

# QIWI Investor Day



November 19<sup>th</sup>, 2018  
London

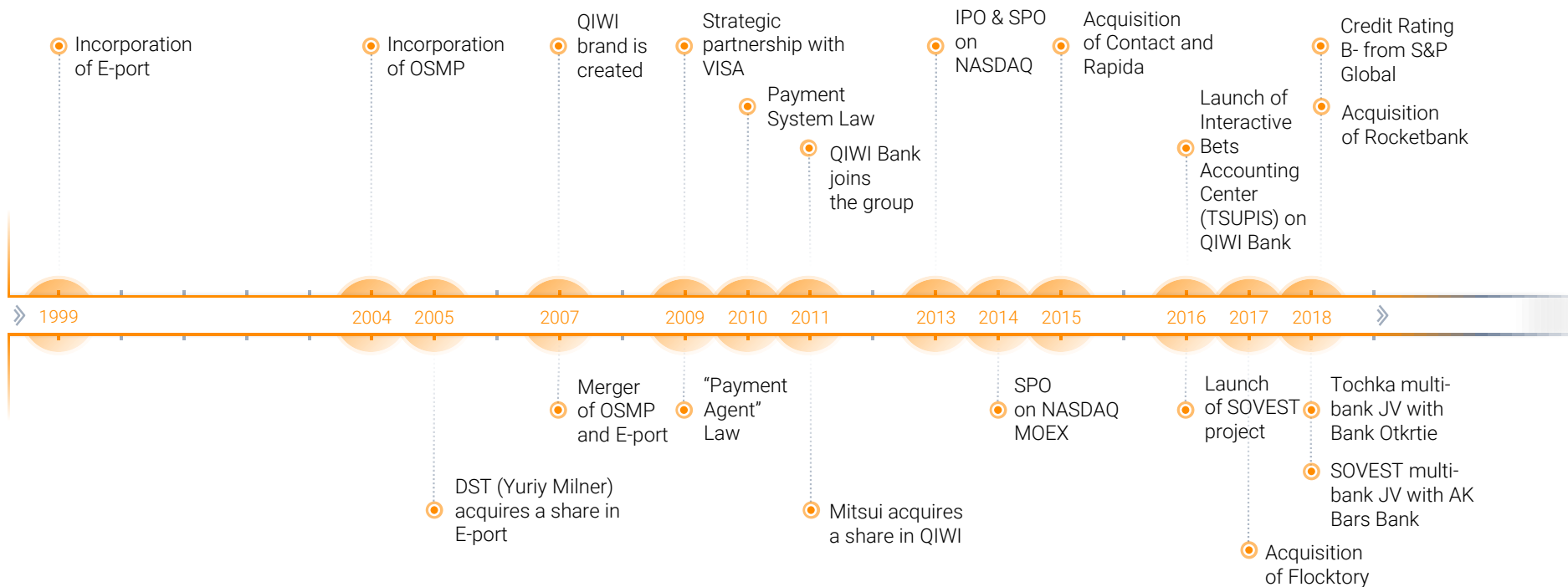
«Safe Harbor» Statement under the U.S. Private Securities Litigation Reform Act of 1995: the matters discussed in this document may include forward-looking statements, including, without limitation, statements regarding our business strategy, expected total adjusted net revenue, adjusted net profit and net revenue yield, dividend payments, payment volume growth, growth of physical and virtual distribution channels, trends in each of our market verticals and statements regarding the development of our Consumer Financial Services segment, including our SOVEST business, the development of our Small and Medium Enterprises segment, including our Tochka business, as well as the development of other new projects. Such forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause the actual results, performance or achievements of QIWI plc. to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Various factors that could cause actual future results and other future events to differ materially from those estimated by management include, but are not limited to, the macroeconomic conditions of the Russian Federation and in each of the international markets in which we operate, growth in each of our market verticals, competition, the introduction of new products and services and their acceptance by consumers, QIWI's ability to estimate the market risk and capital risk associated with new projects, a decline in net revenue yield, regulation, QIWI's ability to grow physical and virtual distribution channels, cyberattacks and security vulnerabilities in QIWI's products and services, QIWI's ability to expand geographically, the risk that new projects will not perform in accordance with its expectations and other risks identified under the Caption "Risk Factors" in QIWI's Annual Report on Form 20-F and in other reports QIWI files with the U.S. Securities and Exchange Commission. QIWI undertakes no obligation to revise any forward-looking statements or to report future events that may affect such forward-looking statements unless QIWI is required to do so by law.



