

PaySauce

Fees Feed the Sauce—Rates Not So Tasty

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PaySauce's (PYS) largely pre-released 1H26 showed progress on the controllables, but slowing NZ growth ahead of its pending launch into Australia. The mix of revenues shifted toward processing fees as interest income continued to decline, reflecting ongoing OCR cuts. Pleasingly, profitability was retained, and free cashflow remained positive. The NZ base has remained sufficiently profitable to fund PYS's international expansion preparation, with its Gen 2.0 platform now processing the first trial pay runs in Australia. Management is prioritising preparation of Australian award coverage, UX, and service readiness over speed ahead of its launch early next year. We believe this disciplined approach reduces go-to-market risks, keeps PYS within its financial constraints, and maintains focus on unit economics. The Australian commercial launch in February 2026 will be of key interest at FY26. We make minor amendments to our estimates, with our spot valuation remaining unchanged at NZ\$0.39.

NZX code	PYS	Financials: Mar/	25A	26E	27E	28E	Valuation (x)	25A	26E	27E	28E
Share price	NZ\$0.34	Rev (NZ\$m)	9.0	9.4	10.8	13.6	PE	n/a	n/a	n/a	n/a
Spot Valuation	NZ\$0.39	NPAT* (NZ\$m)	0.8	0.1	-1.5	-0.6	EV/EBIT	83.3	n/a	n/a	n/a
Risk rating	High	EPS* (NZc)	0.0	0.0	0.0	0.0	EV/EBITDA	34.5	37.4	n/a	43.9
Issued shares	144.2m	DPS (NZc)	0.0	0.0	0.0	0.0	Price / NTA	26.3	33.4	n/a	n/a
Market cap	NZ\$49.m	Imputation (%)	0	0	0	0	Cash div yld (%)	0.0	0.0	0.0	0.0
Avg daily turnover	32.5k (NZ\$7k)	*Based on normalised profits					Gross div yld (%)	0.0	0.0	0.0	0.0

What's changed?

- **Earnings:** We recalibrate our interest income forecasts to reflect a deeper interest rate trough, lowering our forecast recurring revenue -1%/-2%/-2% across FY26, FY27, and FY28 respectively.

Fees drive the New Zealand core

PYS's total annual recurring revenue (ARR)—recurring revenue in the final month of the period annualised—lifted +6% year-on-year to reach NZ\$9.2m in 1H26, with processing fee ARR growth (up +15% to NZ\$7.3m) more than offsetting continued declines in interest ARR (down -20% to NZ\$1.9m). Total recurring revenue for the period lifted +5% to NZ\$4.5m, with gross margin holding at 78%, reflecting cost to serve per customer down -2% to NZ\$20. NPBT was NZ\$302k and EBTDA NZ\$779k, with free cashflow remaining positive at NZ\$33k (1H24: NZ\$166k). Customers totalled 8,506 (+124 over 2Q26), and total LTV rose to NZ\$60.5m (+0.5m over 2Q26), supported by a higher lifetime per customer (+13% to 8.5 years).

Australian pilot to launch—measured path to scale

Live Australian pilot customer payments were processed using the Gen 2.0 platform in 1H26, with initial focus on the Pastoral Award. Full commercial launch is targeted for mid-February 2026. We assume no Australian contribution in FY26, forecasting the first customers from FY27 and ~1,100 by FY27 year-end. Indicative pricing is around A\$90 per month, with NZ-based service and award-by-award expansion reducing early execution risk. We note that PYS has appointed Chris Ridd—former Xero Australia managing director and ex-Microsoft executive—as Australian executive director to lead its Australian agri-sector-first expansion.

Unit economics continue to improve

Interest on customer funds declined as rates eased. Customer acquisition costs (CAC) per addition remained flat at NZ\$577 in the half; cost-to-serve (CTS) per customer continued to fall with scale (down -2% to NZ\$20); and retention improved (customer lifetime +13% to 8.5 years), lifting total LTV to NZ\$60.5m. Closing cash was NZ\$272k, and PYS has an undrawn NZ\$350k bank facility.

