The financial stack to grow global businesses

Payoneer

INVESTOR DAY 2023

September 21, 2023

Today’s presenters

John Caplan
Chief Executive Officer

Assaf Ronen
Chief Platform Officer

Adam Cohen
Chief Growth Officer

Bea Ordonez
Chief Financial Officer

Agenda

1:00 – 1:05 pm	**Welcome**	Michelle Wang, VP Investor Relations
1:05 – 1:25 pm	**Our business and opportunity**	John Caplan, Chief Executive Officer
1:25 – 1:45 pm	**Building the global SMB financial stack**	Assaf Ronen, Chief Platform Officer
1:45 – 2:00 pm	***Break***	
2:00 – 2:20 pm	**Accelerating ICP and ARPU growth**	Adam Cohen, Chief Growth Officer
2:20 – 2:40 pm	**Delivering long-term profitable growth**	Bea Ordonez, Chief Financial Officer
2:40 – 3:15 pm	**Q&A**	

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Non-GAAP measures include the following item:

Adjusted EBITDA: We provide adjusted EBITDA, a non-GAAP financial measure that represents our net income (loss) adjusted to exclude: M&A related expense (income), stock-based compensation expenses, reorganization related expenses, share in losses (gain) of associated company, gain from change in fair value of warrants, other financial expense (income), net, taxes on income, and depreciation and amortization.

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See the appendix of this presentation for a reconciliation of the historic measures to Payoneer's most comparable GAAP financial measures.

In addition, guidance for fiscal year, where adjusted, is provided on a non-GAAP basis, which Payoneer will continue to identify as it reports its future financial results. The Company cannot reconcile its expected adjusted EBITDA to expected net income under "2023 Guidance" without unreasonable effort because certain items that impact net income and other reconciling metrics are out of the Company's control and/or cannot be reasonably predicted at this time, which unavailable information could have a significant impact on the Company's GAAP financial results.

In this presentation, we reference ARPU. ARPU (Average Revenue Per User) is defined as the Revenue from Active Customers divided by the number of Active Customers over the period in which the Revenue was earned. Active Customers for these purposes are defined as Payoneer accountholders with at least 1 financial transaction over the period. Revenue from Active Customers represents revenue attributed to Active Customers based on their use of the Payoneer platform, including interest income earned from their balances, and excluding revenues unrelated to their activities.

INDUSTRY AND MARKET DATA

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Our business and opportunity

John Caplan
Chief Executive Officer

Payoneer's mission:

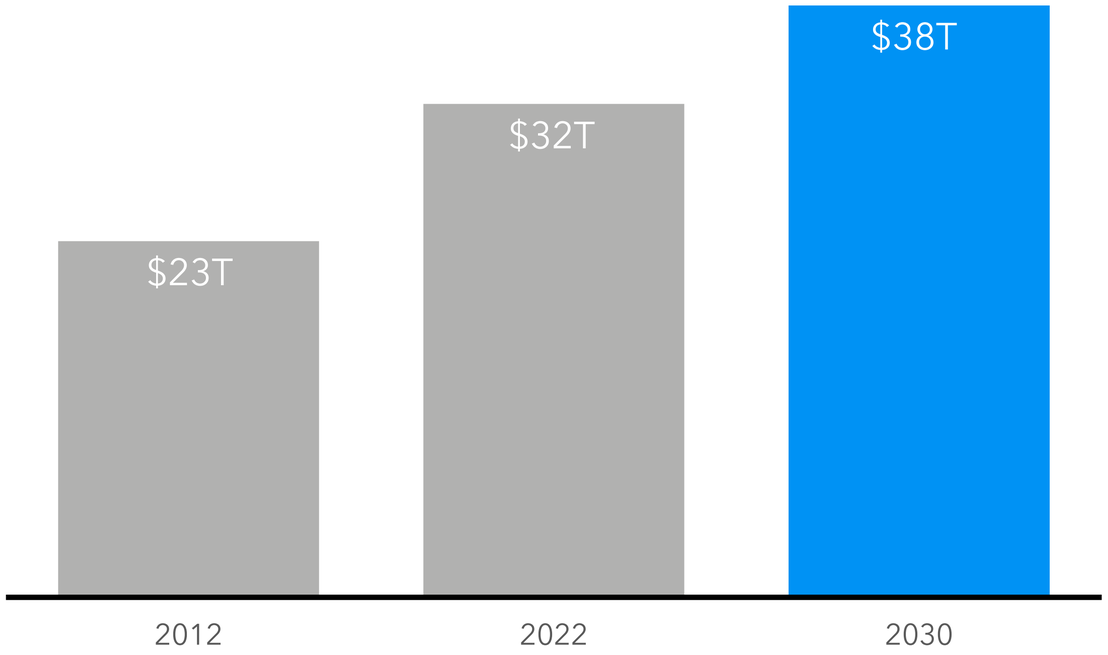
Connect the world's underserved businesses to a rising, global economy

Cross-border trade is critical to the global economy

$32T
of global trade in 2022

+47%
growth in emerging economies[1] over the past decade

Global trade volume



Source: UNCTAD for historical global trade data. BCG estimates for 2030.
1. Emerging economies as defined by UNCTADstat and broadly comprise of Africa, Latin America and the Caribbean, Asia without Israel, Japan, and the Republic of Korea, and Oceania without Australia and New Zealand.

Global expansion is essential for today's SMBs

72%

of Small- and Medium-sized Businesses (SMBs) see cross-border expansion as a way to grow their customer base and revenues

69%

The amount by which SMBs expect their revenues to be export-driven by the end of 2023 – up from 52% in 2021 and 61% in 2022

Source: Payoneer SMB Ambitions Barometer 2022. We surveyed 3,575 SMBs (via 3rd party research firm targeting general SMB populations, ex. Ukraine) across 15 countries (US, Brazil, Argentina, UK, Serbia, France, Israel, Ukraine, China, South Korea, Vietnam, Philippines, India, Bangladesh and UAE), and across industries including ecommerce, business and professional services, IT and computer-related services, financial services, hospitality, and more.
Note: Data based on Payoneer SMB Ambitions Barometer 2022 survey responses.

But transacting across borders is complex, especially for SMBs in emerging markets

Can't get paid

Can't pay

Can't get capital

80M underserved SMBs

Need cross-border, B2B financial solutions designed for small businesses

Global banks
Underserve small businesses

Fintech
Primarily for P2P, and with limited geographies

Local banks
Underserve cross-border needs

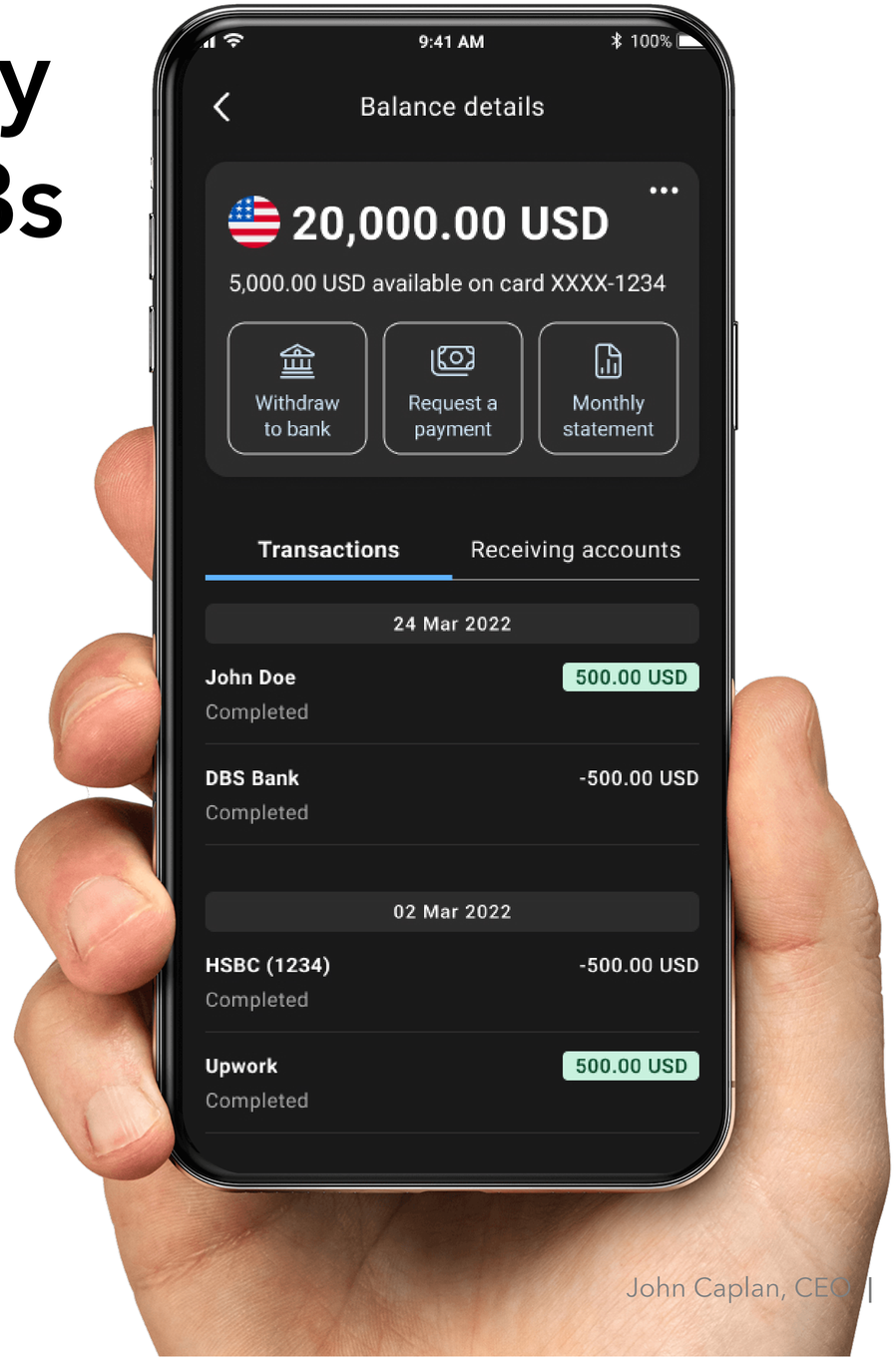
Source: McKinsey.

Payoneer is the multi-currency financial stack for global SMBs

Collect and pay
Currency agnostic AP/AR and payment methods

Access opportunity
Virtual local business accounts, global business network

Grow smarter
Full capability suite (working capital, optimized FX, faster, cheaper, more reliable routing); responsive customer service



Our assets and differentiators

We’re global…

Scaled platform

- Financial services institution **regulated** across key markets, including US, Europe, Hong Kong, Japan, Australia, Singapore, UK
- Ability to onboard customers from **190+** countries and territories
- **100+** banking providers and payment service providers (PSPs)
- Partnership with **major global marketplaces**

Note: Data as of 6/30/23.

…and hyperlocal

Localized experience

- Virtual account so customers are **always local**, no matter where they are and who they do business with
- Smart routing system that enables global payments in the **most economical** way possible
- **Same day & real time** settlement with highest reliability in 150+ countries
- 500+ customer success managers in **36 countries**, speaking 40 languages

Note: Data as of 6/30/23.

We are trusted anywhere

Strong brand

- **~2M** active customers, including 495K active Ideal Customer Profiles (ICPs)[1]
- **$5.5B** in customer balances
- Global awareness level among digital payment providers **second only to PayPal**[2]

Note: Data as of 6/30/23.
1. Active ICPs are defined as customers with a Payoneer Account that have on average over $500 a month in volume and were active over the trailing twelve-month period.
2. Source: Payoneer Global Brand Tracker, 2022.

Creating connections everywhere

4.2

in-network connections per ICP

~20%

year-over-year growth of total in-network transaction volume[1]

11M

monthly global transactions

Note: Data as of 6/30/23.
1. Year-over-year growth represents 7/1/22-6/30/23 vs. 7/1/21-6/30/22.

Our customers are entrepreneurs like Kevin

COMPANY

Elegoo

China
Producer and seller of 3D printers
~200 employees
Payoneer customer since 2017

USES PAYONEER FOR:

B2B + B2C transactions

Getting paid globally from marketplaces
Getting paid directly from consumers
Paying expenses like advertising, shipping, and sourcing

John Caplan, CEO |

Service businesses like Hannah's

COMPANY

Accentline Inc

Philippines
Business process outsourcing (BPO)
~100 employees
Payoneer customer since 2019

USES PAYONEER FOR:

Global AR and payments

Getting paid by international clients
Paying expenses and payroll
Accessing working capital

And contractors like Pedro

COMPANY

Self-employed

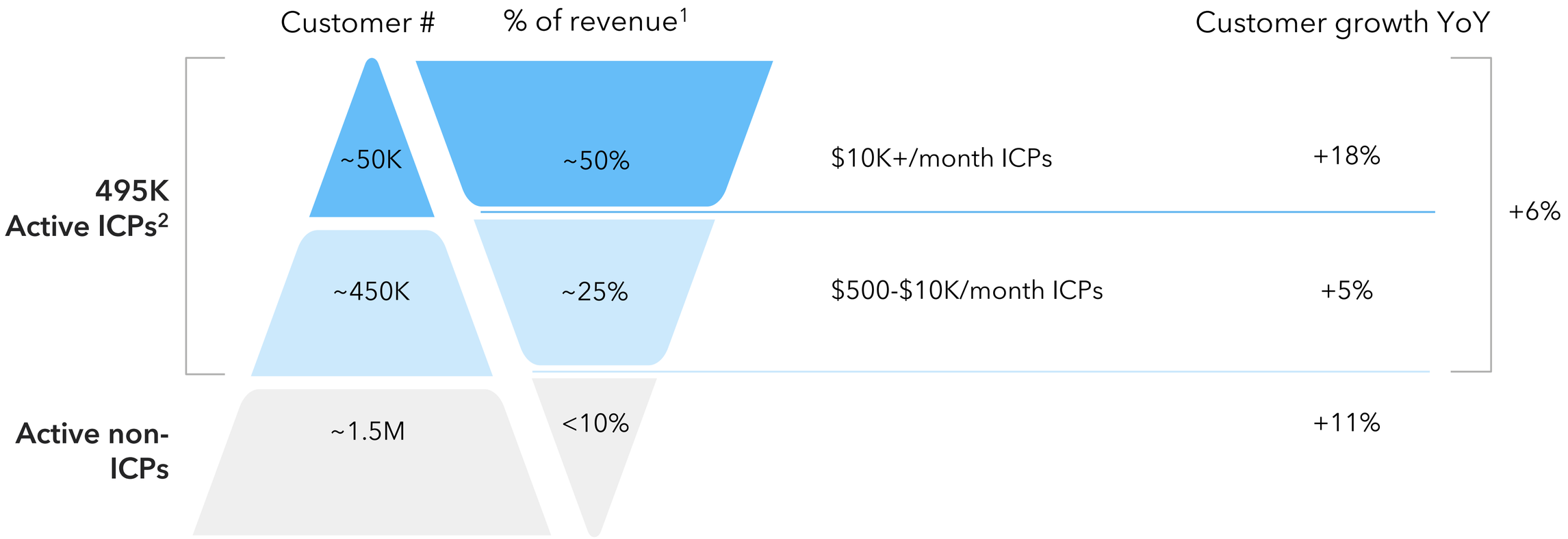
Brazil
Software developer
Payoneer customer since 2020

USES PAYONEER FOR:

Global business management

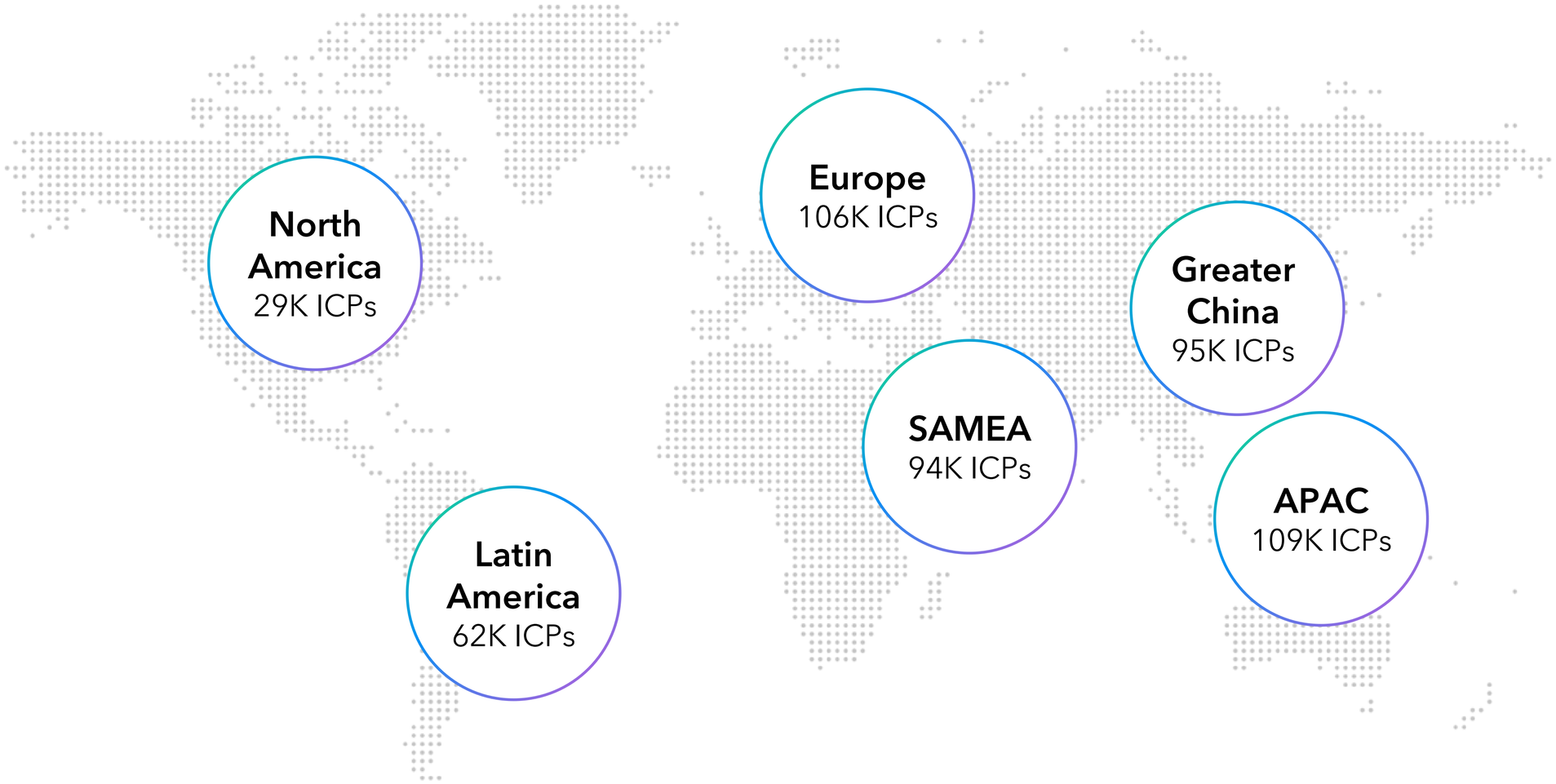
Getting paid by clients directly
Paying expenses via card
Withdrawing his money to local bank accounts

They represent our Ideal Customer Profiles (ICPs): the focus of our future growth



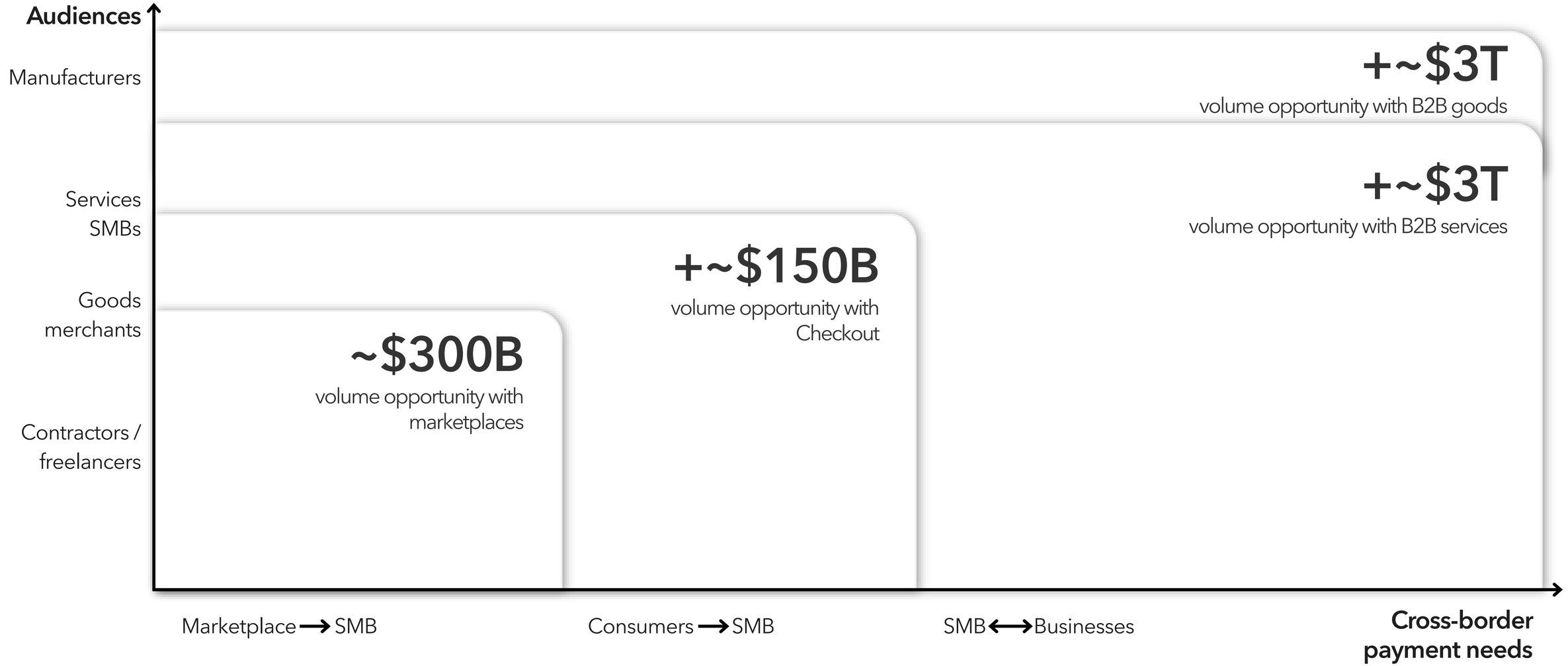
1. % of revenue based on $741M of revenue for the period 7/1/22-6/30/23. In addition to the revenue generated from active ICPs and active non-ICPs, Payoneer also generated 18% of revenues that are not related to active customer activities.
2. Active ICPs are defined as customers with a Payoneer Account that have on average over $500 a month in volume and were active over the trailing twelve-month period.

