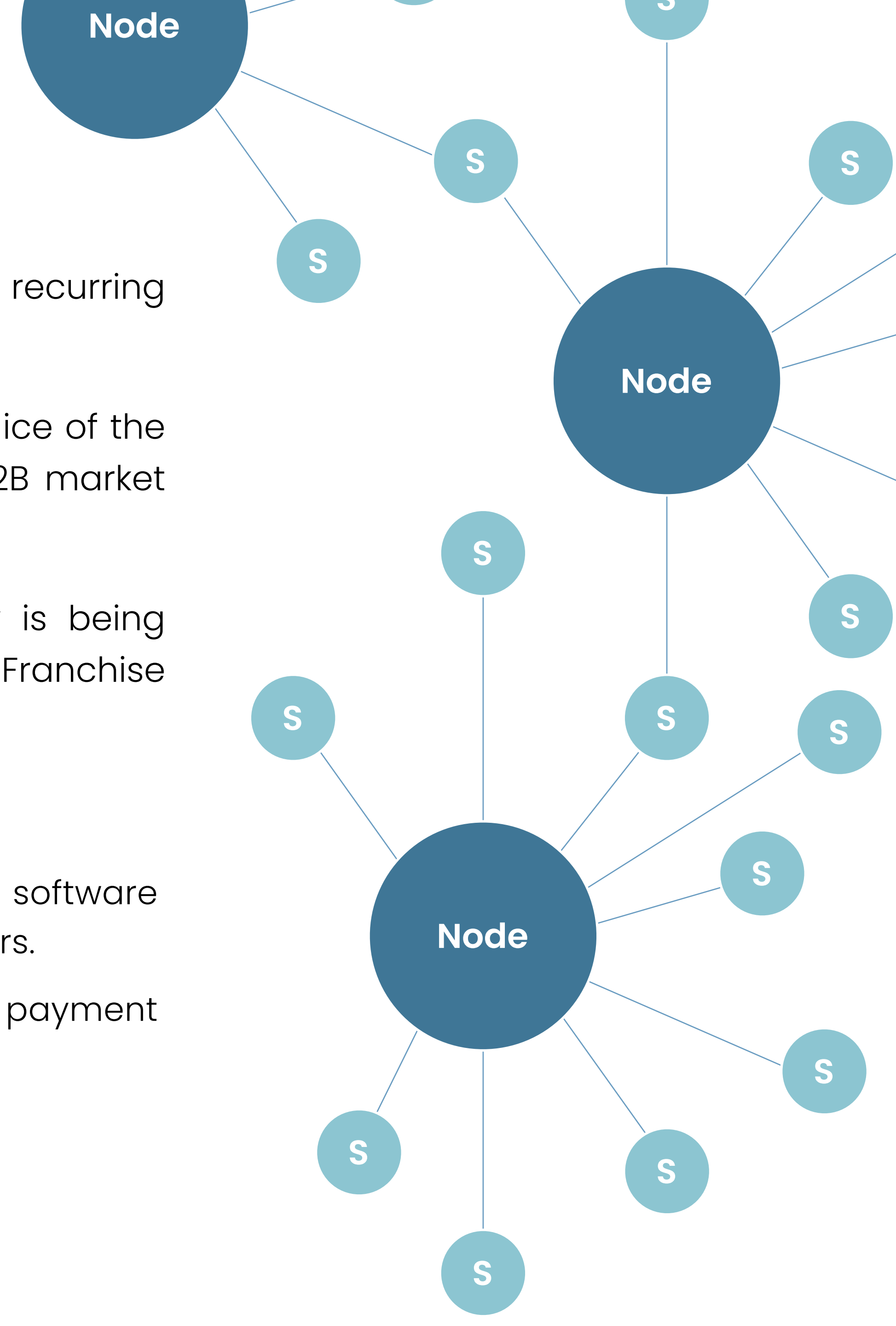
Capturing Market Share

Our solutions are horizontal in application, enabling us to focus on direct growth in recurring revenue from a brand cross-section of industries.

While the payments space has a lot of players, most are focusing on the same slice of the market. The payment technology we have created allows us to focus on the B2B market which has very few advanced payment competitors.

Given the diversity in both capability and industry application, the Company is being disciplined in its market approach with a clear focus on acquiring 'Nodes', such as Franchise Groups and Buying Groups, and expanding into their connected customer base.

- Acquire a 'Node' and deliver our Accounts Payable and Accounts Receivable software to streamline payments from their customers (the Spokes) and to their suppliers.
- Add on point-of-activity lending to the Nodes customers (Spokes) as a faster payment method with Early Settlement Discount offers.
- Upsell the Spoke to our POS + eCommerce + payment and lending bundles.



Target Market

○ Who are our Customers?

- Buying Groups
- Franchises
- Marketplaces
- Small Medium Enterprises
- Grain and Livestock Farmers
- Abattoirs

○ What do all our Customers want?

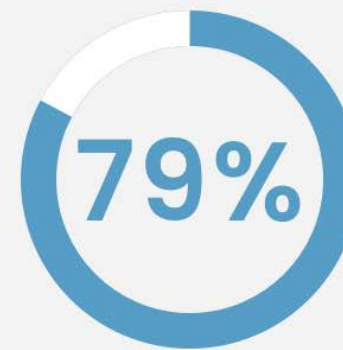
- Improved cash flow, which really means access to the right level of capital to pay their creditors on time.



