

Corporate Presentation

By Mr. Chin Mun Chung
Executive Director and Chief Executive Officer

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A Year of Stabilisation and Recovery



New Leadership

New Chief Executive Officer

- **> 28 years of experience** in Singapore's technology and payment industry
- **Former CEO** of AXS Services, AXS Pte Ltd, a **leading B2C payment platform** in Singapore

New Chief Risk and Compliance Officer

- **> 20+ years of experience** in Singapore financial institution space including Great Eastern and AXS
- Deep experience with regulators in the region

Replenished Team of Professionals

- **An average 10 years** of payment industry experience
- Seasoned leadership team across Sales, Business Development, Technology, Product and Operations



New Direction

Stabilise

- ✓ Management team renewed
- ✓ Prudent cost management executed
- ✓ Regulatory compliance strengthened
- ✓ Tech capabilities enhanced
- ✓ Business collaboration deepened
- ✓ Sales pipeline strengthened

Recover

- ✓ FY25 revenue **+34% YoY**
- ✓ FY25 TPV **+17.6% YoY**
- ✓ FY25 gross profit remains stable

Advance

- ✓ Launched a new suite of B2B payment services
- ✓ Introduced a three-pronged growth strategy
  - Crypto payment services
  - Expansion in Thailand
  - B2C payment platform

Our Core Business: How OxPay Makes Money

Every time you swipe a card through OxPay's payment terminal, we earn a small fee

End user	*OxPay's digital payment platform*	*Applications*	*Merchant analytics dashboard*