Today: 495K ICPs across six regions



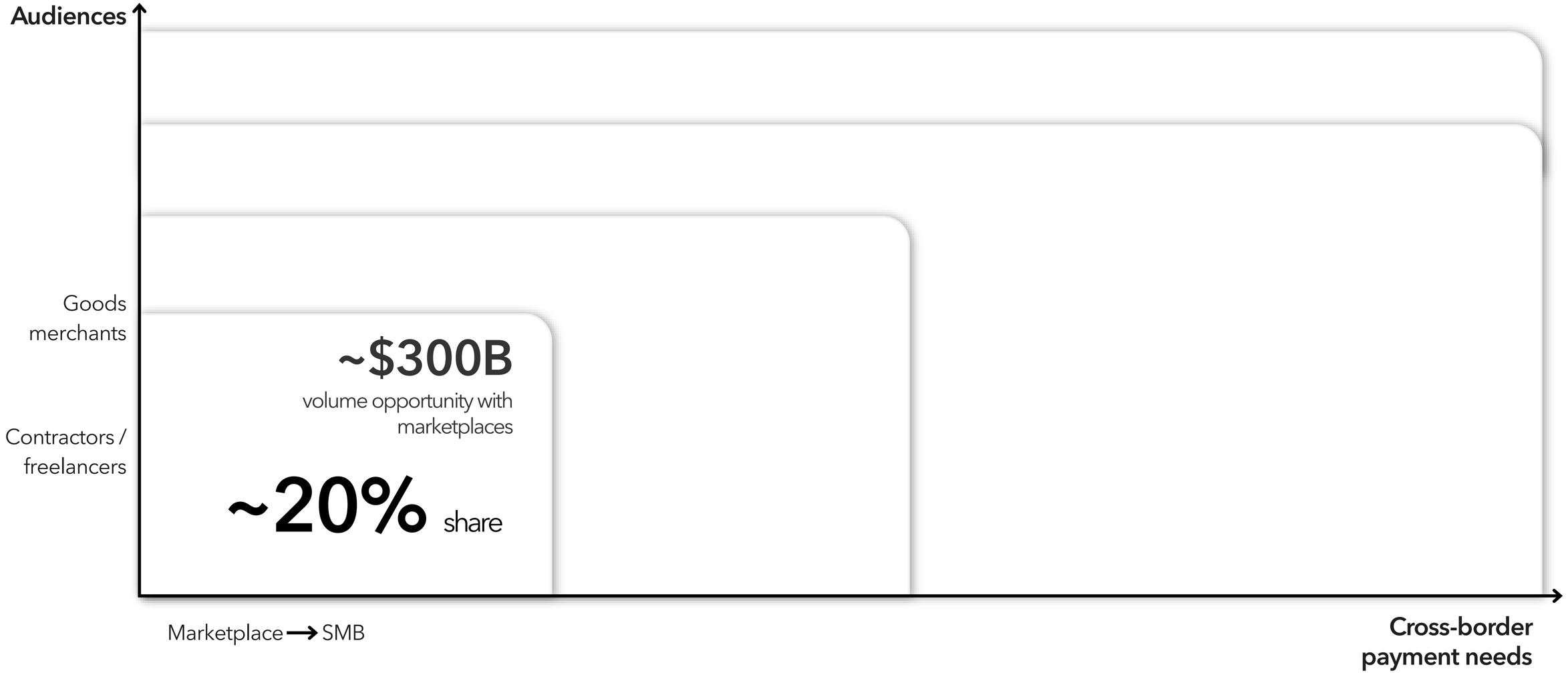
Note: Data as of 6/30/23. Active ICPs are defined as customers with a Payoneer Account that have on average over $500 a month in volume and were active over the trailing twelve-month period; ICPs are tagged to regions in which their master account registered.

We have a $6 trillion opportunity



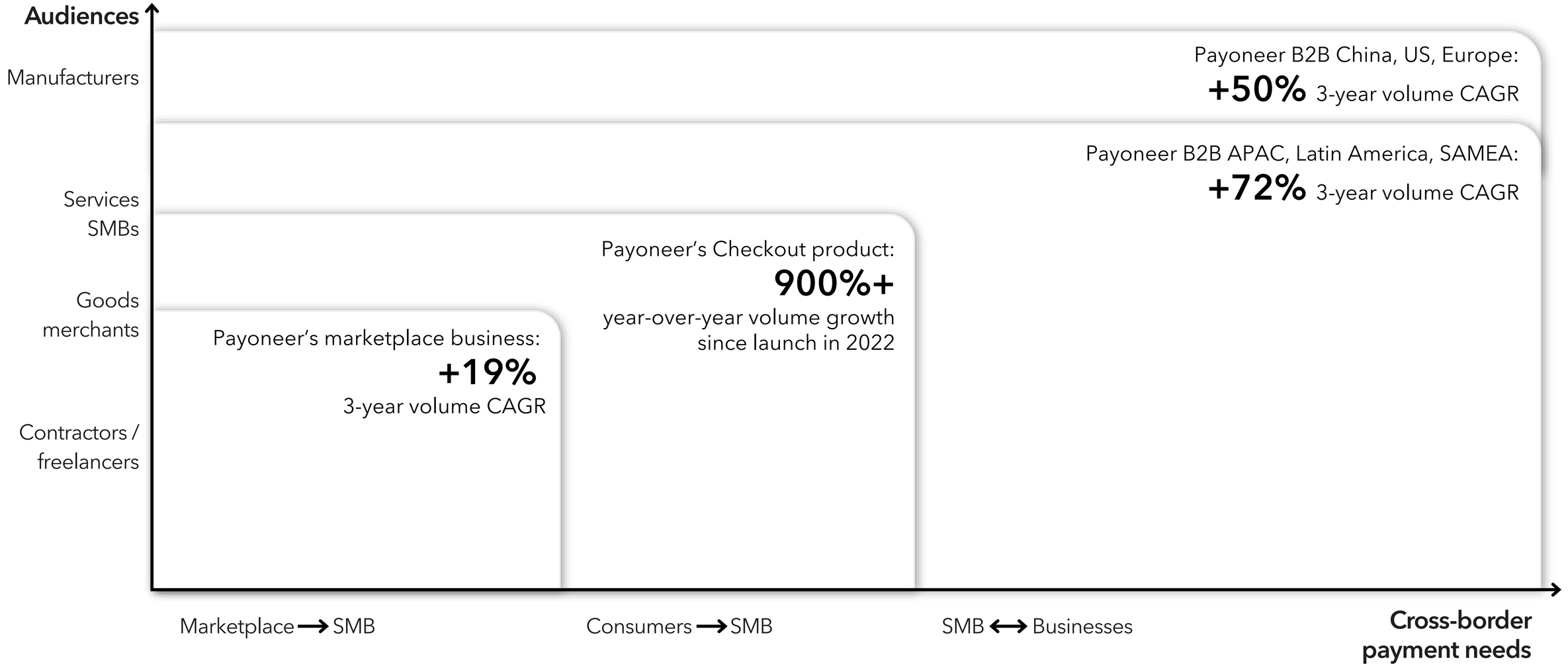
Source: McKinsey. Industry volume data as of 2022.

We are winning our “wedge”



Source: McKinsey. Industry data and Payoneer volume market share as of 2022.

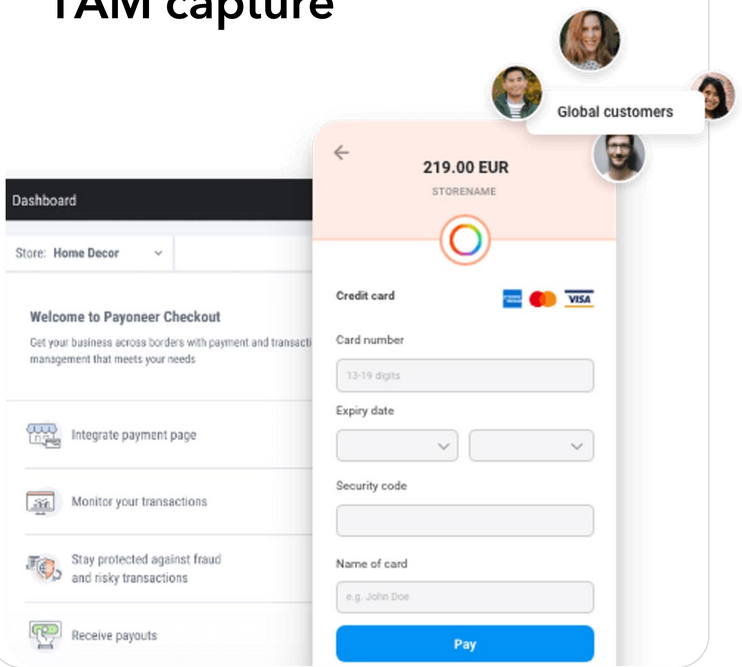
We are accelerating penetration into new TAMs



Note: Data as of 6/30/23. 3-year CAGR represents the period 7/1/22-6/30/23 vs. 7/1/19-6/30/20.

Our strategy for profitable growth

Comprehensive financial stack for ARPU growth and TAM capture



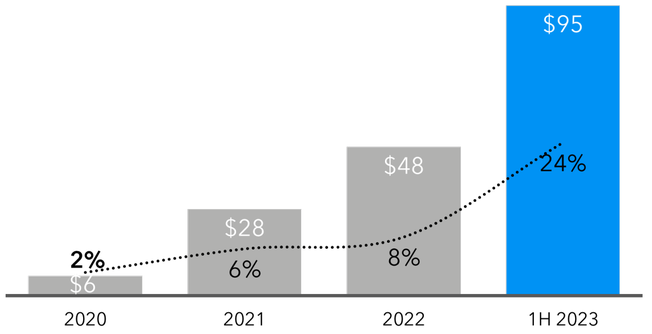
+

Efficient go-to-market approach for ICP acquisition and retention

+

Optimized operations and capital allocation

Adj. EBITDA ($M) and adj. EBITDA margin (%)



Note: Please refer to the appendix of this presentation for the reconciliation from net income (loss) to adjusted EBITDA.

Payoneer is a diversified, growing business with compelling valuation dynamics and significant potential upside.

With a mission to connect 80M underserved SMBs to a rising, global economy, we captured 20% share in a $300B market and intend to win in a $6T market.

Building the global SMB financial stack

Assaf Ronen

Chief Platform Officer

The cross-border financial system is broken for SMBs

Why can’t I get paid?

Why does international money transfer take 3-4 business days?

Why can't I track my money like I track food and packages?

Why don't local lenders underwrite international businesses?

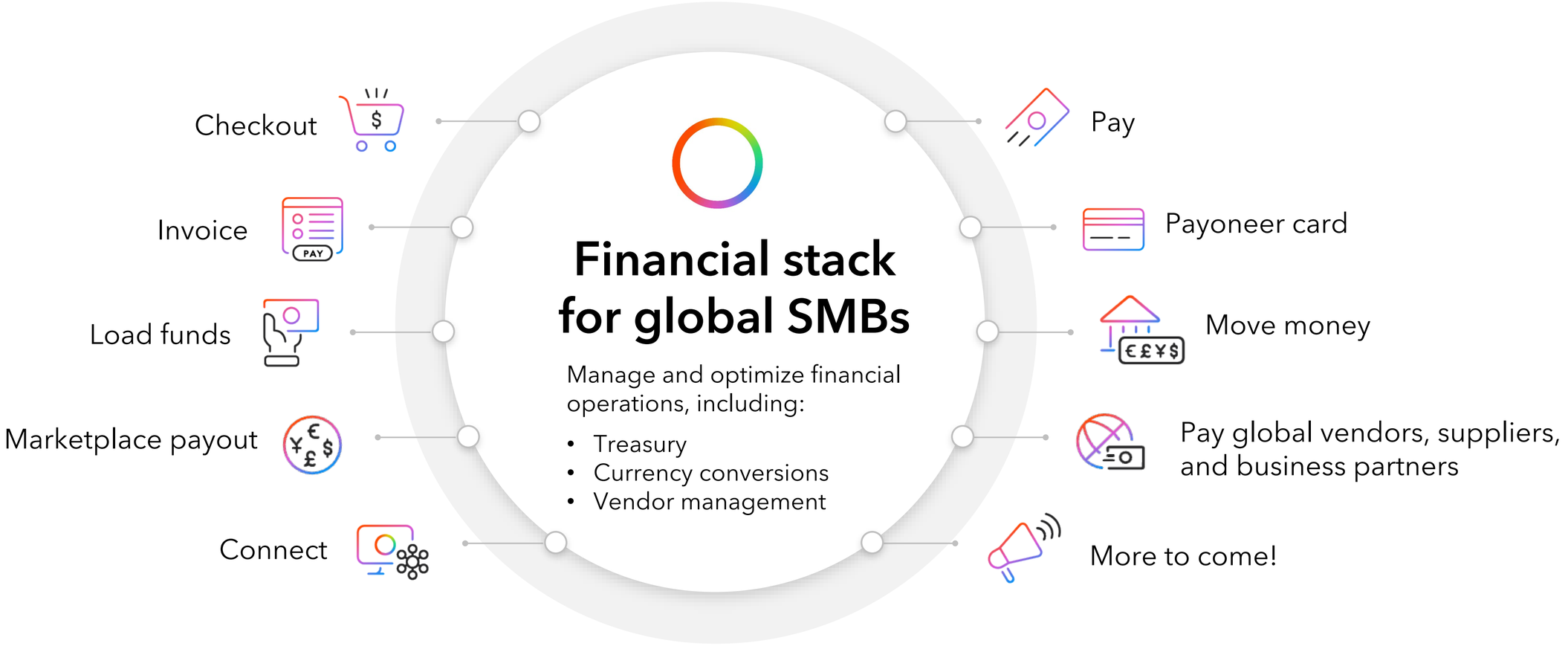
Why is the international credit card rejection rate high (>40%)?

How do I manage inflation?

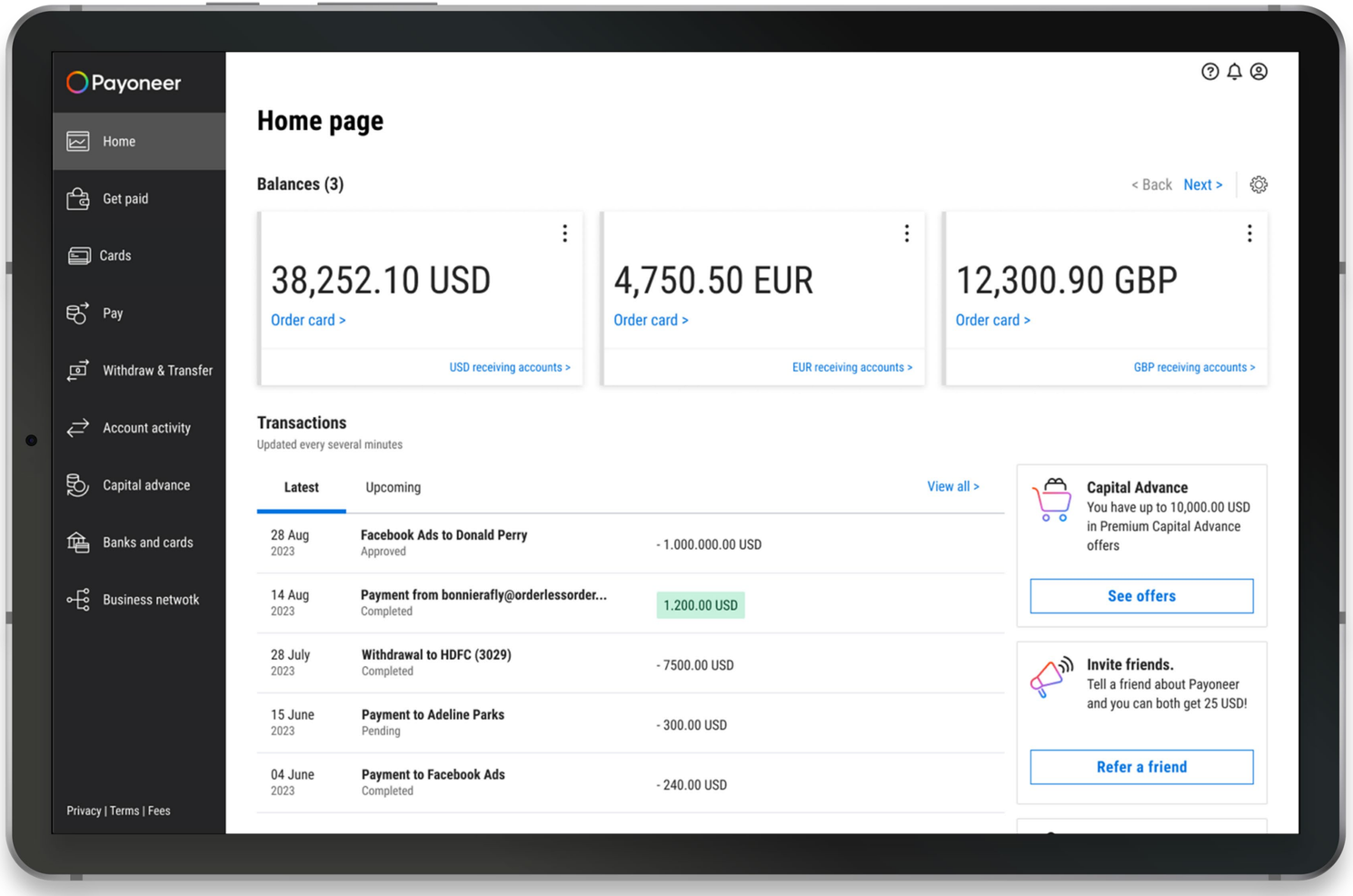
Why am I paying 5% - 8% in "banking fees" when working internationally?

How can I use my card for global advertising without it being rejected?

So we built a financial stack that is optimized for the global SMB



One secure portal optimized for engagement



~550K

Applications completed monthly

31 log-ins

Per month among $10K+/month ICPs

Note: Data as of 6/30/23.