Globally, the B2B payment market is projected to reach **\$1.91 trillion** by 2028.
(Allied Market Research, 2021)



Global virtual card transaction value is projected to reach **\$6.8 trillion** by 2026.
(Juniper Research, 2021)



79% of supply chain executives were planning to invest in digital supply chains.
(McKinsey, 2020)

2 out of 3

businesses prefer implementing a single integrated payments solution instead of several fragmented solutions.
(Bottomline, 2021)



The Spenda Solution

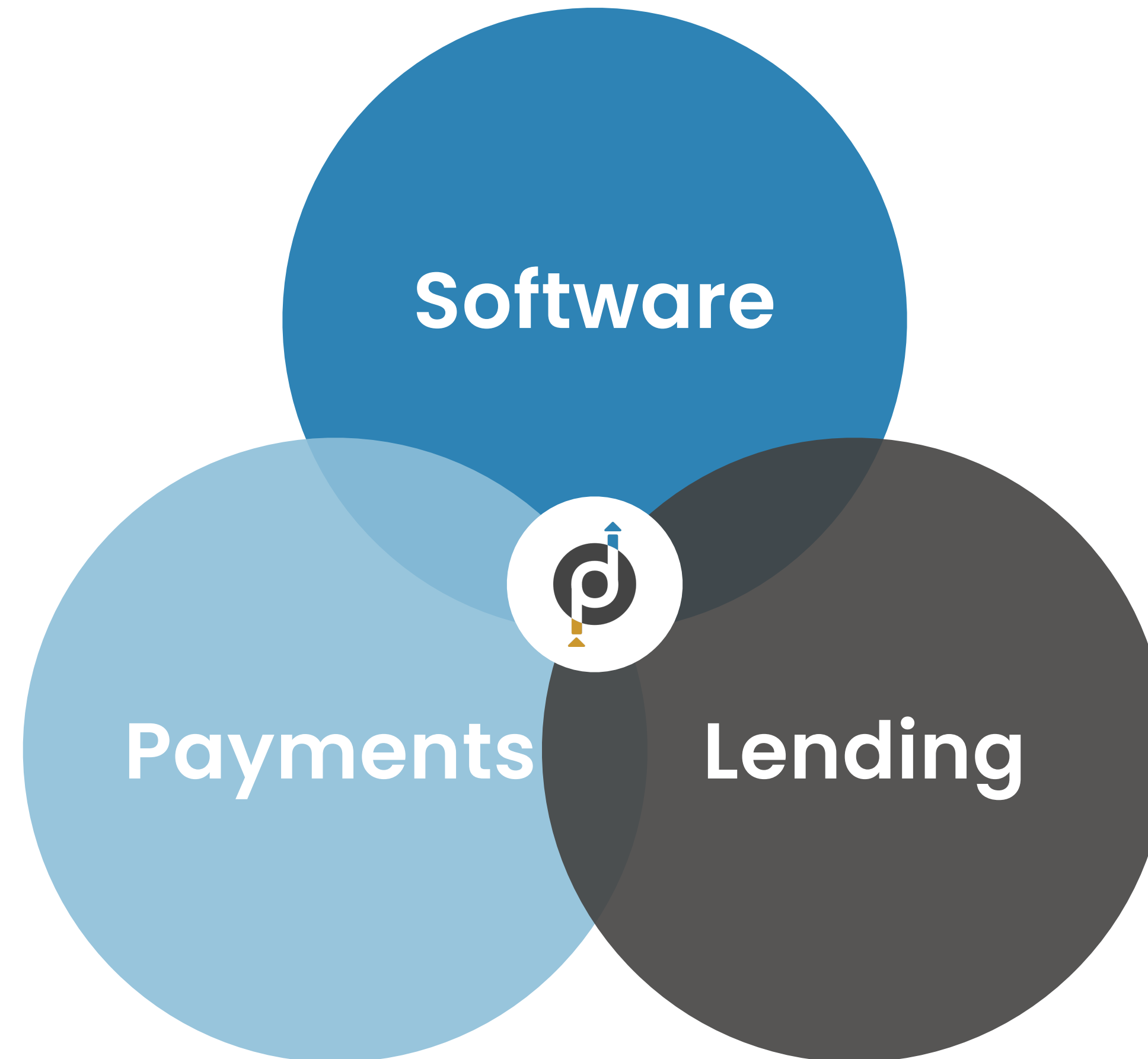
Key Business Segments

Spenda Platform

Enables businesses to transform with fast, error-free digital efficiency and to boost cash flow across the entire supply chain.

Payments

Spenda has transformed the business from a pure software subscription model to a transactional fee-based SaaS business that allows the company gain a greater share of customer transaction values at both B2B and B2C levels



Software

Spenda operates a SaaS model for licensing of the components of the Spenda platform. Businesses have several ways to take up the service with the ability to choose which modules will be turned on.

Lending

Utilising the ledger-to-ledger dataset provided by these transactions, Spenda has a clear view of its customers' underlying cashflows allowing Spenda to offer on-demand lending, pay later, early settlement discounts and trade finance for further revenue growth.

Our ability to fund across a value chain and provide liquidity at layers from retail to primary production is our competitive advantage.

Key Achievements to Date

Acquired Appstablishment

Gaining ownership of the IP of key proprietary software and intellectual property and allowing us to control the software development roadmap.

Acquired Invigo

Enabled the Company to further monetise our software and fully integrate a range of funding options into our platform.

Mastercard Agreement

Signed a five-year referral agreement with Mastercard in 2021 to deliver trade finance services. We continue to grow this relationship.

Growth in Customers

New customers have delivered 500% growth in payment and lending flows in Q4 FY22.

Growth in Loan Book

Since the acquisition of Invigo the Company has achieved a 155% growth in lending.

\$50m debt warehouse

The debt warehouse expands the Company's available capital to lend to customers enabling growth and revenue scale with greater velocity.



FY23 and Beyond

Key Deliverables for FY23

- **Revenue**

- Continue the rollout and onboarding of current customers, leveraging SaaS, Payment and Lending revenue.
- Accelerate growth in various industry segments, where the Company already has significant traction.
- Grow the Debtor Finance lending portfolio, from its current level of circa \$8m.
- Grow the Pay-By-Instalment lending portfolio, utilising the \$50m debt warehouse facility.

- **Partners**

Leverage existing and foster new relationships with card schemes and payments partners, focusing on increasing payments volume.

- **Overseas**

Solidify customer opportunities domestically and explore opportunities in overseas markets.

- **Product**

- Continued investment in cutting edge R&D.
- Weaponise the software with AI, inline upgrades and further automation.
- Global certification as a global remittance service provider.

Investment Highlights



Robust platform integrated with major accounting and payment providers that simplifies B2B and B2C processes and payment flows.



Existing platforms lack ledger-to-ledger integration and data entry automation. Spenda's product suite reduces costly errors and improves efficiency.



Increasing fintech adoption by SMEs and desire to move from legacy systems has created a growing addressable market.



