TO: The Investment Committee of [redacted]

FROM: [redacted]

DATE:

RE: Investment Recommendation for "The Company"

[redacted]

Company:

Office: [redacted] Canada

Employees: 7 full-time employees

Geography: North America

Industry: Fintech

[redacted] [redacted]

Transaction Summary:

"The Company" is seeking to raise a [redacted] **Seed extension** [redacted] The Company has previously raised a [redacted] among other angels.

White Star Capital ("WSC") is proposing to lead a [redacted] Seed extension round with a [redacted] at a [redacted]

WSC will obtain standard major investor rights as well as a Board Seat and a Board Observer seat.

Category:	Pro	Con	Notes:
Business Evaluation			
Product Market Fit		x	"The Company" aims to simplify the immigrant journey by offering tailored financial products and digital solutions for inward and outward remittances. The vision is to become a "super app" for newcomers, combining banking, remittances, insurance, credit-building, and other services within one platform. "The Company" is still pre-product and so has yet to establish product

		market fit. However, with the clear congruence of "The Company"'s solution with the problems of immigrants and NRIs in Canada and other markets, the success of other players globally in the space such as Wise, Remitly, Revolut (in other geographies), and the quality of the team, WSC is confident that "The Company" will be able to find product market fit.
Upside Potential	x	"The Company" is chasing after a growing TAM of C$2.5bn, primarily serving new immigrants in Canada and NRIs in Canada. The market is driven by tailwinds of new Canadian immigrant population growth of 1.3m annually. Moreover, there is no other competitor offering a superapp approach for immigrant services in Canada. To add, "The Company" has potential to tap into other markets such as the US and UK, creating strong growth opportunities as well. WSC's entry valuation of [redacted] resultant ownership of up to [redacted]% is quite attractive, prov ng further upside potential as well.
Downside Risk	x	Primary downside risks involve delayed launch from the one planned in January 2025, potential partnership cancellations, and inability to capture the planned immigrant population in Canada. WSC has had lengthy discussions with the founders on these topics and feel comfortable in their ability to navigate these challenges should they arise. The founders have developed a mitigation plan for delayed launch in January, have backup partnerships planned, and need to capture only a smart subset of the new immigrant population in Canada to succeed, start to generate revenue, and reach their yearly targets. The team brings a strong blend of entrepreneurial and operational expertise, which minimizes the perceived execution risk. That said, WSC acknowledges macroeconomic factors as a potential concern, particularly if the government were to impose restrictions on immigration into Canada. However, we consider this scenario unlikely, as Canada relies on immigration for population growth and to bolster its labor force.
White Star Experience in the industry	x	WSC has deep experience in fintech and infrastructure business models through our investments in Oatfi, Uncapped, Percent, Transactionlink, TheGuarantors, Borrowell, among others. Additionally, WSC has a history of successfully helping its fintech portfolio companies garner new partnerships, raise debt capital and mitigate balance sheet risk such as in the case of Petfolk, Tier, FINN, and KeyMe, if required. Moreover, WSC is well versed in helping businesses expand internationally, such as with Vention, FINN, among many others.
Potential Synergy from White Star involvement	x	There are significant synergies between WSC and "The Company". As "The Company" continues to scale and navigate the fintech landscape of Canada, WSC can utilize our industry knowledge and network to make introductions and aid in facilitating banking partnerships through our LPs or otherwise, among other value add.. Additionally, WSC's in-house tech team can help "The

			Company" strategically think through product and engineering team structure, as well as data and infrastructure optimization to achieve quicker implementation timelines and a robust structure ahead, during and post their launch phases.
Management Strength	x		CEO (Co-founder & CEO) was previously the Managing Director and Head of North America of Private Equity at one of the largest global pension funds for 11 years and opened its Hong Kong office. He holds a Bachelor of Economics Degree from Harvard University. CTO [redacted] (Co-founder & CPTO) has previously founded [redacted], Japan's largest mobile payment company under [redacted] He was formerly the VP & Head of Product for [redacted] North America, with strong expertise and stakeholder relations in India's financial system. Key recent onboard included [redacted] the Head of Engineering, who led the [redacted]
Management Alignment of Interests	x		CEO and CTO will both own [redacted]
Profitability / FCF Profile		x	The founders have worked to develop a business plan which focuses on efficiency and profitability, while maintaining a strong growth rate. Based on this, the Company plans [redacted]
Overall Business Evaluation	x		Overall, we are very impressed with CEO and CTO in relation to "The Company"'s proposition. The opportunity to develop a superapp solution for new immigrants in Canada is strong, but the team must continue to execute on the ambitious roadmap ahead. We believe the founders and the team are equipped to accomplish this task.
Deal Competition / Potential Co-Investors	x		WSC has been tracking the Company since their Seed investment in [redacted]. With active discussions since then, WSC has been tracking the progress and sharing feedback, which the "The Company" team has received well. While there were other VCs part of the due diligence process, the founders were impressed with WSC's global knowledge of the space and their business model, and ability to add value post investment. WSC will lead the Seed extension round with the remainder filled primarily by existing investors.
Valuation / Size	x		[redacted]
Exit Potential	x		We believe "The Company" can explore multiple, attractive exit paths once the Company has reached a sufficient scale of C$100m+ in revenues. These paths could include (i) an IPO if "The Company" exemplifies profitability, (ii) a sale to a strategics such as Visa, Wise, Revolut, Remitly should they aim to

			strengthen their Canadian presence, or one of the five Canadian banks, or (iii) a sale to a private equity investor.
Governance	x		WSC secured a board seat and an observer seat as well as standard protective provisions, control rights, and major investor rights.
Overall Process Evaluation	x		

Table of Contents

I. INVESTMENT RATIONALE AND HIGHLIGHTS **7**
A. Recommendation 8
II. MARKET AND OPPORTUNITY **9**
A. Limited Financial Access for New Immigrants and NRIs in Canada 9
B. WSC Market Size Estimates 10
III. BUSINESS OVERVIEW **11**
A. Value Proposition 11
B. Revenue Model 12
C. Efficient Go-to-Market 12
D. Technology Stack 14
IV. COMPETITIVE LANDSCAPE **15**
A. Remittance Service Players 15
Source: WSC Analysis **16**
B. Big 5 Canadian Banks 16
C. Banks in India 17
V. MANAGEMENT AND TEAM STRUCTURE **18**
A. Key Management 18
B. Headcount and Team Structure 18
VI. FINANCIAL FORECASTS **19**
A. Overall Projected Financials 19
B. User Growth 20
C. Unit Economics 22
VII. BACKGROUND AND PREVIOUS ROUNDS OF FUNDING **22**
VIII. TRANSACTION DETAILS **23**
A. Overview 23
B. Governance and Investor Rights 23
C. Capitalization Table 23
IX. EXIT CONSIDERATIONS **24**
A. IPO 24
B. M&A 25
C. Private Market Comparables 26
D. Returns Analysis 26
X. CHALLENGES, RISKS AND MITIGANTS **28**
APPENDIX I: Executed Term Sheet **30**
APPENDIX II: Pro Forma Cap Table **30**
APPENDIX III: WSC Technology Due Diligence Memo **30**