Our offerings are differentiated

Tailored for SMBs operating internationally

- One account. Multiple currencies
- Designed for cross-border transactions, including card, Checkout, and working capital solutions
- Business-grade features (e.g., role and access management)

All-in-one convenience

- Transact, access insights, manage operations, and grow your business in one secure interface

Essential – high engagement

- Daily log-ins amongst our ICPs
- Network effect that drives virality and lowers cost of customer acquisition and retention
- Increasingly diversified usage of the Payoneer account

Data: our platform's most powerful asset

Data-driven insights around…

- **Millions of SMBs** (who they sell to, who they pay, financial health, networks, and relationships)
- **Marketplaces** and industry verticals
- **Country- and corridor-specific** behaviors
- **Potential fraudulent** activities

… creating opportunity through AI

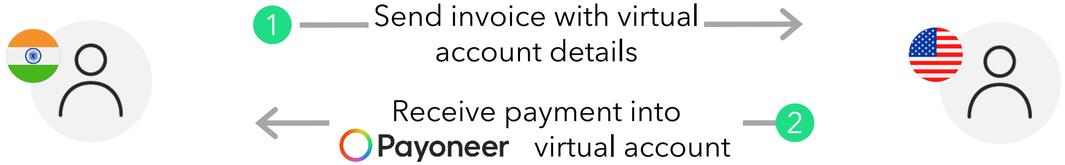
- **Hyper-personalized experiences** (e.g., communications, offerings)
- **Generative AI-powered** and enabled communication
- **Predictive models**: customer needs, business health and trends
- **Superior** credit underwriting
- **Roadmap creation**: prioritization and acceleration of product / feature development
- **Detection**, prevention, and mitigation of fraud

Our offerings:

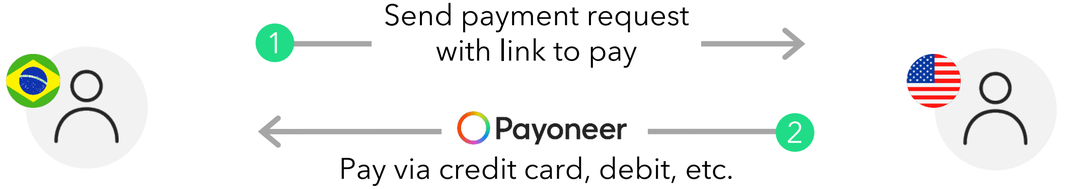
Designed to delight customers, capture new TAMs and grow ARPU

Capturing new TAM: B2B services and goods

Receive payments via local virtual accounts



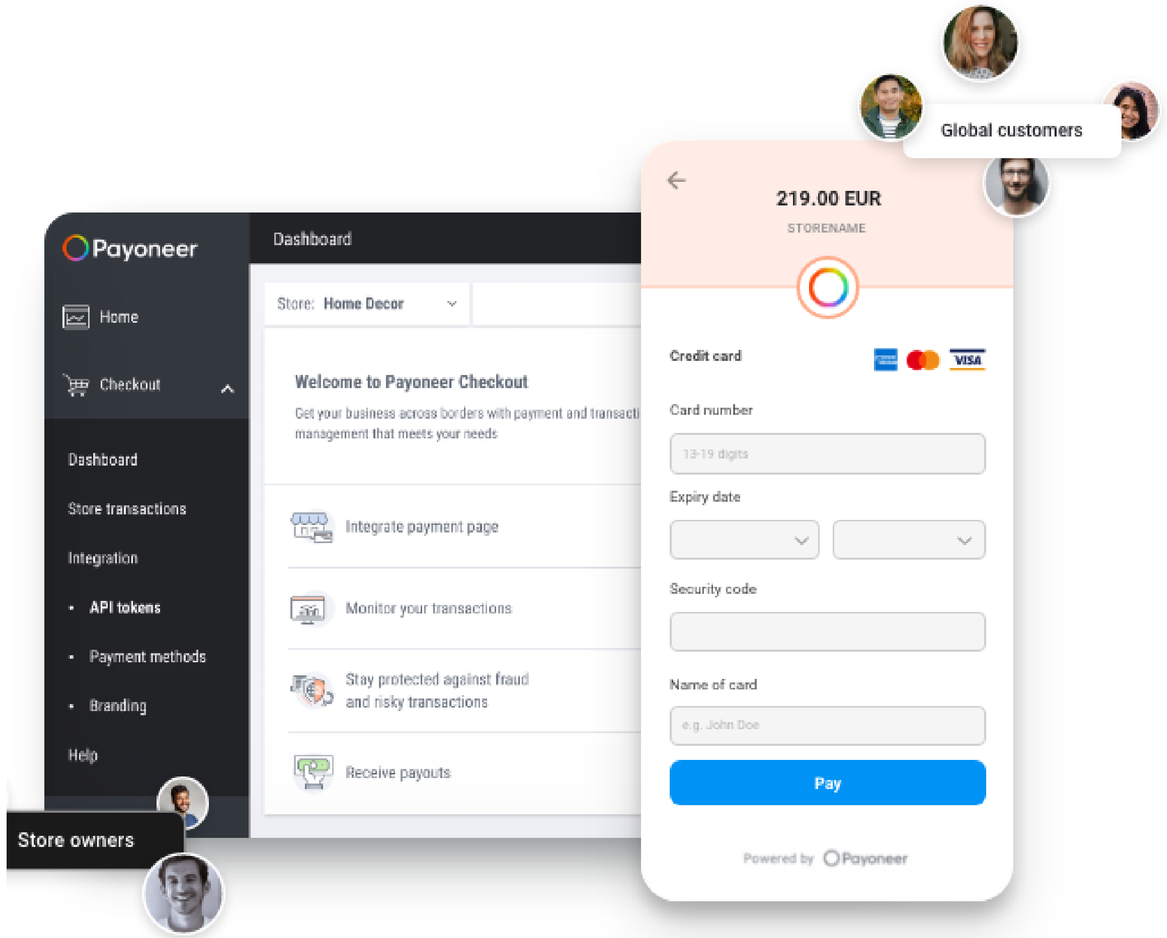
Receive online payments



2024 growth accelerators

- **Focused GTM:** ICP acquisition in key emerging markets
- **Expanded industries:** e.g. agriculture, auto parts, travel
- **Improved CX and offerings:**
  - **Revamped onboarding** – improved service of ICPs
  - **Upgraded platform functionalities** – advanced card; role management and reports; accounting software integrations
  - **Better payment experience** – seamless, fast, transparent

Capturing new TAM: "Checkout" (DTC)



900%+

YoY growth in Checkout volume[1]

$100M

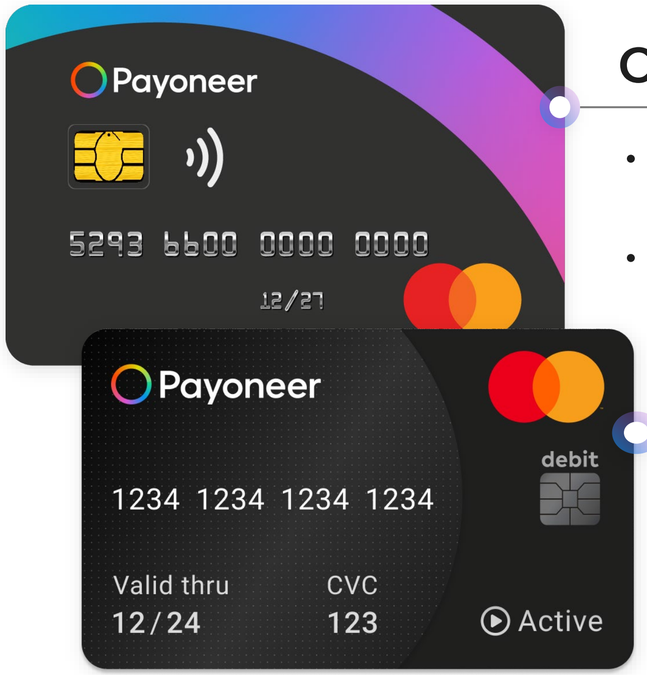
of volume processed since launch in 2022

Significant opportunity ahead

- **Improved** international acceptance
- **More** payment methods
- Continued **integration** with store platforms
- Product and go-to-market **synergies** with other Payoneer offerings and customers

Note: Data as of 6/30/23. DTC stands for direct-to-consumer.
1. YoY growth represents 2Q23 vs. 2Q22.

Growing ARPU: Payoneer card



Commercial card

- $1.0B of LTM spend, +80% growth YoY[1]
- 47K customers

Debit card

- $2.3B of LTM spend, +13% growth YoY[1]
- 154K customers

$3.3B

LTM card spend (5.4% of overall usage of funds, up from 4.7% in the prior year period)

27%

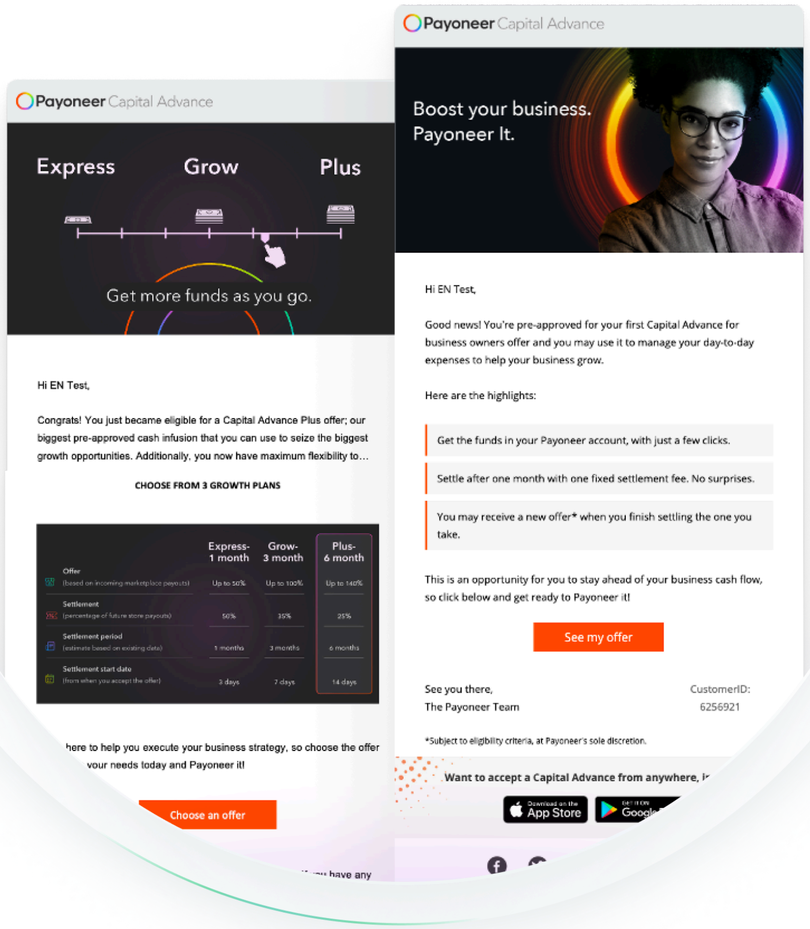
YoY growth[1]

Significant opportunity ahead

- **Increase penetration** via cross-sell and offering expansion
- **Offering expansion:** expense management, customized card loyalty programs, full API-based offering, and new card types

Note: Data as of 6/30/23. LTM represents 7/1/22-6/30/23.
1. YoY growth represents 7/1/22-6/30/23 vs. 7/1/21-6/30/22.

Strengthening our wedge: working capital



70%
customer return rate[1]

49%
originations CAGR[2]

65%
of originations from returning customers[3]

Significant opportunity ahead

- **Expansion** to more credit solutions
- **Fully automated**, personalized cross-sell
- **Superior data / AI** for underwriting
- **With $64B of LTM total volume**, working capital and credit is a massive opportunity

Note: Data as of 6/30/23.
1. Represents percentage of customers that are using working capital for the second or greater time since the product launched in 2019.
2. CAGR for the period 1/1/23-6/30/23 vs. 2020.
3. Represents percentage of working capital originations for 1/1/23-6/30/23 from customers acquired between 2019 to 2022.

But we're not stopping there

Increasing velocity of our product development

B2B and Checkout related

- Currency conversion
- Prepaid and business commercial cards
- Basic billing service
- Bank withdrawal
- Working capital for goods sellers
- Global marketplace and platform payouts
- Global payment collection accounts
- Store manager

- Load funds onto your own account
- Expanded billing service
- Expanded global payment collection capabilities
- Working capital for B2B
- Role management
- Checkout
- Advanced payable capabilities
- Software integrations
- Enhanced business commercial card
- Multi-user cards
- Working capital for freelancers

- Advanced invoicing capabilities
- More local payment collection accounts
- More payment methods for B2B
- Customer risk predictors
- Buyer & trade finance
- FX hedging
- AR / AP automation
- Expanded Checkout offering
- Further personalization
- Ecommerce store health predictors
- Advanced chatbot
- Additional communication channels
- New customer onboarding rollout
- Advanced fraud alert notifications
- New financial reporting and tracking tools
- Better predictive models
- Expanded partnership offerings

2005→ 2021

Launched the Payoneer account to enable global marketplace and platform payouts

2022→ 2023

Launched DTC, enhanced B2B capabilities, and expanded beyond payments to build a SMB financial stack

2024

Leveraging advanced data and predictive models to improve customer experience and introduce features tailored to our highest growth segments

Expanding our financial stack with our customer at the center

Ease

Payoneer is easy and efficient with a cutting-edge customer experience that prioritizes speed and convenience

Trust

Payoneer has our customers' back. They are always informed, in control, and operate with peace of mind: from onboarding to payments to assessment of risks, and financial outlook

All-in-one

Global SMBs use Payoneer as the all-inclusive platform that supports their financial operations, regardless of location or currency

Connection

Payoneer is their partner for growth in a reliable and inter-connected global economy and community

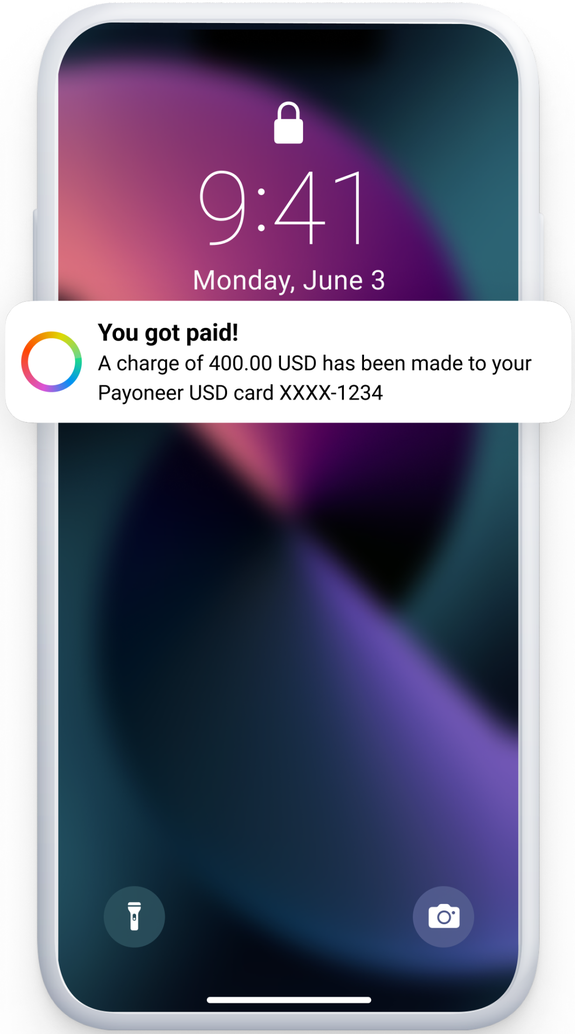
Improving ease: better customer experience enhances cross-sell capabilities

Better account experiences

- SMB-grade features (e.g., role management)
- Hyper-personalization and product recommendations (e.g., personalized Working Capital offers)
- Simplified onboarding to improve conversion of ICPs
- Faster payment speeds

More effective communication

- More localized communication channels
- Gen AI-enabled chat
- Cross-sell personalized offers engine



Expanding our all-in-one stack: build, buy, partner

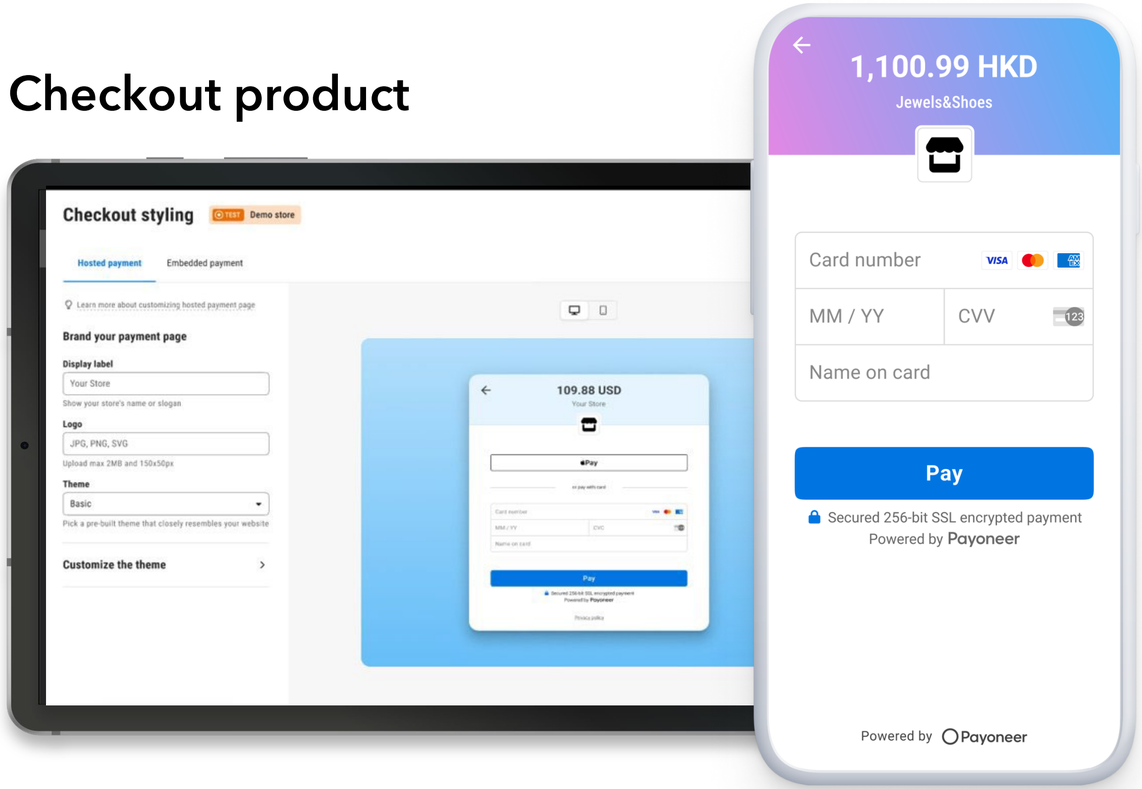
Serving more customers and more payment needs

- Checkout product for DTC sales via webstores
- New geographies and verticals
- Ability to load funds directly
- More card types

Catering to SMBs' holistic cross-border needs

- More working capital solutions (e.g., more credit types, freelancer-specific offerings)
- More advanced reporting and tracking
- Software and services to manage cash flow and usage