Merchant

Sales

One-stop solution for all payment methods

Major Credit Cards

Alternative Payment Solutions

Online



End-to-end online payment tools, from APIs to no-code options

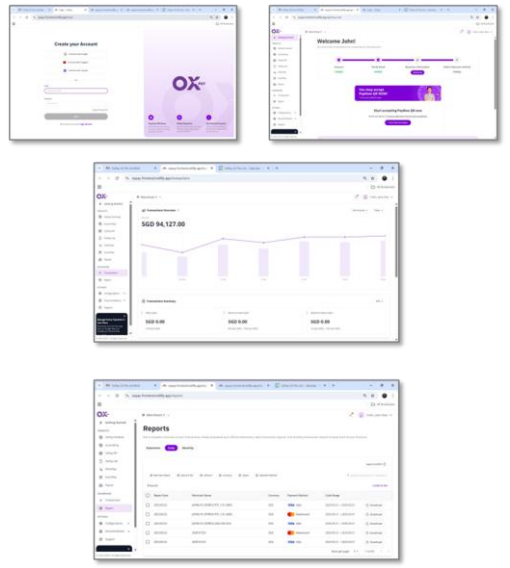
Retail



Physical terminal



SoftPOS and APM solutions designed for merchants that require mobility



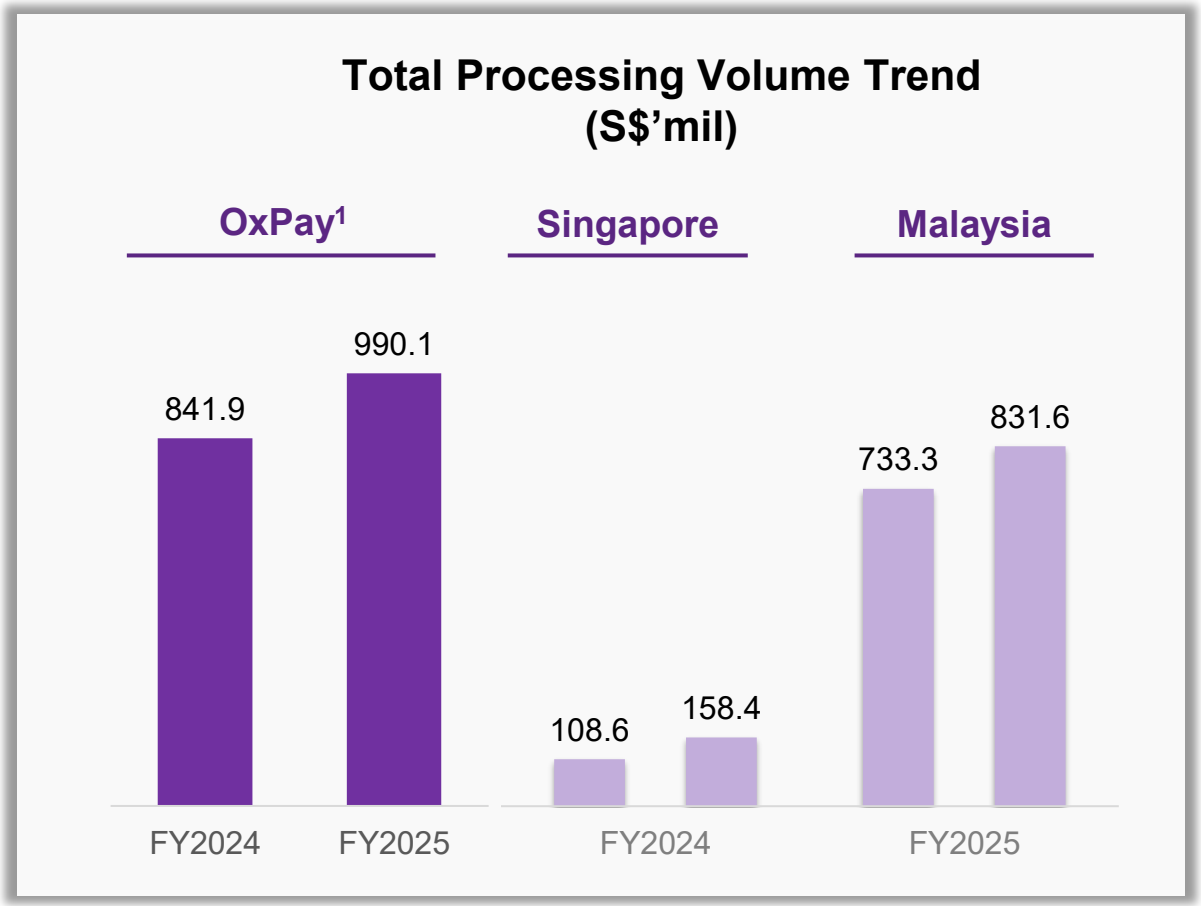
Integrated Merchant Dashboard

Key Operational Accomplishments

Oct 2025	Launched a newly upgraded suite of B2B payment services
Nov 2025	Launched a phased recovery plan with new industry veteran leadership to drive execution
Nov 2025	IPA for crypto license in GMC, Bhutan
FY2025	Raised gross proceeds of S$2.4 million to support future growth
Jan 2026	Incorporation of Bhutan subsidiary – Oxygen7 Pte Ltd
Mar 2026	Partnership with Liquid Group

→ Already contributing to TPV growth in FY2025

⇢ Expected to contribute to TPV growth upon launch



1. Thailand contributions are currently immaterial and are excluded from the charts.

Launch Of A Phased Plan To Build On Recovery Momentum

Aims to **strengthen** OxPay's B2B product portfolio while **expanding** into the broader B2C market

OxPay is a licensed B2B payment platform today

Unlocking the full commercial value of OxPay's core Merchant Payment Services

- Able to accept a suite of payment methods – cards and APMs
- Business portfolio upgrading
- Launching instant merchant sign-up to streamline onboarding and reinforce competitive edge in niche markets
- Increase in TPV by 17.6% YoY to S$990 million

Recovery momentum driven by focus and execution

- Internally, focusing on talent development, regulatory compliance, enhancing tech capabilities, and prudent cost management
- Externally, deepening engagement with business partners to improve reliability and better understand their needs

Strong confidence and trust from substantial shareholders

- S$2.4 million new capital raised YTD from convertible loan facilities and share placement

