

An abstract graphic consisting of a white parallelogram tilted at an angle. Inside and around the parallelogram are numerous thin, overlapping lines in various colors including blue, green, orange, and red, creating a sense of motion and data flow.

# Investors Day Conference

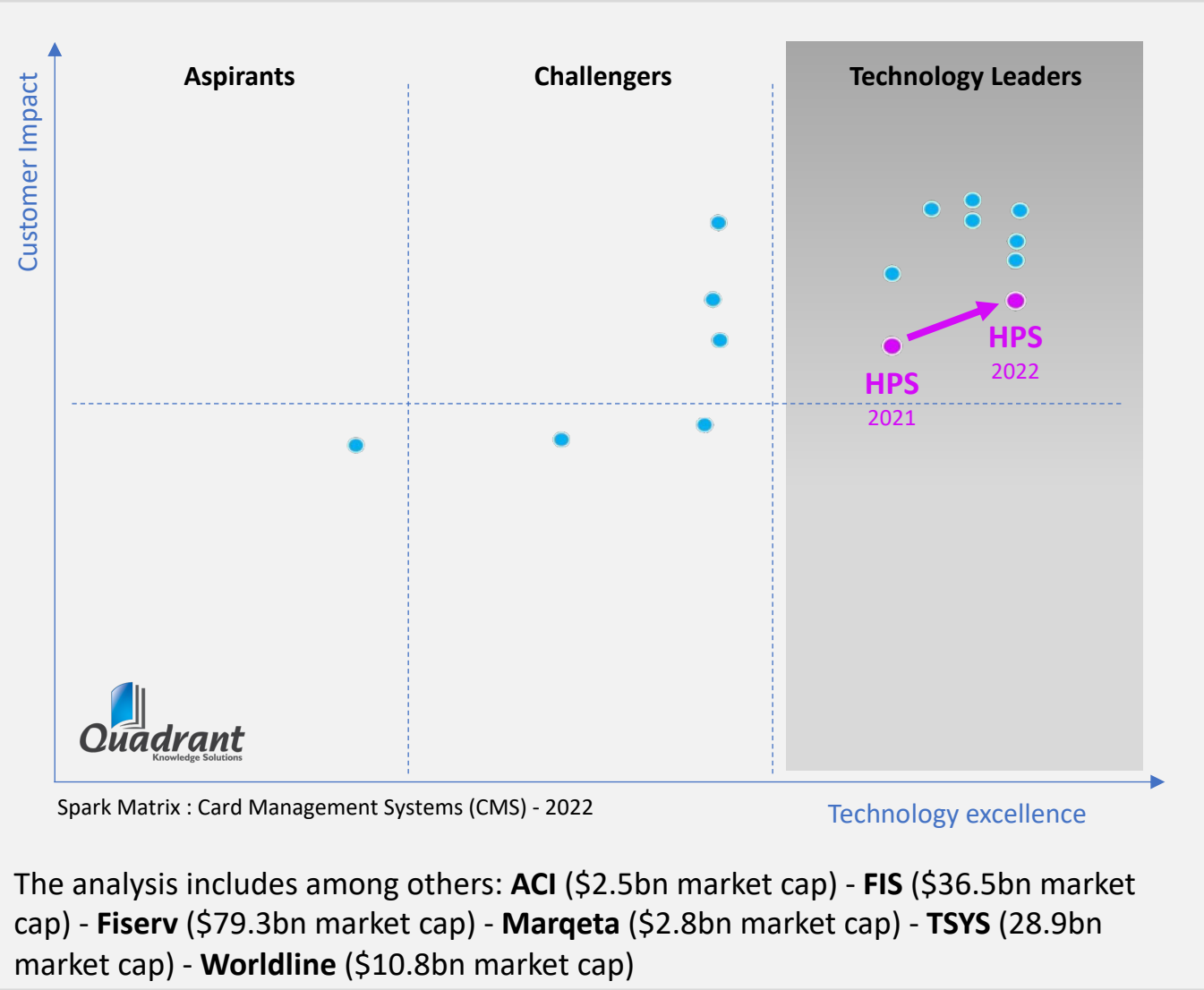
## BUSINESS & STRATEGY UPDATE

# HPS TODAY & GROWTH STRATEGY



**Abdeslam ALAOUI**  
CEO



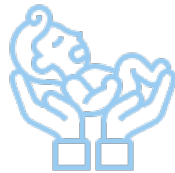


# What makes HPS one of the leaders worldwide



## STRONG R&D

**50 MUSD** spent  
over the last 5 years



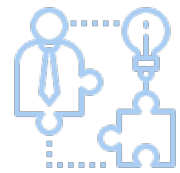
## RE-BORN

Every 10 years, PowerCARD  
is **re-developed**



## ORIGIN

**Morocco**, payment  
gateway into Africa



## FOUNDERS

**Founders** payment-  
business oriented



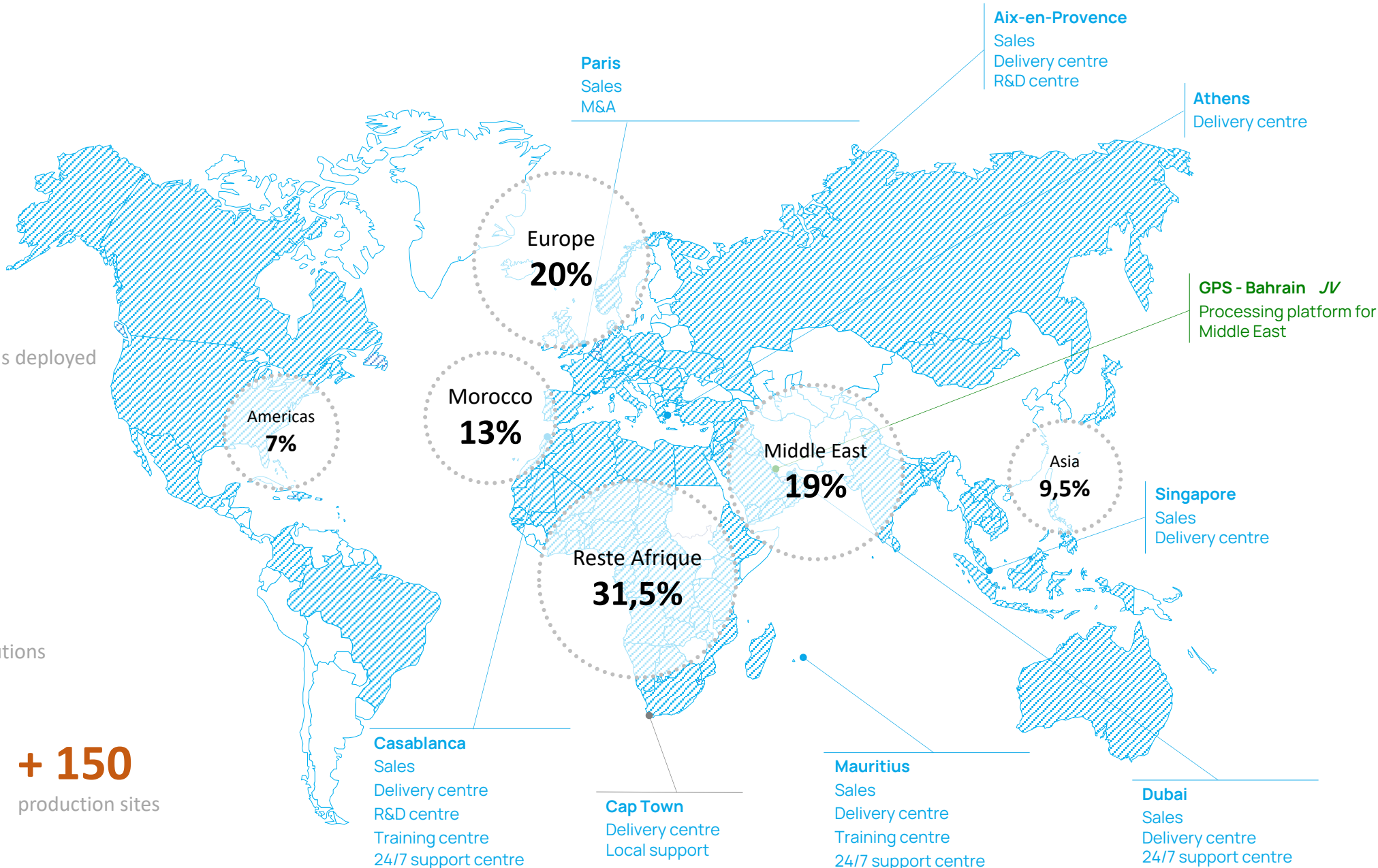
# Our footprint worldwide

**+ 95**  
Countries where PowerCARD is deployed

**06**  
National Switches

**+ 450**  
Financial Institutions

**+ 150**  
production sites



# Long-term operational performance

New logos (USD)

30.000.000

25.000.000

20.000.000

15.000.000

10.000.000

5.000.000

0

Backlog (USD)

100.000.000

90.000.000

80.000.000

70.000.000

60.000.000

50.000.000

40.000.000

30.000.000

20.000.000

10.000.000

0

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022



New logos

CAGR of 27% over 10 years



Backlog

CAGR of 19% over 5 years

- ▶ Recurring & regular revenues increase from 45% to 71%
- ▶ **New Tier-1** customers who have adopted PowerCARD technology
- ▶ Diversification of the business model with the **SaaS model**
- ▶ Initialization of **external growth** strategy with **Switching, ICPS and IPRC**
- ▶ **50%** of the result distributed in **dividends**
- ▶ Investment in **R&D of 50 MUSD** over the last 5 years, which is **14% of the revenue**



## Historic level of 2022 FY Results

- ▶ Revenues of >1 billion MAD + 21%, a 1<sup>st</sup> in HPS's history
- ▶ Net Income Group share at 117 MMAD +18%, a record level



## Booming backlog (+27.5%) setting the company up for revenue acceleration in 2023

- ▶ Doubling of sales led to growth of 84% growth in projects backlog and 49% growth in upselling backlog
- ▶ Strong sales performance and backlog is expected to translate into organic 20-25% revenue growth in 2023