Checkout product



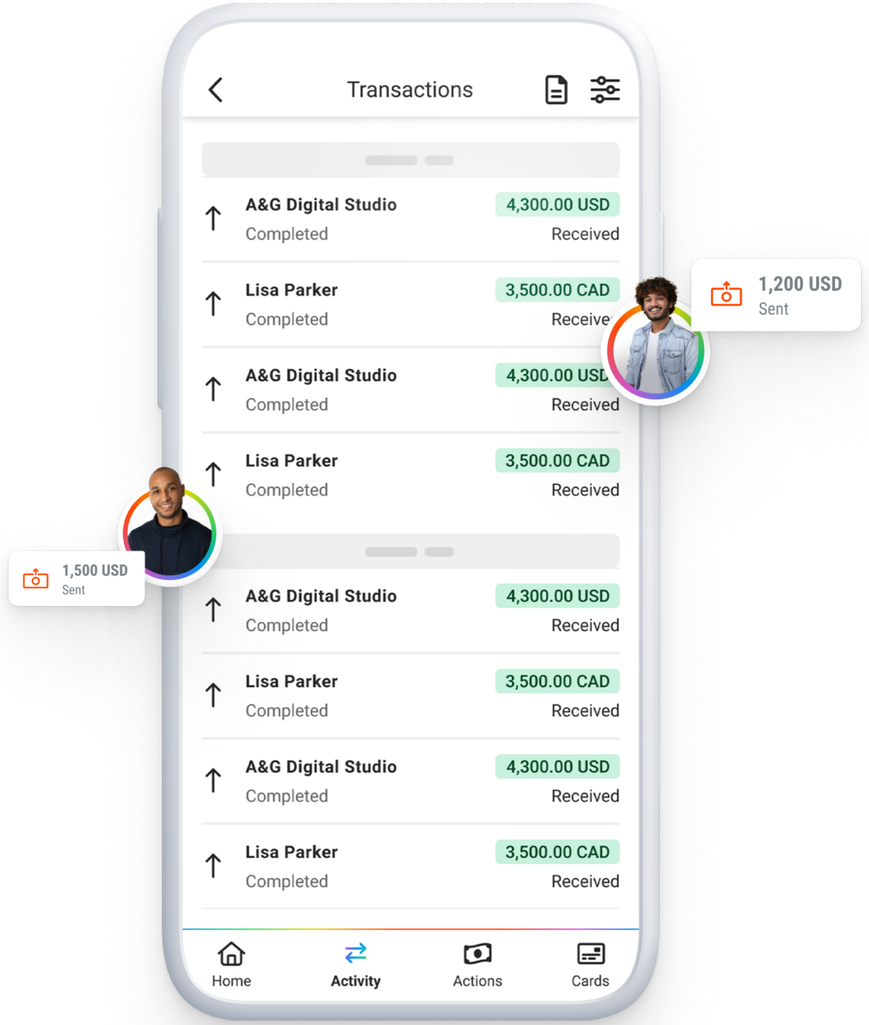
Strengthening trust: drives loyalty and retention

Greater visibility and control

- Basic payment tracker
- AI-powered payment tracker
- Notifications (including on potential fraud)

Better insights for business success

- Store closure predictor
- Predictive models for better planning and to reduce potential friction



Capturing the full potential of our reliable interconnected network

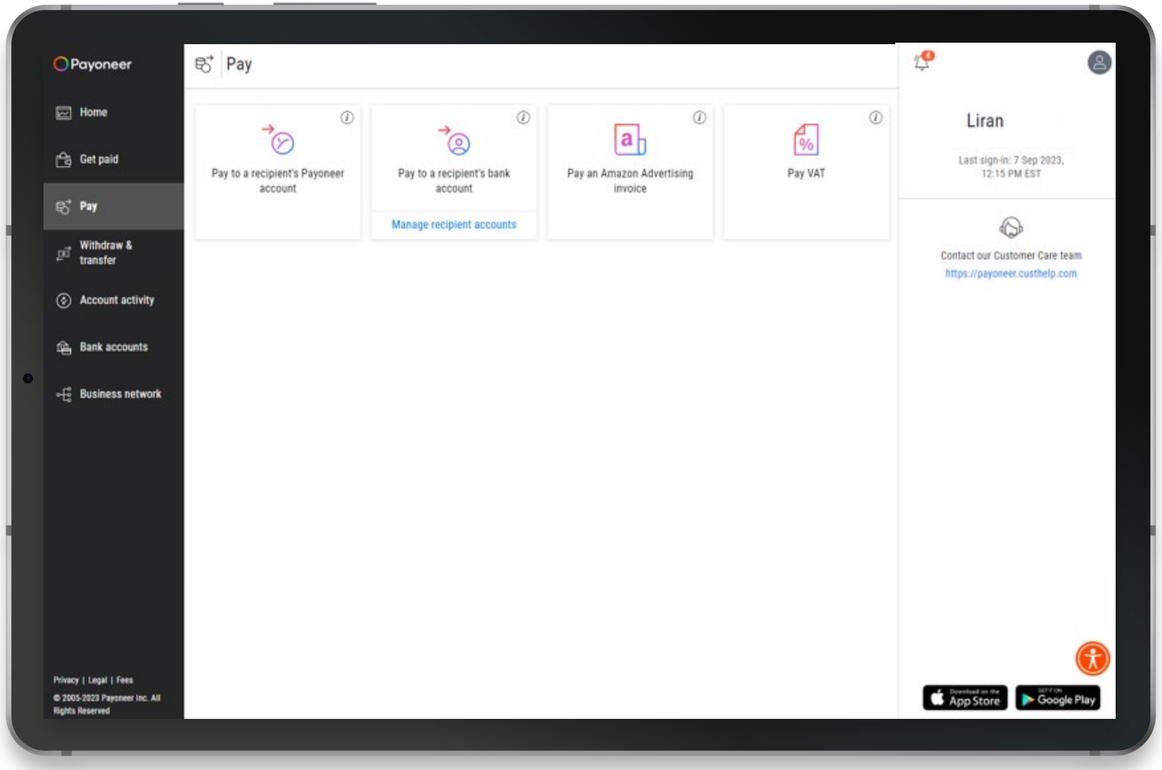
Reliable and efficient in-network transactions

- In-network payments
- Customer, vendor, and peer referrals

Accessing supply and demand via the Payoneer community

- Directory of trusted businesses within the Payoneer network

Basic in-network payment



How we win with the Payoneer financial stack

Customer-obsessed

- Purpose-built for global SMBs
- Easy-to-use product, delightful CX
- Designed for engagement and loyalty

Comprehensive

- All-in-one platform, unparalleled functionality
- Increasing product adoption and usage
- Launching products and features at increased velocity

Connected

- Ability to onboard customers at scale
- Trusted, global infrastructure and partners network
- Network effect and global community

Accelerating ICP and ARPU growth

Adam Cohen
Chief Growth Officer

We operate in a massive $6 trillion global market

Audiences

Manufacturers

Services SMBs

Goods merchants

Contractors / freelancers

Ukragroenergyinvest (Serhii), Ukraine
(10s employees)
Agricultural trading company

Accentline (Hannah), Philippines
(>100 employees)
BPO

Elegoo (Kevin), China
(~200 employees)
Goods merchant selling via marketplaces and DTC

Pedro M., Brazil
Contractor for software development

Marketplace → SMB

Consumers → SMB

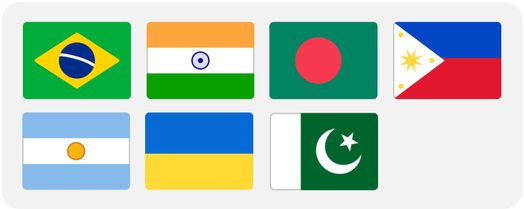
SMB ↔ Businesses

Cross-border payment needs

Source: McKinsey; Shopify projections. Industry data as of 2022.

We serve diverse customer types and use cases

Contractors and freelancers



Contractors and freelancers paid by **marketplaces** (Upwork, Fiverr) and **direct clients**

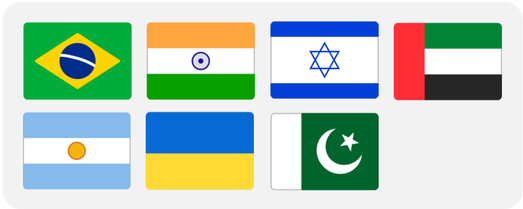
Top-3 global player

Consumer goods sellers

B2C sellers selling on **marketplaces** (Amazon, eBay, etc.) and **DTC stores**

The #1 global leader

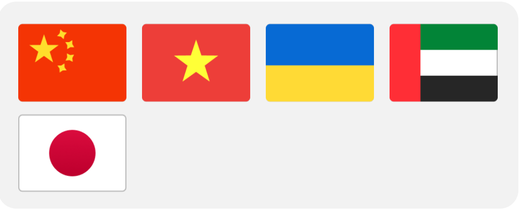
Service providers



Service SMBs in IT, business process outsourcing, etc.

Early stages (<1% volume market share), clear product market fit in key markets

Goods traders and manufacturers



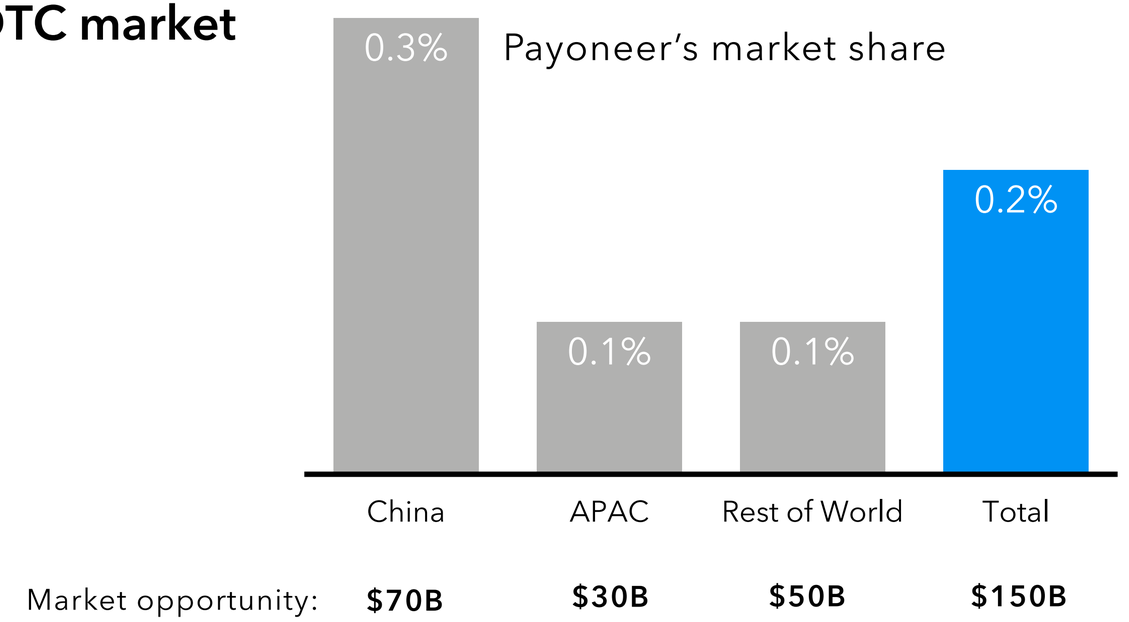
SMB exporters of electronics, auto-parts, textiles, agriculture, etc.

Initial signs of potential value and product market fit

Source: McKinsey. Industry data and Payoneer volume market share as of 2022.

We are expanding into the $150 billion DTC market via Checkout

Payoneer's opportunity and share in the DTC market

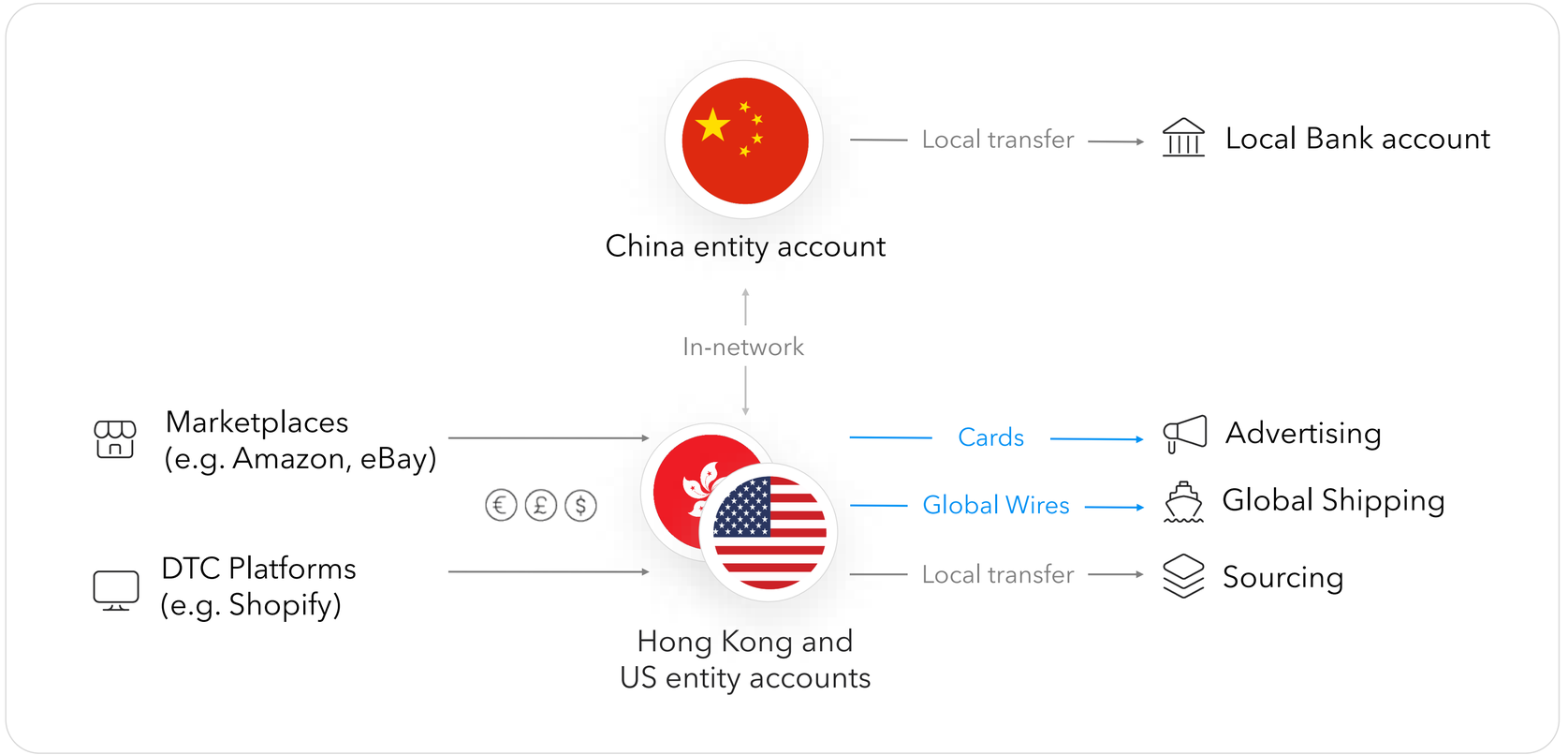


Source: McKinsey. TAM and market share information as of 2022.

Supporting goods sellers like Elegoo

Elegoo, China

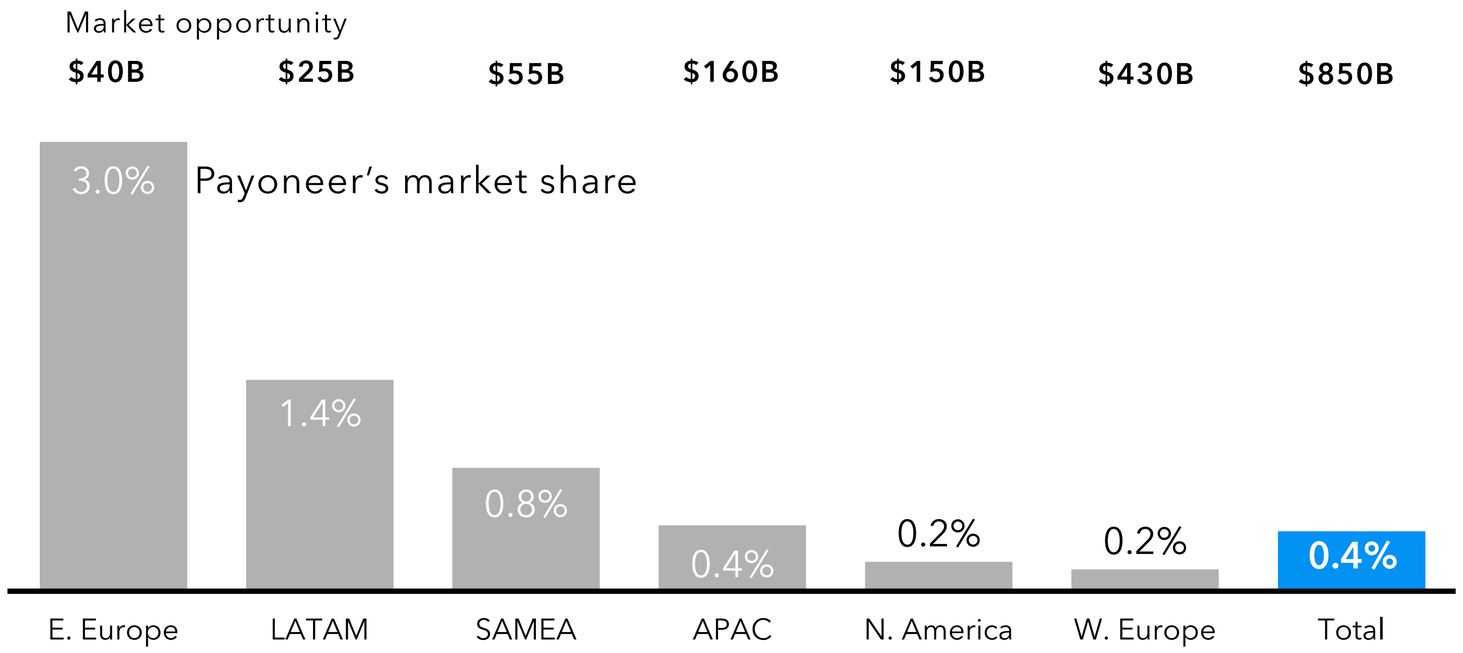
~40% of Payoneer's consumer goods seller customers' funds are used via Payoneer's AP products



Note: Use of funds breakdown for the period 1/1/22-12/31/22.

We are in early stages of penetrating the $850 billion B2B service provider market

Payoneer's opportunity and share in the B2B service provider market



Source: McKinsey. TAM and market share information as of 2022.

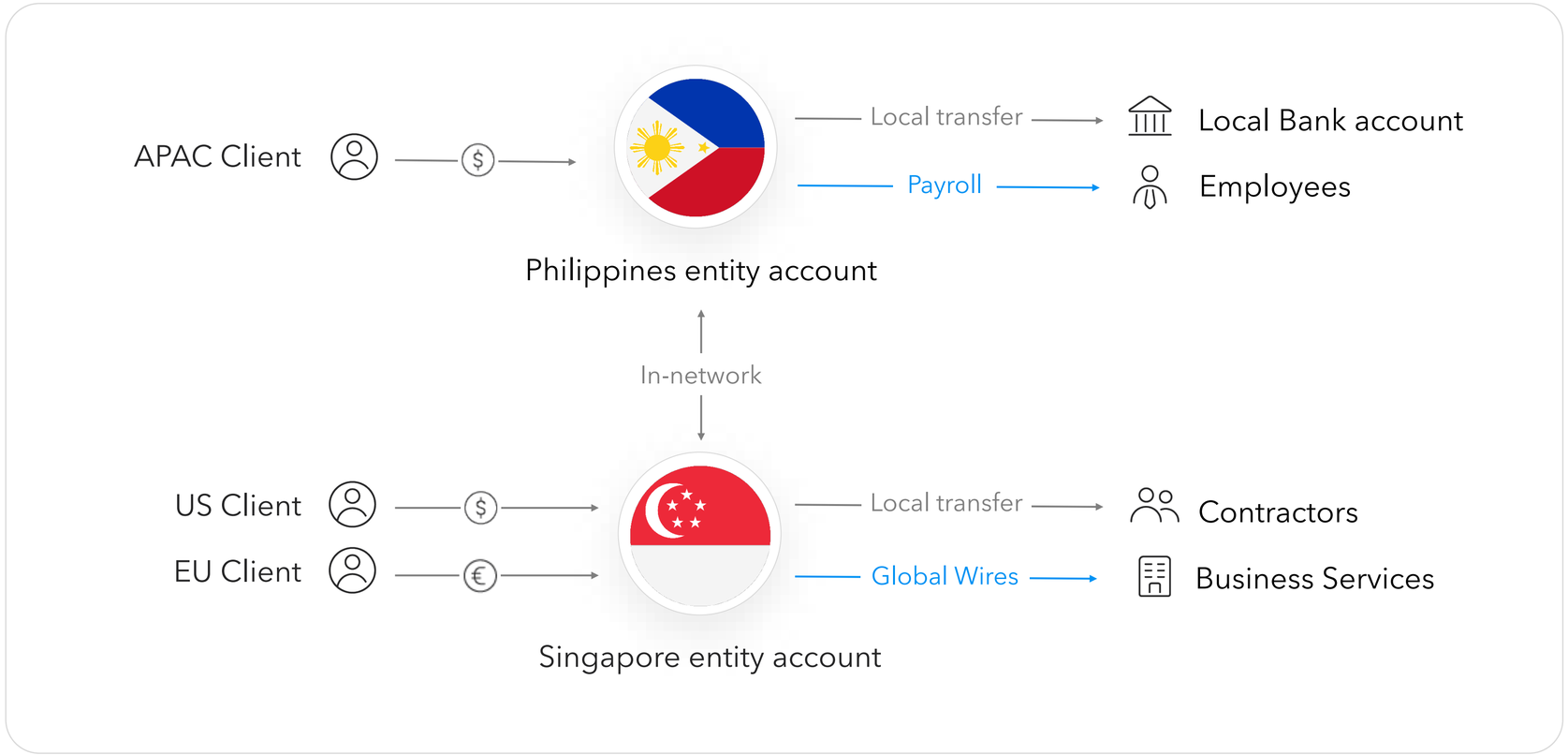
Key markets and verticals

E. Europe	Software Development	Digital Marketing	IT Support Services
LATAM	Digital Marketing	BPOs	Consulting
SAMEA	Software Development	Digital Marketing	Consulting
APAC	Software Development	BPOs	Content, Design, Translation

Supporting service providers like Accentline

Accentline, Philippines

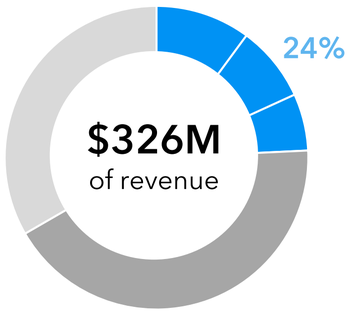
~70% of Payoneer's service provider customers' funds are used via Payoneer's AP products



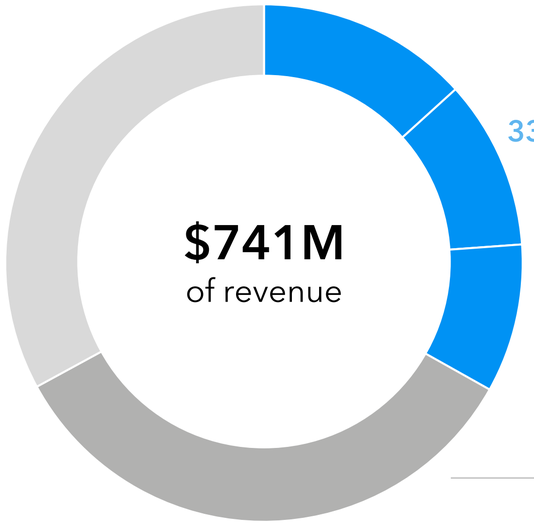
Note: AP usage breakdown for the period 1/1/22-12/31/22.