Tighter capital requirements and other post GFC regulatory changes impacting major banks has allowed significant development of the non-bank finance market.



Unique dataset from customers Spenda platform customers allows for targeted non-bank lending and trade finance to further drive revenue growth.



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Authorised by the Board of Directors



Supplementary Information



Corporate Profile

Company Overview

Capital Structure

Share Price (12-May)	A\$/sh	0.009
Shares Outstanding	M	3,182
Market Cap	A\$m	28.6
Fully Diluted Shares Outstanding	M	3,182
Fully Diluted Market Cap	A\$m	28.6
Cash (30-Jun)	A\$m	7.6
Debt (30-Jun)	A\$m	8.3
Enterprise Value	A\$m	21.0

Share Price History (2 Years)



Source: Yahoo Finance

Board



Peter Richards

Chairman

Peter Richards has over 40 years of experience with global companies including British Petroleum, Wesfarmers and Dyno Nobel. He is also chairman of GrainCorp (ASX: GNC) and Emeco Holdings Ltd (ASX: EHL).



Howard Digby

Non-executive Director

Howard Digby began his career at IBM and has spent over 25 years managing technology-related businesses in the Asia Pacific region. Digby is currently a Non-Executive Director of 4DS Memory Limited (ASX:4DS), Elsight Limited (ASX: ELS), and Singular Health Limited (ASX:SHG)



Stephen Dale

Non-executive Director

Stephen Dale's experience is in telecommunications, logistics, retail furniture and saddlery businesses. He has been a board member, chairman and currently deputy chairman of Saddleworld Australia (a franchised retail group) since 2003.

Executive Leadership Team



Adrian Floate
Managing Director

Adrian Floate has founded, built and sold technology businesses and worked in Asia, Australia, the UK and US over the past 20 years. He is the founder of the Cirralto business originally acquired by Motopia in 2016.



Richard Jarvis
Chief Financial Officer

Richard Jarvis is a qualified Chartered Certified Accountant and has over 20 years' experience in professional accountancy and financial leadership roles with both private and publicly listed companies.



Andy Hilton
Chief Commercial Officer

Andy Hilton has spent nearly 30 years in traditional lending and established three lending businesses. He has a background in accounting and engineering and managed the 20x growth of an IT distribution business. Prior joining the executive team at Spenda, Andy was the co-founder and Managing Director of Australian fintech Invigo. Spenda acquired Invigo in 2021.



David Wood
Chief Product Officer

David Wood has over 20 years of experience in Software and Systems Design, Dave is the driving force behind bringing Spenda's vision to life and works closely with his team to deliver a seamless experience for Spenda's customers.



Corrie Hassan
Chief Credit and Risk Officer

With over 20 years' of international business finance experience, Corrie brings a wealth of risk and operational management knowledge to the team. Prior to joining Spenda, she founded and managed an Australian SME lending business, and then co-founded Invigo, which was later acquired by Spenda in 2021.



Olivia Johnson
Chief Marketing/Communications Officer

Olivia Johnson brings a wealth of experience to the company having spent the last 10+ years managing marketing and communications functions across both the public and private sectors in Australia, India, South Korea and Myanmar.



