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# Strategic update: Building blocks are in place for future growth



#### **Tungsten Network**

> 174,000 suppliers up from 168,000

> 168 buyers up from 124

- > Simplified pricing and enrolment for suppliers
- > 37 buyers taking Invoice Status Service, enabling supplier invoice financing
- > Legal and tax compliant in 47 countries

#### Tungsten Banking operations, including Tungsten Bank

- > Tungsten Bank acquired, capitalised and integrated for £47m of investment
- > Insight Investment agreement increases invoice financing capacity
- > Tungsten Early Payment launched in UK, offered to eligible US suppliers

#### **Tungsten Analytics**

- > First contract signed
- > 27 multinationals and public sector agencies in trials
- > Average savings identified: 1.7%

## **Growth potential**



- > Billions of funding now available for invoice finance
- > Value of potential addressable invoices has grown to \$2.7 trillion (=12% of word trade)
  - DocuSphere tools enable "ISS for ALL" to present all this flow to the Tungsten portal
  - "paper" invoices as well as electronic
- > ISS rollout
  - Plans to complete ISS rollout to 90%+ within 30 months
  - Top 15 buyers: 5 currently ISS enabled, will be 14 within year
- > Tungsten Analytics can disrupt entire procurement process, e.g. by making catalogues obsolete
- > Targeting G20 / Fortune 500
  - 56% of Fortune 500 currently transacts on Tungsten Network
  - Working with PNC Bank and 9 of top 12 BPOs as resellers

## **Investing in people**



- > Recruited 105 new people
  - new service delivery managers and relationship managers
  - technology development
  - banking marketing and operations
- > 22 people have left or are leaving the Group due to improved efficiencies
- > Senior leadership team moving from acquisition-focused to experienced operational senior executives, as integration of building blocks is completed
  - Rick Hurwitz, CEO of Tungsten Corporation in the US
  - David Williams, Interim CFO
  - New Tungsten Bank Board

# The team is in place



## **Tungsten business model**



**Tungsten Network** connects buyers to their suppliers enabling tax-compliant invoicing

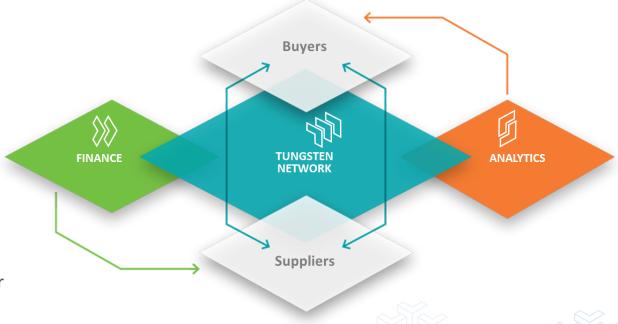
> 14.4m invoices transacted / £117bn of invoice value flow in 12 months to 31 Dec 2014 **Our vision:** To monetise the global supply chain by building the largest global e-Invoice trading network

**Tungsten Finance** offers suppliers early payment on approved invoices

> Over £10m of financing advanced for two months ended 31 Dec 2014

**Tungsten Analytics** provides real-time, line level analysis to identify price variance and other spend detail for buyers

- > Pilot with 27 Buyers; 1 signed
- > \$750bn invoice archive



## **Market opportunity**

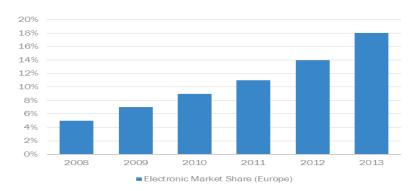


#### e-Invoice market overview

- > \$23+trn of addressable world trade; 150bn B2B invoices processed globally, only small % in true electronic format
- > Consistent growth in the e-Invoice market as overall awareness increases; so replace paper
- > National regulators enforcing mandatory adoption (e.g. Brazil, Mexico and the EU)

Non-Paper Invoicing	2008	2009	2010	2011	2012	2013
B2C	4%	5%	7%	9%	11%	13%
B2B / B2G / G2B	6%	8%	10%	13%	16%	20%
Weighted Average	5%	7%	9%	11%	14%	18%

Source: Billentis (2013). Including EDI, PDF



Source: Billentis (2013)

#### Invoice discount market overview

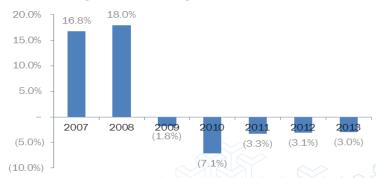
- > Growth in use of factoring as a source of finance globally
- > Banks continue to repair balance sheets, tightening available credit to SMEs