We are increasing geographic diversity of revenue

Payoneer's revenue distribution by region



2Q20 LTM



2Q23 LTM

China
+30% CAGR

APAC, SAMEA, and Latin America
+45% CAGR

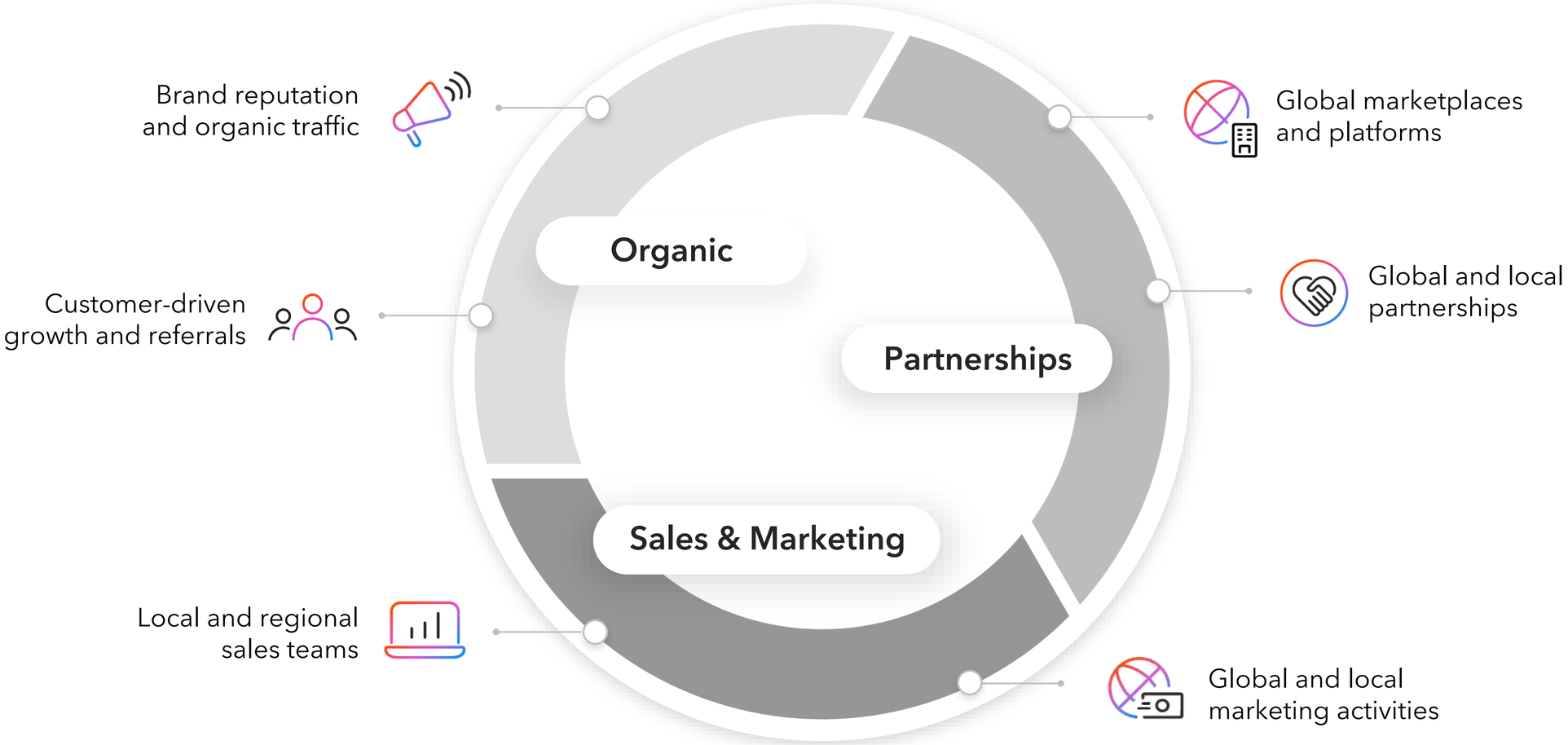
North America and Europe
+23% CAGR

Note: 2Q20 LTM represents 7/1/19-6/30/20 and 2Q23 LTM represents 7/1/22-6/30/23.

How we grow:

Go-to-market flywheel

Efficient, effective acquisition and growth engine



Partnerships: acquisition at scale

Marketplace partnerships to enable B2B2C AR flows and drive ICP acquisition

Amazon, eBay

Integrated partnerships with local service providers such as Logistic companies, software tools, advertising agencies, etc.

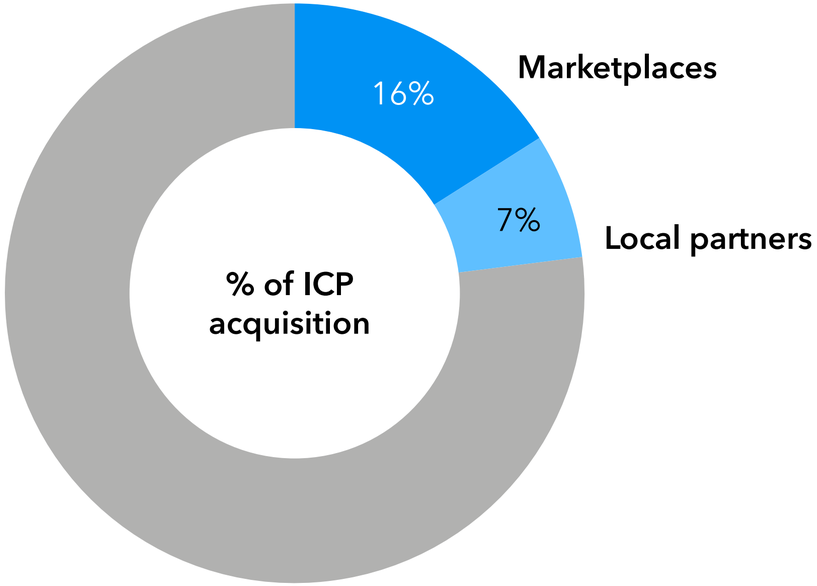
Advertising (Facebook ads, Amazon ads), global shipping, software, sourcing

Shopping cart partnerships to enable DTC AR flows

Shopify, Shoplazza

Referral partnerships with associations, accountants, etc.

Acquisition via global marketplace and local partnerships



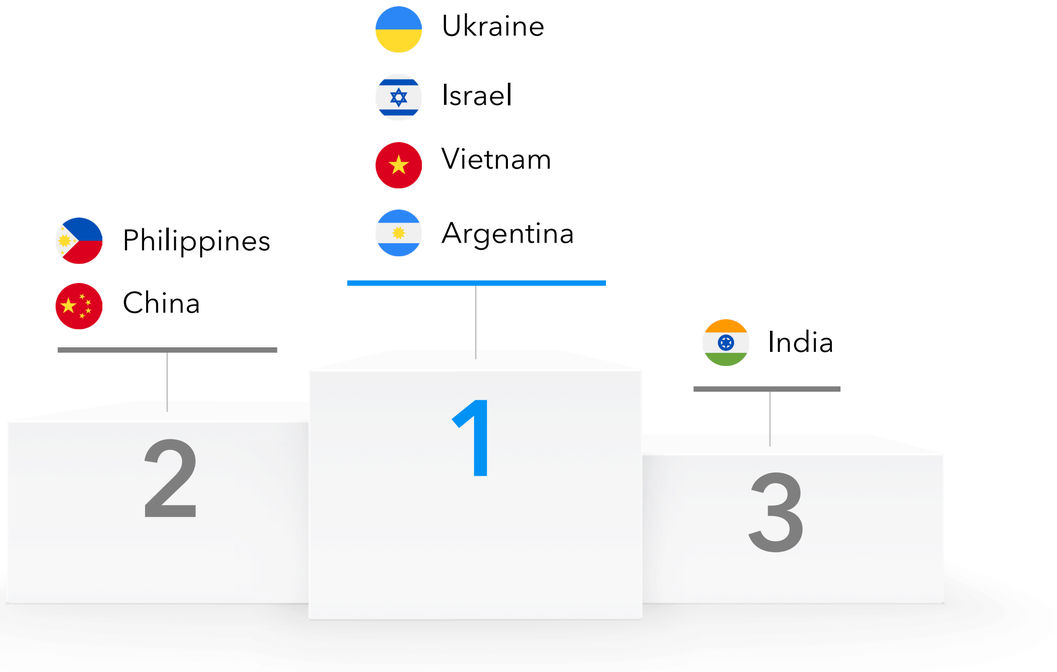
Note: % of ICP acquisition represents 7/1/22-6/30/23.

Sales and marketing: localized relationships

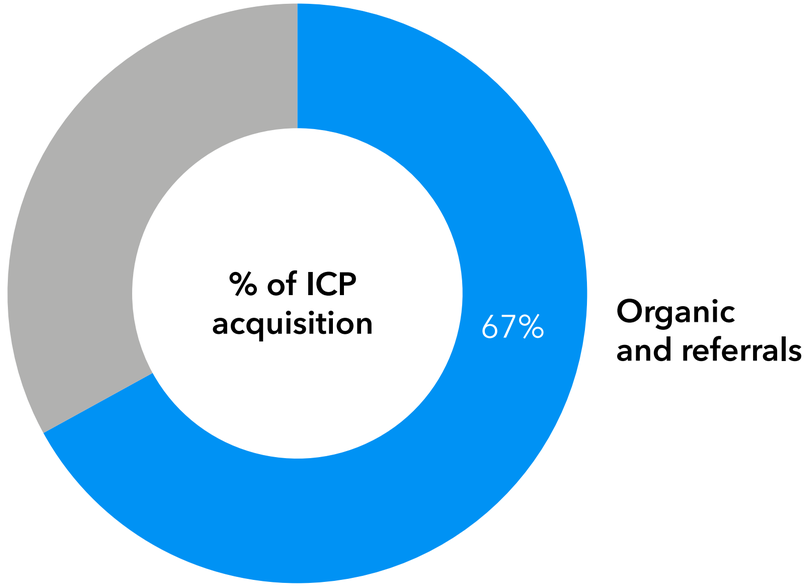
Organic: network effect

Google Search Ranking, 2023[1]

Among our peer set that includes global, well-funded neo banks and leading fintechs, we consistently rank 1-2, sometimes 3 in Google Search:



Organic acquisition via Payoneer website, app, existing customers



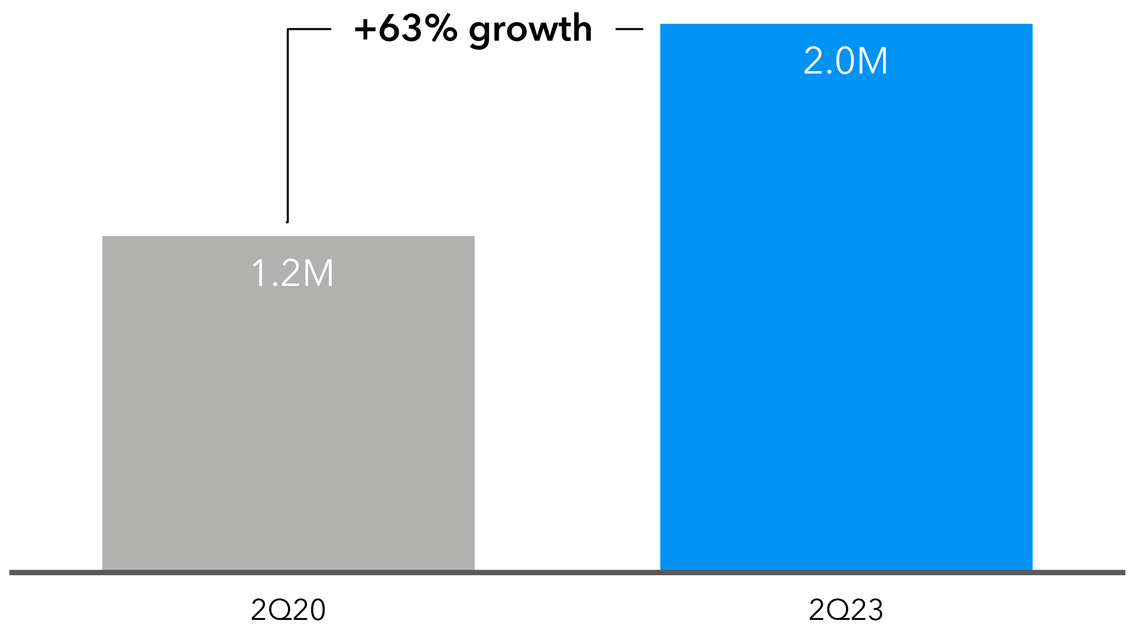
Note: % of ICP acquisition represents 7/1/22-6/30/23.
1. Analysis period represents 1/1/23- 6/30/23.

Who we serve:

Our Ideal Customer Profiles (ICPs)

Learnings from 2 million active customers

Active customer growth, 2Q20 – 2Q23

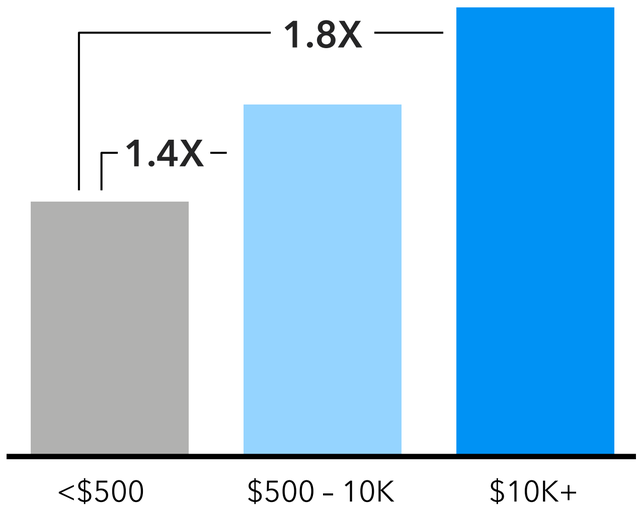


Note: Active customers represent those who have had activity over the trailing 12-month period (excl. payer only).

ICPs are more valuable customers

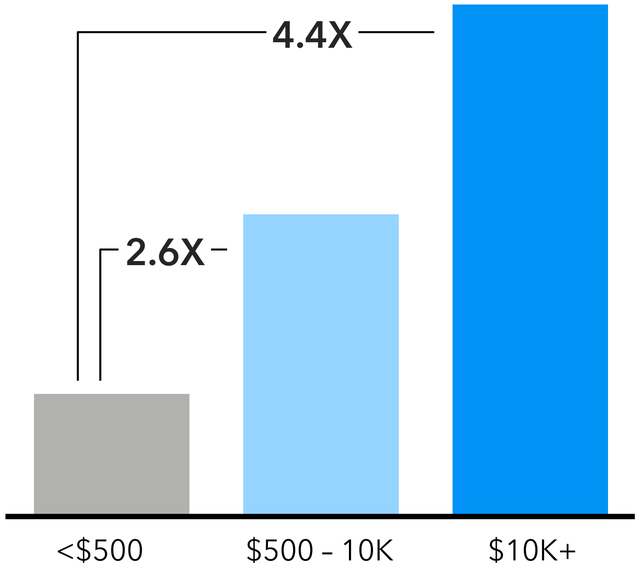
ICPs use more products

Average number of products by customer size[1]



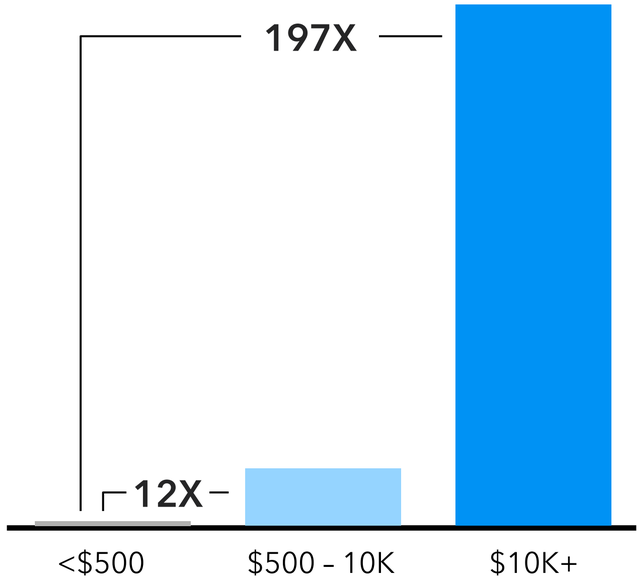
…stay with us longer…

Average lifetime by customer size[2]



…generate higher ARPU

LTM ARPU by customer size[3]



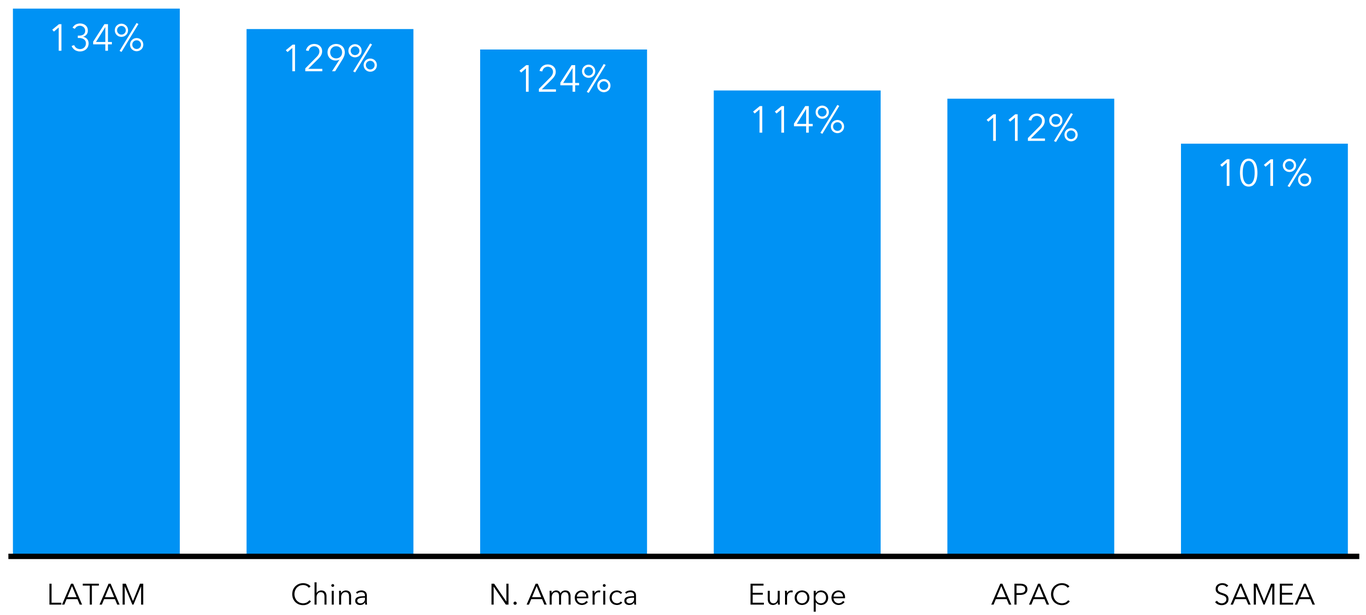
Note: data as of 6/30/23. Customer size segments refers to the average volume they receive per month.
1. Average number of products for active customers as of 6/30/23.
2. Average lifetime for customers who joined in 2019.
3. LTM ARPU represents the period 7/1/22-6/30/23. Please refer to the disclaimers at the beginning of the presentation for the ARPU definition.