## Recurring and regular revenues represent > 70% of HPS revenues

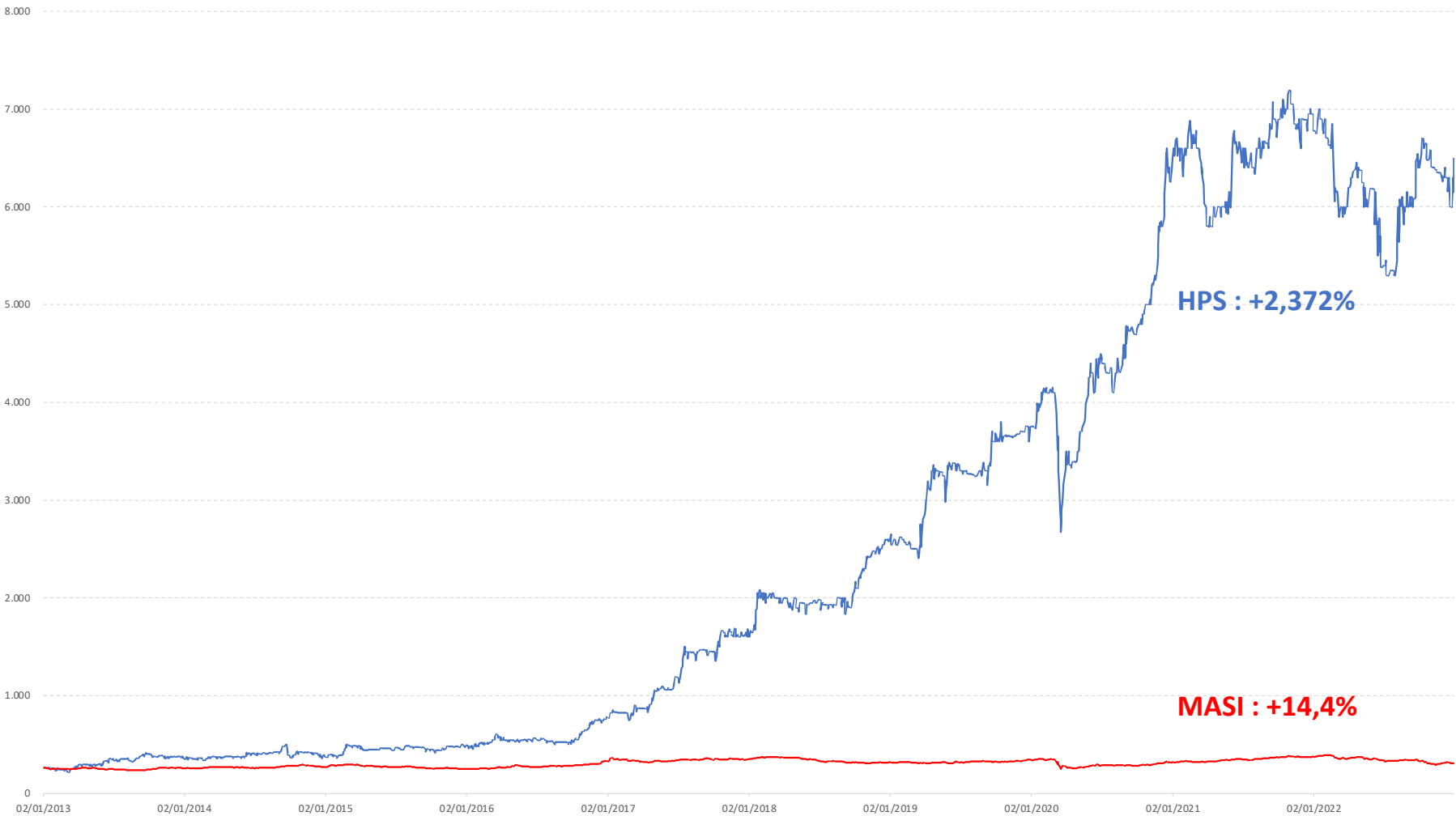


## Successful roll out of PowerCARD V4 with major contracts won



## Pursuit of strategic direction to grow geographic footprint & focus portfolio

# Strong shareholder value creation



Performance over 3 years

**+73.3%**

Performance over 5 years

**+306%**

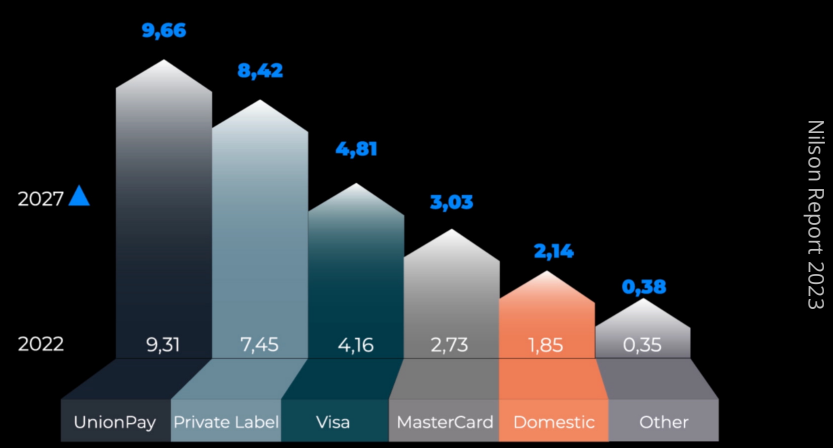
Performance over 10 years

**+2,372%**

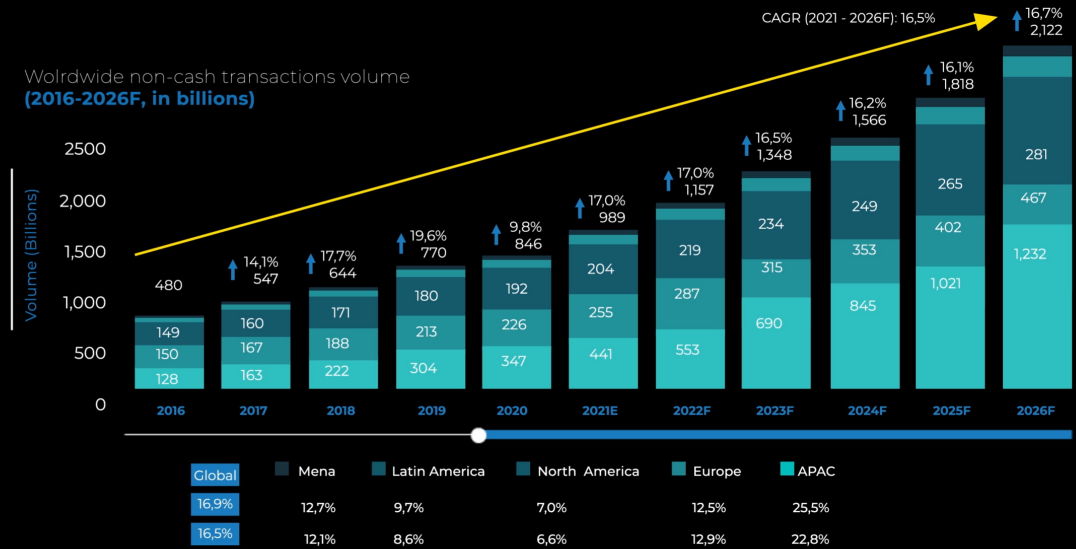


# Our Market

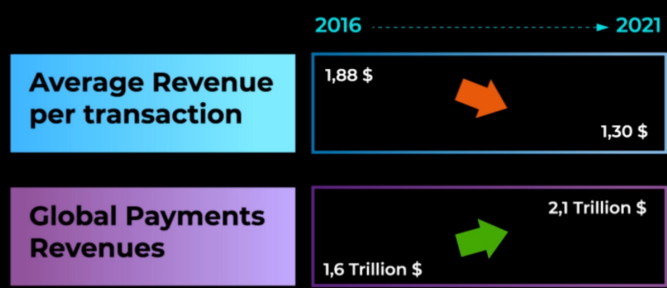
## Number of cards in circulation



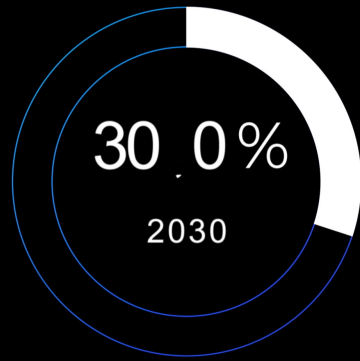
## Global volume of non-cash transactions



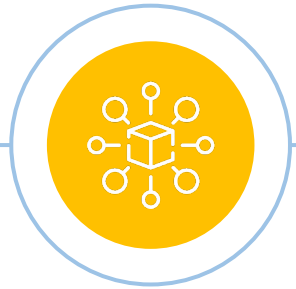
## Revenus



## Contribution of the digital economy to global GDP



## NEW GOVERNANCE STRUCTURE



- Segregation between the roles of Chairman of the Board and CEO and appointment of Abdeslam Alaoui as new CEO
- Appointment of 3 new independent directors
- Creation of a new Strategy and ESG Committee attached to the Board
- Creation of a new Executive Committee

## STRATEGIC REVUE



- Evaluation of strategic alternatives by the Executive Committee
- Co-construction of the Transformation Program with all managers

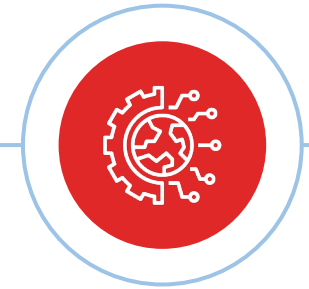
## FUTURE ORIENTED



### Transformation Program:

- Acceleration to achieve average annual growth between 20% and 25%
- Strengthening HPS' resilience
- Strengthening of the group's activities in the Americas and Asia

## ALIGNMENT PROGRAM



### Organizational alignment to support the Transformation agenda:

- Simplify the Sales organization
- Placing innovation at the heart of our strategy
- Support the M&A Strategy
- Consolidate the ESG strategy

Aligning employees with shareholder value and business performance

## Sustainable growth

- ▶ New business stream
- ▶ New territories stream
- ▶ New business models
- ▶ M&A stream
- ▶ Partnerships stream

## ESG

- ▶ HPS Corporate Social Responsibility
- ▶ Promote a sustainable industry and infrastructure, and improve innovation
- ▶ Reduce global environmental impact
- ▶ Commitment to youth through HPS Foundation

## Work environment

- ▶ Increase employees' stickiness
- ▶ Strengthen succession planning and continuity in all critical positions
- ▶ Strengthen training plans to reinforce expertise and management streams



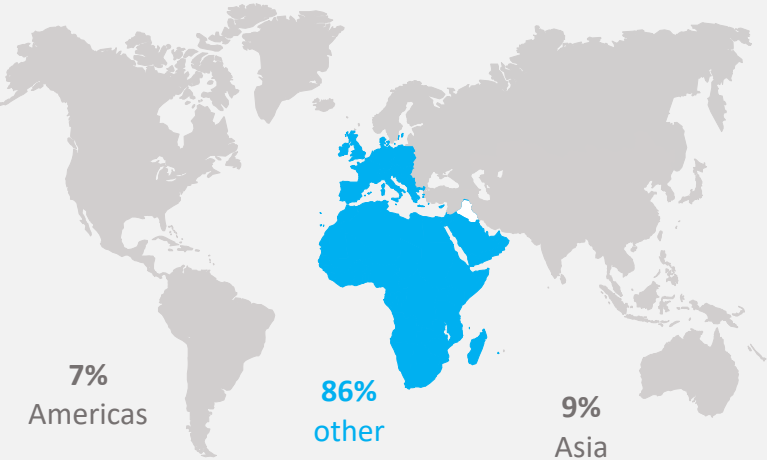
## Product & service quality

- ▶ Software versions consolidation
- ▶ Package of the software in order to minimize deployment effort
- ▶ Build “ Ready product” to support B2B2C offer

## Operational excellence

- ▶ SaaS infrastructure consolidation
- ▶ Convergence of PowerCARD versions in production
- ▶ Strengthen compliance, IT Security and Data Protection processes

## HPS in 2022



## ACCELR8

Organic growth  
**12% < CAGR < 17%**

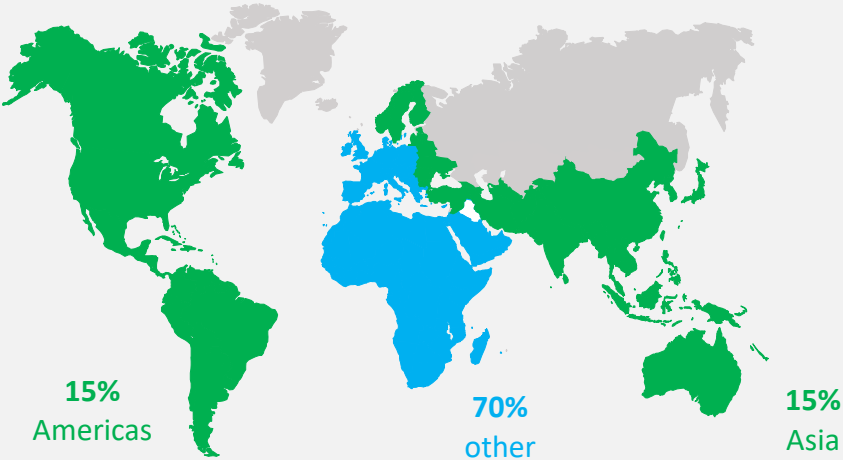
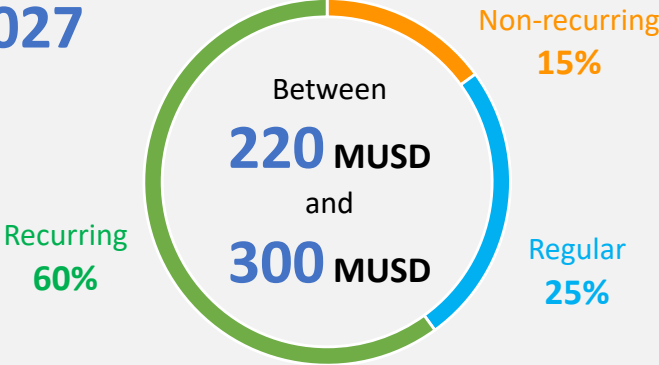
External growth  
Between **40 MUSD** and **80 MUSD**