I. INVESTMENT RATIONALE AND HIGHLIGHTS

1. **Serving Canada's growing immigrant and cross-border financial needs is a C$2.5bn market and growing.** The financial services market for immigrants and non-residents with cross-border ties is a rapidly growing opportunity, driven by Canada's steady influx of new immigrants and their increasing need for seamless financial integration. In 2023, Canada welcomed ~1.3m new immigrants (inclusive of permanent residents, students, etc.)[1]. Of the 1.3m, ~139K were new landed immigrants (permanent residents) and ~319K were new students solely from India. These individuals contribute to a growing demand for accessible financial services like bank accounts, credit cards, loans, among other products. Many of these newcomers face difficulties navigating Canada's financial system due to a lack of Canadian credit history, delayed access to essential documents, and reliance on inefficient traditional banking processes. Moreover, a significant need exists for affordable remittance services, as current options like Western Union and Remitly often come with high fees (>2.0%) and poor exchange rates, further complicating the financial experience for new immigrants. Each year, substantial money flows into and out of Canada. In 2023, WSC estimates that inward remittance flows into Canada totaled C$32.7bn, while outward remittance volumes from Canada amounted to C$10.9bn.

   Moreover, NRIs living in Canada, estimated at ~3.0m, also face challenges managing their cross-border finances, particularly with remittances, tax planning, and investment management between Canada and India. Thus, the overall TAM for these financial services, including remittances and banking products, is estimated at C$2.5bn. As Canada continues to welcome between 1.2m-1.4m new immigrants annually, and with existing Canadians also seeking integrated financial solutions, there is a clear white space for a comprehensive, immigrant-focused platform to simplify these services and capitalize on the growing market.

2. **Highly efficient go-to-market (GTM) strategy driving low-CAC.** "The Company" has developed a differentiated, partnership-driven GTM strategy that provides access to high-value customer se ments at low or zero CAC. [redacted] (referrals from immigrant entrepreneurs), and [redacted] promoting "The Company"'s services to international students), "The Company" is able to efficiently attract targeted users. In addition, "The Com an " is in advanced discussions with key partners, such as [redacted] to further extend its reach. For instance, the [redacted] ini-app integration could give "The Company" visibility to 30-40% o [redacted] users in Canada while also tapping into a user base where 70-80% of Indian immigrants likely already have [redacted] installed. This partnership-driven approach allows "The Company" to scale efficien y, minimize CAC, while targeting immigrants and students who have significant financial needs upon arriving in Canada.

3. **Consistent top-line growth with a sustainable margin expansion and an increase in ARPU**. "The Company" is positioned for significant growth, with revenue projected t [redacted], [redacted] "The Company" is targeting a small but valuable portion of the immigrant and Canadian market across its diverse product portfolio and with a [redacted] which is comparable to global peers such as Revolut and PayPal, "The Company" can grow with sustainable, positive unit economics.

[1] Statistics Canada

4. **Modular, API-driven architecture enabling seamless partner integrations and compliance.** "The Company"'s modular, API-first architecture is designed to efficiently build a comprehensive financial platform for immigrants in Canada, enabling seamless integration of third-party services while adhering to strict regulatory standards. This allows "The Company" to quickly onboard services like remittance [redacted] "The Company" is equipped to navigate the complexities of Canada's banking infrastructure, which is typically dominated by large vendors that overlook startups. The key advantage of this approach is that it enables "The Company" to deliver multiple, interconnected financial services, from banking and remittance to future products like insurance and credit building, while minimizing development risks and costs. This strategic approach provides a faster path to market by addressing immigrant-specific financial needs with minimal operational overhead, positioning "The Company" with a robust, scalable tech stack to support future growth and partnerships.

5. **Strong, cross-functional team with founder market fit.** CEO [redacted] Co-founder and CEO, was previously the Managing Director and Head of North America of Private Equity at [redacted] for 11 years and has opened [redacted], Japan's largest mobile payment company under [redacted] He was formerly the VP & Head of Product for [redacted] North America, with strong expertise and stakeholder relations within India's financial system. Key recent onboard, [redacted] as the [redacted]

6. **White Star Capital has extensive experience investing in broader fintech businesses.** WSC has invested in fintech, capital markets, and infrastructure companies such as Uncapped, Percent, Transactionlink, Borrowell, among others. Over the years, WSC has also developed a strong understanding of scaling B2B marketplaces globally with Meero, Vention and Packhelp, should "The Company" venture down the marketplace roadmap. Thus, we are confident in our alignment with "The Company"'s team and our ability to provide strategic value to the business.

A. Recommendation

[redacted]

II. MARKET AND OPPORTUNITY

A. Limited Financial Access for New Immigrants and NRIs in Canada

There is a significant white space in Canada’s financial ecosystem: a major opportunity for a comprehensive, immigrant-focused platform like "The Company" to become the go-to solution for both newly arrived immigrants and non-residents with cross-border financial needs. The current landscape is fragmented, inefficient, and costly, leaving millions of individuals underserved.

The two largest customer bases for "The Company"’s services are: 1) newly landed immigrants, and 2) non-residents of India and other foreign countries with economic ties abroad. New immigrants, such as students and permanent residents, face immediate and frustrating barriers in accessing essential financial products like bank accounts, credit cards, and loans. Without a Canadian credit history, Social Insurance Number, or easy access to in-person services, they are often locked out of traditional banking systems for weeks, delaying their integration into the financial system.

Additionally, immigrants frequently need to send money to and from their home countries. Current remittance options like Western Union, Remitly, Wise, etc., have high fees (2-5%), significant FX markup, or complicated processes[2]. For Indian immigrants, the inability to send funds directly from India to Canada pre-arrival forces reliance on slow, costly bank transfers. Navigating the Canadian financial system, understanding the credit-building process, and managing day-to-day banking and bills becomes a maze of fragmented services, leading to poor UX and unnecessary costs.