We drive strong global retention…

120%

revenue retention for ICPs
(June 2022 cohort)

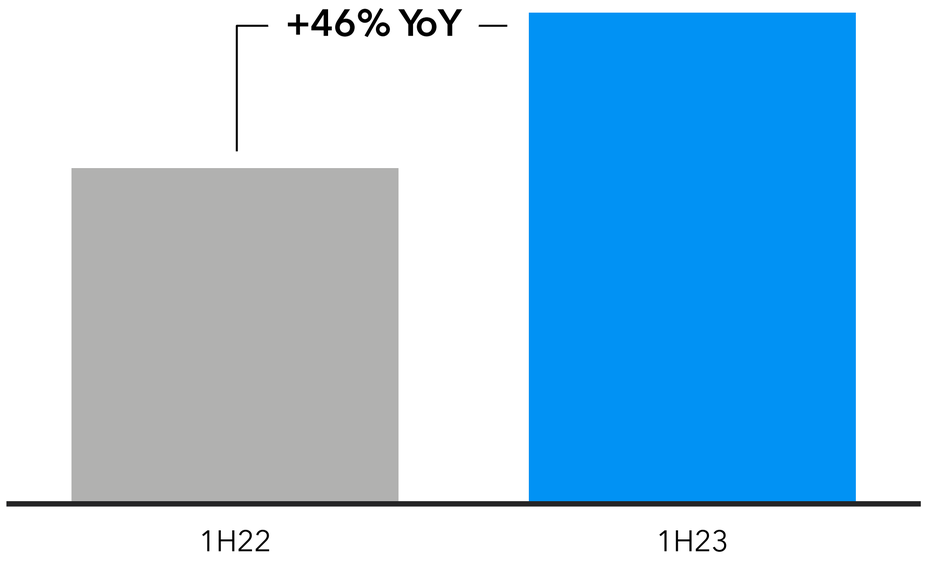
Revenue retention rate by region



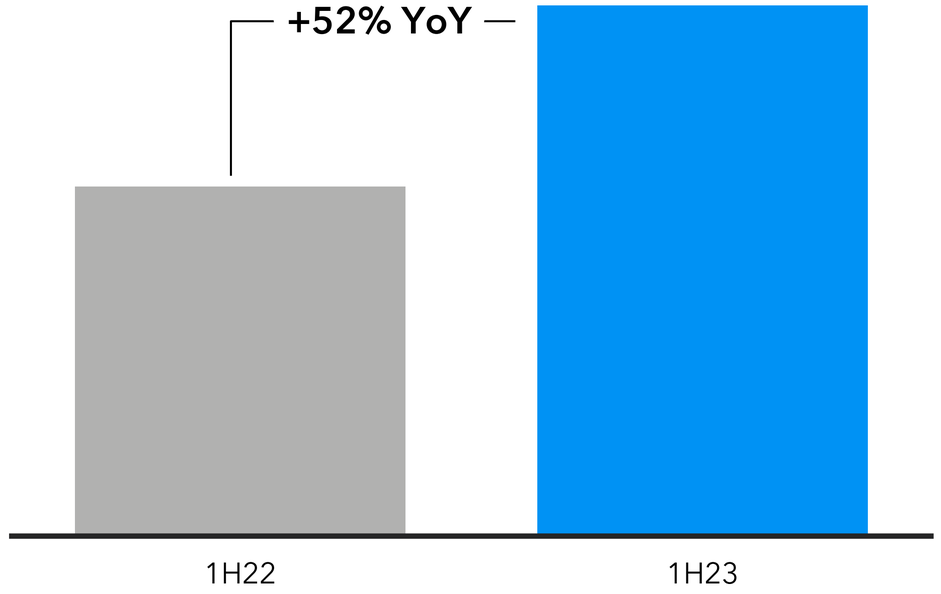
Note: data as of 6/30/23.

…and effectively cross-sell

YoY growth in card adoption with $10K+/month ICPs



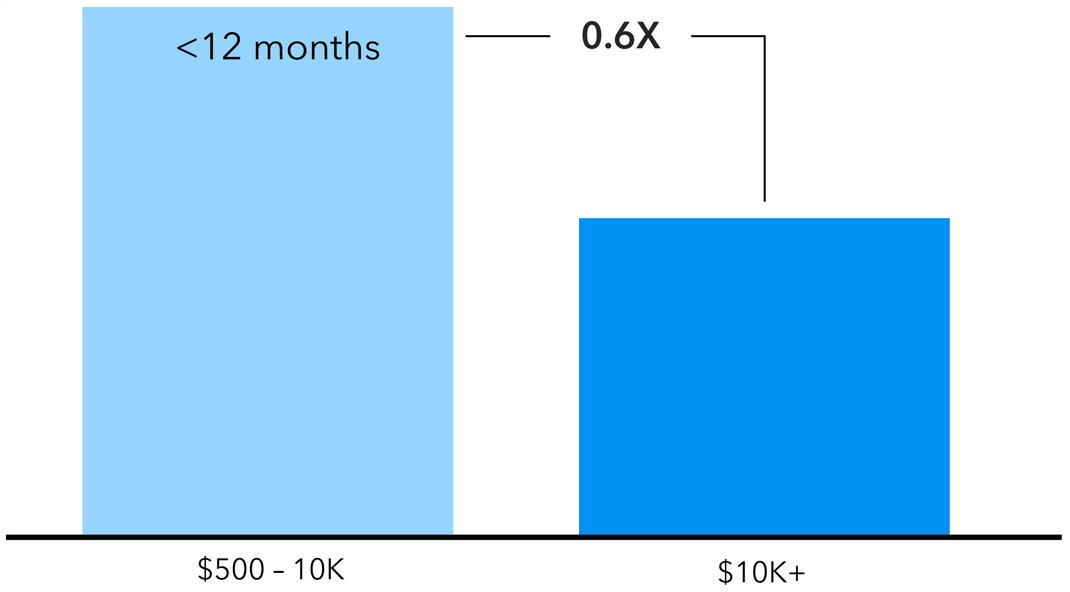
YoY growth in working capital adoption with $10K+/month ICPs



Note: data as of 6/30/23. Card adoption represents $10K+/month ICPs who transacted using a Payoneer card product in the respective period. Working capital adoption represents $10K+/month ICPs who used Payoneer's working capital product in the respective period.

We have compelling customer acquisition cost (CAC) payback on ICPs

CAC payback duration in months by ICP customer size, June 2022 cohort

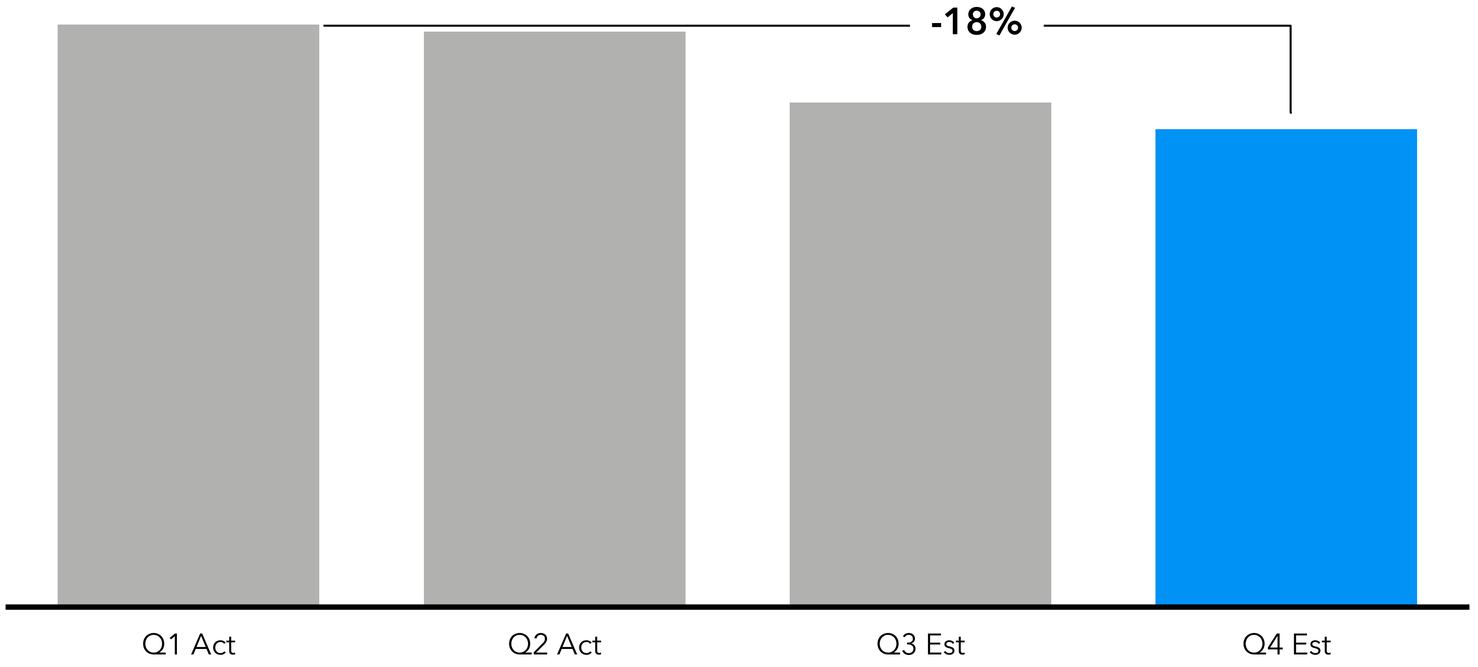


Note: data as of 6/30/23. Customer size segment refers to the average volume they receive per month.

But we’re not stopping there

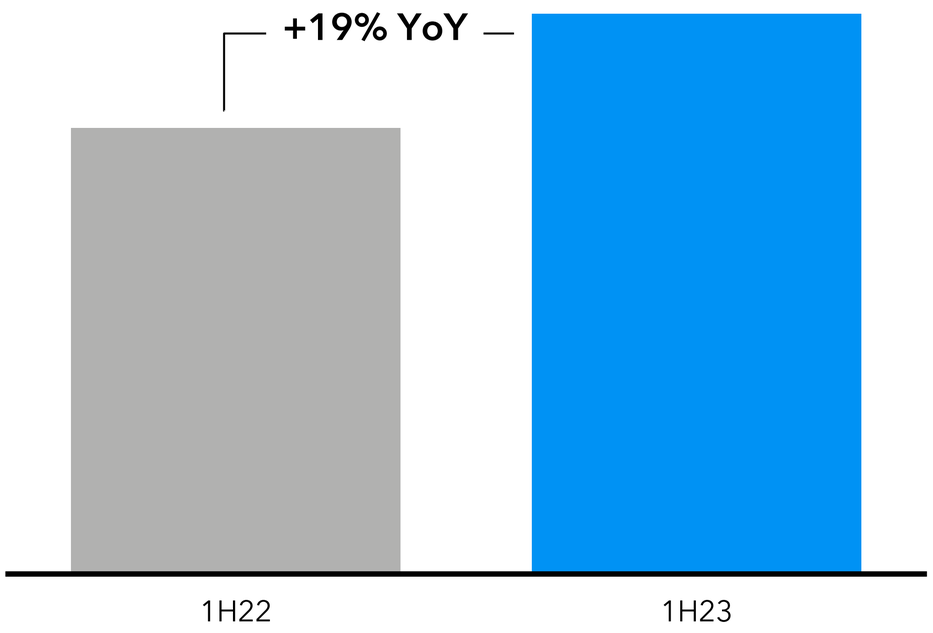
We are introducing greater efficiency to our GTM organization…

2023 average Sales & Marketing FTE headcount by quarter

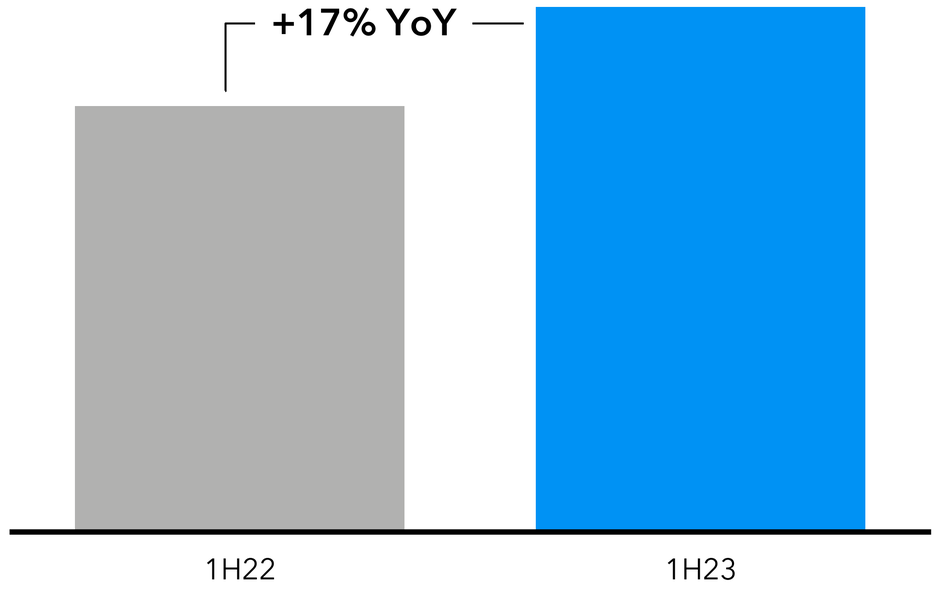


…while accelerating acquisition of B2B ICPs…

B2B $10K+/month ICP acquisition



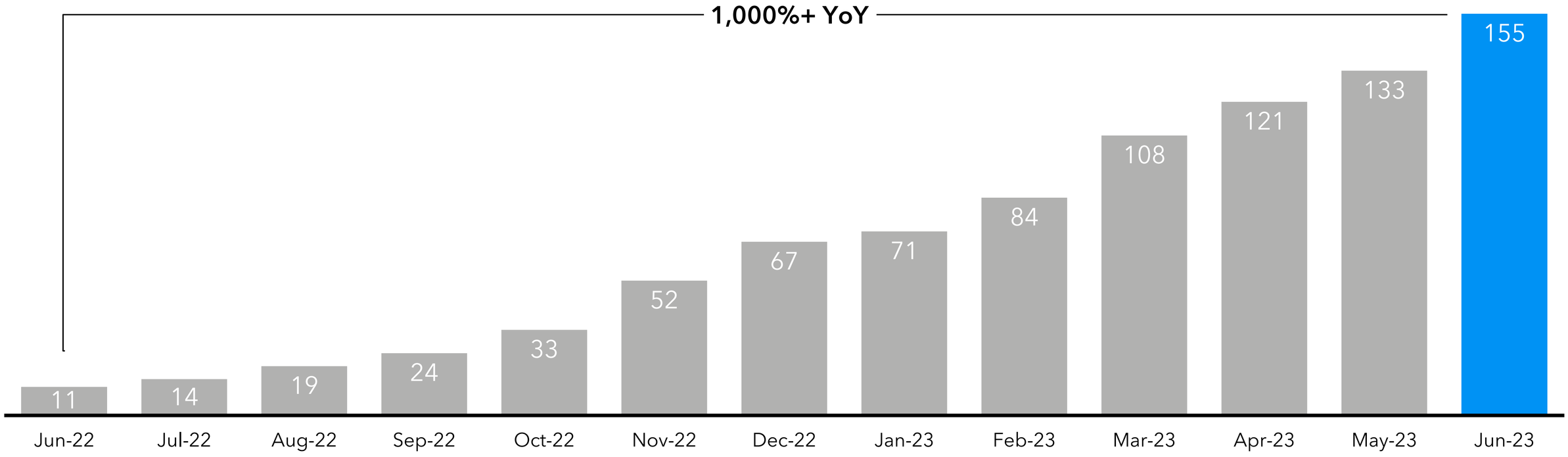
B2B $100K+/month ICP acquisition



Note: data as of 6/30/23. B2B customer size segment represents monthly volume. Customer size segments refers to the average volume they receive per month.

…and Checkout ICPs

Number of Checkout ICPs ($10K+/month)



How we win with our go-to-market approach

Assets

- An efficient and effective growth flywheel that consists of global and local partnerships, localized sales and marketing, and organic acquisition
- Learnings from 2M active customers allow us to focus on ICPs that can drive our business growth

Acceleration

- Focused strategy on ICP, B2B Services, and Checkout to accelerate growth…
- … while we are also introducing greater efficiency to our GTM organization

Ambition

- We serve diverse audience segments, use cases, and geographies in $6T addressable market
- Massive growth opportunities in DTC merchant and B2B service provider segments, especially in emerging markets

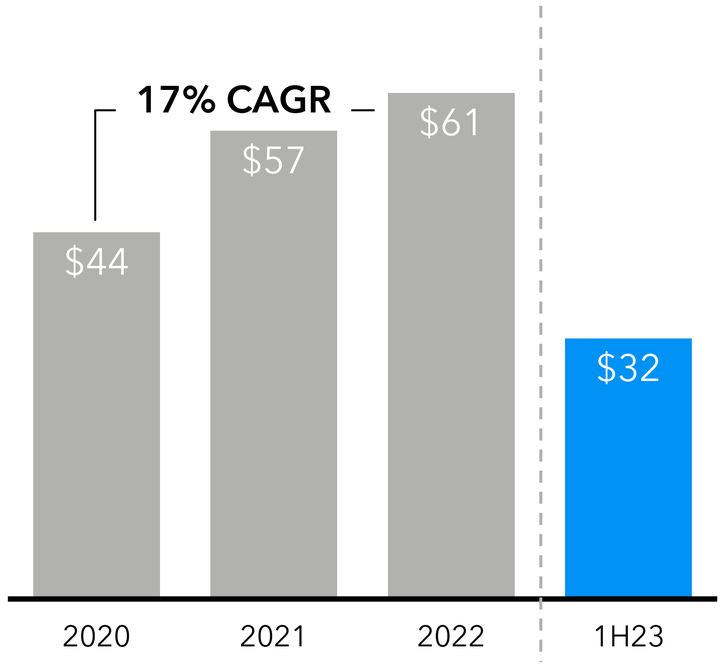
Delivering long-term profitable growth

Bea Ordonez
Chief Financial Officer

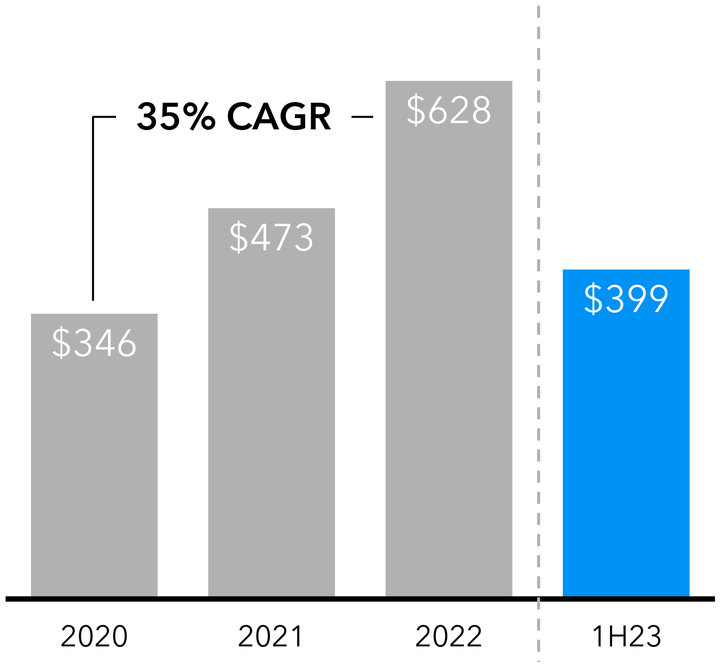
We went public in 2021…

…and have delivered strong financial performance

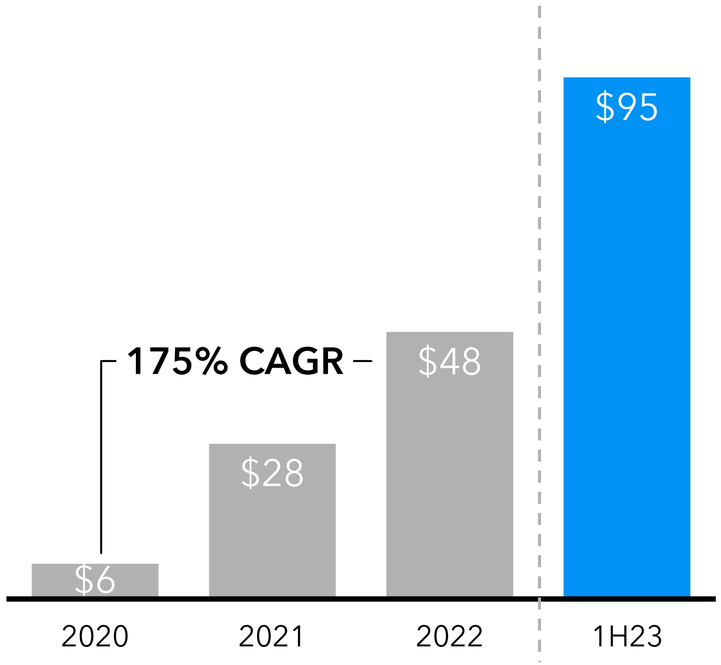
Volume ($B)



Revenue ($M)



Adjusted EBITDA ($M)



Note: Please refer to the appendix of this presentation for the reconciliation from net income (loss) to adjusted EBITDA.