EBITDA margin  
Between **25%** and **30%**

Resilience  
**60% recurring** in 2027

Geographical positioning  
Americas & Asia between **80** and **100 MUSD**

## HPS in 2027





# POWERCARD V4

## At the heart of AccelR8



**Pierre-Olivier SAINT-JOANIS**

Software Factory



## CLOUD NATIVE

**Scalability:** Customers instantly scale up or down their IT resources helping businesses save costs

**Cost-effectiveness:** Enterprises moving to Cloud technology achieves significant cost saving in addition to transitioning from Capex at Opex models



## MICRO-SERVICES

**Scalability:** Scaling of individual services

**Flexibility:** Microservices developed, deployed, and maintained independently

**Resilience:** Small and independent components will help to increase system resilience and minimize the impact of failures

**Ease of maintenance:** Microservices are easier to maintain than monolithic applications

**Faster development:** Microservices are developed in parallel



## DATABASE AGNOSTIC

**Constraint free:** Utilizing state-of-the-art database technology solutions considered best-in-class for each data storage need

**Costs effective:** Utilizing the cost-effective database technology solutions for each data storage need

**Flexibility:** With database technology-independent software, each implementation is made with the most adapted database technology (regional presence, customer support...)



## FUNCTIONALITY COVERAGE

Full Coverage of the Payment value chain and Payment Operations cycles, for Issuing, Acquiring and Switching. Our offer today has the best fit to the needs of incumbent and new-comers of the payment industry (Banks, FinTech's, Retailers, Switches, etc...) by providing the right level of serviced technology to each segment.



## *Customers business acceleration*



### All in real-time



Instant Payouts



Parallel processing



Real-time operations



### User experience



Digitized journey



Service extensibility



Enhanced engagement

*Save costs, direct and indirect*

## Save direct software CAPEX and OPEX costs



### Scaling costs

- Pay-As-You-Go
- Scale resources as needed
- On demand elasticity



### Database costs

- Database portability
- Open source alternatives
- Multi-model support



### Multi-Cloud

- Components spread through multiple cloud providers
- Move when needed



*Save costs, direct and indirect*

## Example of cost breakdown on AWS

**Sizing assumptions:** 100 TPS, 10M Cards, 500M Transactions

**Modules :** PowerCARD-Switch + PowerCARD-Issuer

### Version V 3.5



*Save costs, direct and indirect*

## Example of cost breakdown on AWS

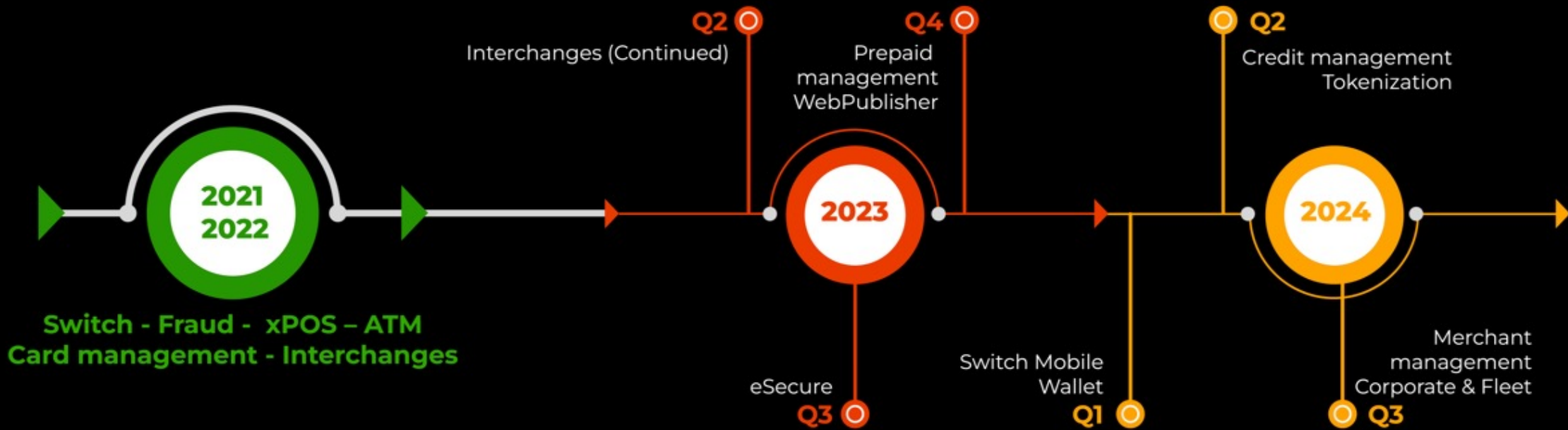
**Sizing assumptions:** 100 TPS, 10M Cards, 500M Transactions