Growing momentum across B2B and B2C

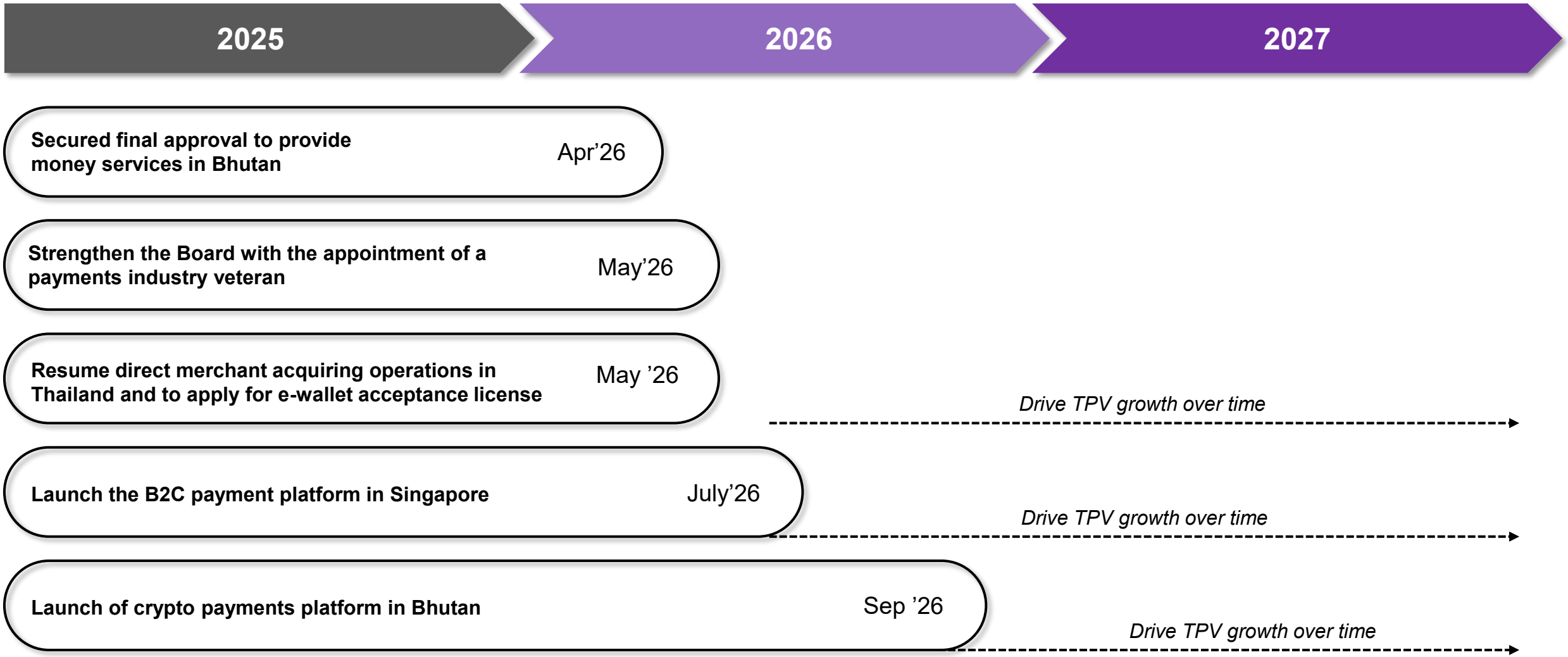
Scaling total processing volume via B2B product expansion and B2C market penetration