NRIs, approximately 3.0m in Canada[3], face similar issues. They must juggle multiple service providers to manage cross-border financial needs, from tax planning to investment management and remittances. The lack of an integrated platform results in inefficiencies, high fees, and a cumbersome financial experience.

"The Company" is well positioned to solve these pain points, offering a streamlined, all-in-one platform that simplifies financial access and management for immigrants, both pre and post-arrival. By providing a suite of tailored services, from remittances to credit building, "The Company" addresses critical gaps in the market, empowering users to seamlessly navigate the Canadian financial system, build credit, and manage their cross-border financial lives without the traditional hassles and costs. This untapped market represents a massive growth opportunity.

B. WSC Market Size Estimates ($CAD)

"The Company"’s TAM is estimated at $2.5bn, composed of a diversified suite of financial products targeting new immigrants and non-residents. The market share is calculated based on net fee-generating TAM, reflecting actual revenue potential for each category.

[redacted] (TAM = $0.6bn, targeting new and existing Canadians)

- [redacted] TAM of $0.4bn, based on 3.3m users and $33bn in annual transaction volume, charged at a 1.4% interchange fee
- [redacted] Potential to serve 800k students, with a TAM of $0.08bn, at a 0.5% fee, from $16bn in deposits
- [redacted] TAM of $0.08bn, at a 0.5% fee, from C$16bn in deposits, .

[redacted]

[redacted] **(TAM = $0.7bn, targeting new and existing Canadians and Indian diaspora in US and UK)**

- [redacted] AM of $0.2bn from $33bn annual inbound volume, with a
- [redacted] - TAM of $0.08bn from $11bn outbound volume at a 0.7%
- [redacted] $0.3bn from $37bn outbound, with a 0.7% fee
- [redacted] $0.1bn from C$15bn outbound, charged at 0.7%

[redacted] **AM = $0.4bn, targeting new and existing Canadians)**

TAM of $0.4bn, based on targeting 3.5m users for a $3.50 per bill and 0.7% FX fees for an estimated 126m bills paid annually

[redacted] **(TAM = $0.8bn, target new and existing Canadians)**

- [redacted] of $0.3bn, based on a $100 referral fee across 3.3m users
- [redacted] - TAM of$0.2bn, charging a $50 referral fee per user across 3.3m users
- [redacted] TAM of $0.3bn, with a $100 referral fee per user across 3.3m users

Figure 1 - "The Company" TAM for All Products

[redacted]

Source: WSC Analysis

III. BUSINESS OVERVIEW

A. Value Proposition

"The Company" aims to take a super app approach tailored for immigrants with a compliant “One KYC” framework, starting with those moving from India to Canada. [redacted] a single digital platform designed to simplify the onboarding and settlement process for newcomers. The products "The Company" aims to launch with include:

1. [redacted]
2. [redacted]
3. [redacted]
4. [redacted]
5. [redacted]
6. [redacted]

Figure 2 - Product Pipeline

[redacted]

Product / Solution	Status / Timeline
[redacted]	Live
	Live Shortly (In Testing)
	Near Term 2025 Pipeline
	Near Term 2025 Pipeline

Product / Solution	Status / Timeline
[redacted]	Live
	Shovel Ready
	Shovel Ready
	Shovel Ready

Product / Solution	Status / Timeline
[redacted]	Near Term 2025 Pipeline
	Near Term 2025 Pipeline
	Near Term 2025 Pipeline
	Near Term 2025 Pipeline
	Not On Pipeline

Source: "The Company" Materials

B. Revenue Model

"The Company"'s revenue is driven by various streams, including interchange fees, revenue share on deposits, referral fees, and FX charges across its product portfolio.

[redacted]

[redacted]

C. Efficient Go-to-Market

The founders have been actively securing partnerships in both Canada and India to build momentum and attract users when all of "The Company"'s products are fully operational. These strategic partnerships span banks, accounting firms, and educational institutions. [redacted] Even before launching, the team had garnered 5,000 individuals on the download waitlist, showing initial interest without any marketing efforts. [redacted]

Across all tiers of partnerships, "The Company"'s targets a total projected user base of 116,850 users. A significant 52% of this are students, while 48% are professionals or skilled workers. This reflects "The Company"'s key strategy to capture newcomers and students as key demographics for its early [redacted]

Wallet Share: Wallet share projections range from 10%-20% across converted partnerships (Tier 0) and 5%-50% for high interest partnerships (Tier 1), with the highest concentration of wallet share found in the education sector and certain professional services [redacted] The average wallet share across closed and high-interest partnerships sits at around 10-15%[4].
Payment and Infrastructure Partners: [redacted] To add, the partnerships with [redacted] enable "The Company" to offer essential digital banking services such as account management, payment

[redacted]

processing, and card issuance. [redacted] cts as the sponsor bank that facilitates transactions, while [redacted] serves as the banking-as-a-service (BaaS) provider, handling backend operations and regulatory compliance. These partnerships allow "The Company" to scale quickly and maintain a low operational cost structure. In addition, "The Company" has acquired a Money Services Business (MSB) license with one of the Big 5 Canadian banks, which is a competitive advantage, as this can usually be a significant barrier for new entrants.

In addition, key converted GTM partnerships include:

- [redacted] "The Company" has access to 15,000+ [redacted]employees relocating to Canada. e ompany can potentially capture 10% wallet share from a total of 2,500 employees with $0 CAC, providing discounted services to [redacted]employees
- [redacted] A leading community for immigrant entrepreneurs, [redacted]will refer all its annual newcomers to "The Company", supporting growth within a high-value immigrant population
- [redacted] "The Company"'s services are embedded into [redacted]program, which annually brings immigrant entrepreneurs to Canada, offering further growth potential
- [redacted]are already signed up to promote "The Company"'s services to international students, which are crucial for targeting students with high wallet shares

"The Company" is also in advanced discussions with several key partners to further expand its reach:

- [redacted] The Company is close to finalizing an agreement to integrate "The Company"'s as a mini-app within [redacted] platform in Canada. This deal, once completed, will provide "The Company" access to [redacted] large user base, where it could be visible on 30-40% of the app screen at the top. With 70-80% of Indians coming to Canada likely having [redacted] n their phones, this presents a significant channel for user acquisition
- [redacted] In discussions with [redacted] an education company that sends over 10,000 students to Canada annually, "The Company" is negotiating a co-branded card and [redacted] distribution deal, positioning itself to capture a significant share of this student o ulation
- [redacted] These companies will offer "The Company"'s services to employees relocating to Canada, tapping into their extensive professional networks
- [redacted] Helping over 20,000 newcomers each year, [redacted]ffers a strong partnership opportunity for "The Company" to extend its reach
- [redacted] "The Company" is current in talks with multiple telecom providers to offer pre-arrival car s and pre-authorized credit cards for new immigrants, providing convenience and financial tools immediately upon arrival

D. Technology Stack

Given the regulation and compliance requirements with building a financial services application, "The Company" is taking the approach of building an integrated, modular architecture that allows "The Company" to quickly onboard and integrate third-party partners and their services, as mentioned above, into the ecosystem, providing new services for users, but remaining consistent in user experience.