We have unique assets and infrastructure…

Scaled platform

- Financial services institution regulated across key markets, including US, Europe, Hong Kong, Japan, Australia, Singapore, UK
- Ability to onboard customers from 190+ countries and territories
- 100+ banking providers and payment service providers (PSPs)
- Partnership with major global marketplaces

Localized experience

- Virtual account so customers are always local, no matter where they are and who they do business with
- Smart routing system that enables global payments in the most economical way possible
- Same day & real time settlement with highest reliability in 150+ countries
- 500+ customer success managers in 36 countries, speaking 40 languages

Strong brand

- ~2M active customers, including 495K active Ideal Customer Profiles (ICPs)[1]
- $5.5B in customer balances
- Global awareness level among digital payment providers second only to PayPal[2]

Note: Data as of 6/30/23.
1. Active ICPs are defined as customers with a Payoneer Account that have on average over $500 a month in volume and were active over the trailing twelve-month period.
2. Source: Payoneer Global Brand Tracker, 2022.

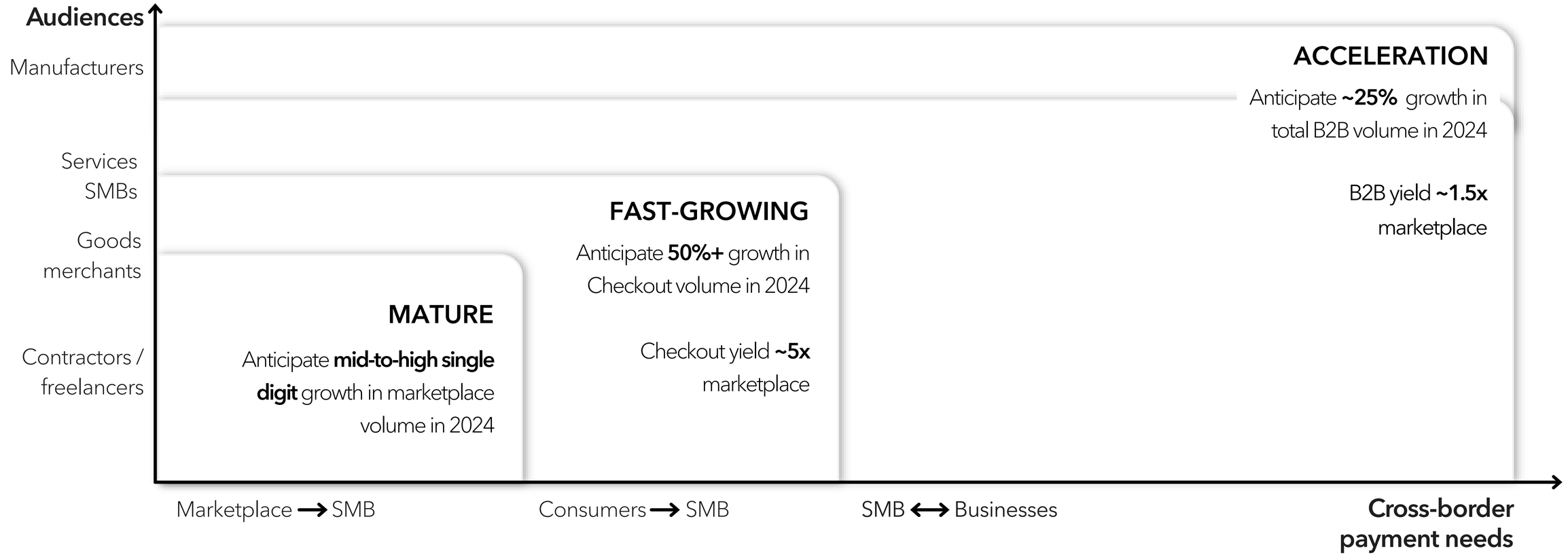
…and operate at global scale

Customers in **190+** countries and territories and payments across **7,000+** corridors

11M transactions a month driving **$64B** of volume over the last 12 months

Note: Data as of 6/30/23. Last 12 months represents 7/1/22-6/30/23.

We intend to accelerate growth in B2B and Checkout while protecting our marketplace share



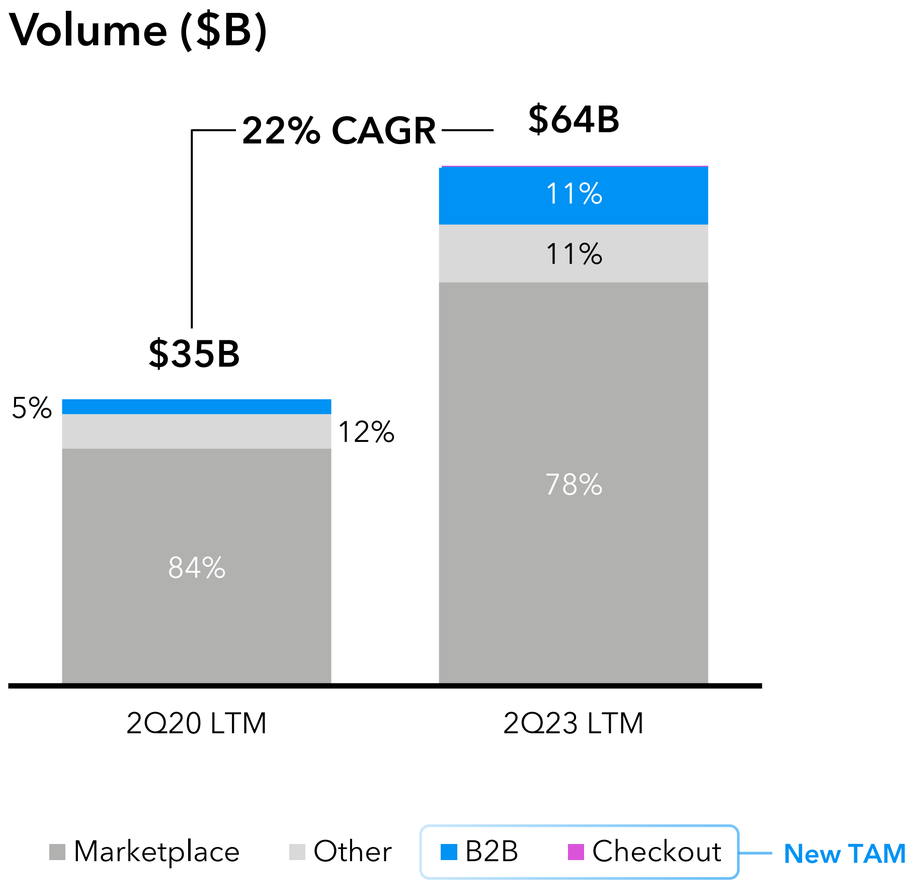
We are successfully capturing additional TAM

58%

3-year CAGR in B2B volume
<1% penetrated in $6T TAM[1]

$0 to $100M

of Checkout volume since 2022 launch
<1% penetrated in $150B TAM[1]



1. Source: McKinsey.

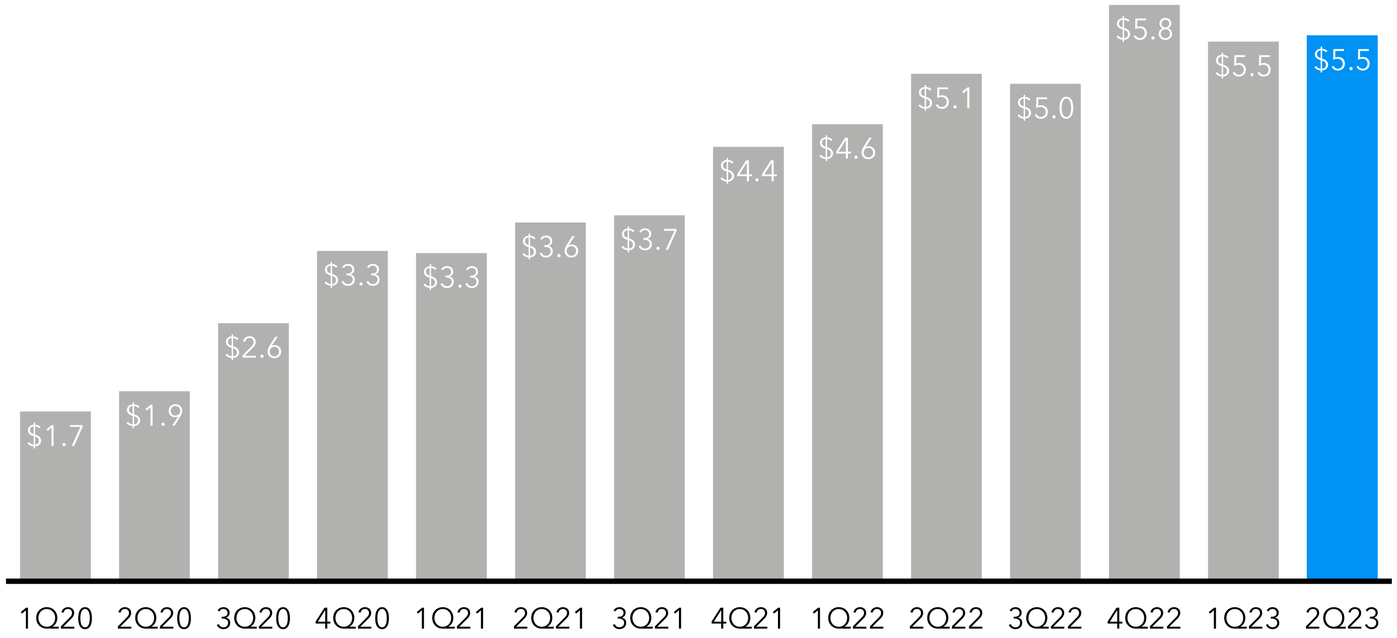
Our customers entrust us with $5.5 billion, which generates significant and recurring revenue

Customer funds grew at **2.5X** the rate volume since 1Q20

Duration of customer funds has more than **doubled** since 2020

We would anticipate a normalized interest rate environment of **2-3%** over the medium- to long-term

Customer funds ($B)



Note: Data as of 6/30/23.

We are focusing on ICPs and optimizing ARPU to drive revenue growth

Acquire more ICPs

- Prioritize GTM motions on key markets and countries
- Leverage global marketplace relationships and partnerships
- Continue investing in brand reputation and organic growth

Improve ICP retention

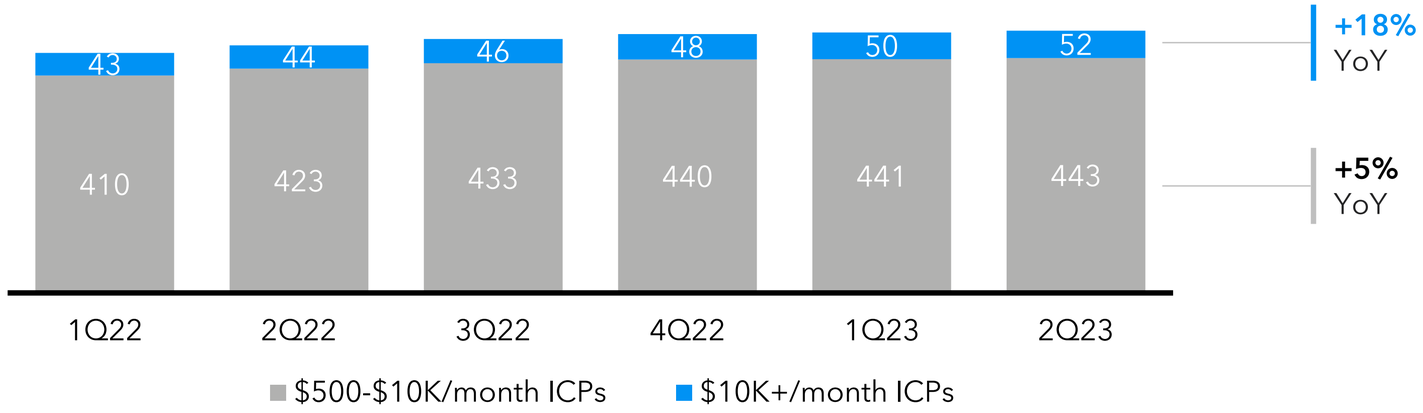
- Optimize pricing and bundling models to drive retention
- Focus local and regional sales teams on highest impact customer segments
- Enhance product features and offerings to better meet more of customers' needs

Optimize ARPU

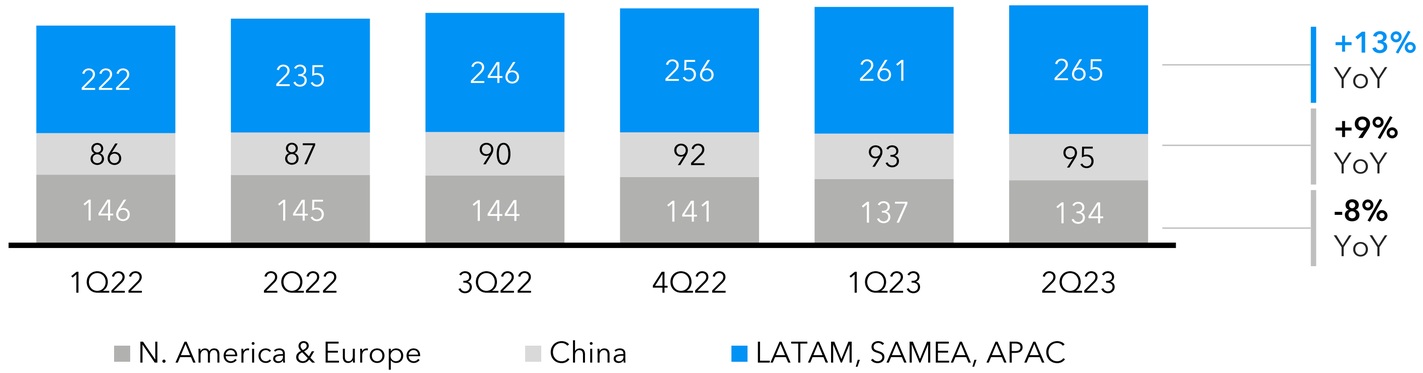
- Focus on $10K+/month ICPs
- Leverage data to provide greater personalization and drive adoption of multiple products
- Increase utility of the Payoneer account to serve end-to-end AR-AP flows and financial operating needs

Targeting largest ICPs and highest take rate regions

ICPs growth by size
(ICPs in thousands)



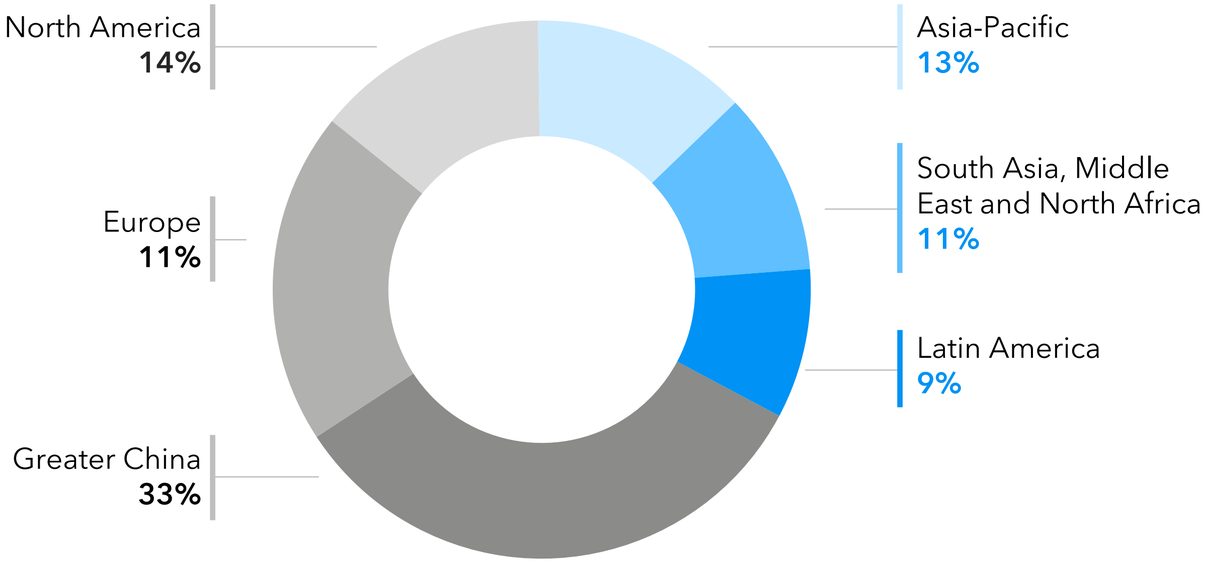
ICPs growth by region
(ICPs in thousands)



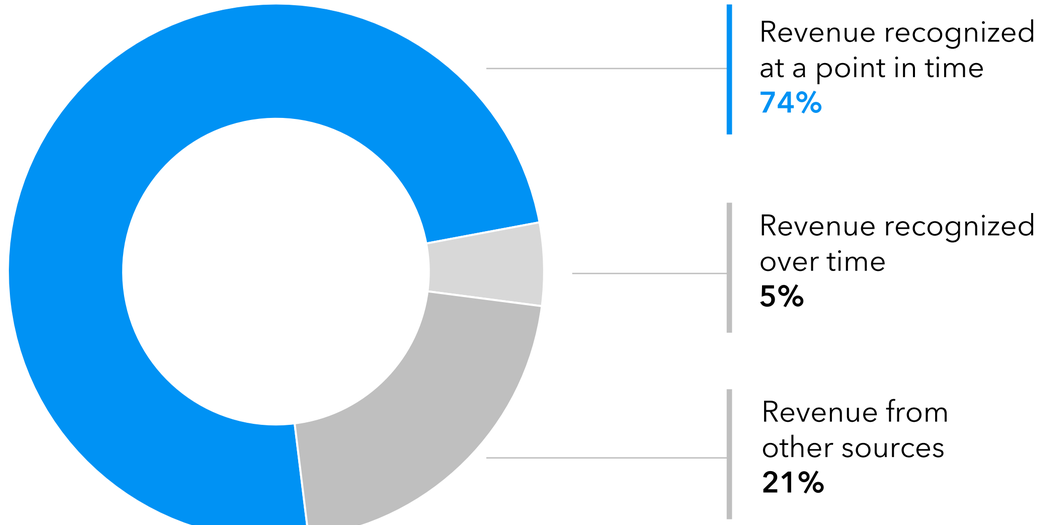
Note: Active ICPs are defined as customers with a Payoneer Account that have on average over $500 a month in volume and were active over the trailing twelve-month period; ICPs are tagged to regions in which their master account registered.