Launching crypto payment services in Bhutan with expansion plan to South Asia

Accelerating merchant acquiring business in Thailand

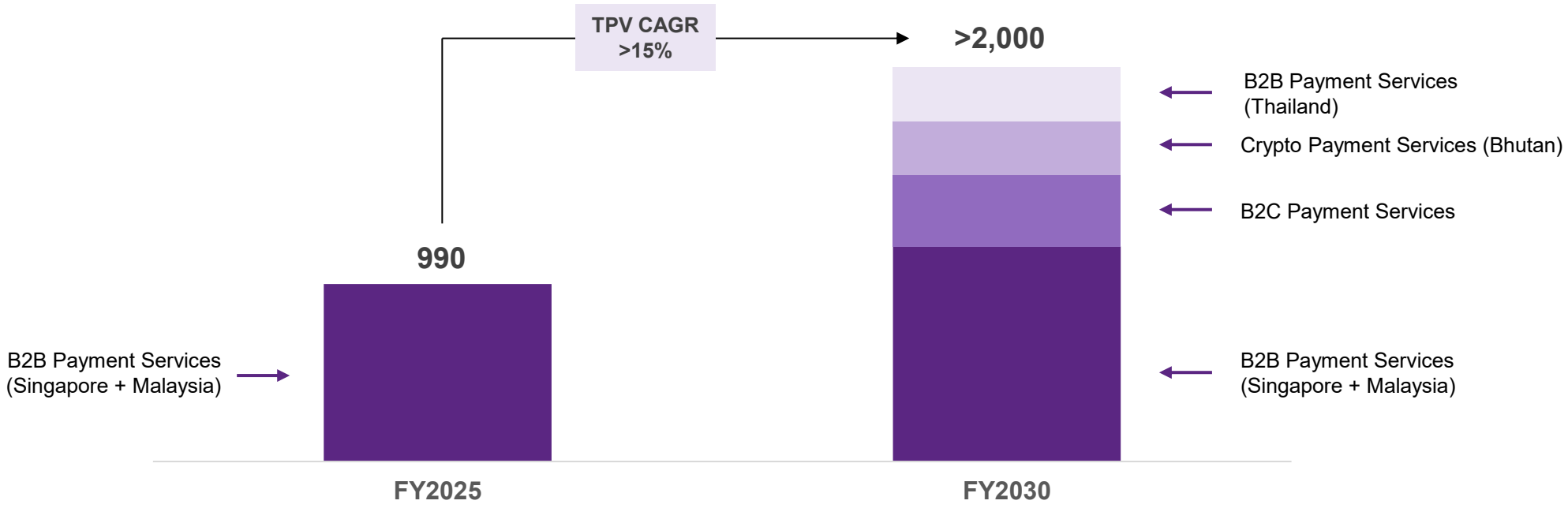
Launching B2C payments platform targeting at end-consumers

Expected Launch Timeline



Revenue CAGR of 30% by 2030

OxPay's 2030 Total Processing Volume Target (S$'mn)



- **Translates to Revenue CAGR of >30% between 2025 and 2030**
- **>30% of business coming from three new initiatives**

Key assumptions:

- Singapore: Projecting a 10% growth rate from 2028–2030, leveraging our newly upgraded B2B suite and targeted acquisition of merchants in specific categories.
- Malaysia: A conservative 7% growth rate has been applied for 2028–2030, reflecting a mature market expansion.
- Thailand: Projecting a growth rate of 30% as we reinitiate direct acquiring capabilities to capture local digital payment demand.
- B2C Platform: Projections are driven by a target acquisition of 140,000 users by end 2028, with a subsequent 10% annual growth in 2029 and 2030.
- Bhutan: Projections are aligned with our official submissions to the Bhutan GFSO

THANK YOU!



For more information, please contact:

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Appendix

Advancing Growth Strategies

Building a one-stop payment solutions platform for fiat and crypto settlement

1) Crypto Payment Services | **2) Expansion in Thailand** | **3) B2C Payment Platform**

Riding on crypto adoption tailwinds in Asia

~14.5% CAGR[1]

Projected growth in **global crypto market size** (2026-2033)

US$46T[2]

Unadjusted stablecoin transaction volume, last 12-month

Higher than Paypal (US$1.7T) and Visa (US$16T)

US$300B[3]

South Asia crypto transaction volume (Jan – Jul 2025)

+ 80% YoY

OxPay's initiatives

Obtained IPA for a Financial Service License in Bhutan to provide crypto payment services

Growth Phase 1 – Launch a crypto-enabled B2B payment platform
- Enable cryptocurrency and stablecoin acceptance for payments
- Enable blockchain-based cross-border transfers

Growth Phase 2 – Geographical expansion to South Asia

Growth Phase 3 – Support over-the-counter crypto trading

OxPay expects to take an average of 1% margin on crypto/stablecoin-related transactions