Latest Quarterly Results

Quarterly Results – Q4 FY22

Cash Receipts

\$693k for the quarter

\$2.3m for the FY22 year

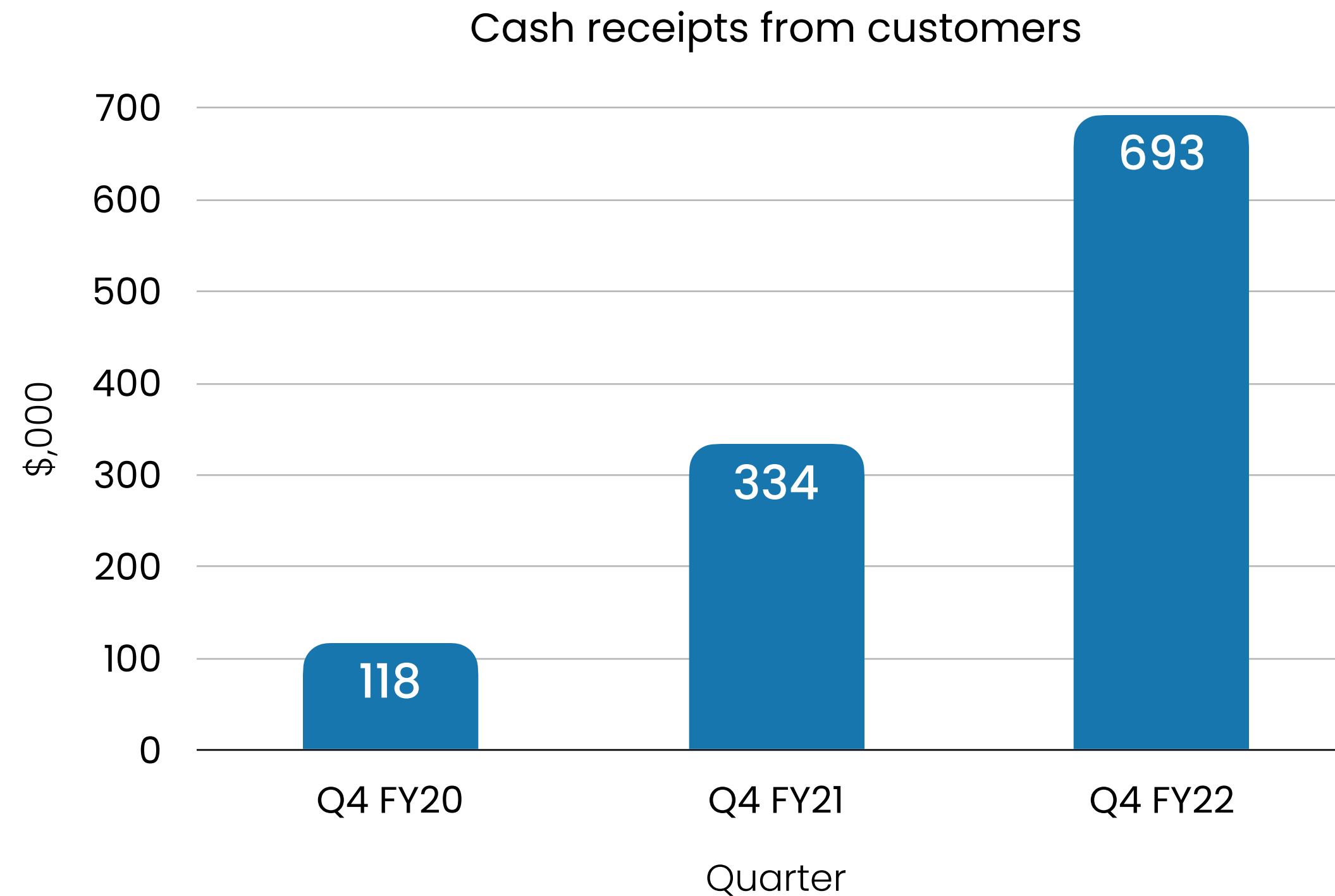
10% cash receipt growth from Q3, FY21

95% of CR is recurring revenue

Cash position

Closing cash position of \$7.6m

Net cash position of \$12.5m



▲107%

Cash receipts growth compared with Q4, FY21

Further efficiencies and reductions in operating costs were implemented in the quarter to deliver profitability in FY23.

Quarterly Results - Q4 FY22

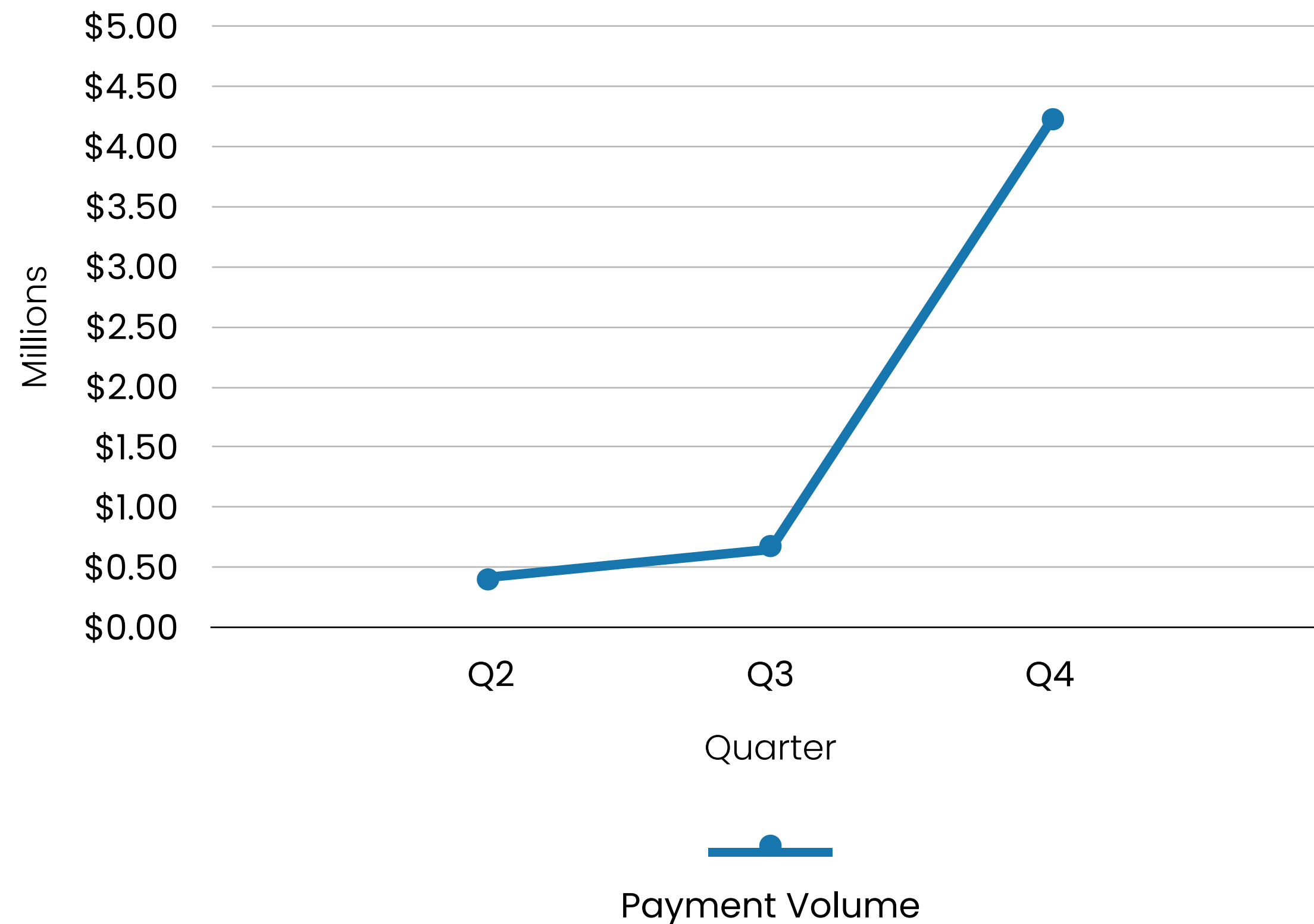
Lending

Remained stable, with limited growth while the debt warehouse was established. Secured \$50m debt warehouse.

Payments

\$3.5m growth in B2B flows. Up 500% from the Q3 FY21. \$4.2m from key strategics.

21/22 Payments Volume from Key Strategics



▲ **500%**

New payment and lending flows

▲ **155%**

Portfolio growth in lending since the acquisition of Invigo

\$50m debt warehouse facility secured to accelerate growth

The Company has entered into a scalable \$50m debt facility agreement with a prominent Australian private credit fund to provide capital to accelerate its business growth.

The facility will refinance the existing portfolio funding and provide runway for growth into 2023.

The facility will enable both Buyer and Supplier finance streams.

Spenda's current lending product portfolio yields an average of 19% per annum.