Currently only pre-arrival checklists and [redacted] have been built, with the [redacted], and the other [redacted]s being built by a third party called [redacted]. This is a consistent theme with "The Company". They build internally where possible, but leverage third party providers who not only have built rails, but are compliant with regulations allowing them to offload legal work.

Key Pillars of "The Company"

1. **Unified user profile and consent management**: "The Company" has built a centralized user profile and consent management system that allows them to onboard users once and reuse that information across their various services and partner integrations, as long as the user consents to it.
2. **Modular and componentized architecture**: "The Company" has designed their product in a modular and componentized way, where individual services and features can be built as web views[5] that can be easily integrated into the overall "The Company" Super App. This allows for consistency in the user experience.
3. **Developer portal and partner integration**: "The Company" has created a developer portal and APIs to enable easy integration for partners, allowing them to either build their own mini-apps or leverage "The Company"'s pre-built components and workflows to quickly launch their services within the "The Company" ecosystem.
4. **Compliance and regulatory focus**: A key aspect of "The Company"'s architecture is ensuring compliance with regulations like GDPR and PDPA, particularly around data privacy and consent management, to enable their cross-border operations.

Key Challenges

1. **The timeline of the "The Company" Money launch is aggressive:** The "The Company" Money launch has an aggressive timeline, with the team aiming for a [redacted] However, [redacted], where issues can be prioritized, external dependencies make delays more likely. As a result, the release may slip to [redacted] the team is keen to avoid significant technical debt.
2. **No software KPIs:** Currently the team does not have anyone working in a data related role and there is no indication that product usage is being measured in a way to offer actionable insights and feedback to the engineering team. Understanding that the priority is building the product, this will become important very soon after the release of [redacted]
3. [redacted]

[5] A Web View is a web browser that is embedded within an app

4. **Prioritizing building with speed:** The engineering team is working with some aggressive timelines. In software development, prioritizing speed over reliability can lead to critical errors, security vulnerabilities, and compliance issues, which could impact users' trust and regulatory standing. This is especially true when building financial services tools. Rushed development often incurs technical debt, making future maintenance costly and increasing the risk of system failures or breaches.

We spent some time with the engineering team and were impressed with their backgrounds and experience to date. Despite noting the challenges above, we feel that they should be able to manage their timelines. Regarding the relationship with their vendors, we believe that this approach makes sense, especially in the ongoing management of compliance and regulation. While dependency poses a potential risk, this strategy can still be net-positive for the Company. We will recommend they actively monitor it and include proactive measures in a well-documented Business Continuity Plan.

E. Roadmap and Future Vision

Over the next 6 to 8 months, "The Company"'s roadmap revolves around expanding its service offerin s to create revenue driving product features. The key releases include the launch of [redacted] Depending on time and resources they are considering potentially adding telecom an o er es y e services. Additionally, the Company plans to enhance partner integration capabilities to a “Stripe-like” [redacted]

Improvements to the onboarding and KYC processes are also planned, such as automating more compliance workflows. In addition to this, "The Company"'s current partner bank, [redacted] is only supporting issuing physical Visa cards once a user has arrived and is physically present in Canada. The virtual card functionality is available, but this too can only be activated and used once the user is in Canada. This is a limitation in[redacted]s current v1 offering, but they are actively working with [redacted] This is support of streamlining the onboarding experience for users. The Company is also evaluating potential product opportunities to expand its geographical reach beyond the Canada-India corridor to other immigrant-heavy regions. Lastly, strengthening the backend architecture and data models is a key priority, including developing a more comprehensive service catalog, enhancing the API layer, and improving consent management and data privacy features.

IV. COMPETITIVE LANDSCAPE

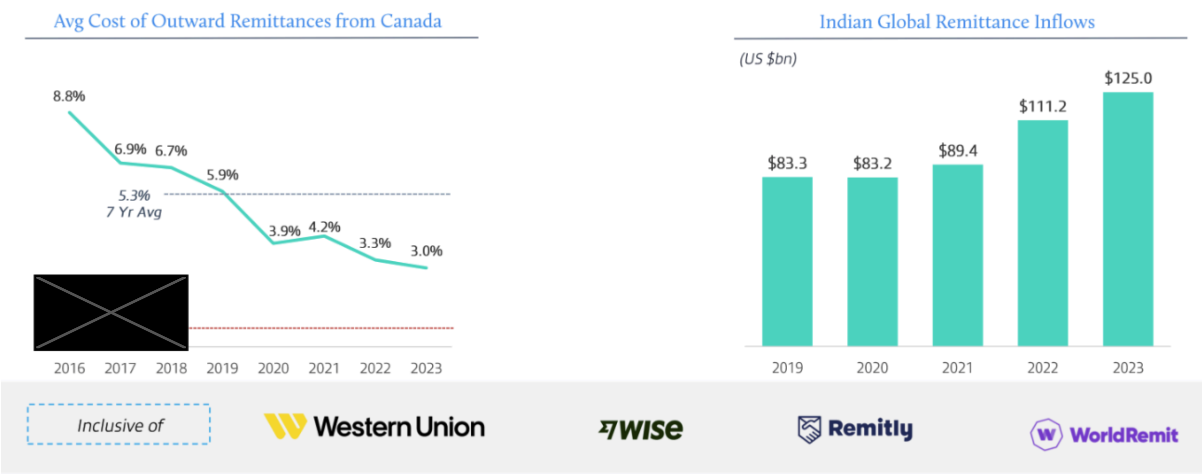
A. Remittance Service Players[7]