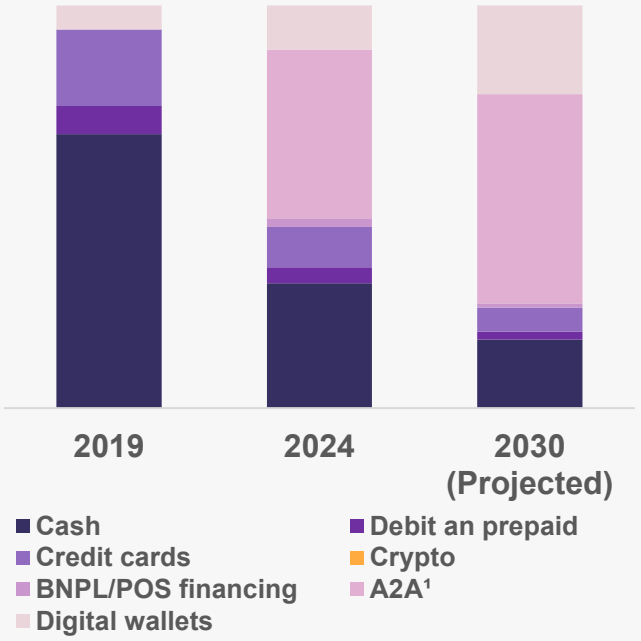
Source: Grand View Research, a16z crypto, TRM Labs

Advancing Growth Strategies

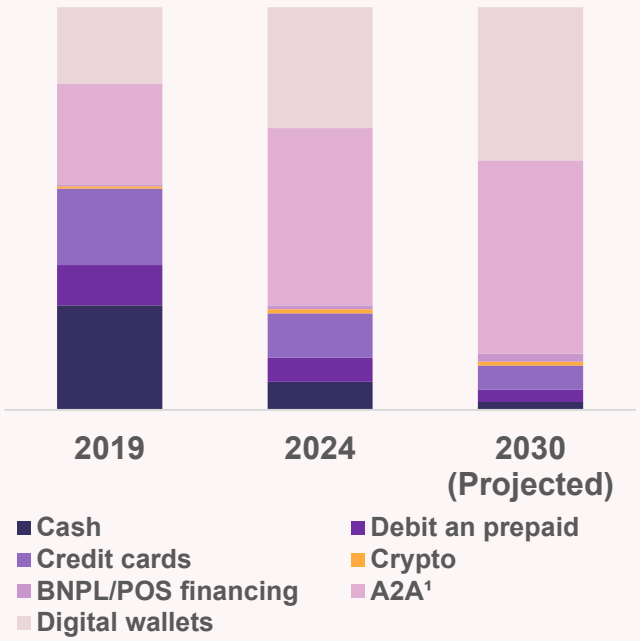
Tapping on **Thailand**'s growing demand for digital payment solutions to boost total processing volume

1) Crypto Payment Services | **2) Expansion in Thailand** | **3) B2C Payment Platform**

Share of POS[2] transaction value (%)



Share of E-com[3] transaction value (%)



OxPay's Thailand Business Growth Plan

Existing Payment Gateway License

To re-activate direct acquisition activities in early 2026

▼

Aim to boost total processing volume in Thailand

E-wallet Processing License

To apply for e-wallet processing license for complete payment solution to merchant

