

# THE NAYAX PULSE

Attending to our customers, tending to each other



## The Corner Office

As we approach the end of 2020, it's important to reflect on what we have accomplished over this past, very unusual year.

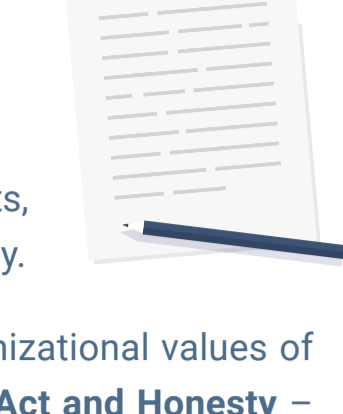
The COVID epidemic has forced us to face many challenges, on the personal, health and business levels. Our ability at Nayax to adapt quickly, ensuring business continuity was essential to continue to be successful and grow - thank you for your continued productivity and striving for success! The crisis is not over yet, but with vaccines on the way we can see the light at the end of the tunnel.

Overall, our revenue, stand at 78M USD, with 260K active devices across the world. We are still 25% short of our budget, which is why we decided to implement contingency measures across the business, specifically in HQ. However, as we approach the new year, we see a positive turn and are confident that we will be able to lift the contingency measures with the start of the new year.

We delivered on several high-profile priorities, for example in Retail we won our first tier customer with 600 POS, in EV we accelerated our footprint in Europe, and we grew the unattended retail business even during this time of COVID. Nayax made changes to support and set the stage to accelerate our growth in 2021, from building an inside sales team, strengthening the Customer Success team and building our on-boarding automation. R&D implemented multiple new methods of development and QA including QA automation to deliver the best product effectively and efficiently. Marketing increased our digital footprint, and developed an Ecommerce platform, hence becoming the first unattended company to sell online. We are proud of these successes, which, together with our business diversification in the Retail and EV channels, continue to position Nayax as the top worldwide provider for cashless solutions, ensuring a strong, innovative pipeline for the future.

Yair Nechmad, CEO

Our organization worldwide increased by 25% during the past year, bringing in new talents across all activities, and we anticipate ending 2020 with **close to 400 employees!** We plan to increase by the same rate in 2021, pending the reach of our business targets, reflecting a promising future for our company.



During 2020 we also have defined our organizational values of **OLAH – Own It, Listen and Communicate, Act and Honesty** – encapsulating our company mission and Vision of **empowering retailers to accelerate their trajectory**. We implemented a **new performance model – the 9-Box** - which will enable better align and focus on our business priorities, as well as behavioral competencies, open communication channels and providing continuous feedback between manager and employees. I believe that our values, behaviors and performance process will increase engagement and develop our unique organizational culture.

Looking ahead, our aim for 2021 is to **continue developing our strategic initiatives of digitalizing processes, customer onboarding and eCommerce sales channels**. As you know, we are also working to make an IPO this year, in which case we will all benefit as shareholders, gaining from our hard work and investment during the past years.

I would like to end by again saying thank you to each and every one of you for your hard work and commitment. As our organization becomes larger, it is not always possible for Dudu and myself to acknowledge each person separately, but I assure you that your efforts and achievements are being recognized! We encourage you to take this time of holiday and celebration to take time off work to enjoy your family and friends. We wish you and your loved ones, happiness and health in 2021.

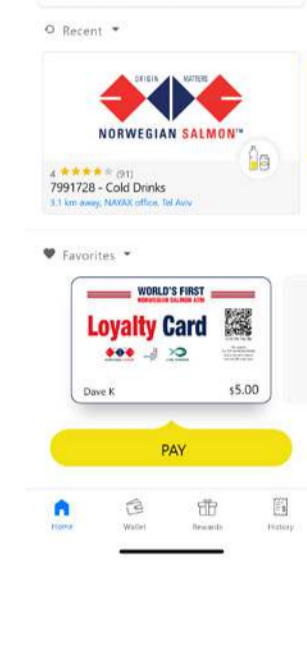
## Scan Now!

In the unattended retail space, operators have been challenged to find ways to communicate with their users, encourage loyalty and repeat sales. This limits growth and reduces the reach of automated machines.

However, with Nayax's products, using QR codes enables cross channel marketing, generating big returns for customers.