**Modules :** PowerCARD-Switch + PowerCARD-Issuer

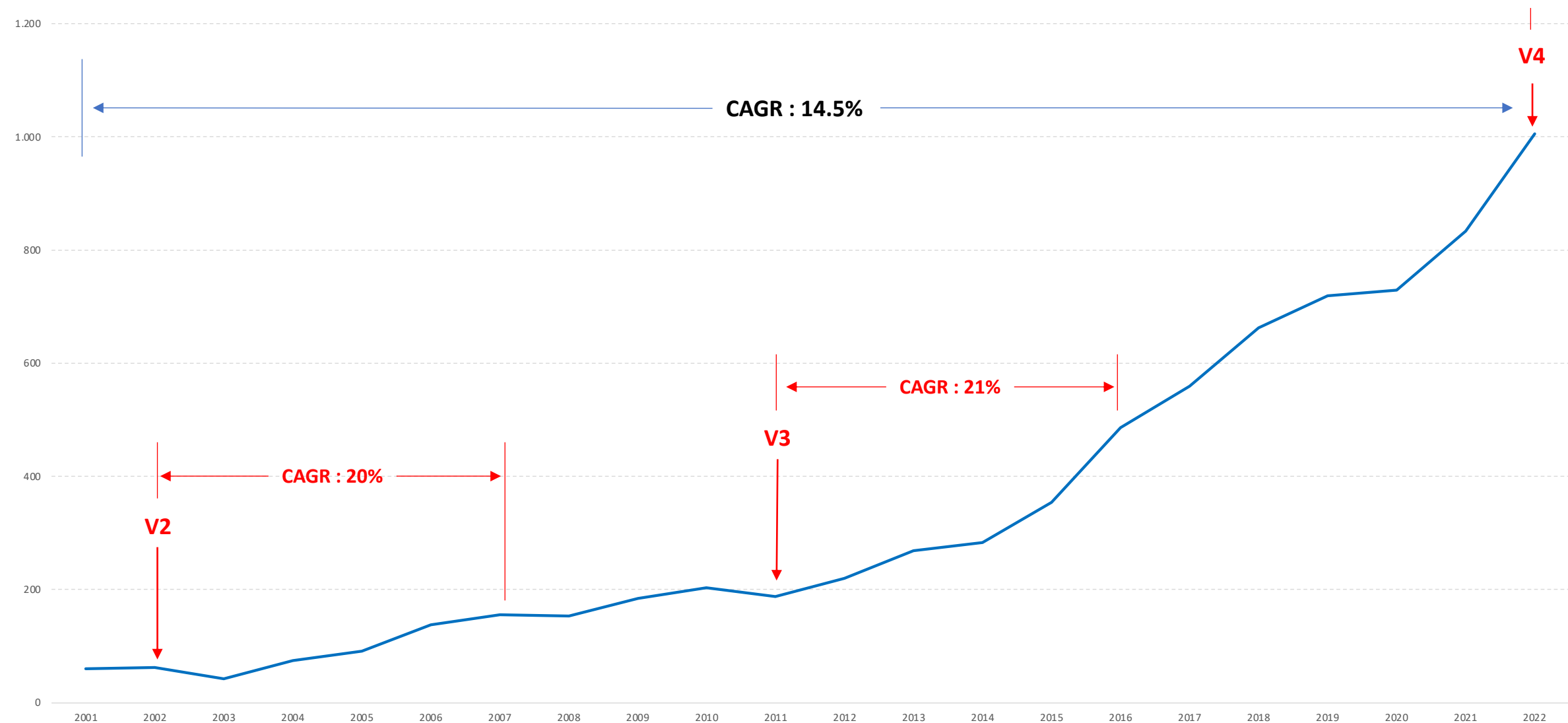


**85 % decrease in the Infrastructure cost**

## Roadmap



# The new versions are growth accelerators



# CONVERGENCE PROGRAM

Productivity, quality, and costs



**Mohamed CHAIBI**

Payment Services

## Large number of PowerCARD versions in production



### Potential to reduce maintenance costs

Rationalization of maintenance and operation teams



### Multiplication of PowerCARD instances

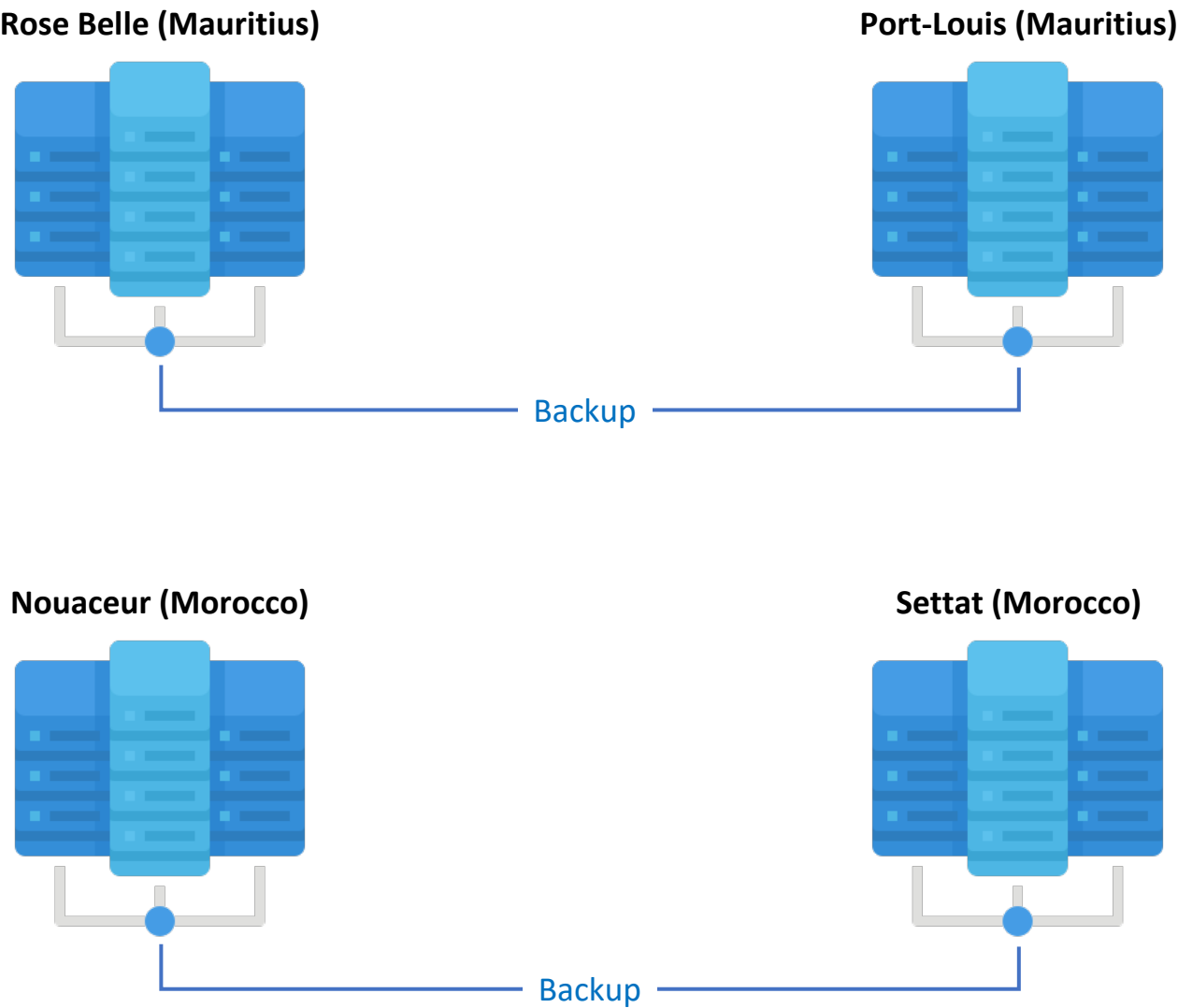
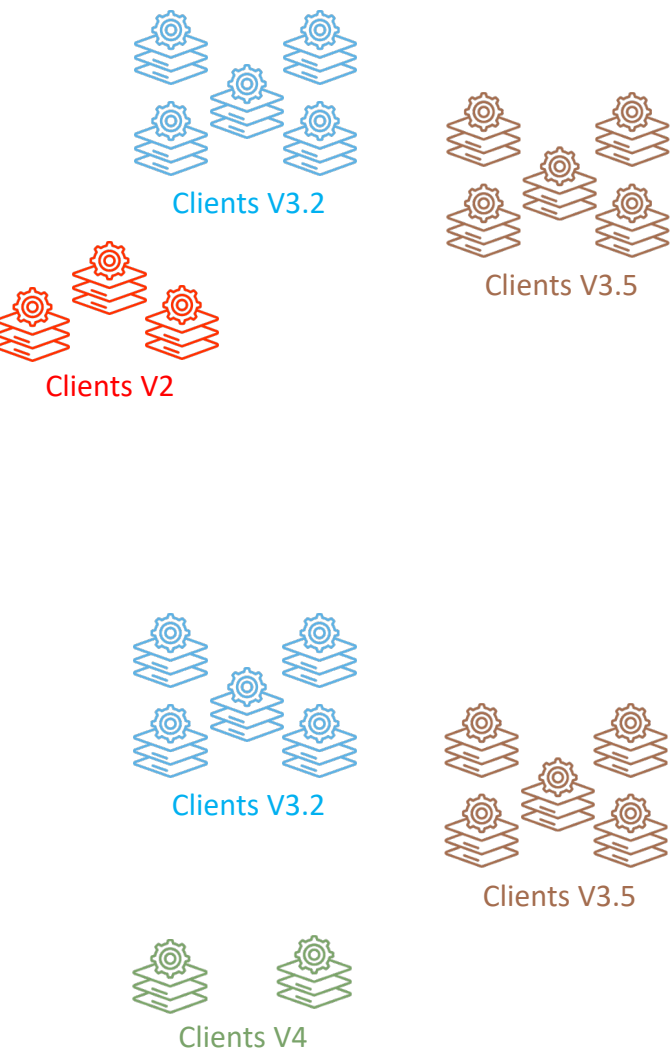
Heterogeneous infrastructures, significant operating effort and different level of industrialization from one platform to another



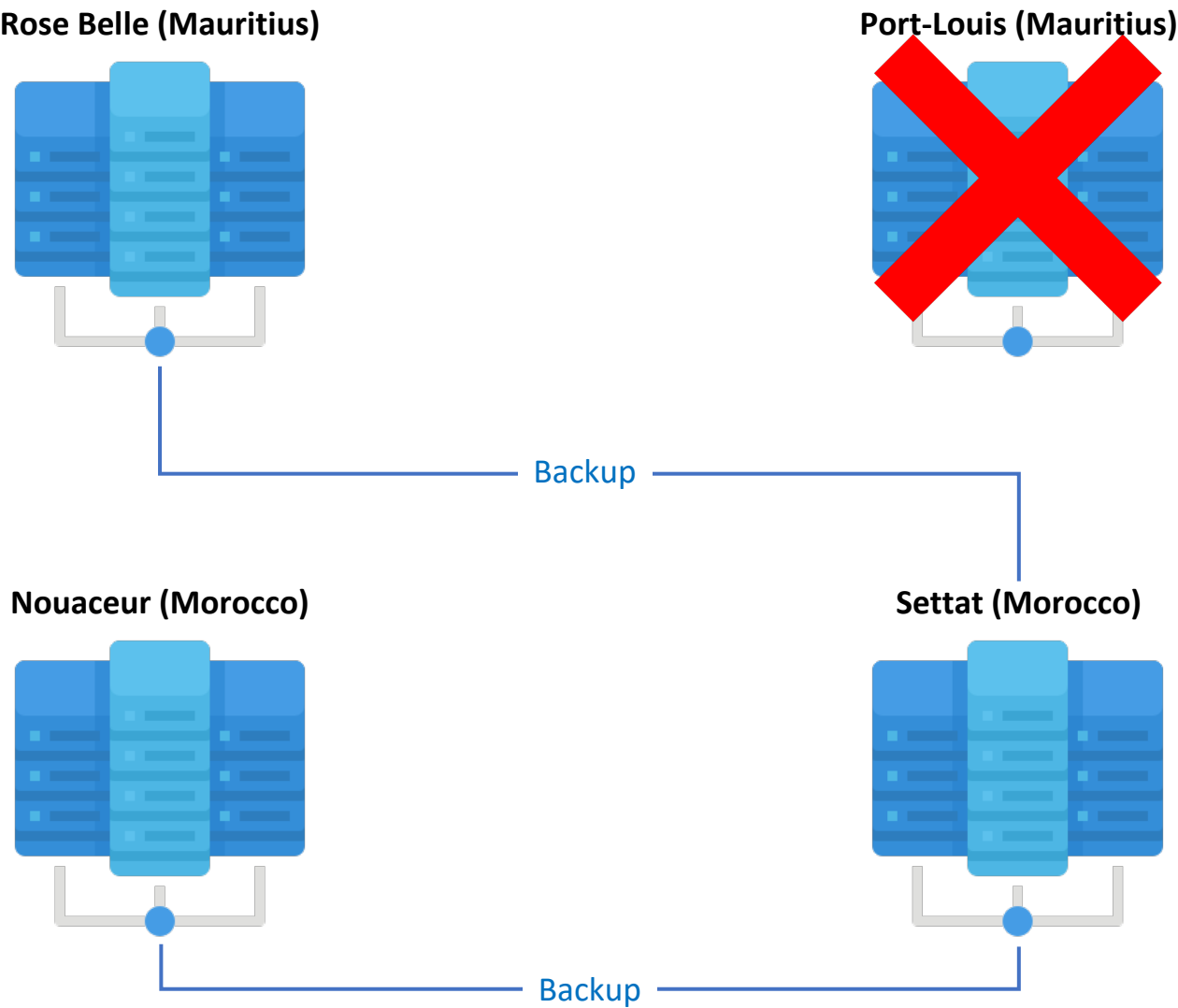
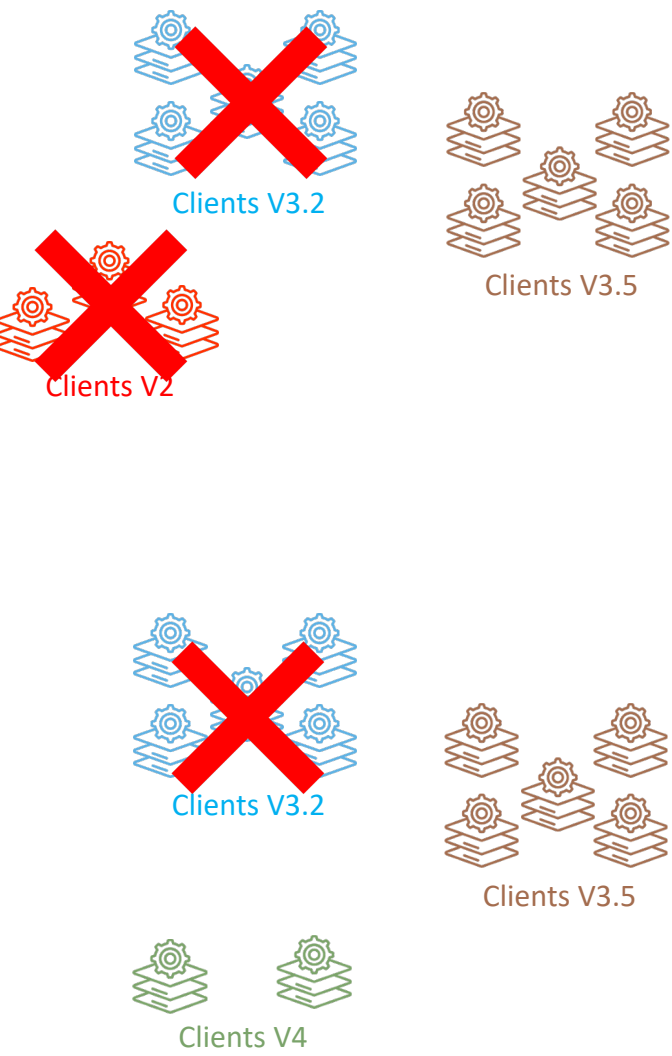
### Platforms modernization and Cloud migration

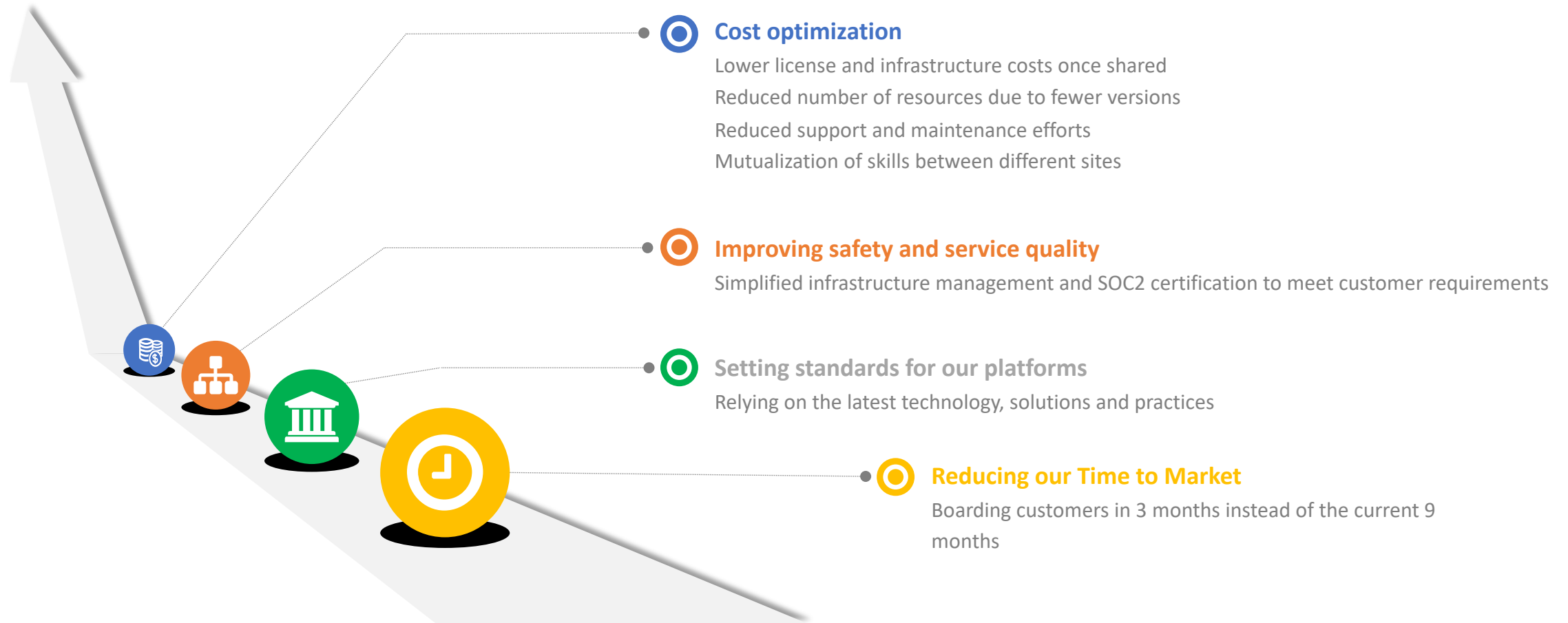
Greater ability to attract talent to work on its technologies of the future