#### Global factoring industry 2013 by region



Source: Factors Chain International

#### UK 12 month growth in lending



Source: Bank of England

# **Increasing our footprint**



Tax and legally compliant e-Invoicing in 47 countries

#### Recently added

- > Brazil
- > Turkey
- > Saudi Arabia
- > UAE
- > Qatar

#### FY2015 pipeline includes

- > India
- > Russia
- > Japan
- > Chile
- > Colombia

Discussions commenced on China



Location of key operations

## **Tungsten Network**



- > 47 new buyers:
  - include Caterpillar, GE, Siemens and German government departments
- > Suppliers on Tungsten Network increased to 174,000+ by 31 December 2014
- > 14.4 million invoices processed in 12 months to 31 December 2014
  - up from 13 million in 12 months to 30 April 2014
- > £117 billion of invoices, of which £94 billion were e-Invoices, in 12 months to 31 December 2014
  - up from £90 billion in 12 months to 30 April 2014
- > Transition of buyers away from paper: invoice data capture IDC invoices fell to £17 billion in 12 months to 31 December 2014
  - Decrease from £21 billion in 12 months to 30 April 2014

## **Tungsten Network**



168 buyers and 174,000 suppliers currently registered representing 67% of FTSE100 and 56% of Fortune 500; US, UK and German government agencies Over \$2.7 trillion of potential addressable spend



# Avoiding fraud is a huge driver of e-Invoicing growth





## Tungsten Banking operations: the key to future growth



- > Investment of £43 million to deliver Tungsten Early Payment
- > Insight Investment (owned by BNY Mellon) arrangements give Tungsten access to billions in funding
- > Integration into PNC Bank's AP Advantage platform to target the US mid-cap market
- > Tungsten Bank granted passport into Germany, France, Italy
- > Simplified enrolment for Tungsten Early Payment
  - Easy to use, flexible, non-recourse invoice financing
- > Licensing of Bank was delayed by 6 months due to license, as disclosed previously

## **Tungsten Analytics: Real Time**



#### **Historic cost recovery**

- > 27 clients with \$160 billion analysed
  - Identified over 1.7% of potential savings from price variances
- > \$750bn database

Revenue based on a split of recoveries between client and Tungsten

#### Future Procure-to-Pay (P2P) management opportunity

- Cost savings: Analysis of real-time e-Invoice data on Tungsten Network to show price variances
- > Compliance: e-Invoice line level analysis to drill down to original invoice
- Supplier management: Tungsten Analytics to show supplier spend and behaviour; support pre-purchase and pre-contract decisions; post-purchase management; and historical price comparisons

Pricing based on percentage of analysed spend; everything else for free to encourage adoption

## Suppliers: more transactions than PayPal



Strategic Goal of having as many suppliers to mega cap and government buyers as possible on Tungsten Network

- > \$200bn of invoices is only 8% of the potential addressable flow of Tungsten's current buyer customers
- > India, Japan and China compliance, plus G20 are next steps
- > Identified suppliers to be enrolled via improvements in supplier experience
  - Click-to-enroll, pay-to-play, ISS
- > Improved supplier pricing
  - More than 80% expected to transact for free
- > Users benefit from 'Network Effect'

Tungsten transacts more in value and volume of transactions than PayPal



## Adding value: business plan drivers



#### **Network** – Integrated technology platform

#### \$1,000bn of value

- Agree mandatory e-Invoice adoption in all addressable territories with current Buyers; add more multinationals and EU governments; invest in mapping for quicker connection
- Invest in the Supplier experience to have 1 million suppliers on platform

#### **Bank** – Invoice finance opportunity

#### \$100bn in financing

- Underpinned by blue-chip credit risk on approved invoices; invest in ISS for all buyers
- >10% penetration rates for supply chain finance easily accessed by suppliers on the Network
- Flex pricing to average 10% per annum

# **Analytics** – Embed SaaS analytics across the buyer network \$10bn in savings

- Tungsten Analytics technology as a real time value-added service to all Buyers, driven by data
- Disrupt the Procure-to-Pay supply chain marketplace
- Share in the savings created for Buyers with term contracts

## **Key investment highlights**



- Well invested, established and robust proprietary technology platform
- Building blocks in place for 21st Century "secure, smart, fast" funding solutions for SME market
- Multi Tungsten Bank (UK regulated bank) and agreement with Insight Investments to fund invoice finance globally
- Seamless cloud connection between invoice processing, Banking operations and Analytics
- Cost efficient operating model; captive market; cloud based technology globally
- Significant embedded investment grade buyers already customers
  - 67% of FTSE100 and 56% of Fortune 500; US, UK and German government agencies
- Tungsten Analytics SaaS delivery spend analysis tool; real time price variance; self learning (AI) algorithms
- Experienced and incentivised Board and Executive Management team (holds c19% of equity)
  - wide distribution of employee share schemes (self invested and SAYE schemes)

## **Financial highlights**



> Revenue of £10.2 million H1-14: £0.8 million

> EBITDA Loss of £13.3 million H1-14: £5.5 million

including one-off costs of £6 million and £2 million recurring investment costs

> Consolidated loss before tax of £14.8m H1-14: £5.5 million

> Raised £12m of new equity at 340p/share to acquire DocuSphere

> Group resources strengthened through Insight Investment financing agreement

> Net cash of £27.7m

sh of £27.7m H1-14: £75.4m

excluding cash in Tungsten Bank

# **Financial highlights**



> Comparison of Investment vs IPO forecast

		Expected final investment	
>	Banking Operations	44	50-58
>	Network & Analytics	17	15