▲

E-wallet transaction accounts for >40% of POS and online transaction

1. A2A: Account to account
2. POS: Point of sale
3. E-com: E-commerce

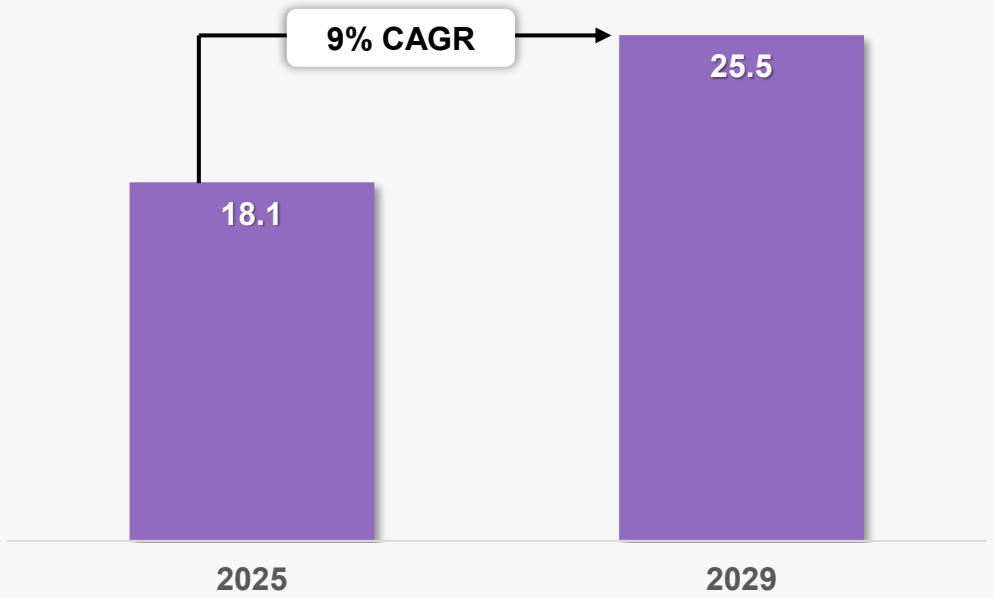
Source: Fintech Thailand

Advancing Growth Strategies

Leveraging core competencies to build a one-stop **B2C** consumer payment platform to grow total processing volume

1) Crypto Payment Services	2) Expansion in Thailand	3) B2C Payment Platform

Singapore B2C Ecommerce Market 2025 – 2029[1] (USD' Billion)



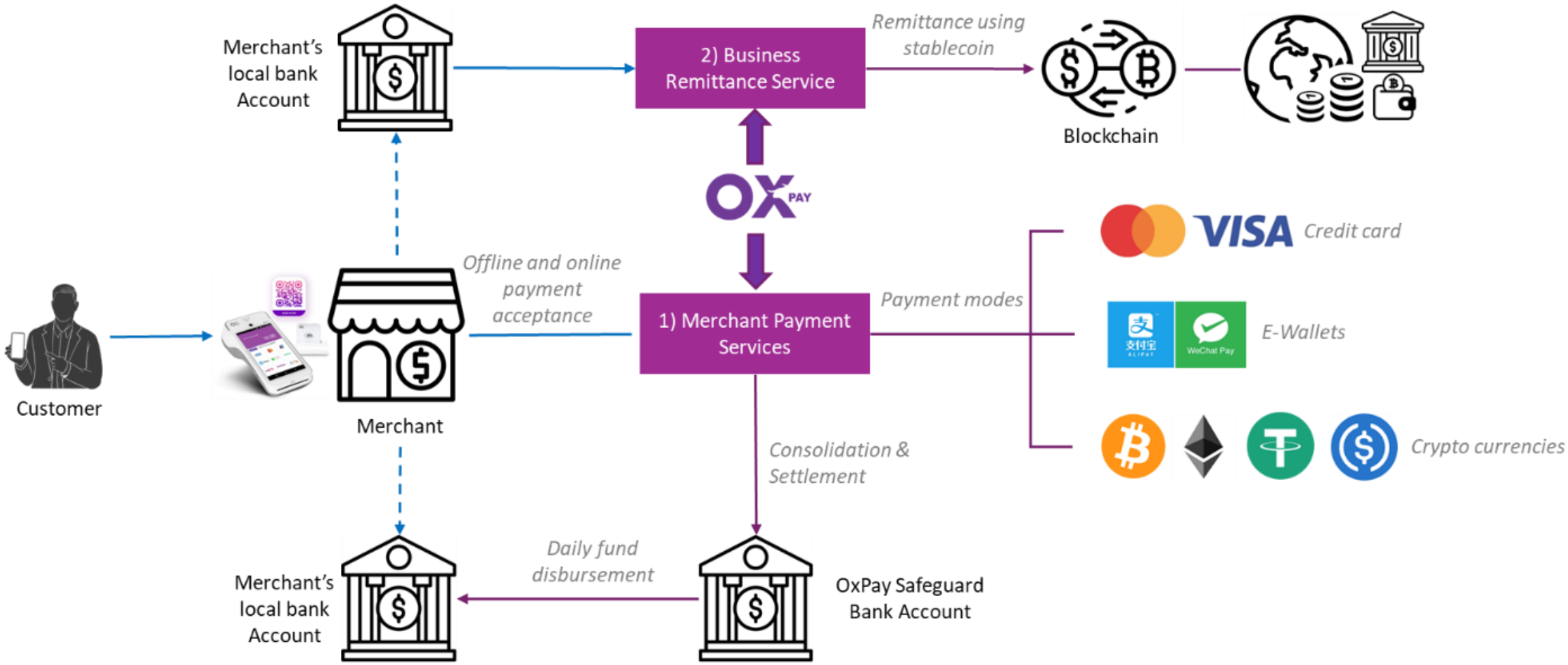
OxPay To Deliver B2C Payment Solutions Via MOBILE APP