# Expected benefits

< 15 PowerCARD instances

A unique PowerCARD version on multi-client instances

≈ 30% reduced operating costs

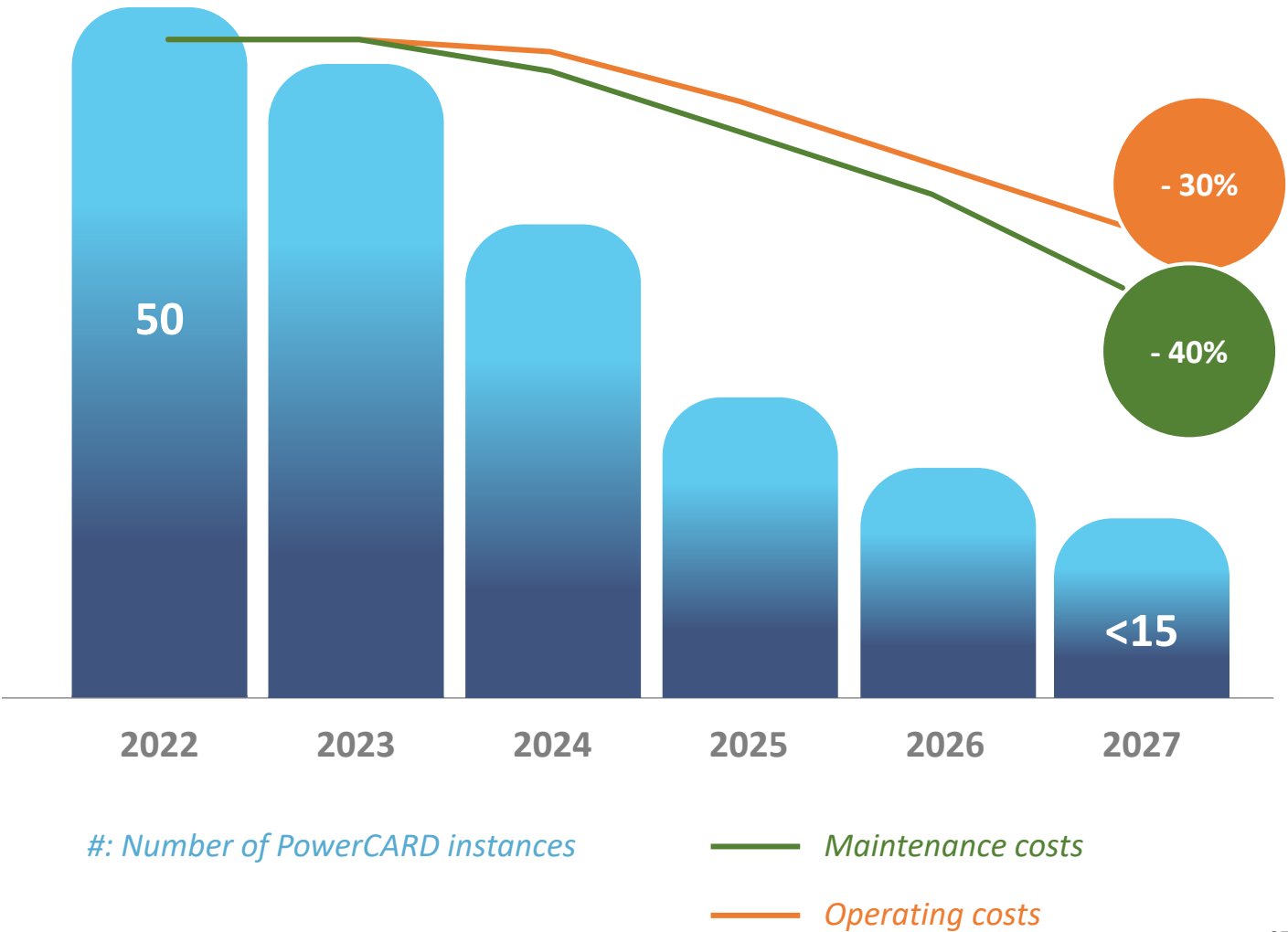
Reducing instances and the number of data centers will cut annual costs by 30%.

≈ 40% reduced maintenance costs

Convergence of all versions to just 2 will reduce annual maintenance costs by 40%.



Contribute to achieving 30% EBITDA by 2027





# M&A STRATEGY

Acceleration gear



**Nacer AMRAOUI**

M&A



# Acquisition of the Switching business in 2016

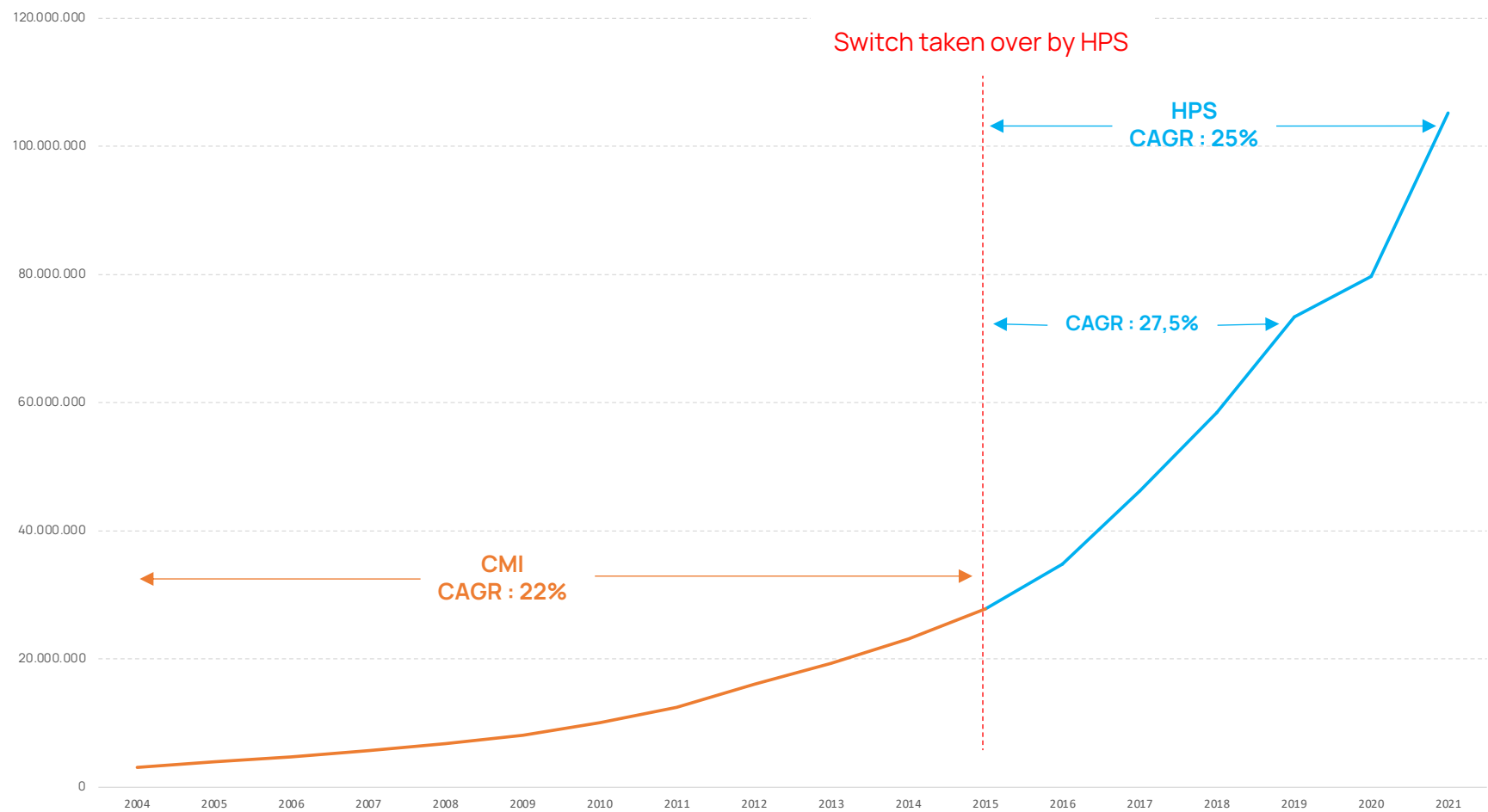
## Before 2004

- Several co-existing networks
- No interoperability
- Very low usage of cards

## Between 2004 and 2016

- Creation of the CMI as a National Switch and sole acquirer, owned by the banks
- Card interchange (payment and withdrawal)
- Protectionism of the acquisition business by the CMI and limited development of the merchant network
- Strong development of interoperability withdrawals

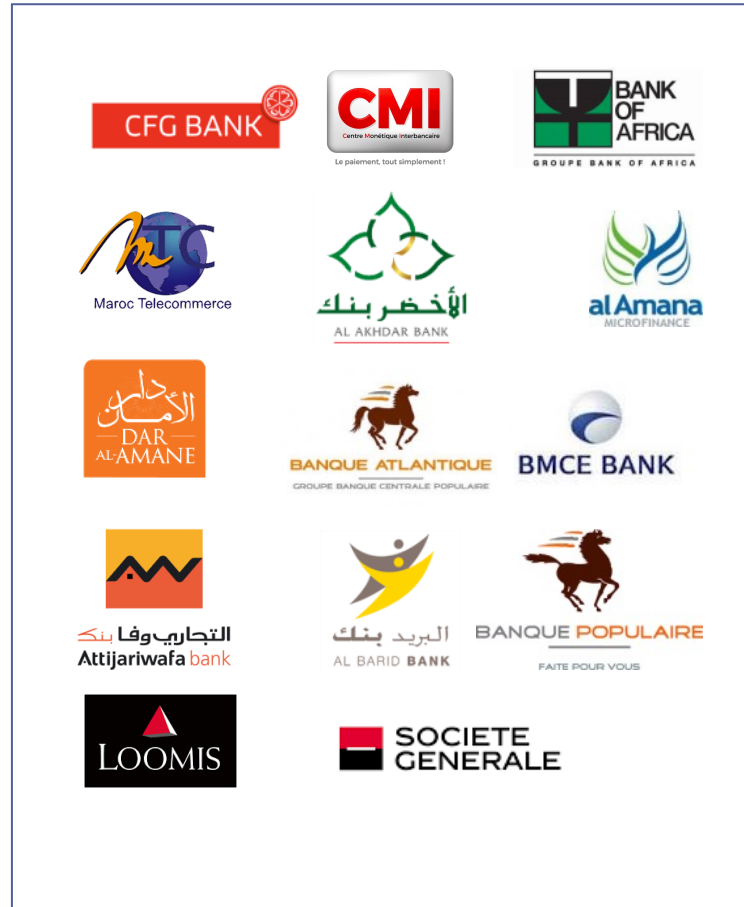
N° of cards transactions



## IPRC overview in 2021

- ▶ Over 7 million cards monitored for fraud
- ▶ 45% of all transactions in Morocco monitored
- ▶ Over 5,000 ATMs monitored
- ▶ 7%: gain in ATM availability time

## Key customers



## IPRC activities

### ATM MONITORING

- ▶ Real-time ATM management
- ▶ Automatic incident reporting to customers
- ▶ Real-time updating of instructions
- ▶ Management of interfaces with international protocols (Visa, Mastercard, etc.)