Facility Size	Up to \$50m
Term	36 months from the date of drawdown
Rate	Fixed
Purpose	Buyer and Supplier finance, subject to credit policy/eligibility criteria
Equity options	80,547,396 call options with an exercise price of 4.2 cents per option expiring 36 months after financial close 50% of the options vest on financial close 50% of the options vest pro-rata to utilisation of \$25m of the facility



Business Summary

Spenda Business Overview

Procurement

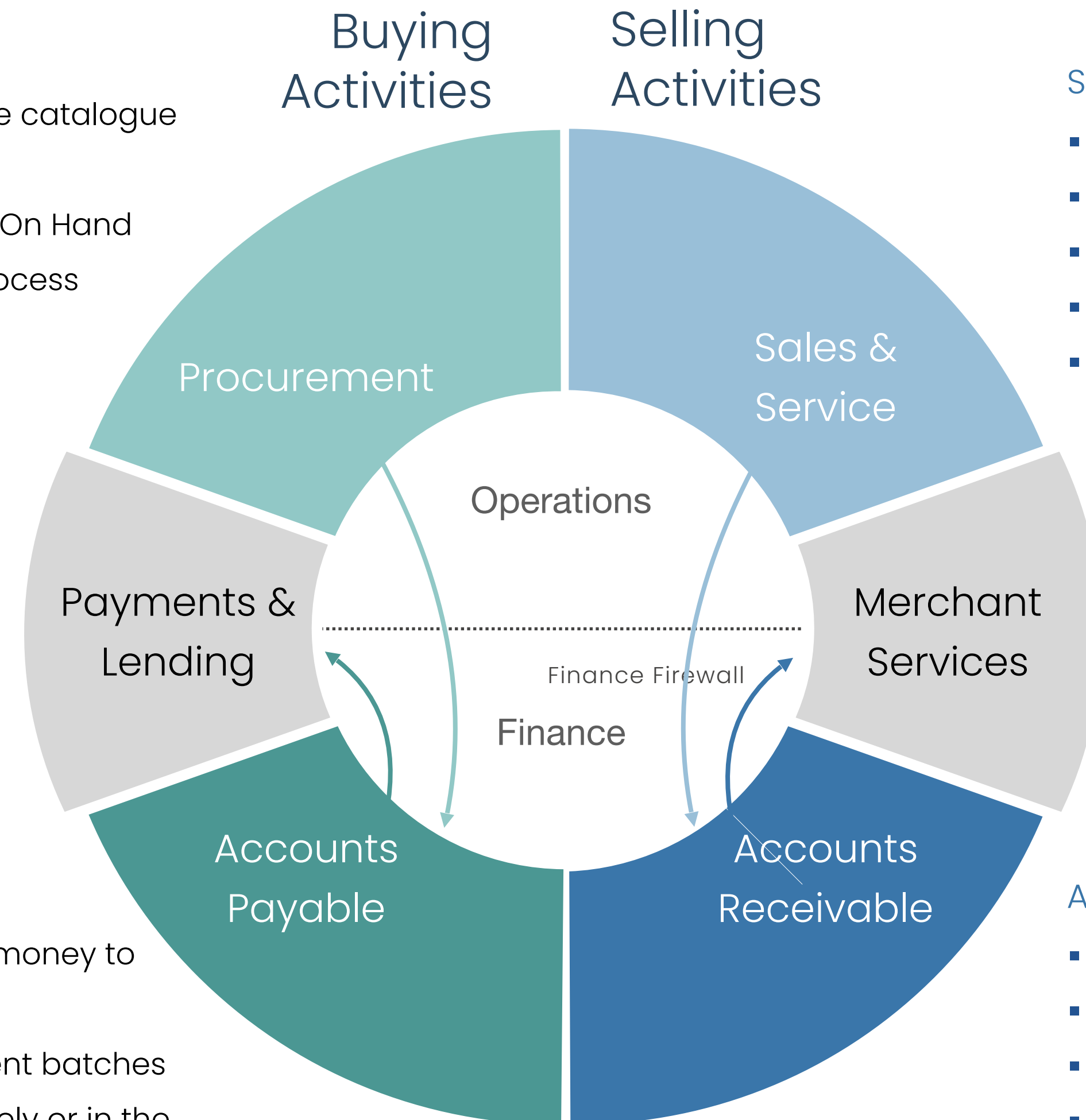
- Range products and manage catalogue
- Order stock from suppliers
- Visualise and manage Stock On Hand
- Order stock with approval process
- Suggest re order quantities

Payments & Lending

- Move money from Buyers to Suppliers
- Payments could be Card, Account or Funded
- Payments can be immediate or scheduled in the future

Accounts Payable

- View suppliers that you owe money to
- Manage outgoing cashflow
- Assemble & Authorise Payment batches
- Process payments immediately or in the future
- Allow payments via Card, Account 2 Account or Trade Finance



Selling Activities

Sales & Service

- Facilitate a sale or service with a customer
- Manage Customers
- Manage customer pricing
- Support Omni Channel selling
- Manage fulfilment

Merchant Services

- Allow suppliers to take finds from their customers
- Payments could be Card, Account or Funded
- Merchant services can be delivered via payment widget, Pay By Link or Hardware terminal

Accounts Receivable

- View customers that owe you money
- Help you encourage customers to pay
- Make repaying as easy as possible
- Help suppliers resolve conflict
- Help suppliers negotiate an outcome
- Leverage Accounts Receivable ledger for Cashflow Finance

Spenda Product Ecosystem

Procurement

Delivered through the following Spenda software:



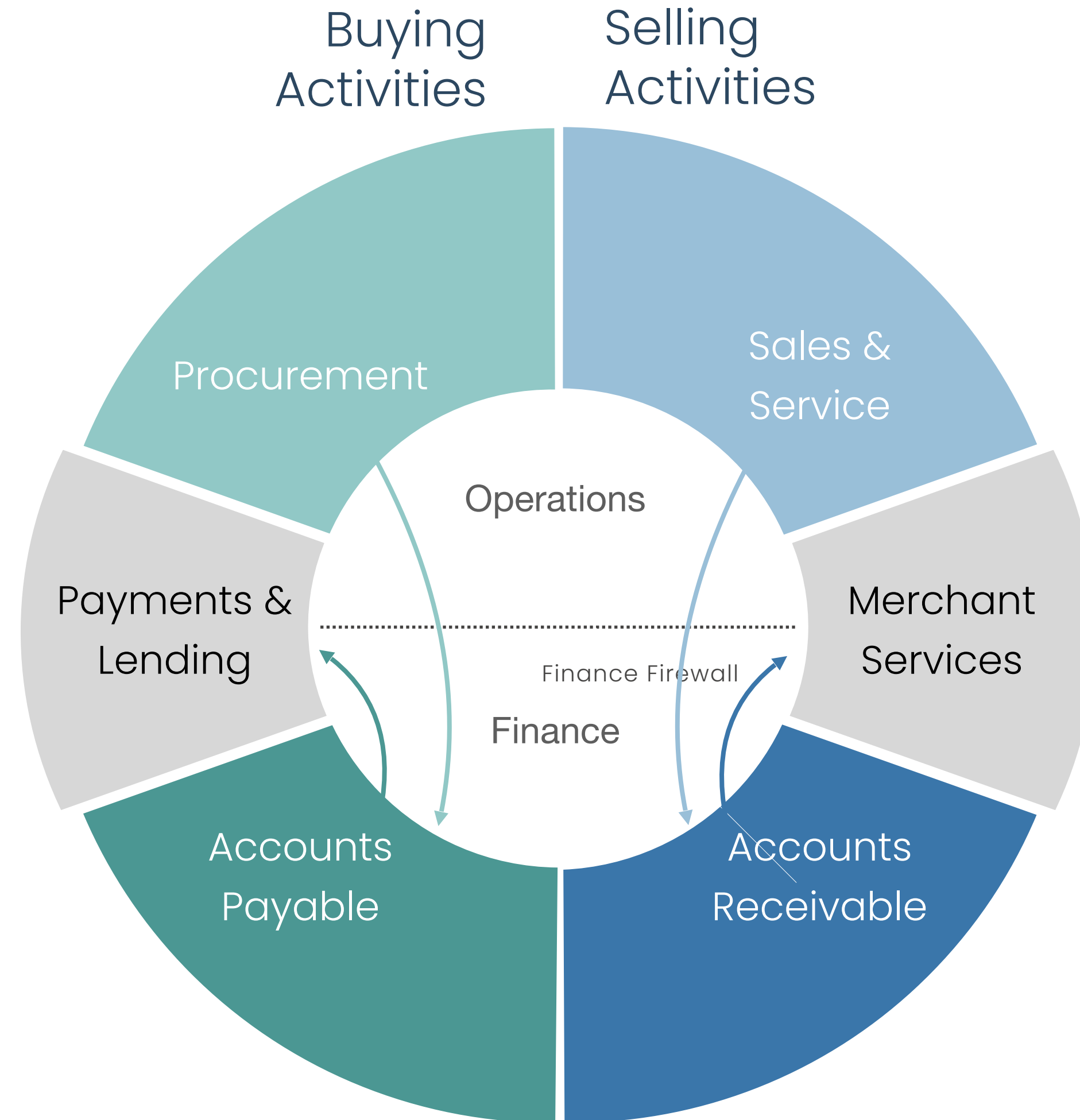
Payments & Lending

• Delivered through the following Spenda solutions:



Accounts Payable

• Delivered through the following Spenda software:



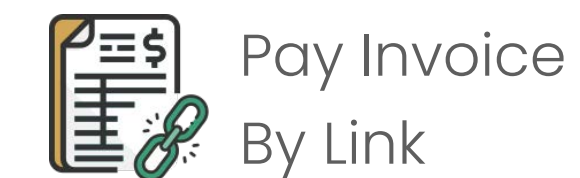
Sales & Service

• Delivered through the following Spenda software:



Merchant Services

• Delivered through the following Spenda solutions:



Accounts Receivable

• Delivered through the following Spenda software:



Integrations

Our integration capabilities enables businesses to connect applications together to remove repetitious data entry and automate information exchange and stay on top of your finances at all times.

We have a range of integration partners we already work with that enable us to seamlessly transfer data across ecommerce, service management, accounting and ERP solutions.

We can also deliver bespoke integrations.

Spenda will typically integrate:

- Customer details
- Supplier information
- Products
- Sales orders
- Payments
- Accounts Receivable
- Accounts Payable

Some of our existing integration partners include:



Accounts Payable software

Effortlessly manage supplier payments and drive stronger cash flow management

Accounts Payable



Simplify the way you manage and pay your invoices, paying one or many invoices across multiple suppliers as a batch from one convenient dashboard. Benefit from extended payment arrangements, as well as split payments and the ability to pay via credit card even where card payments are not accepted.

Features and benefits:

- Streamline your payment process with an intuitive dashboard that allows quick batch invoice uploads with an ABA file.
- Benefit from a wide range of flexible payment options, and choose how and when you pay.
- Lower the likelihood of human data-entry errors and remove duplicated payments.
- Benefit from one single source of data truth and align and your cash inflows and outflows.

Supplier - Bolt Mechanical

Purchase Invoice	No. Of Line Items	Invoice Total	Outstanding	Overdue Date
P183847	3	\$395.00		10th Oct 2020

2 Batches \$80,650.00

Upcoming Batch Payments

DATE	EVENTS	AMOUNT
20 April	Supply 22 Batch ID- BID4361	\$6,550.00
	Supplier Co Batch ID- BID8653	\$8,900.00
24 April	Box Biz Batch ID- BID9736	\$12,000.00