Diversified sources of revenue

Revenue by primary regional market:



Revenue from contracts with customers and from other sources:



Note: Disaggregation represents $741M of revenue over the last twelve months for the period 7/1/22-6/30/23. Revenue from other sources represents interest income from customer funds.

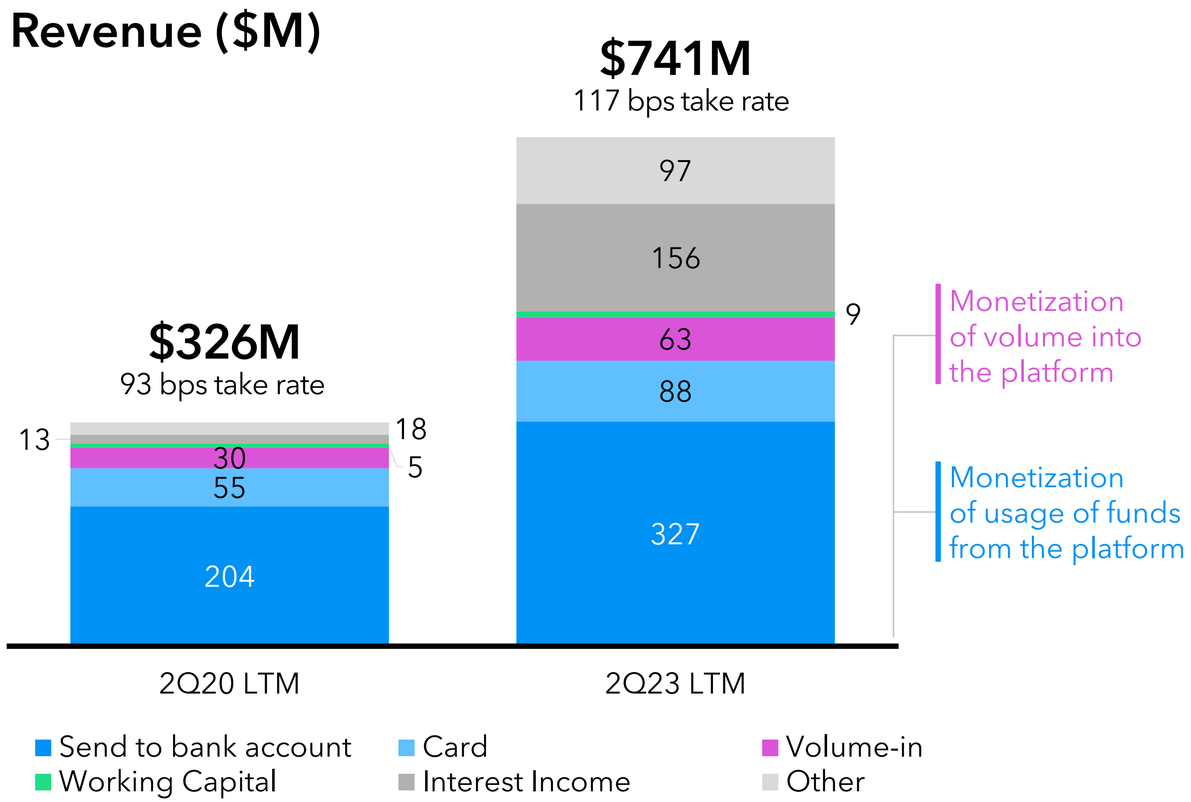
Optimizing revenue growth via cross-sell and upsell

~2.5% yield on card usage

+ ~50 bps yield on B2B volume-in, which also gets monetized when funds leave the account

+ Significant monetization of customer funds

= 24 bps take rate expansion over the past 3 years[1]



Note: 2Q20 LTM represents 7/1/19-6/30/20 and 2Q23 LTM represents 7/1/22-6/30/23.
1. Take rate expansion over the past 3 years represents the take rate for 2Q20 LTM vs. 2Q23 LTM.

Our customer-specific monetization strategy

TIME AND IMPACT

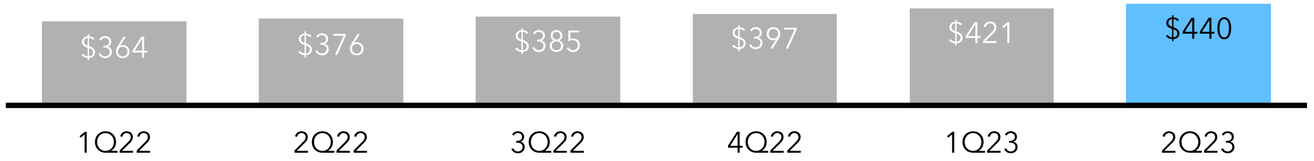
Increasing adoption of multiple products and high value services
- Commercial card
- Working capital
- Checkout

Pricing and bundling
- Route-specific pricing
- Annual account fees
- Account opening fees

Early wins in **increasing monetization of non-ICPs**
- Volume-related account fees

$10K+/month active ICP LTM ARPU

$500-$10K/month active ICP LTM ARPU

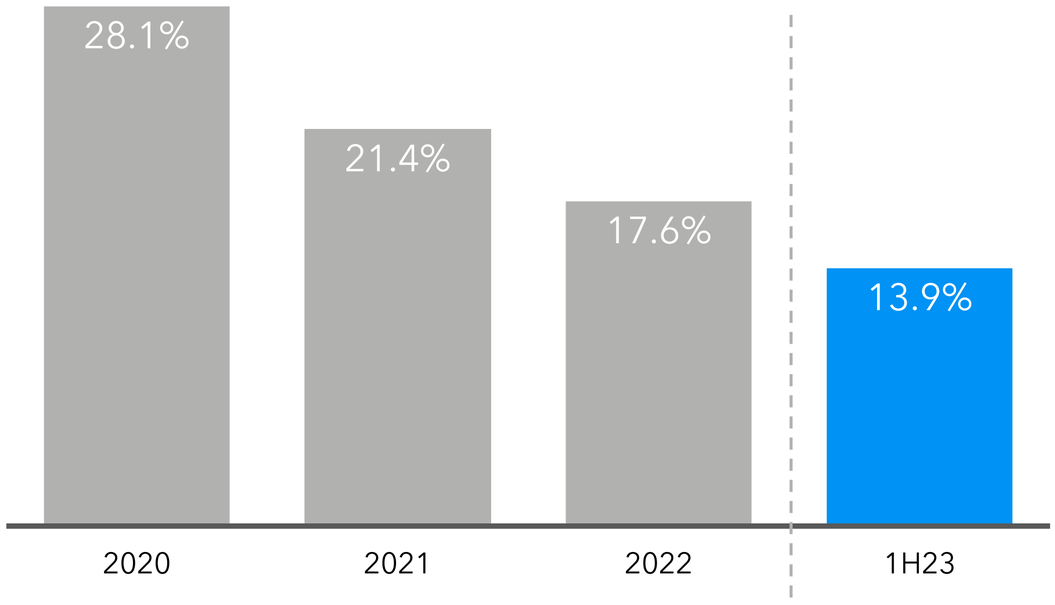


$0-500/month active non-ICP LTM ARPU

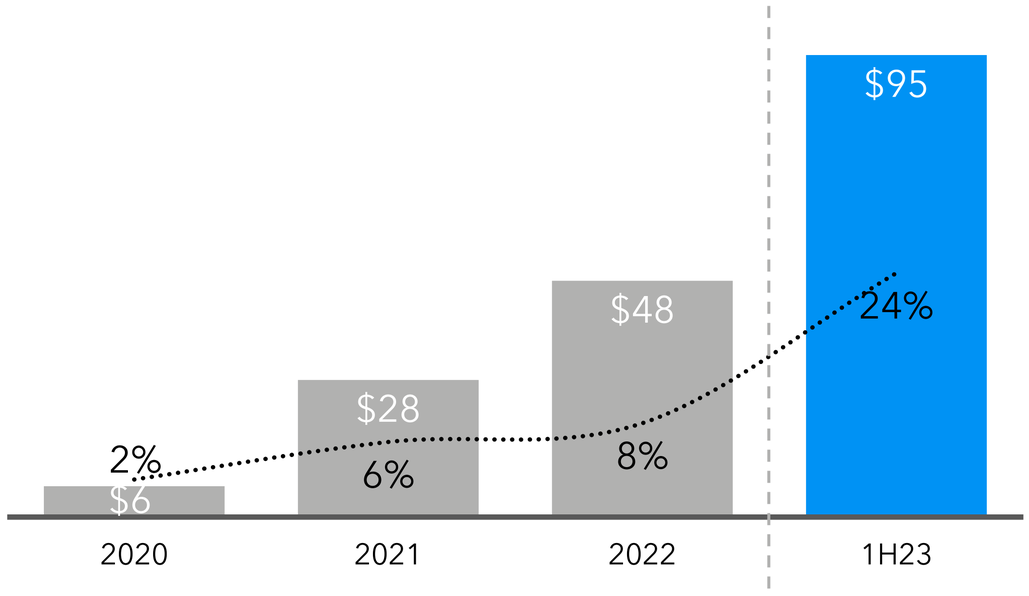
Note: LTM ARPU the trailing twelve months as of each quarter shown. Please refer to the disclaimers at the beginning of the presentation for the ARPU definition.

We are driving operating efficiencies and increased profitability

Transaction cost as a percentage of revenue

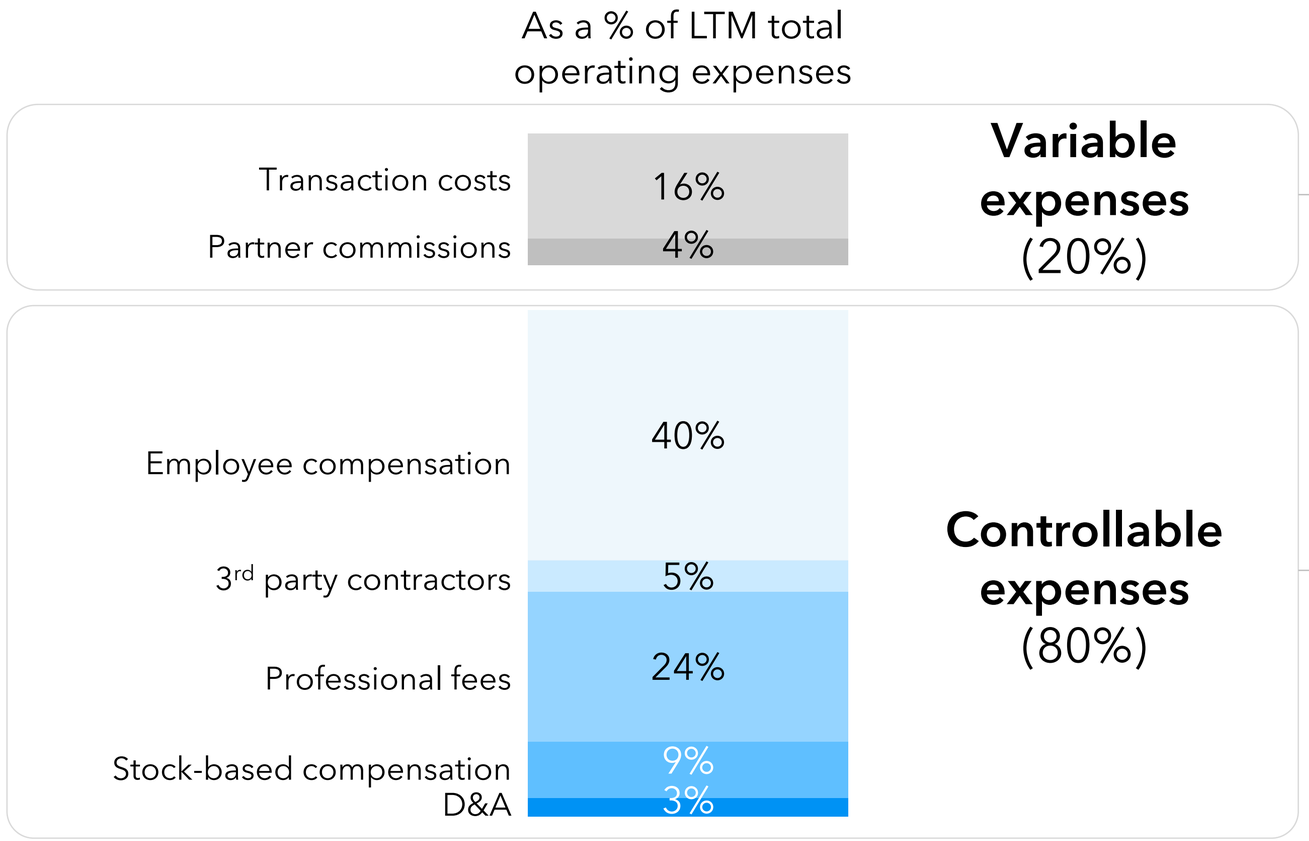


Adj. EBITDA ($M) and adj. EBITDA margin (%)



Note: Please refer to the appendix of this presentation for the reconciliation from net income (loss) to adjusted EBITDA.

Significant additional upside to unlock further operational efficiencies



Opportunity to leverage scale to drive greater economics over time

Opportunity for further cost efficiencies:

- **Platform investments**
- **AI and automation**
- **Localization initiatives**

Note: LTM total operating expenses of $706M for the period 7/1/22-6/30/23.

Our strong cash flow generation and significant cash on hand are a strategic advantage

$581M

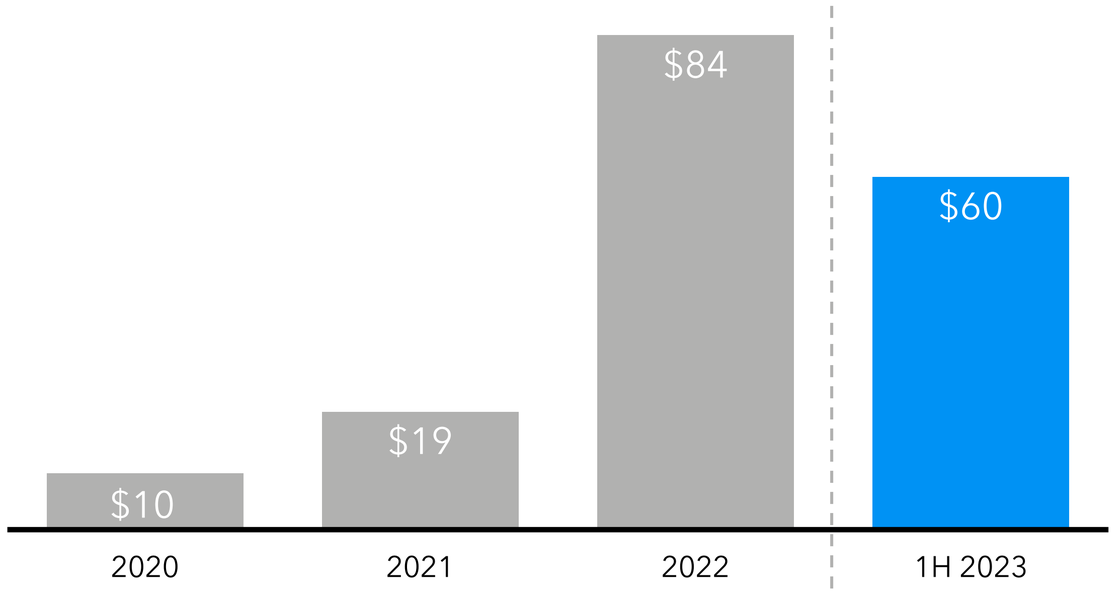
Cash and cash equivalents

+

>100%

Free cash flow conversion[1]

Operating cash flows ($M)



Note: data as of 6/30/23.
1. For the period 1/1/23-6/30/23.

Priorities for use of cash

Accelerating our product roadmap

- Enhanced B2B capabilities (e.g., accounting ERP integrations, role management)
- Expanded Checkout functionalities
- Additional card features
- Data-driven personalization to drive cross-sell
- More lending products
- Enhanced FX functionality
- AI-driven automation

M&A

- Product acceleration
- Software and services to manage cash flow and usage
- Trade finance
- Explore expansion of regulatory footprint

Capital management

- Target ~$50M of share repurchases in 2023 to offset dilution from stock-based compensation
- Actively evaluating capital structure

Our roadmap to profitable growth

2023[1]	Medium-term (1-3 years)	Long-term (3+ years)
31% revenue growth	**Mid-teens** revenue growth	**20%+** revenue growth
20% Adjusted EBITDA margin	**25%** Adjusted EBITDA margin	**25%+** Adjusted EBITDA margin

1. Represents the mid-point of the guidance provided on August 8, 2023. Revenue guidance of $820-830M and adjusted EBITDA guidance of $160-170M.

Payoneer is positioned to win

- **Significant opportunity** with 80M SMBs and a $6T market
- **Unique assets and infrastructure** built over 18 years: scaled platform, localized experience, strong brand
- **Robust balance sheet** and strong cash flow generation
- **Experienced management team** of industry leaders
- **Compelling valuation dynamics** and significant potential upside

Appendix

Reconciliation of net income (loss) to adjusted EBITDA

	Twelve months ended,			Six months ended,
	Dec. 31, 2020	Dec. 31, 2021	Dec. 31, 2022	June 30, 2023
Net income (loss)	$ (23,746)	$ (33,987)	$ (11,970)	$ 53,487
Depreciation & amortization	17,095	17,997	20,858	11,948
Taxes on income	8,320	8,711	13,586	14,919
Other financial (income) expense, net	(2,012)	6,854	10,131	(6,668)
EBITDA	**(343)**	**(425)**	**32,605**	**73,686**
Stock based compensation expenses[1]	10,892	37,013	52,150	33,100
Reorganization related expenses[2]	—	5,087	—	—
Share in losses of associated company	143	37	2	—
M&A related expense (income)[3]	—	(1,721)	(2,323)	1,272
Loss (gain) from change in fair value of Warrants[4]	—	(11,824)	(33,963)	(13,334)
Other non-recurring items	(4,304)	—	—	—
Adjusted EBITDA	**$ 6,388**	**$ 28,167**	**$ 48,471**	**$ 94,724**
Revenue	**$ 345,592**	**$ 473,403**	**$ 627,623**	**$ 398,748**
Adjusted EBITDA margin	***2%***	***6%***	***8%***	***24%***

1. Represents non-cash charges associated with stock-based compensation expense, which has been, and will continue to be for the foreseeable future, a significant recurring expense in our business and an important part of our compensation strategy.
2. Represents the non-recurring reorganizational costs that were not recorded as a reduction of additional paid in capital. The amounts relate to legal and professional services associated with the Reorganization.
3. Amounts for the six months ended June 30, 2023 relate to M&A-related third-party fees, including related legal, consulting and other expenditures. Amounts for the twelve months ended December 31, 2021 and December 21, 2022 relate to a non-recurring fair value adjustment of a liability related to our 2020 acquisition of optile.
4. Changes in the estimated fair value of the warrants are recognized as gain or loss on the condensed consolidated statements of comprehensive income. The impact is removed from EBITDA as it represents market conditions that are not in control of the Company.

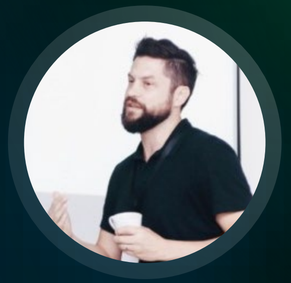
Our team here today:

John Caplan
Chief Executive Officer

Assaf Ronen
Chief Platform Officer

Adam Cohen
Chief Growth Officer

Bea Ordonez
Chief Financial Officer



Kevin Ambrosini
SVP, Corporate Development and Strategy

Elana Brickner
Chief People Officer

Erica Chan
SVP, Marketing

Tsafi Goldman
Chief Legal & Regulatory Officer

Arnon Kraft
Chief Operating Officer

Jody Perla
MD, Global Banking and Payment Infrastructure

Micheal Sheehy
Chief Compliance Officer

Michelle Wang
VP, IR

Thank you

+

Q&A