### FRAUD MONITORING

- ▶ Fraud activity monitoring
- ▶ Customer relationship management
- ▶ Real-time management of requests and instructions
- ▶ Reminder management
- ▶ Automatic e-mail output
- ▶ Portal with customer portal dedicated to service management

### DATA ANALYTICS

- ▶ Branch and ATM cash flow forecasting
- ▶ Prediction of ATM malfunctions

Beginning 2021



- 5,000 ATMs monitored
- 7 million cards under Fraud supervision

## SYNERGY PROGRAM

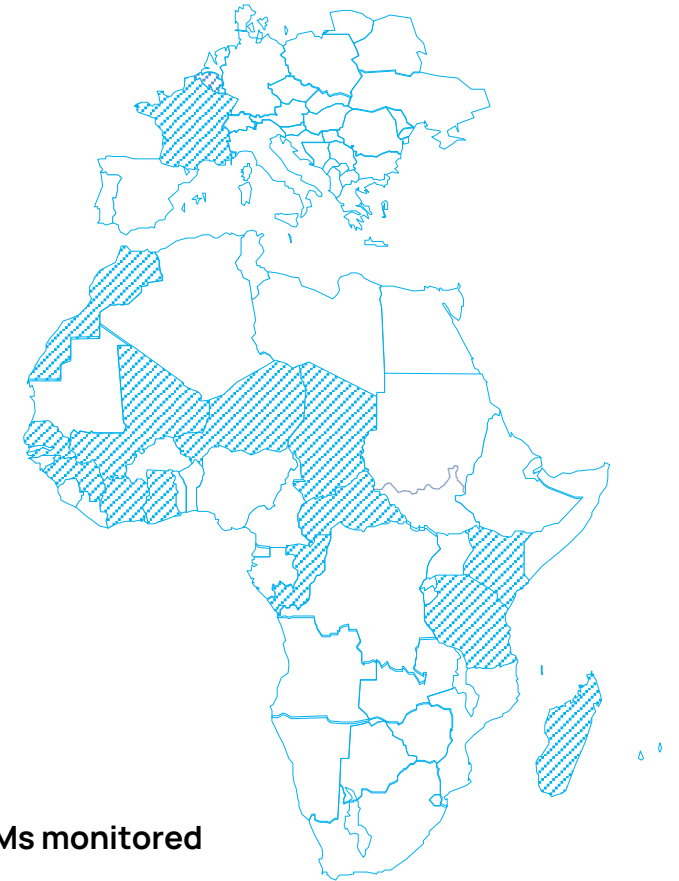
### IPRC business acceleration thanks to:

- Cross selling IPRC services to HPS existing customers
- HPS's commercial strength, enabling IPRC to quickly address all markets

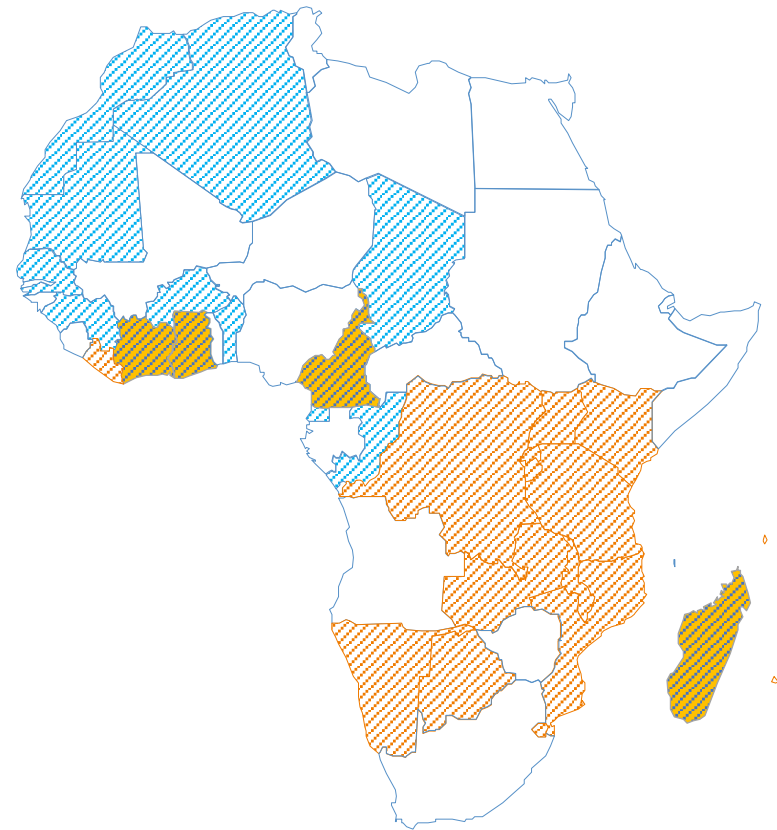
### Strengthening the HPS SaaS offering:

- Offering BPO services on top of SaaS platform
- Deploying Machine learning and AI to enhance some BPO services

End 2022



- 7,000 ATMs monitored
- 15 million cards under Fraud supervision



**HPS in Africa**  
1 Technology : PowerCARD  
2 Data centers  
13 Countries  
+50 Experts

**ICPS**  
1 Technology: PowerCARD  
2 Data centers  
18 Countries  
+100 Experts

-  HPS SaaS offer
-  ICPS SaaS offer
-  Shared presence

## CURRENT SITUATION



Center of excellence for PowerCARD technology in Mauritius and processor with technology skills



Delivery Center for the entire english-speaking Africa region



Commercial development of SaaS and In-house offers for the english-speaking Africa region



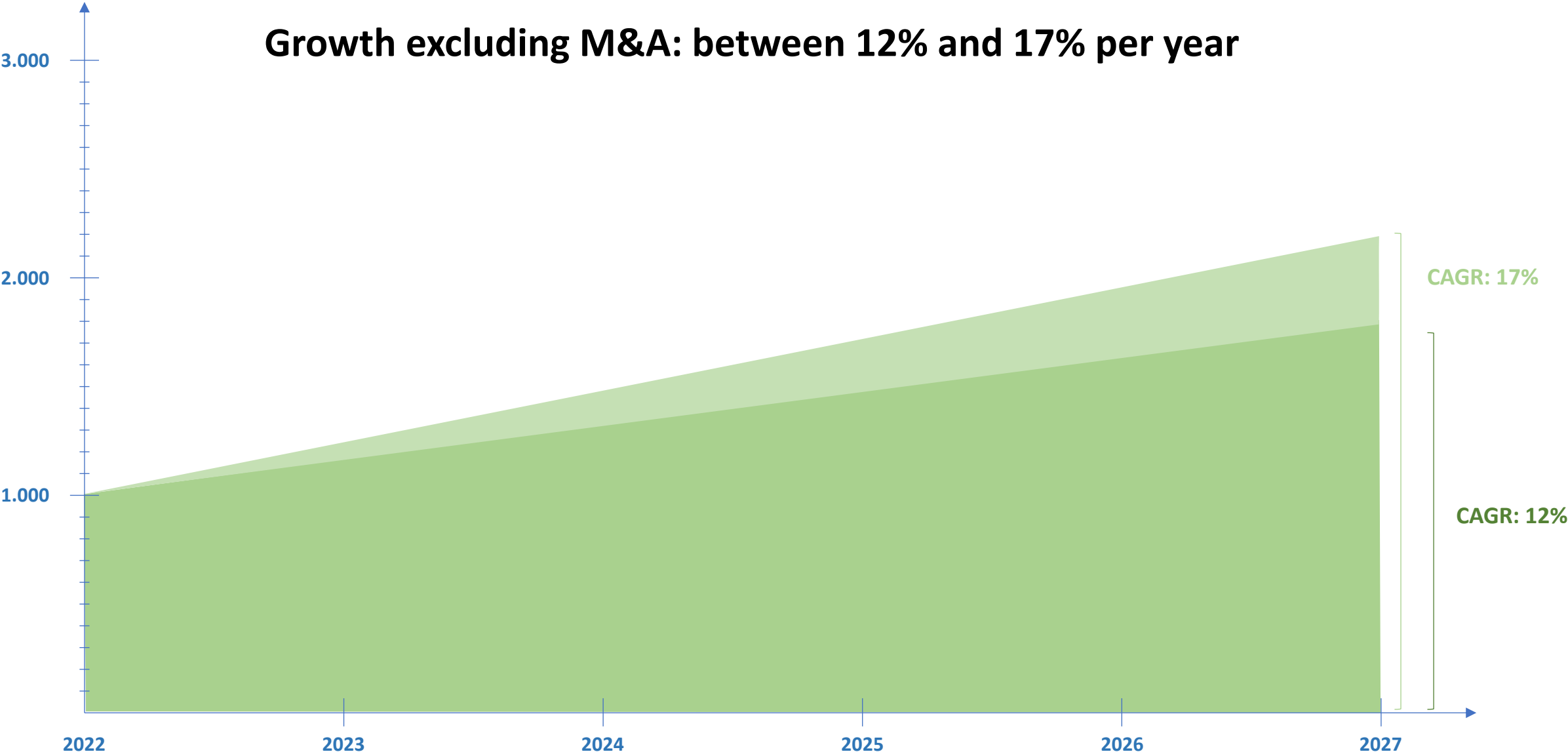
Priorities	Priority 1	Priority 2	Priority 3
Geographic growth			
On premise offer		✓	
SaaS offer	✓		
Consolidating our market share			
On premise offer			✓
SaaS offer	✓		
Expanding our technology and services offering	✓		
New business in payment		✓	

**Priority 1:** Targets that are essential to achieving HPS's strategic objectives. Acquiring these targets would provide a significant competitive advantage.