- Western Union (IPO, Denver) - Largest money transfer company in the world, providing domestic and international money transfers through its global network of about 600k outside agents. Founded in 2011, the company is trading at a ~$4.1bn market cap. Transfer fees range from $0.99 to $50 (varies by amount and method), with a significant markup on FX
- Wise (IPO, London) - Currency conversion platform utilizing a peer-to-peer network to reduce transfer costs. Founded in 2011, the company is trading at a ~£6.8bn market cap. Charges a fixed fee with percentage of amount (e.g., $6.4 for $1,000) on transfers, with mid-market rate for FX. Has a transparent fee structure with no hidden cost

[6] SDK stands for software development kit. Also known as a devkit, the SDK is a set of software-building tools for a specific platform, including the building blocks, debuggers and, often, a framework or group of code libraries such as a set of routines specific to an operating system (OS).
[7] Pitchbook

- Remitly (IPO, Seattle) - Provider of integrated financial services to immigrants, including helping customers send money internationally in a quick, reliable, and more cost-effective manner by leveraging digital channels. Founded in 2011, the company is trading at a ~$2.6bn market cap. Charges $3.99 for transfer, with higher fee for express. There is a FX markup that varies based on speed of transfer
- Revolut (Series E, London) - B2B and B2C foreign exchange and money-transferring applications founded in 2013. Raised $1.8bn by 2B Global Capital, Visi Capital, and Blue Lion Global, valued at ~$45bn. Charges a variable fee of 0.3% of the transfer value. Free for bank transfers if it's sent to an account in the United Kingdom and sent in GBP. Charges a FX markup from 0.5%-1%
- Zepz (Series E, London) - Founded in 2010, formerly WorldRemit Group, a B2C digital cross-border payments platform operating two market-leading brands (WorldRemit and Sendwave, acquired in 2021), with over 11.0m users across 150 countries. Raised $1.6bn by Accel, the International Financial Corporation, Coller Capital, TCV, and Leapfrog, and is valued at ~$5bn. Charges $3.99 for standard transfers, with FX markup

Figure 3 - Average Remittance Cost and Global Indian Remittance Inflows



Source: WSC Analysis

B. Big 5 Canadian Banks

The Big 5 Canadian banks are significant players in the Canadian financial services market and offer a wide range of products that directly compete with "The Company". Each bank's extensive retail banking presence, large customer bases, and integrated financial services make them formidable competitors across "The Company"'s core product lines.

Remittance Services

- RBC, TD, BMO, and Scotiabank offer international wire transfer services with fixed fees ranging from $45 to $80 CAD, plus significant FX markups (2.60%–3.34%)[8]. For instance, CIBC applies an FX markup of up to 3.34%

Savings and GIC Accounts

- RBC offers a range of savings accounts [redacted] including high-interest options, with a nominal interest rate of around 0.01% to 1.00%, while BMO offers savings accounts like the Savings Amplifier, providing interest rates of up to 2.00%[9]

[8] Finder
[9] [redacted]

Bill Pay

- TD and RBC offer domestic bill payment services as part of their online banking, though these services are often bundled into larger accounts. TD, for instance, integrates bill payments into its various chequing accounts, making it part of the wider package

FX Services

- The banks charge a hefty FX markup across their products, with CIBC leading at 3.34% FX markup, while RBC and TD are slightly lower (around 2.60%–2.88%) for cross-border transfers[10]

Credit Cards and Referral-Based Products

- The Big 5 banks offer a variety of credit card products with various perks. RBC and BMO are known for their extensive credit card portfolios that include cashback, travel, and no-fee cards. The Big 5's established loyalty programs and card variety provide stiff competition

"The Company" offers streamlined, cost-effective financial services aimed at new immigrants and non-residents, whereas the Big 5 Canadian banks, though widely trusted and established, often impose higher fees, FX markups, and bundled services. "The Company"'s ability to offer lower fees, transparent pricing, and a more immigrant-focused product suite gives it a potential advantage in a highly competitive market dominated by the Big 5.

C. Banks in India

Most Indian banks do pose competition for [redacted] Canada. On average, these banks charge transfer fees ranging from C$8 to C$25 per transaction, in addition to applying a 2-3% FX markup, which can significantly increase the cost, particularly for larger transfers. Furthermore, a 5% Tax Collected at Source (TCS) is imposed on transactions exceeding C$1.0m annually, along with GST on the fees. More details on cost and fees associated with each bank below[11]:

- **HDFC Bank**: Transfer fee between C$8 to C$17, FX markup of 2-3%, with additional costs of 5% TCS and 18% GST on fees
- **ICICI Bank**: Transfer fee between C$17 to C$25, FX markup of 2.5-3%, and similar additional costs of 5% TCS and 18% GST
- **Kotak Bank**: Flat transfer fee of C$17, FX markup around 3%, with 5% TCS and 18% GST on fees
- **Axis Bank**: Transfer fee between C$8 to C$17, FX markup of 2.75-3%, along with 5% TCS and 18% GST
- **Yes Bank**: Transfer fee of C$8, FX markup of 2.5-3%, with 5% TCS
- **State Bank of India (SBI)**: Transfer fee of C$17, FX markup of 2.75-3%, with additional 5% TCS and 18% GST on fees
- **Punjab National Bank (PNB)**: Transfer fee of C$17, FX markup around 3%, and 5% TCS

[10] Finder

[11] Taken from individual websites of each bank

V. MANAGEMENT AND TEAM STRUCTURE

A. Key Management

Below are a few details on each of "The Company"'s key personnel and an overview of their organizational chart. "The Company"'s co-founders are highly qualified with sector expertise. We are extremely pleased at their ability to hustle and make things happen, even pre-launch and traction. Currently, there are 25 full time employees.