Payment Types	Features
Bill Payments	Recurring transaction-based income, low churn
Prepaid & Top-Up Transactions	High frequency, low ticket size, transaction-based income
Overseas / Cross-border Payments	Relatively high-margin, transaction-based income
Embedded Financing	Recurring platform fee from partnerships with Fis, commission fees from cross-selling opportunities, revenue sharing income

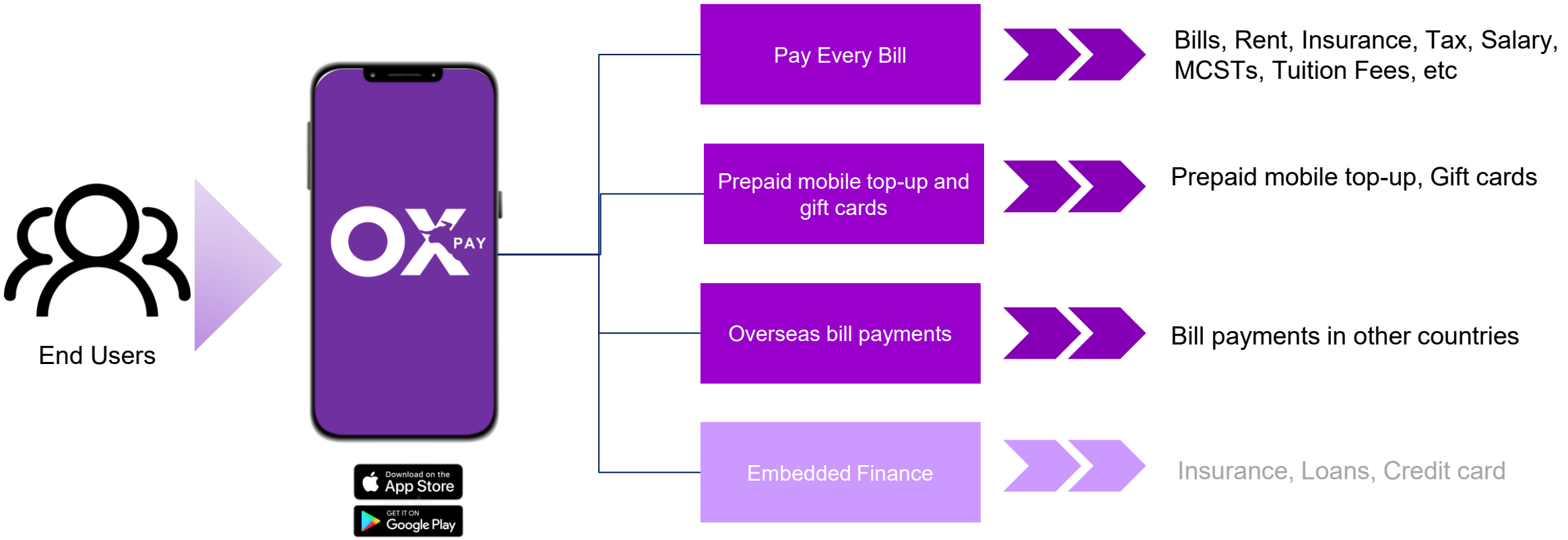
Source: Research and Markets

1. This reflects only the digital commerce segment of consumer payments and does not include offline or non-e-commerce payment flows.