### Norwegian Salmon ATM in Singapore

Norwegian Salmon has 104 vending machines with Nayax's VPOS Touch, selling different types of Salmon. They advertised on various e-commerce sites to encourage consumers to purchase a discounted gift card which was sent to them via Monyx Wallet, using the refund process. Consumers found machines using the locator feature, and by scanning the QR code on the VPOS Touch screen, purchased the product of their choice.



Combining the use of online/digital promotions, with the unattended retail business, let Norwegian Salmon see a 75% increase in products sold from one month to the next.

### Costa Coffee in Japan

Testing the cross-channel marketing at the Tokyo Broadcasting company in Roppongi, Japan, Costa Coffee wants to enable operators to generate QR codes as loyalty coupons. Consumers are invited to follow Costa's Line Public Account and are then rewarded with discount QR code coupons that may be used to complete their purchase at Costa's self-service coffee machines, using DOT, Nayax's QR scanner.



As operators become more comfortable with tying cross-channel marketing techniques, implementing QR code generation and use into their promotions, they will be seeing increased growth and revenue, as well as more satisfied customers.

## How Am I Doing?

Our new performance model is live!

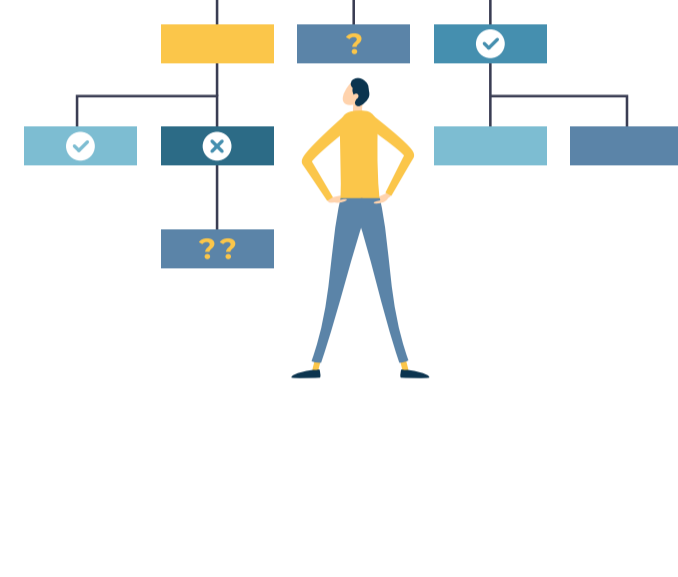
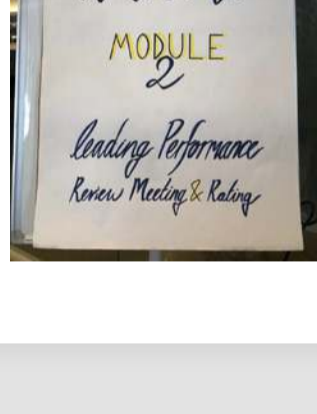
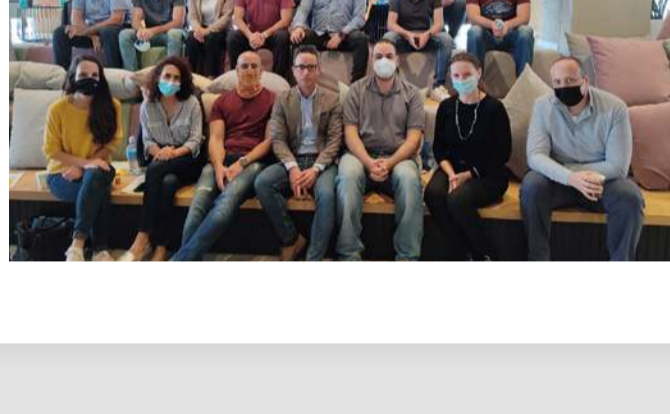
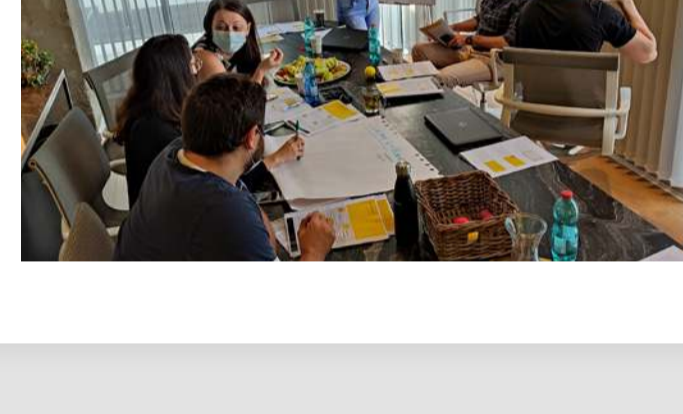
We kicked off our Performance Model, in October, and since then 250 employees around the world were trained in 19 sessions, to introduce you to our Values (OLAH), Behavioral Competencies and our 9-Box Model where we look at **WHAT** we do and **HOW** we do it.