[redacted]

[redacted] Co-founder and CEO

- Previousl the Managing Director and Head of North America of Private Equity at [redacted] for 11 years and opened [redacted] Hong Kong office
- Holds a Bachelor of Economics Degree from Harvard University

[redacted] Co-founder and CPTO

- Previously founded [redacted] Japan's largest mobile payment company under -
- Formerly VP & Head of Product for [redacted] orth America, with strong expertise in India's financial system
- Holds an MBA from Rotman at University of Toronto

Chief Compliance Officer

- Previously Head of Compliance from SAVVII Group, and Manager for Financial Crime Assurance at BMO, with 15+ years of experience working in compliance

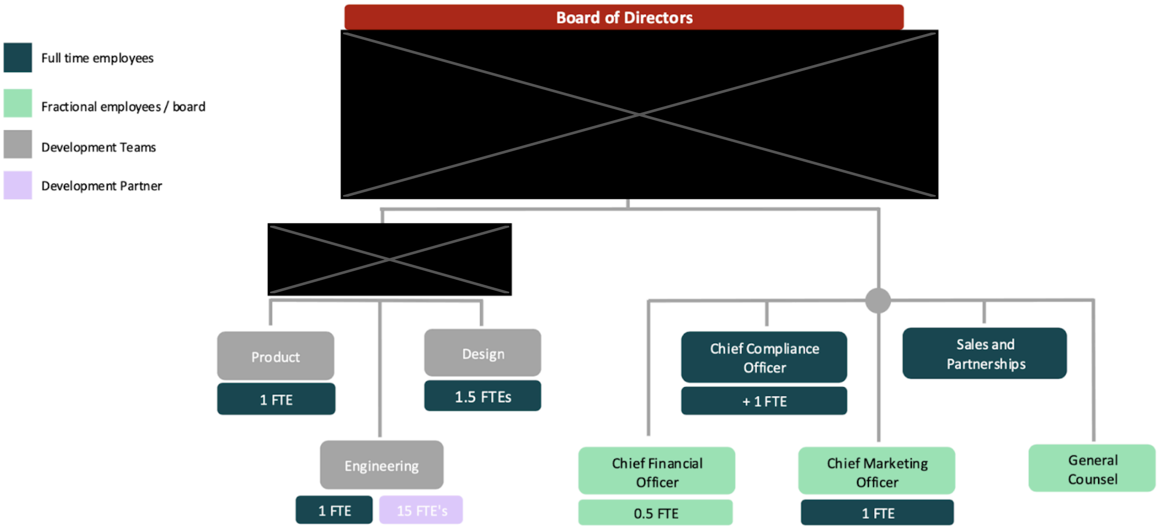
The team has also onboarded top-tier talents including the following key individuals:

- [redacted] (Head of Engineering) - Previously led the [redacted] r on its payment team
- [redacted] Senior QA Engineer) - Previously the Q [redacted] with 2 years o exper ence

B. Headcount and Team Structure

As of October 15, 2024, "The Company" has 25 full time employees (15 contracted on the engineering team), of which 60% sit within the engineering department and the remaining across product and design, sales and partnerships, and general council.

Figure 4 - Organizational Chart



Source: "The Company" Materials

VI. FINANCIAL FORECASTS

A. Overall Projected Financials

"The Company"'s financial forecast from 2025 to 2030 hi hli hts stron revenue rowth cou led with improving operational efficiency. [redacted]

Figure 5 - Management Financial Projection (C$m)

[redacted]

ource: na ys s

B. User Growth

When analyzing the user penetration forecasts and the financial growth targets for "The Company", a key conclusion is that "The Company" can achieve its ambitious revenue targets with relatively modest market penetration across various products, particularly in relation to new and existing Canadians.

Figure 6 - "The Company" Product User Penetration (based on new annual immigrants)

[redacted]

Source: WSC Analysis

[redacted] ith an expected user base of 344,397 by 2030, which represents just . o annua new mm grants. While this figure may seem large, when taking into account the 6.0m total new immi rants 1.2m per year) expected by 2030, the penetration rate is actually 5.7%. With this, [redacted] s positioned as the primary driver of revenue, [redacted] u nificant contribution to overall revenue, it only requires a relatively small portion of new Canadian immigrants, indicating "The Company"'s ability to generate substantial revenue with minimal user adoption.

[redacted] user base of 28,125 new Canadians for inward remittance, 68,879 new Canadians for outbound remittance and 45,000 existing Canadians for outward remittances. This accounts for 2.2%, 5.4% and 0.8% of new and existing Canadians respectively, showing that the remittance service can achieve substantial growth with only small market penetration, especially in the high-frequency, low-margin remittance space. WSC sees this as a strong possibility given "The Company" plans to provide the lowest fee (0.7%) for its service.

[redacted] - [redacted], expected to generate [redacted] by 2030, only requires 3-4% of new and existing Canadians. The relatively low penetration needed for the bill payment product highlights its scalability, particularly as it expands among new immigrants who typically have higher engagement in bill pay services (WSC estimates at 3 bills paid per month).

[redacted]- although smaller contributors to revenue, [redacted] This indicates that even with small user numbers, "The Company" can effectively monetize these products through customer deposits and savings products.

"The Company"'s financial projections show that the company can achieve strong revenue growth by capturing a relatively small percentage of new and existing Canadian immigrants. [redacted] driven by efficient monetization through low-margin, high-frequency products like remittance, and the steady adoption of banking products.

C. Unit Economics

For "The Company" to achieve its revenue targets, it will need to capture a relatively modest portion of new immigrants and existing Canadians, which gives us confidence in their growth. However, by capturing a small portion, [redacted], which we deem possible as users will have access to eight product offerings, each providing different revenue streams. This is also within the ARPU range of global players such as Revolut ($85), PayPal ($95), Wise ($118), Starling Bank ($293), Monzo ($215)[12], thus "The Company"'s ARPU range is similar to a Revolut-type neo bank and Wise-like remittance service.

Moreover, as shown below where LTV is calculated on APPU, the Company has strong unit economics with each product, with CAC payback of around 7 months. Even after sensitizing ARPU and APPU by 20-40%, the Company remains able to break even on CAC within 7-10 months. This highlights the scalability of "The Company"'s model, ensuring that even with lower-than-expected ARPU and APPU, the business can maintain profitability and operational efficiency, which is vital for this business model to sustainably scale.

Fi ure 7 - ARPU & CAC Pa back $CAD

[redacted]

VII. BACKGROUND AND PREVIOUS ROUNDS OF FUNDING

"The Com an " was founded b [redacted]

Previously, "The Company" raised a [redacted], among other angels.

[12] Calculated from the latest earning's release of Revolut, Paypal, Wise, Starling, and Monzo

VIII. TRANSACTION DETAILS

A. Overview

White Star Capital plans to lead a [redacted]

The remainder of the round will be filled with existing investors.

B. Governance and Investor Rights

As part of the transaction, WSC will obtain a Board and an Observer seat, pro-rata rights as well as standard major investor and information rights. After this Seed extension round, the Company will be governed by a Board of Directors of up to five members.