Set Payment Date

Payment Scheduled

Digital checkout solution

Customise and improve your eCommerce payment experience

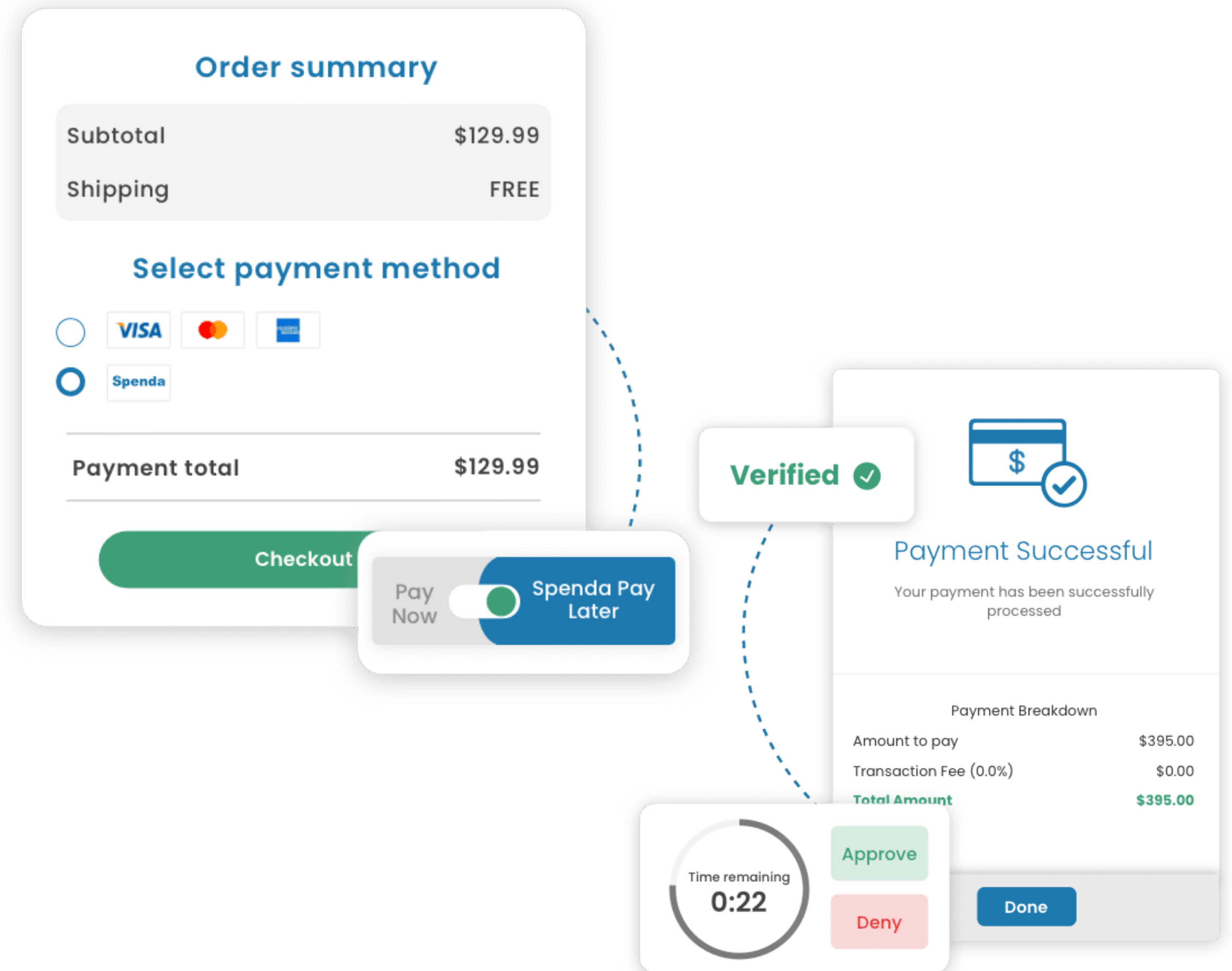
White-labelled Checkout Solution



Get an easy to install payment widget that integrates with your eCommerce service, offering diversified payment methods, such as credit card, bank account and via a pay later option, giving your customers more freedom and flexibility as to how and when they pay.

Features and benefits:

- An easy to install payment service tailored for B2B transactions that can be added to existing eCommerce or booking web experiences.
- Giving your customers more ways to pay means they can choose to pay today via a traditional payment methods such as card or bank account, select a pay by instalment option or authorise the charge to a trade account.
- Reduce cart abandonment and maximise conversions with a smoother user experience.
- Lower fraud risk and accept payments quickly and securely.



On-demand lending services

Boost cash flow and reduce supply chain friction

Invoice Finance



Limit: up to \$2m

A facility that allows your business to borrow money against the outstanding invoices yet to be paid by your customers. Invoice finance helps businesses cover the gap of slow or late payments allowing them to stay on top of business expenses and invest in growth.

Benefits:

- Unlock the cash in advance from unpaid invoices
- Get funded up to 85% of the invoice value
- No additional security is required
- Better manage cash flow and invest more in growth initiatives

Supplier Finance



Limit: up to \$2m

A facility that allows businesses to pay their Suppliers without any delay, limiting disruption in the production and delivery schedule. Supplier Finance also allows businesses to benefit from early payment discounts offered by Suppliers.

Benefits:

- Get access to cash to pay your Supplier invoices quicker
- Propose early settlement discounts to your supplier or take advantage of existing offers
- Pay invoices on-time or early and improve your credit rating
- Improve trading relationships with Suppliers

Buyer Finance



Limit: up to \$300k per month

A facility you can offer your customers that allows them to pay you on credit when an invoice is due. Typically customers choose to use a Buyer Finance facility to pay suppliers to improve their cash flow management and to access extended payment terms.

Benefits:

- Gain certainty over payments
- Save money and reduce admin time chasing late payments
- Get better customer retention by providing payment flexibility
- Minimise your credit exposure with lower risk

Business Benefit Overview



Automated reconciliation & time/cost savings – Quick financial integration and secure ledger-to-ledger connection between buyer and seller reduces admin effort and the risk of keying in errors or omissions. This automation reduces the number of back office staff required and provides a cost saving for the business.



Get paid faster – Shorten your invoice-to-pay lifecycle, lower credit risk and improve cash flow management.



Single source of digital truth – Both buyer and seller work off the same information, the seller raises an invoice to the buyer which is received and processed in their Accounts Payable.



Security and transparency – Adhere to strict Anti-Money-Laundering (AML) and Know-Your-Customer (KYC) checks laws and regulations. Ideally Two Step Authentication to make it extremely difficult for unauthorised people to access your account and helps keep your data safe.



Planning with more certainty – Automated Accounts Receivable / Payable software provide businesses (Sellers) certainty over receipt of payment from their customers (Buyers). Businesses are able to better forecast and manage their cash flow and working capital with more certainty.






Minimal disruption – Choose a solution with strong integrations so your business does not need to change their financial systems.