We will now be better equipped, as an organization, to set performance standards and expectations, assess progress, provide feedback (manager to employee and vice versa!), increasing engagement and alignment.

Now that we have finished the self-assessment review step (with 98% completion rate!), we are on our way to finish the manager feedback sessions.

Thank you for your engagement and participation!

HR team



## Your new Human Resources home

## Your HR Portal is waiting for you!

Your HR Portal provides access to helpful HR related content in an easy and comfortable way - such as:

- Performance Management Toolkit
- Company Overview
- Sample Policies and Forms
- Career at Nayax
- And more....

The portal is still in working progress and we will continue to upload more materials as we go...

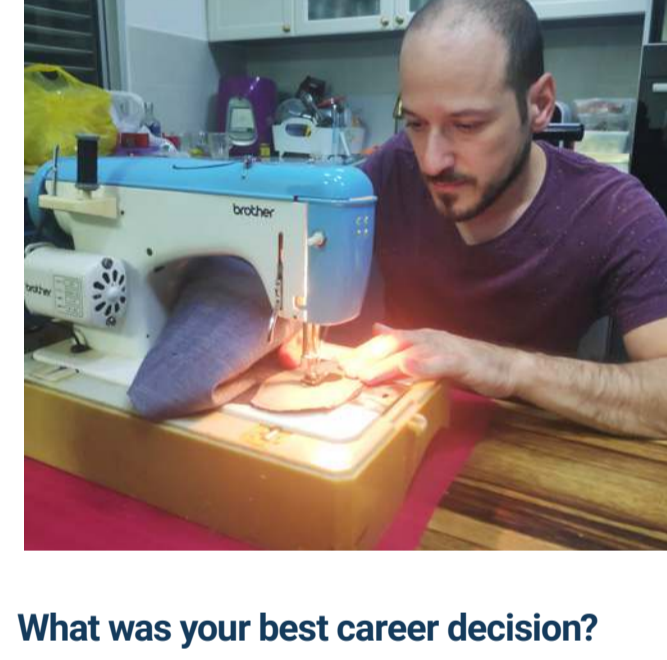
[Click here to enter the portal and don't forget to save it in your favorites for an easy access](#)

## Chronicle – a word from Nayax employees

Let's hear from our colleagues!

### Dotan Gershony's interview

Senior Product Manager, Embedded, Israel



#### What's your story?

I'm Dotan Gershony. I live in Ramat Gan with my spouse Osnat and our 2 year old son named Gon. Came to Nayax after 4 years in Elbit Systems as a system engineer.

#### Please tell us about your career journey at Nayax:

I started working at Nayax on 3/2019 as a product manager in Oleg Rozenblum's team for about 2 years on several projects and very much enjoyed working with web and and the rest of the team. I also found myself working on an embedded product called Spyder, which felt very natural to me after being a system engineer of integrated systems for the past 10 years.

I recently transitioned to Embedded Product Manager where I hope to help and give as much value as I can.

#### What was your best career decision?

If I had to look back for a best career decision, I would have to say leaving the army for the civilian market and then leaving the defense industry for Nayax... now I'm hoping that moving to Embedded is my best career decision. So, I guess my best decision is my last decision – never look back.

#### Tell us about your hobbies / what do you like to do in your spare time?

I like to tinker, and think about projects to do, and I like to build stuff, fix stuff and plan things. I have a 3D printer and a lot of tools, and when I have enough time and energy (scarce these days), I immerse myself in a nice project. I also used to brew beer but haven't for a while – I need a brew buddy, any volunteers?

#### What is your favorite place in the world and where would you like to visit when travel is back?

I will have to say Antarctica is my favorite place because it's so alien. When travel is back, I will love to visit anywhere with my family – to end the COVID cabin fever.