**Boris Kim**

Chairman of the Board,  
Founder

Corporate Governance



# QIWI AS A PUBLIC COMPANY

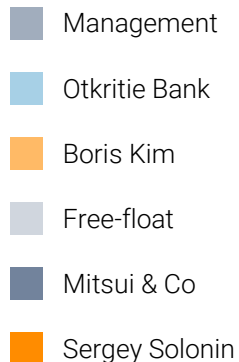
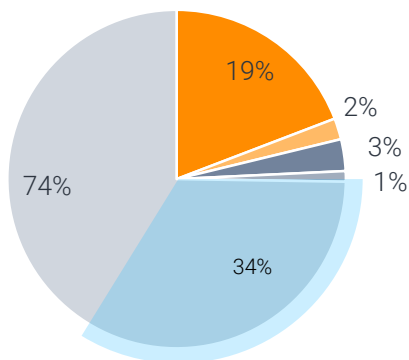
QIWI plc is listed on Nasdaq (QIWI) and MOEX (QIWI)



## Dual class share structure / number of votes



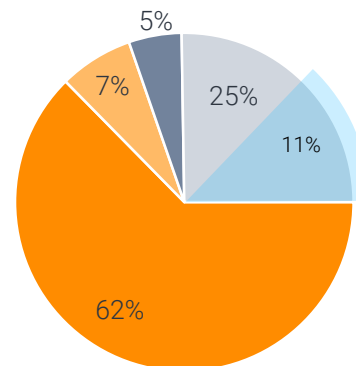
## Ownership structure (based on SEC filings)

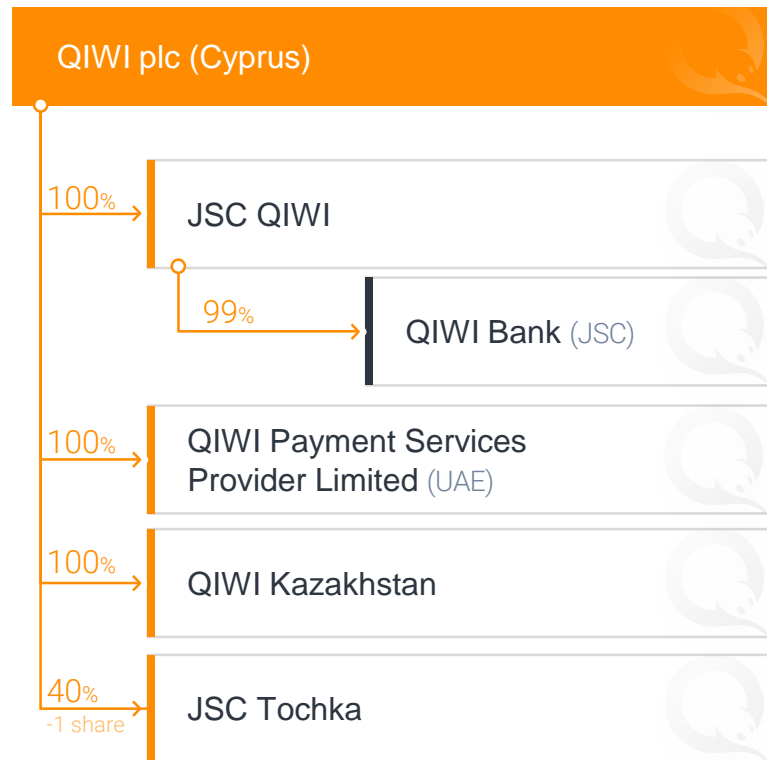


> \$850 mn Market Capitalization  
as of November 15<sup>th</sup>, 2018

The ADS of the Company are traded on both Nasdaq and MOEX, which leads to free cross-flow of securities between the two exchanges

## Voting structure





- Operate under the Companies Law, related legislation, and common law of Cyprus
- QIWI Bank is a main processing center for QIWI Wallet, operator of Contact money remittances system, issuing bank of Vise QIWI cards and SOVEST installment cards, account holder and accounting center for JSC Tochka and Rocketbank

# BOARD MEMBERS



## Independent Directors



**Ron Kalifa**

WorldPay Executive Director  
CEO of Worldpay for more than 10 years  
Executive roles in banks in the UK  
Member of the Board of Directors in  
Transport for London and Visa Europe



**Osama Bedier**

Head of Development at PayPal for 8 years  
Founder of Google Wallet&Payments  
Founder of Poynt  
Member of the Board of Directors in PayRange  
Member of Supervisory Board in VEON