Case Study - Franchise Groups

Case Study: Overview

Spenda's software, payments and lending products positions them as an intermediary and service provider to businesses with significant SME customer bases and transaction volumes, such as Franchise Groups

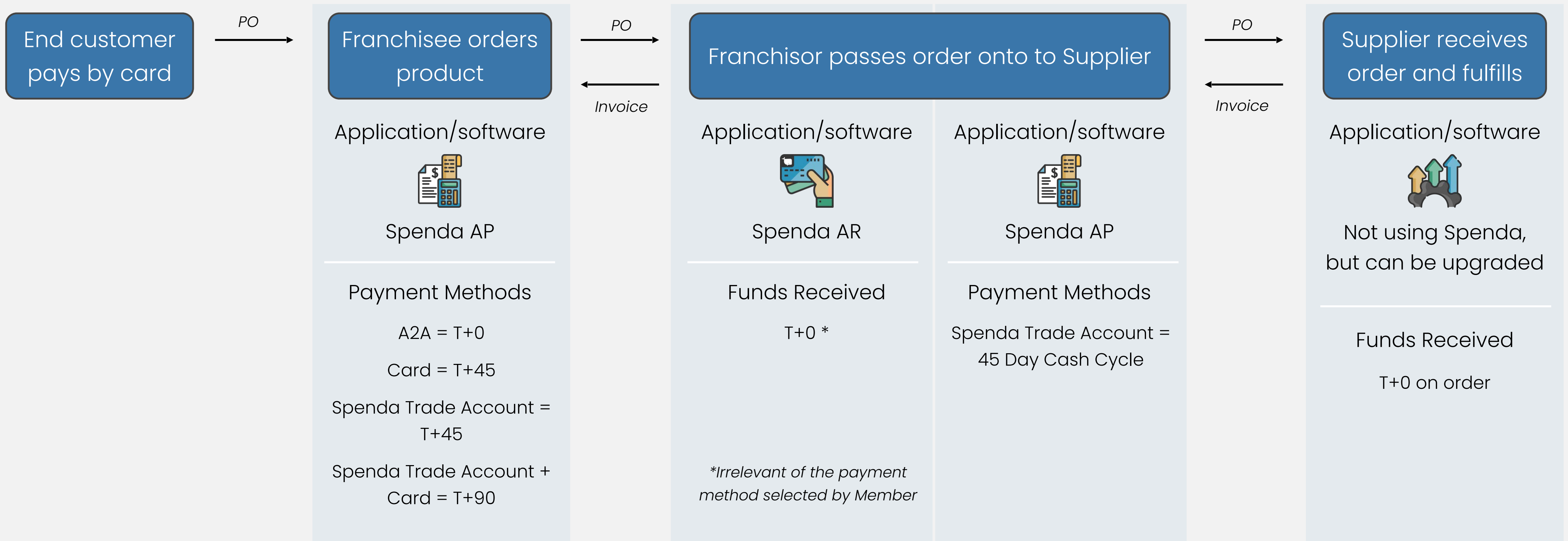
Product	Proposition	Revenue model
 Business Software Bundle - SaaS	<ul style="list-style-type: none"> Supply of business software bundle that combines the operational systems to run a franchise store, including POS, eCommerce, Service Management, Procurement, Inventory Management and Payments The SOE will be integrated with accounting software (XERO, MYOB, QBO) used by the store 	<ul style="list-style-type: none"> Fixed rate per franchisor / franchisee (c. \$1,000 p.a.)
 Payment Processing	<ul style="list-style-type: none"> Rolling out Spenda AR to assist in franchisee invoicing, which will also enable stores to pay via credit card or via their linked bank account (Products utilised: Payments, Trade Finance and SaaS, Spenda AR). 	<ul style="list-style-type: none"> Average rate charged on the value of payments processed is 1.25% If \$10m in payments were processed over the Spenda Platform this would equate to \$125,000 in annual payment revenue
 Trade Finance	<ul style="list-style-type: none"> Each franchise store will have the opportunity to turn on a Spenda trade finance product and borrow up to 100% of the stores monthly procurement spend Store lending will commence following the successful rollout of the Spenda payments solution 	<ul style="list-style-type: none"> Average yield earned on capital deployed is 18.9% If \$10m in capital was deployed to clients within the loan portfolio this would equate to \$1,890,000 in annual lending revenue

Spenda Objectives

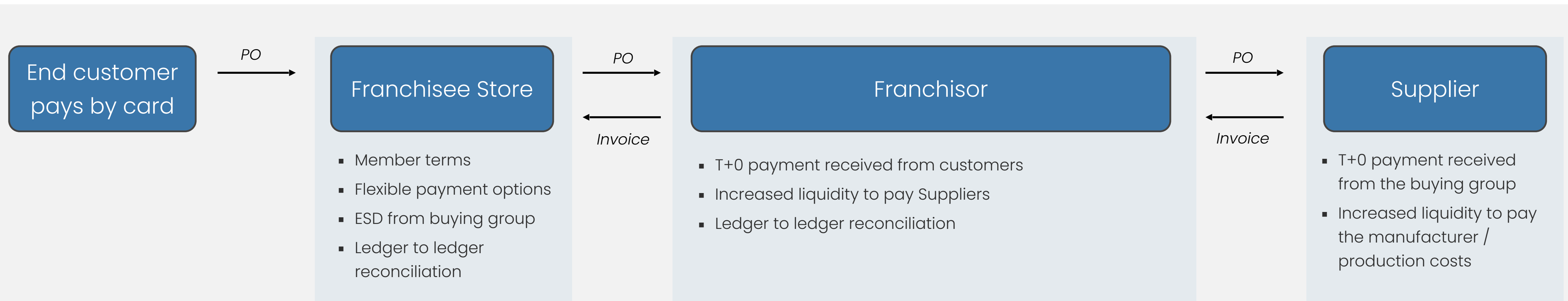
- Simplify the administration of procurement, franchisee invoicing and accounts receivable management
- Offer flexible payment terms and lending options
- Promote ledger to ledger reconciliation
- Standardise technology utilised by store network to create savings and competitive advantage for the franchisee

Payment Flow

Spenda are pursuing a 'node and spoke' strategy, focusing on the acquisition of conduit partner (i.e. Franchisor) who sit in the value chain aggregating procurement and demand. Spenda payments services collect fees in most circumstances regardless of the Franchisor / Franchisee's decision to borrow or pay by existing means.



Value Chain Benefits



Case Study: Indicative Rollout