### Or Meir Levy's interview

Product Manager, Nayax Retail



#### What's your story?

I'm 29 years old, have lived in Tel Aviv for the past 6 years, I'm married to Yael and we are expecting a baby around April.)

I just finished my B.Sc. degree in Industrial Engineering and Management at Afeka – Tel Aviv College of Engineering.

#### Please tell us about your career journey at Nayax:

I started working in Nayax on August 2017 as Embedded QA Engineer. Around Dec 2018, I moved to the Retail Dept (which back then was only two employees, including myself) as an Integration Engineer and in the past year, I've worked as a Product Manager in Nayax Retail P&L.

Hard work and being highly motivated, while getting into the details of everything I could led me to where I am today at Nayax.

#### What was your best career decision?

I think my best career decision was to join Nayax Retail – I really think we are making a change and creating a great solution for the unattended and attended market. Working in a growing unit inside a big company is very challenging – every day brings something else to the table. However, it's very exciting and I'm very happy that I have the opportunity to take a major part in it.

#### Tell us about your hobbies / what do you like to do in your spare time?

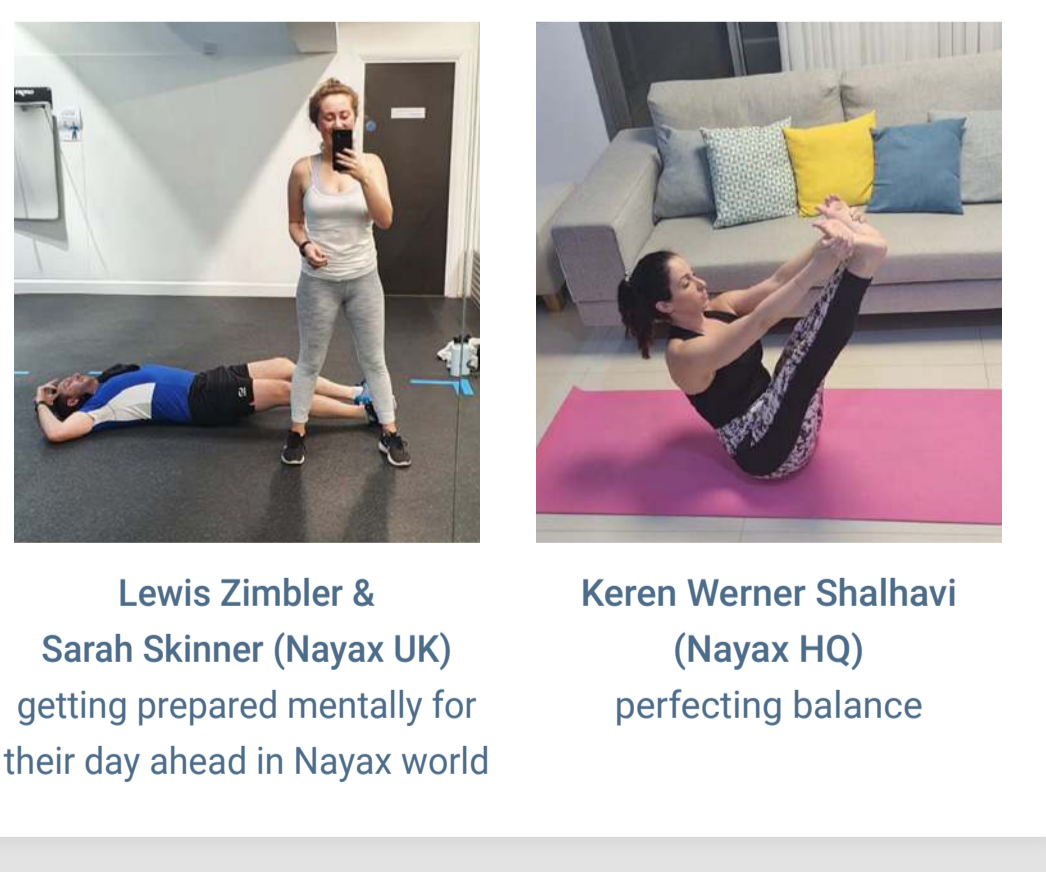
In my spare time I like reading, diving, cycling, riding on my motorcycle and running.