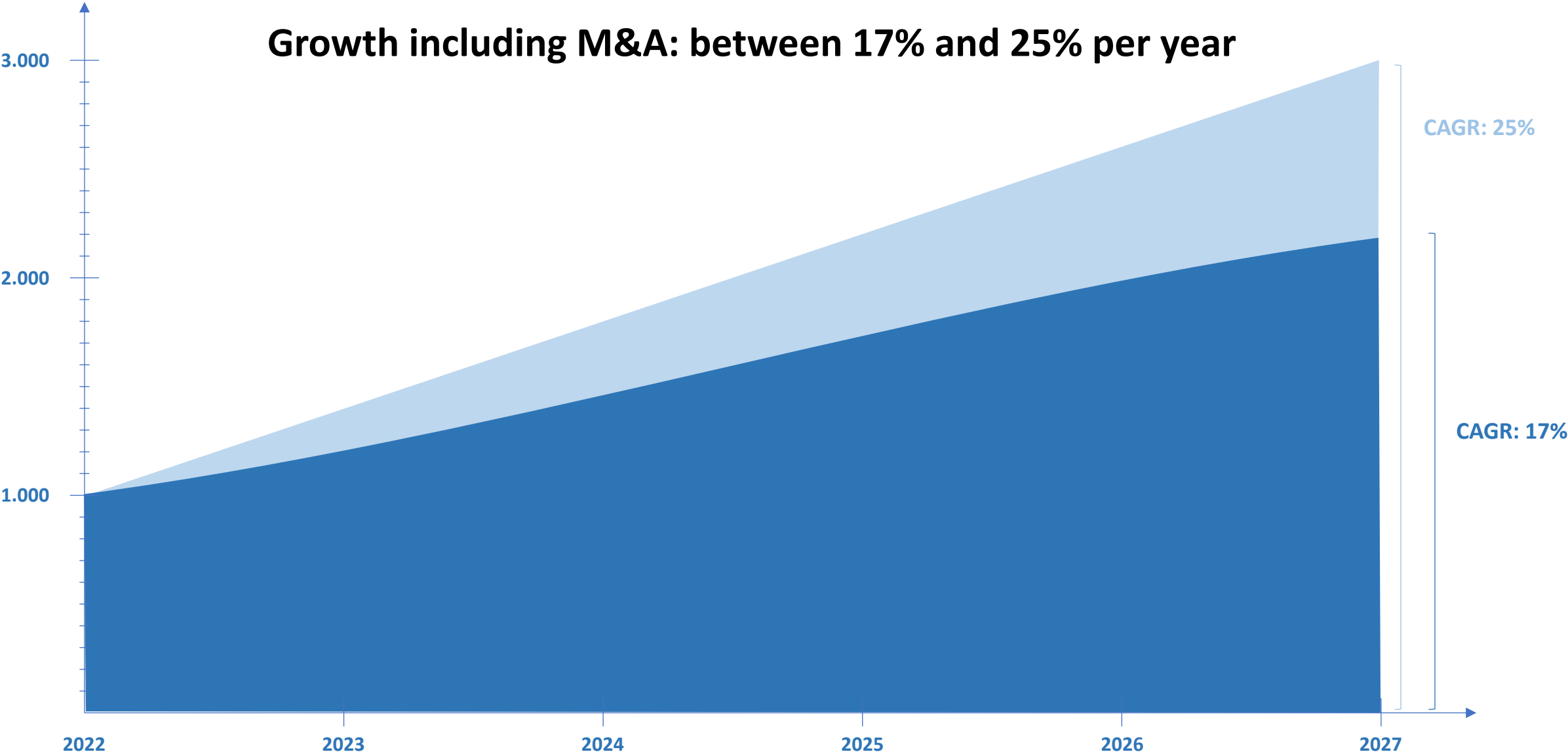
**Priority 2:** These targets are not essential to the company's strategy, but could nevertheless provide substantial benefits. Acquiring these targets could help the company expand into new markets or diversify its product offering.

**Priority 3:** These targets do not correspond to the company's strategy. The company should pursue these targets only if they can be acquired at a reasonable price and offer a clear path to value generation.

Growth excluding M&A: between 12% and 17% per year



Growth including M&A: between 17% and 25% per year





# HR & CORPORATE STRATEGY

Key development pillar

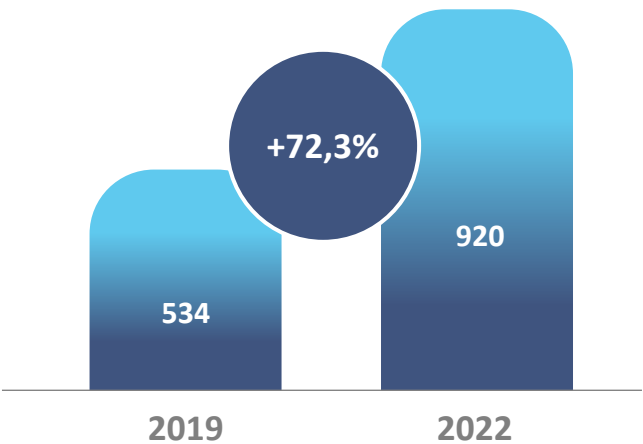


**Brahim BERRADA**

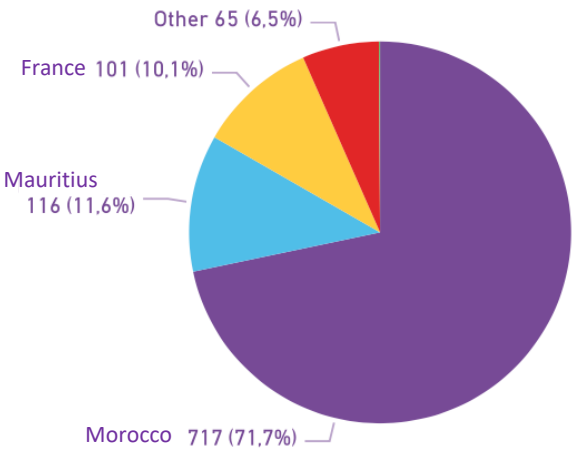
Corporate Services



≈ 1,000 collaborators

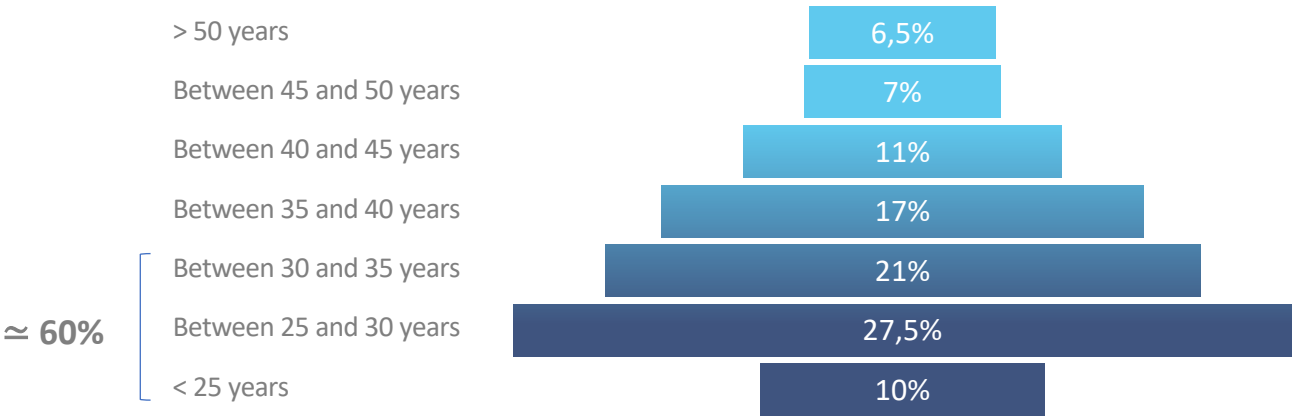


21 Nationalities



- Morocco
- Mauritius
- France
- India
- Pakistan
- Philippines
- Singapore
- Togo
- Tunisia
- Ghana
- Zimbabwe
- United Kingdom
- Syria
- Ukraine
- Canada
- Malaysia
- Egypt
- Jordan
- Germany
- Russia
- Federation of Senegal

Average age: 34 years old



≈ 60%



## Loyalty management

- ▶ **Social Survey in 2019** leading to a 3-year roadmap
- ▶ **New organization** encourages internal promotion
- ▶ **Remuneration aligned** with the new organization
- ▶ Implementation of **an ESOP** to boost the retention rate of middle and top management.



## Career management

- ▶ **Succession management** and career planning for top management under the new organization
- ▶ Review of all **career plans** as part of the new organization
- ▶ **Reinforcement of job and geographic mobility** offers as part of career plans



## Recruitment capabilities

- ▶ **Reinforcing employer brand** through the stock option program
- ▶ Strengthening of **HR organization** in all regions, enabling us to recruit +300 new staff by 2022



## Well-being at work

- ▶ **Institutionalization of remote work** since and after Covid
- ▶ Permanent **psychological support** during Covid, which has been maintained
- ▶ Promoting a healthy lifestyle by supporting employees' sports activities
- ▶ Improved **social security cover** for all employees

## *Key figures of the plan*



### Concerned employees

All employees (excluding founders), including all new recruits and employees from acquisitions



### Exercise price

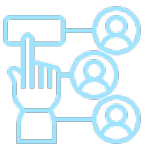
1,500 MAD (150 USD) representing 50% of the average share price over the last 3 months of 2019



### Program

Program running from January 1, 2020 to December 31, 2022.

Allocation according to position in the organization, using the Hay method



### Allocation

100% of the plan allocated: 37,000 shares, i.e. 5% of the share capital

880 employees concerned

## *Observed Benefits*



### Retention

**< 10%**

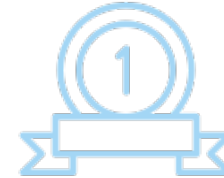
Departure rate of middle and top management over the period



### Recruitments

**≈ 600**

Represents 3% of all new IT engineers in Morocco



### Thought Leader

**1<sup>st</sup> ESOP**

First ESOP plan in Morocco and strong differentiation from other companies



### Involvement

**≈ 40% growth**

ESOP promotes engagement, innovation and drives productivity and profitability





## Loyalty management

- ▶ **New Social Survey in 2023** to take stock and draw a new roadmap



## Career Management

- ▶ Systematization of **People Reviews**
- ▶ Update of the **positions map** to follow the evolution of activities and organization



## Recruitment capabilities

- ▶ **New implementation of HPS** in India, high potential market for IT resources and payment resources



## Well-being at work

- ▶ Rethinking the **work environment** in Morocco with a new headquarters in a **Campus** format



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World-class software serving  
**30% of the world's top 10  
banks**



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**Strong historical growth and  
ROE driven by investment in  
best in class technology**



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**Growth acceleration between  
17% and 25% per year, based  
on realistic assumptions**

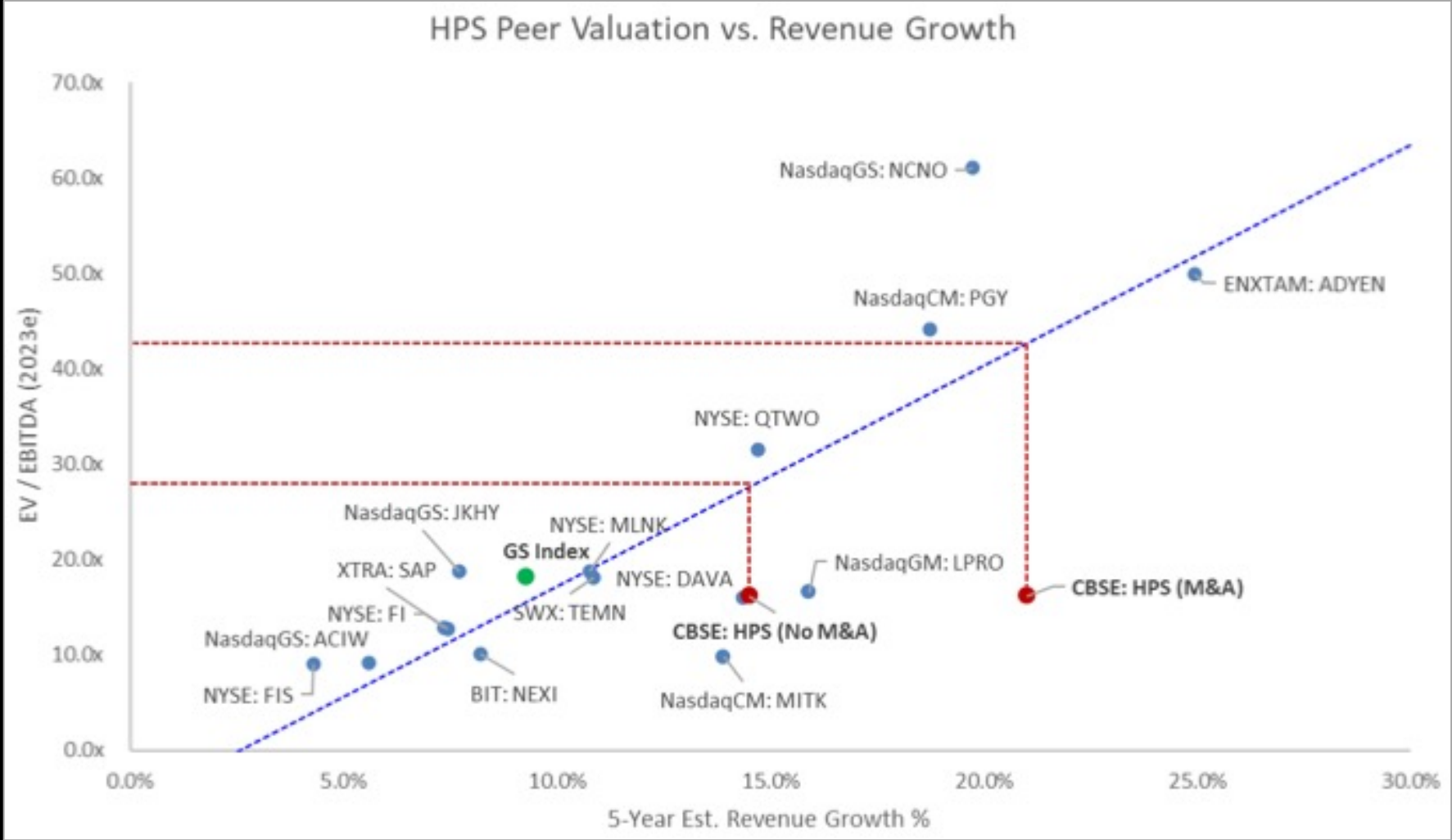


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**A new version of PowerCARD  
to drive accelerated growth  
with inflection evident by New  
Logos**