**Marcus Rhodes**

Audit partner in Big4 for 10 years  
Profound accounting expert  
Audit Committee Chair in several  
public companies

## Elected Directors



**Boris Kim**

Chairman of the Board,  
Founder



**Sergey Solonin**

Founder



**Nadia Cherkasova**

Bank Otkritie  
25+ years of banking experience with  
the focus on SME segment



**Veniamin Polyantsev**

Bank Otkritie  
15+ years of banking experience with  
the focus on retail banking

## BOARD OF DIRECTORS

Up to 7 directors

Not less than 3 independent directors

Key goal: to increase long- term stockholder value

### Primary responsibilities:



**Establish and review** strategy and the key goals of the Company



**Oversee** the operations of the company



**Supervise** the policies of senior management and the affairs of the company

## AUDIT COMMITTEE

Marcus Rhodes, **Chairman**  
Ron Kalifa, **Member**  
Osama Bedier, **Member**



**Review** Financial statement, internal controls and procedures, compliance with legal and regulatory requirements

## COMPENSATION COMMITTEE

Ron Kalifa, **Chairman**  
Nadia Cherkasova, **Member**  
Osama Bedier, **Member**



**Approve** Compensation of CEO



**Administrate** Equity plans



**Oversee** Compensation programs

## STRATEGY COMMITTEE

Osama Bedier, **Chairman**  
Veniamin Polyantsev, **Member**  
Ron Kalifa, **Member**  
David Birch, **Counsel to the Strategy Committee**



**Define** Strategy goals



**Oversee** implementation of strategic goals





## Risk Management Levels

- Board of Directors and CEO
- Risk Committee
- Management



## Goals of Risk Management System

- Ensure a reasonable assurance for the achievement of strategic goals
- Preserve assets and maintain business performance
- Ensure compliance with laws and regulations
- Group external communication



## A comprehensive framework for risk assessment and mitigation



## Policy Principles

- |               |                         |                                |
|---------------|-------------------------|--------------------------------|
| • Continuity  | • Segregation of duties | • Endorsement and approval     |
| • Integration | • Functionality         | • Standardized methodology     |
| • Priority    | • Cooperation           | • Timeliness of communications |



## Risk Management Methods and Approaches

- Risk management is an integral part of all organizational processes
- Risk management is part of the decision making process
- Risk management facilitates continuous improvement of the organization
- The Group aims to create a risk oriented corporate culture



## Risk control report purposes

- Identify risks
- Evaluate likelihood and potential effect of identified risks
- Identify risk owners
- Develop mitigation plan
- Access and monitor the implementation of mitigation plans

## Risk assessment focus areas

## Key risk mitigation tools and strategies



Legislative and regulatory risks:

- Banking license
- Personal Data
- Currency controls (cross boarder)



Monitoring of bills, participation in legislative initiatives

Deployed compliance management system

Constant development of AML\CFT function

Development of customer identification KYC



Credit and counterparty risks



Credit Committee monitors and sets credit limits

Sophisticated risk models for SOVEST



Cybersecurity and fraud risks



QIWI SDLC Process is built-in company development process

Internal access using NGFW and home made user control

Two factor authentication for DB and server-side

Diverse fraud monitoring system



Geo-political, macro and sanctions risks



Automatization of on-boarding procedures for individuals and entities

Focus on anti-cyclical niches



Strategy and execution risks



Board oversees strategy and monitors the development of key projects

QIWI is a member of:



Participate in the program  
“Digital Economy”



Member of Advisory group  
for remote identification

Participated in preparation  
of amendments to law proposals

- «Concerning the Introduction of Amendments to the Federal Law “On the National Payment System”

# SOCIAL RESPONSIBILITY



QIWI develops a number of educational programs for youngsters and partners with charitable organizations



## QIWI FINTEEN

**Educational program** launched in 2014.

Program **aims to improve financial literacy among children** and young people and to provide them with information regarding modern financial technologies and digital security



**150,000+**

children already participated in different Finteen activities



**200+**

employees involved into the program organization



### FINTEEN SUM

Thematic programmes in children's camps



### FINTEEN RES

Surveys and researches in the field of education



### FINTEEN NUB

Internships for high-school seniors



### FINTEEN PLAY

Educational games, quizzes and tests development



### FINTEEN FIN

Master-classes for school children



### FINTEEN HUB

Knowledge repository and data bases

## CHARITY

We work together with charitable organizations and provide them with customized payment solutions so that fundraising is simpler, faster and less costly