#### What is your favorite place in the world and where would you like to visit when travel is back?

I'm not sure I have only ONE favorite place but when travelling outside of Israel is again an option, I would like to travel to Japan – Yael and I should have been there for our honeymoon but COVID-19 ruined our plans.

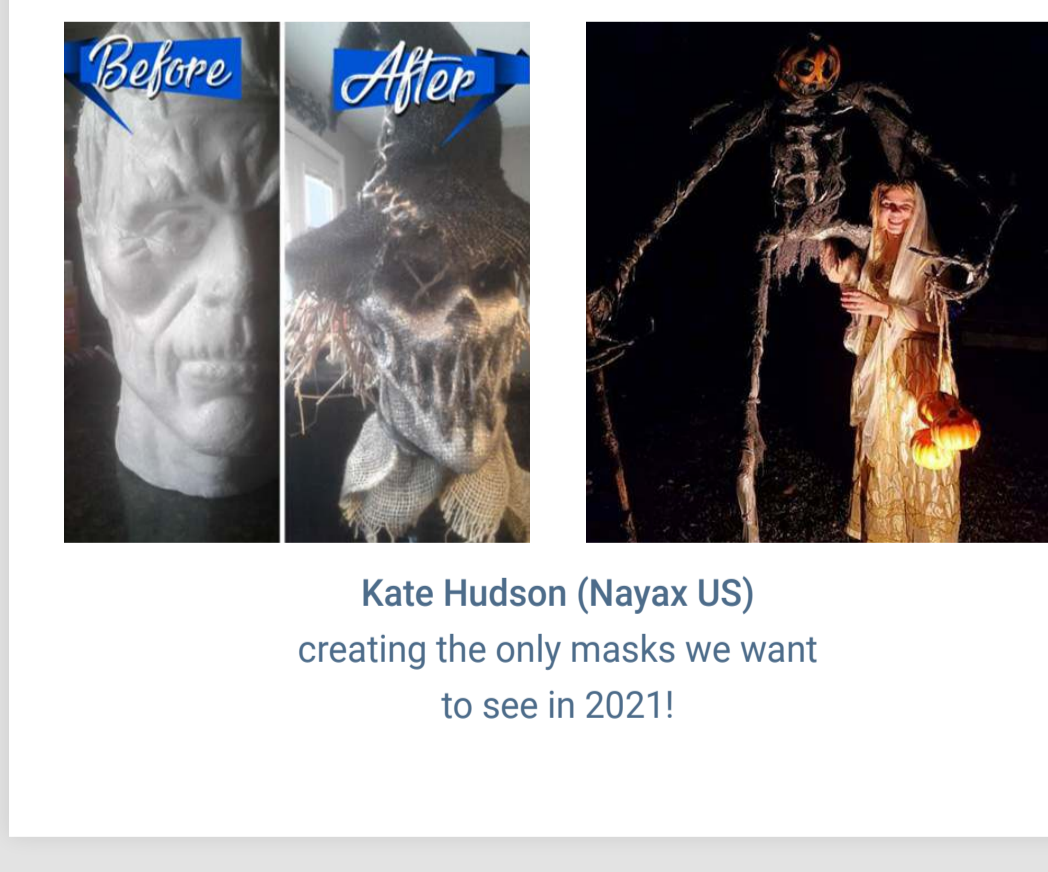
## A Picture Is a Thousand Words

These images convey this crazy year! Here's to 2021!