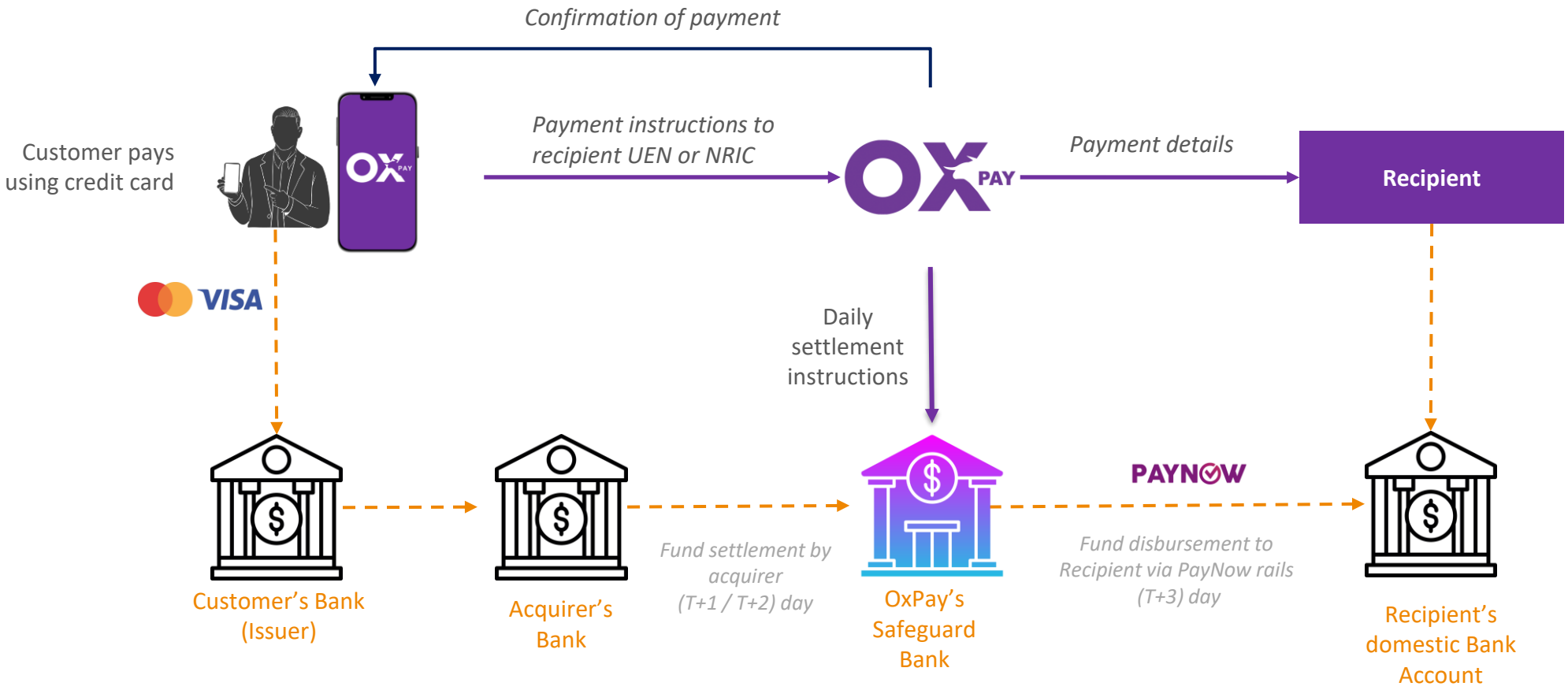
Business Model – Crypto Payment Services



Business Model – B2C Payment Platform



Business Model – Pay Every Bill Service (B2C)



Business Model – B2C Payment Flows to Service Provider Partners