C. Capitalization Table

Fi ure 8 - Post Seed Extension and Warrant Exercised Ca Table

[redacted]

u : y

IX. EXIT CONSIDERATIONS

We believe "The Company" can explore multiple, attractive exit paths once the Company has reached a sufficient scale of C$100m+ in revenues. These paths could include (i) an IPO if "The Company" exemplifies profitability, (ii) a sale to a strategic such as Visa, Wise, Revolut, Remitly should they aim to strengthen their Canadian presence or one of the five Canadian banks, or (iii) a sale to a private equity investor. WSC currently forecasts a potential exit by the end of 2030, at which point "The Company" estimates to achieve yearly revenues of C$133m+ and annual profits of C$71.0m.

A. IPO

We consider a US IPO to be a credible exit outcome for "The Company". In 2024, fintech IPO activity was relatively quiet, but there were key developments setting the stage for significant IPOs in 2025 where market leaders are poised to capitalize. For instance, Circle, a leader in cryptocurrency and the issuer of USDC stablecoin, is expected to debut in 2025. Additionally, Klarna, the Swedish BNPL company, Revolut, and Chime, a US digital bank, are preparing for IPOs in 2025. Key factors driving IPO valuations include a focus on companies that demonstrate strong unit economics and capital-efficient growth. As shown below, public market comparables of "The Company" like Remitly are currently trading at EV/Revenue TTM of 2.4x and EV/Revenue NTM of 1.6x. While companies with broader platforms, like Nu Holdings, are trading at EV/Revenue TTM of 6.6x and EV/Revenue NTM of 3.5x. Ultimately, we expect valuation multiples to improve, and thus "The Company" could target IPO EV/Revenue multiples on the higher end of 3x-5x by 2032, if the Company continues scaling efficiently and capturing market share. Its innovative service offerings and strategic partnerships in the fast-growing digital banking and remittance sectors, alongside its focus on the underserved immigrant market, position it well for significant growth and a strong exit strategy through an IPO.

Figure 9 - Public Comparables Analysis

(in USD millions)	EV	Market Cap	Revenue TTM	Revenue NTM	Revenue % Growth (TTM)	Revenue % Growth (NTM)	EV/Rev TTM	EV/Rev NTM
Fintech Solutions								
Remitly	$ 2,561	$ 2,716	$ 1,082	$ 1,566	36%	45%	2.4x	1.6x
Wise	-$ 8,759	$ 9,281	$ 1,931	$ 1,963	56%	2%	*n.a*	*n.a*
SoFi	*n.a*	$ 10,851	$ 2,322	$ 2,840	25%	22%	*n.a*	*n.a*
Western Union	$ 3,700	$ 3,969	$ 4,266	$ 4,211	-3%	-1%	0.9x	0.9x
					29%	17%	1.6x	1.3x
Super Apps & Integrate Financial Platforms								
PayPal Holdings	$ 77,441	$ 81,327	$ 31,028	$ 34,365	9%	11%	2.5x	2.3x
Block	$ 39,511	$ 44,197	$ 23,503	$ 27,398	19%	17%	*1.7x*	*1.4x*
Nu Holdings	$ 47,880	$ 67,913	$ 7,249	$ 13,572	73%	87%	*6.6x*	*3.5x*
Paytm	$ 4,685	$ 5,527	$ 1,087	$ 901	5%	-17%	4.3x	5.2x
					27%	24%	3.8x	3.1x
Personal Finance & Banking focusing on Immigrants								
Ally Financial	$ 23,547	$ 10,654	$ 8,825	$ 8,974	-5%	2%	2.7x	2.6x
Sallie Mae	*n.a*	$ 5,041	$ 1,927	$ 1,881	9%	-2%	*n.a*	*n.a*
					2%	0%	2.7x	2.6x
Mean					23%	16%	3.0x	2.5x
Median					14%	6%	2.5x	2.3x

Source: Pitchbook as of 10/17/2024

B. M&A

The precedent transactions in the remittance, payments, and digital banking sectors highlight strong acquisition interest from major players like Visa, Mastercard, PayPal, and Western Union. Companies in these spaces, particularly those focused on cross-border payments and financial platforms, have seen a substantial and wide range of valuation outcomes. This reinforces the attractiveness of fintech firms like "The Company", especially as it operates in an underserved market (immigrant financial services) with strategic partnerships with Visa, positioning it well for potential acquisition or significant interest.

Given the active acquisition landscape, "The Company"'s innovative services in digital banking and remittance, along with its focus on immigrants, align with the types of assets that have garnered attention from major acquirers. With key strategic players repeatedly involved in M&A transactions, such as Visa and Mastercard, "The Company" could follow a similar path, potentially targeting favorable multiples as it scales. As precedent transactions show, even smaller niche players in the remittance and payments space can attract high valuations, providing a compelling exit scenario for "The Company" in the future.

Figure 10 - Precedent M&A Transactions

Target	Acquirer	Transaction Date	Transaction Size (US$m)	EV/Revenue	Target Description
Afterpay	Block	Aug-22	$29,000	45.1x	BNPL platform
Truebill	Rocket	Dec-21	$1,300	-	Subscription payment management platform
Currencycloud	Visa	Dec-21	$962	1.0x	Cross-border payments and FX solution provider
Nets	Mastercard	Mar-21	$3,626	-	European account-to-account payments platform
Finicity	Mastercard	Nov-20	$825	-	U.S.-based financial data aggregator and open banking provider
stc Pay	Western Union	Nov-20	$200	-	Digital wallet and financial platform with focus on remittance
Symphoni	Remitly	Feb-20	-	-	Technical platform for enhancing remittance infrastructure
Earthport	Visa	May-19	$320	-	Cross-border payment services to banks, enhancing Visa's B2B capabilities
Transfast	Mastercard	Mar-19	-	-	Cross-border payment services for businesses in 170+ countries
WorldFirst	Ant Financial	Feb-19	$700	-	UK-based payment company focusing on international remittances

Source: PitchBook, various public sources

C. Private Market Comparables

When looking at recent private market comparables at the growth stage, as shown below, the EV/Revenue multiples range from 11.7x-26.5x, indicating strong valuation potential for fintech companies in remittance, payments, and digital banking. Given "The Company"'s focus on underserved immigrant markets and its strategic partnerships, it has a clear opportunity to achieve similar multiples as it scales. Moreover, the significant interest from top-tier private investors in this space further supports the potential for "The Company" to attract additional capital, should that be needed to grow its user base and revenues.