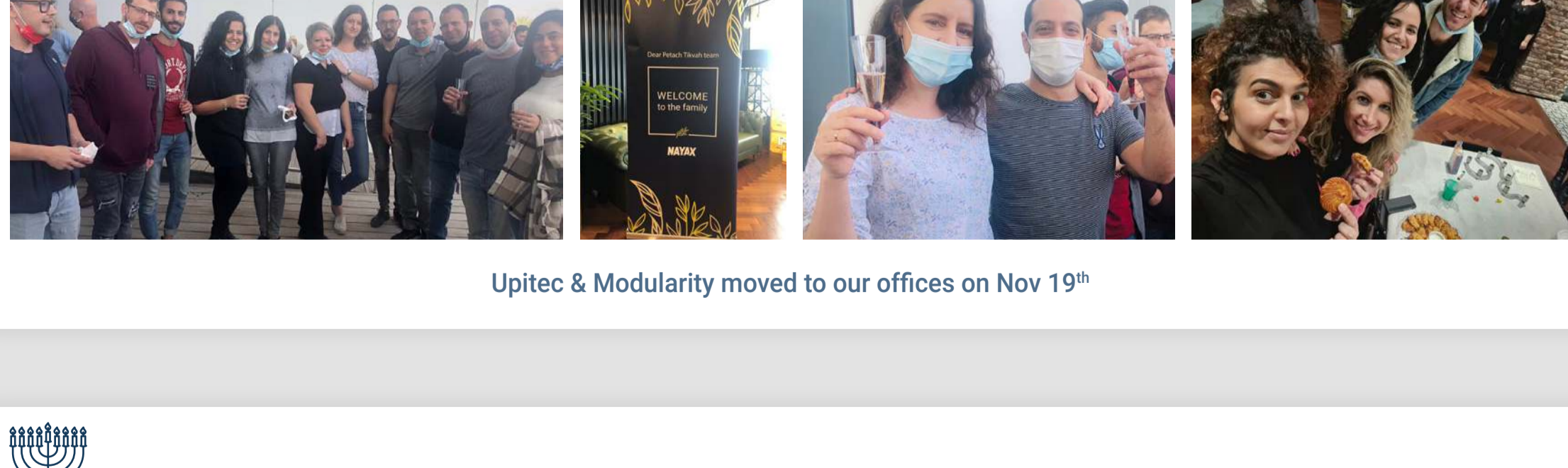


Lewis Zimble & Sarah Skinner (Nayax UK) getting prepared mentally for their day ahead in Nayax world

Keren Werner Shalhavi (Nayax HQ) perfecting balance



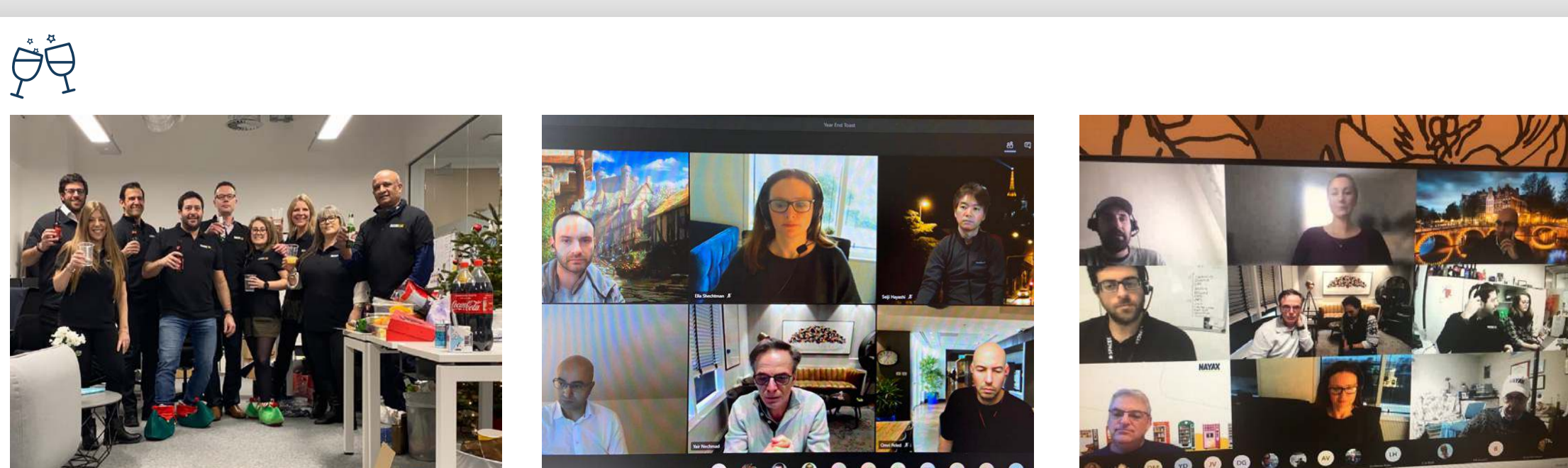
Kate Hudson (Nayax US) creating the only masks we want to see in 2021!



Uptec & Modularity moved to our offices on Nov 19<sup>th</sup>



Candle lighting and Hannukah party in Nayax's Herzliya offices



UK Christmas party

2020 Year End toast - APAC & Australia

2020 Year End Toast US & UK