# High potential growth in valuation

Based on peer multiples, if HPS were to grow revenues at a 15% - 21% CAGR, it should trade at 28-43x EV/EBITDA



Note: HPS growth rates shown are midpoints of management organic and inorganic revenue growth guidance ranges

Source: Capital IQ estimates

## Upcoming regulated communication



**AUGUST 28, 2023**

Publication of 2<sup>nd</sup> quarter 2023 indicators



**SEPTEMBER 25, 2023**

Publication of the situation for the 1<sup>st</sup> half of 2023



**SEPTEMBER 26, 2023 (Virtual)**

Press conference to present first-half 2023 results



**NOVEMBER 27, 2023**

Publication of 3<sup>rd</sup> quarter 2023 indicators

## Upcoming regional conferences



**OCTOBER 5 & 6, 2023 (Physical)**

CFG Bank One-on-One Equity Conference



**MARCH 4<sup>th</sup> to the 7<sup>th</sup>, 2024 (Physical)**

EFG 18<sup>th</sup> One on One Conference



**Date to be defined in 2024 (Virtual)**

2<sup>nd</sup> HPS Investors Day

## In addition

- Committed to attending top regional conferences
- Committed to regular dialogue with investors on request at [invest@hps-worldwide.com](mailto:invest@hps-worldwide.com)



# Consolidated balance sheet – in MAD

ACTIVE	31/12/2022	31/12/2021
<b>Fixed assets</b>	<b>300 052 568</b>	<b>293 636 527</b>
Gap acquisition	92 321 077	103 589 946
Intangible assets	88 102 765	89 980 610
Fixed assets	42 480 826	38 175 789
Financial fixed assets	4 987 012	3 863 551
Securities accounted for using the equity method	72 160 888	58 026 630
<b>Current assets</b>	<b>1 253 249 269</b>	<b>1 072 019 170</b>
Stocks and work in progress	81 515 590	73 786 898
Customers and related accounts	850 594 345	609 663 322
Deferred tax assets	4 163 908	5 067 906
Other receivables and adjustment accounts	78 720 752	77 715 988
Marketable securities	-	-
Availability	238 264 666	305 785 055
<b>Total Assets</b>	<b>1 553 301 837</b>	<b>1 365 655 697</b>

PASSIVE	31/12/2022	31/12/2021
<b>Equity</b>	<b>652 158 218</b>	<b>556 582 145</b>
- Capital	70 359 900	70 359 900
- Issuance premiums	31 623 410	31 623 410
- Consolidated reserves	433 096 313	355 745 559
- Consolidated results	117 078 596	98 853 277
<b>Shareholders' equity of the group</b>	<b>652 158 218</b>	<b>556 582 145</b>
- Minority interests	-	-
<b>Total shareholders' equity</b>	<b>652 158 218</b>	<b>556 582 145</b>
<b>Long-term liabilities</b>	<b>155 123 635</b>	<b>185 492 666</b>
- Long-term debt	149 919 881	179 938 745
- Grant received	-	-
- Provisions for contingencies and charges	5 203 754	5 553 921
<b>Current liabilities</b>	<b>745 987 975</b>	<b>623 580 886</b>
- Trade accounts payable	55 474 136	66 298 856
- Other payables and accruals	690 996 683	554 717 641
- Deferred tax liabilities	1 549 165	1 951 177
- Cash liabilities	-	613 213
<b>Total liabilities</b>	<b>1 553 301 837</b>	<b>1 365 655 697</b>

# Consolidated income and expense account – in MAD

	31/12/2022	31/12/2021	Variation	31/12/2021 PROFORMA	Variation
Sales figures	980 722 582	796 695 604	23.1%	812 542 709	20.7%
Change in product inventories	1 989 444	2 152 441	-7.6%	197 606	NA
Fixed assets	- 509 252	-	NA	-	NA
Other operating income	24 860 711	34 481 187	-27.9%	34 614 122	-28.2%
<b>Exploitation product</b>	<b>1 007 063 486</b>	<b>833 329 233</b>	<b>20.8%</b>	<b>847 354 437</b>	<b>18.8%</b>
Resold Purchases of Goods	- 5 848 620	- 28 161	NA	- 28 161	NA
Consumed purchases	- 165 036 487	- 138 014 359	19.6%	- 143 312 247	15.2%
External charges	- 158 701 505	- 103 725 845	53.0%	- 105 292 350	50.7%
Staff costs	- 443 239 513	- 365 161 711	21.4%	- 372 002 218	19.1%
Other operating expenses	- 5 174 285	- 16 227 439	-68.1%	- 16 227 439	-68.1%
Dues and taxes	- 21 413 129	- 21 491 992	-0.4%	- 21 495 021	-0.4%
Operating allowances	- 44 191 539	- 44 248 226	-0.1%	- 44 623 926	-1.0%
<b>Exploitation charges</b>	<b>- 843 605 078</b>	<b>- 688 897 731</b>	<b>22.5%</b>	<b>- 702 981 362</b>	<b>20.0%</b>
<b>Operating result</b>	<b>163 458 408</b>	<b>144 431 501</b>	<b>13.2%</b>	<b>144 373 075</b>	<b>13.2%</b>
<i>Operating margin</i>	<i>16.2%</i>	<i>17.3%</i>	<i>-1.1 Pt</i>	<i>17.0%</i>	<i>-0.8 Pt</i>
Financial charges and income	19 451 129	- 2 379 932	NA	- 402 250	NA
<b>Current result of integrated companies</b>	<b>182 909 536</b>	<b>142 051 569</b>	<b>28.8%</b>	<b>143 970 825</b>	<b>27.0%</b>
Non-current expenses and income	- 26 901 605	- 10 477 761	156.7%	- 10 477 761	156.7%
Income taxes	- 44 039 793	- 34 320 340	28.3%	- 34 963 725	26.0%
<b>Net result of integrated companies</b>	<b>111 968 138</b>	<b>97 253 469</b>	<b>15.1%</b>	<b>98 529 339</b>	<b>13.6%</b>
Share in the results of MEE companies	16 379 327	10 698 548	53.1%	10 402 524	57.5%
Amortization of goodwill	- 11 268 869	- 9 098 740	23.9%	- 11 306 985	-0.3%
<b>Consolidated net income</b>	<b>117 078 596</b>	<b>98 853 277</b>	<b>18.4%</b>	<b>97 624 878</b>	<b>19.9%</b>
Minority interests	-	-	NA	-	NA
<b>Net income (group share)</b>	<b>117 078 596</b>	<b>98 853 277</b>	<b>18.4%</b>	<b>97 624 878</b>	<b>19.9%</b>
<i>Net margin</i>	<i>11.6%</i>	<i>11.9%</i>	<i>-0.3 Pt</i>	<i>11.5%</i>	<i>-0.3 Pt</i>
<i>Net earnings per share</i>	<i>166.40</i>	<i>140.50</i>	<i>+25.90</i>	<i>138.75</i>	<i>+27.65</i>

# Cash flow statement - In MAD

	31/12/2022		31/12/2021
<b>Net income</b>	<b>117 078 596</b>		<b>98 853 277</b>
Elimination of expenses and net products with no effect on finances or not related to the activity	-		
- Depreciation and amortization	34 700 113		33 048 322
- Change in deferred taxes	656 307		927 547
- Capital gains or losses	-	-	865 198
- Other net non-cash income (expenses)	112 166	-	45 195
- Share in profit of associates net of dividends received	-	6 743 044	-
			4 894 510
<b>Self-financing capacities of integrated companies</b>	<b>145 804 138</b>		<b>127 024 242</b>
Dividends received from associates	-		-
Change in working capital requirement related to activity	-	126.662.493	54 863 594
<b>Net cash flow from operating activities</b>	<b>19.141.645</b>		<b>181 887 836</b>
Acquisition of tangible and intangible fixed assets	-	14 516 926	-
			12 348 284
Disposals of fixed assets net of tax	-		896 744
Disposal of shares in equity-accounted companies	-		-
Net acquisition of consolidated company shares	-	-	115 765 321
<b>Cash flow from investing operations</b>	<b>-</b>	<b>14 516 926</b>	<b>-</b>
			<b>127 216 861</b>
Dividends paid to shareholders of the parent company	-	38.697.945	-
			35 179 950
Capital increase in cash	-		-
Others	-	1 123 460	-
			306 154
Movements in borrowings	-	42 104 774	
			66 813 989
<b>Flow of financing transactions</b>	<b>-</b>	<b>81.926.179</b>	<b>31 327 886</b>
Conversion movements		10 394 284	-
			4 384 169
<b>Increase (decrease) in cash</b>	<b>-</b>	<b>66 907 177</b>	<b>81 614 693</b>
<b>Cash at beginning of year</b>		<b>305 171 842</b>	<b>223 557 149</b>
<b>Treasury at year-end</b>		<b>238 264 665</b>	<b>305 171 842</b>



# Subsidiaries' financial statements - In MAD

Subsidiaries	31-Dec-22			31-Dec-21		
	Exploitation product	Exploitation results	Net profit	Exploitation product	Exploitation results	Net results
<b>Full consolidation (Morocco)</b>						
HPS SA	754 640 292	100 660 922	85 500 797	613 754 290	72 235 220	76 555 397
HPS Switch	71 423 458	31 904 801	20 946 671	64 534 695	31 685 393	21 596 079
<b>Global Integration (International)</b>						
HPS Europe	16 602 698	530 405	359 453	12 846 425	205 242	268 040
acpqualife	167 114 187	2 862 251	2 948 179	177 849 399	8 620 901	2 601 072
acpqualife Suisse	-	-297 188	-297 188	-242 150	-471 303	-470 064
HPS Singapour	52 456 507	1 278 056	472 010	56 337 737	12 020 414	9 742 604
ICPS*	130 498 752	20 541 009	16 796 088	73 025 537	8 044 215	6 417 742
IPRC	23 528 923	7 339 732	4 684 750	19 731 245	7 943 243	5 454 182
<b>Equivalence</b>						
GPS	137 272 408	56 268 028	56 268 028	116 426 361	41 945 884	41 945 884

\*18 months from 07/01/2021 to 12/31/2022 for ICPS Vs 12 months from 07/01/2020 to 06/30/2021

# HPS /



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