Figure 11 - Private Market Comparables

Company	HQ Country	Key Investors	Last Round Date	Last Stage	Last Round Size ($m)	Last Round Valuation ($m)	ARR ($m)	ARR Multiple	Company Decsription
Zepz	United Kingdom	Accel, TCV	2024-10-03	Series F	$267	$5,000	$249	20.1x	B2C online money transfer platform
Revolut	United Kingdom	Coatue, D1, DST Global, Tiger Global	2024-08-16	Secondary Sale	$500	$45,000	$1,699	26.5x	FX and money-transferring application
Nium	Singapore	Global Founders Capital, Temasek	2024-06-05	Series E	$50	$1,400	$120	11.7x	B2B cross-border payments platform
Monzo	United Kingdom	Abu Dhabi Growth Fund, Accel, General Catalyst	2024-05-08	Series I	$621	$4,500	$308	14.6x	Financial management platform
Chime	United States	Sequoia, Softbank, G Squared, Tiger Global	2021-08-13	Series G	$750	$25,000	$1,500	16.7x	Financial platform for banking service
TransferGo	United Kingdom	Taiwania Capital, SVB	2024-04-09	Series C	$10	$600	$51	11.8x	Platform for international money transf
PaySend	United Kingdom	MasterCard	2023-11-19	Series B	$65	na	$27	na	Multi-currency payment application
Rapyd Financial Network	United Kingdom	Coatue, FJ Labs, General Catalyst, Tiger Global	2021-08-03	Series E	$300	na	na	na	B2C fintech-as-a-service platform
Mean								16.9x	
Median								15.6x	

Note - ARR figures are estimates from public findings

Source: PitchBook, various public sources

D. Returns Analysis

For our returns analysis, we conservatively assume [redacted]

In the upside case, our exit assumptions are based on below:

[redacted]

The sensitivity tables below provide an overview of "The Company"'s return potential assuming various exit scenarios. While the forecast is mostly illustrative given the early stage nature of the business, we see a strong path for the Company to reach a [redacted] valuation [redacted] should its superapp solution successfully reach strong product market fit.

Figure 12 - Exit Analysis

[redacted] $mm) at Exit					
	Revenue at Exit				
	$136m	$156m	$176m	$196m	$216m
EV / Revenue 3.0x	$408m	$468m	$528m	$588m	$648m
4.0x	$544m	$624m	$704m	$784m	$864m
5.0x	$680m	$780m	$880m	$980m	$1,080m

MOIC					
	Revenue at Exit				
	$136m	$156m	$176m	$196m	$216m
EV / Revenue 3.0x	9.4x	10.8x	12.2x	13.6x	14.9x
4.0x	12.5x	14.4x	16.2x	18.1x	19.9x
5.0x	15.7x	18.0x	20.3x	22.6x	24.9x

WSC Proceeds ($mm) at Exit					
	Revenue at Exit				
	$136m	$156m	$176m	$196m	$216m
EV / Revenue 3.0x	$57m	$65m	$74m	$82m	$90m
4.0x	$76m	$87m	$98m	$109m	$121m
5.0x	$95m	$109m	$123m	$137m	$151m

IRR					
	Revenue at Exit				
	$136m	$156m	$176m	$196m	$216m
EV / Revenue 3.0x	36.1%	38.7%	41.0%	43.1%	45.1%
4.0x	41.6%	44.3%	46.7%	48.9%	50.9%
5.0x	46.0%	48.8%	51.3%	53.6%	55.6%

Source: WSC Analysis

X. CHALLENGES, RISKS AND MITIGANTS

1. Operational Risk

Product Risk

- Whether "The Company" can execute on pipeline products planned
- "The Company" has already executed "[redacted]and [redacted]1 hovel-ready" products (advanced contract negotiations with partners and ready development team) and

	developed deep relationships within the Canada and India corridor and continue to unlock other innovative products
Supplier Risk	● Unclear if "The Company" has the right suppliers to scale and drive the business forward and the given suppliers present significant third-party dependencies that could delay launch or create problems post launch □ The Company has diligenced their suppliers including third-party risk management □ The Company has managed to maintain strong relations with other partners that could step in should current partners cancel their contracts with "The Company"
2. Micro Risk	
Government risk	● Potential risk if government reduces allowable immigrants in the country □ All Canadian political parties are pro-immigration but there could be reductions, thus the risk remains □ The Company mitigates this risk by needing a small percentage of the TAM to hit profitability and grow TAM with existing Canadians already in the country
Competitive Risk	● Big 5 banks could try to replicate or create complexities for "The Company" in navigating the Canadian financial landscape □ "The Company" has a moat because they’ve seen how hard it has been to build or to “retrofit” existing banking products to "The Company"’s experience □ Several large banks have approached "The Company" to partner (e.g., credit cards) which is evidence that "The Company" has already built something hard to replicate
3. Customers	
Customer Acquisition	● Difficulty acquiring customers, in general, or at low CACs as planned □ Product is compelling for the B2B2C partners the Company has already identified: corporate global mobility, schools targeting expats, and skilled labour □ Zero-cost partnership with one of the Big Four accounting firms, giving "The Company" a terrific logo and users at zero CAC □ "The Company" is “missing piece of global mobility” with good corporate client pipeline □ Developed a high probability student agent relationships notably in India

Customer Retention	• May churn existing customers to one of the Big 5 banks as new Canadians customers get more familiar with the financial system • "The Company" will have customer loyalty and an emotional connection by helping at a time of stress and anxiety, while keeping up with their financial needs • Big banks still do not serve recent immigrants well, they just offer cash / small incentives for sign ups. Nevertheless, users could sign -up for certain modular services (e.g., postpaid credit card) without shifting their basic banking with "The Company" • "The Company" will continue to add additional products that users need to support their lifecycle needs like India bill payment, telecom, health care, credit, etc.
4. Exit Considerations	
Lack of fintech exits in recent years	• Micro and macro trends have slowed down fintech IPO and M&A activity since 2021. Limited, relevant exits in recent years present a risk for WSC's ability to monetize investment in "The Company" • Although future exit conditions are difficult to change/predict, we expect "The Company" to achieve strong top line growth at highly profitable net income levels in the coming years, which will materially derisk future funding needs and ultimately exit opportunity by equipping "The Company" with the flexibility to extend its exit timeline and wait for more favorable market conditions if necessary

APPENDIX I: Executed Term Sheet

APPENDIX II: Pro Forma Cap Table

APPENDIX III: WSC Technology Due Diligence Memo