Paysauce Limited (PYS)

Market Data (NZ\$)

Priced as at 10 Nov 2025	0.34
52 week high / low	0.34 / 0.14
Market capitalisation (NZ\$m)	49.0

Key WACC assumptions

Risk free rate	5.00%
Equity beta	1.25
WACC	13.2%
Terminal growth	2.5%

Profit and Loss Account (NZ\$m)	2024A	2025A	2026E	2027E	2028E
Revenue	7.7	9.0	9.4	10.8	13.6
Normalised EBITDA	1.1	1.4	1.3	(0.4)	1.1
Depreciation and amortisation	0.6	0.8	1.0	1.4	1.6
Normalised EBIT	0.5	0.6	0.2	(1.8)	(0.5)
Net interest	(0.1)	(0.0)	(0.1)	(0.2)	(0.3)
Associate income	-	-	-	-	-
Tax	1.0	0.2	(0.0)	0.6	0.2
Minority interests	-	-	-	-	-
Normalised NPAT	1.5	0.8	0.1	(1.5)	(0.6)
Abnormals/other	(0.2)	(0.1)	-	-	-
Reported NPAT	1.2	0.7	0.1	(1.5)	(0.6)
Normalised EPS (cps)	0.0	0.0	0.0	(0.0)	(0.0)
DPS (cps)	-	-	-	-	-

Growth Rates	2024A	2025A	2026E	2027E	2028E
Revenue (%)	32.8	16.7	4.1	15.2	25.7
EBITDA (%)	n/a	21.7	-9.6	n/a	n/a
EBIT (%)	n/a	15.8	-59.8	n/a	n/a
Normalised NPAT (%)	n/a	-48.2	-83.8	n/a	n/a
Normalised EPS (%)	n/a	-45.5	-82.3	n/a	n/a
Ordinary DPS (%)	n/a	n/a	n/a	n/a	n/a

Cash Flow (NZ\$m)	2024A	2025A	2026E	2027E	2028E
EBITDA	1.1	1.4	1.3	(0.4)	1.1
Working capital change	(1.1)	0.1	0.0	0.1	0.1
Interest & tax paid	(1.1)	(0.3)	(0.0)	(0.8)	(0.6)
Other	2.0	4.9	4.1	4.6	4.7
Operating cash flow	0.9	6.1	5.3	3.5	5.3
Capital expenditure	(1.2)	(1.7)	(2.0)	(1.8)	(1.9)
(Acquisitions)/divestments	-	-	-	-	-
Other	(0.7)	(1.3)	(2.5)	(2.8)	(2.8)
Funding available/(required)	(1.0)	3.1	0.8	(1.1)	0.6
Dividends paid	-	-	-	-	-
Equity raised/(returned)	-	-	-	-	-
(Increase)/decrease in net debt	(1.0)	3.1	0.8	(1.1)	0.6

Balance Sheet (NZ\$m)	2024A	2025A	2026E	2027E	2028E
Working capital	(0.2)	(0.3)	(0.3)	(0.4)	(0.5)
Fixed assets	0.4	0.4	0.6	0.7	0.9
Intangibles	2.4	3.4	4.3	4.9	5.4
Right of use asset	-	-	-	-	-
Other assets	36.1	40.7	44.1	47.9	51.7
Total funds employed	38.6	44.0	48.7	53.1	57.5
Net debt/(cash)	0.0	(0.3)	0.0	1.2	1.4
Lease liability	0.1	0.1	0.2	0.2	0.3
Other liabilities	34.5	38.9	42.3	46.2	50.0
Shareholder's funds	4.0	5.4	6.2	5.5	5.8
Minority interests	-	-	-	-	-
Total funding sources	38.6	44.0	48.7	53.1	57.5

* Forsyth Barr target prices reflect valuation rolled forward at cost of equity less the next 12-months dividend

Spot valuation (NZ\$)

SaaS peers comparable	0.28
DCF	0.39
12-month forward total LTV	0.49

DCF valuation summary (NZ\$m)

Total firm value	58
(Net debt)/cash	1
Less: Capitalised operating leases	(2)
Value of equity	56

Valuation Ratios	2024A	2025A	2026E	2027E	2028E
EV/Sales (x)	6.0	5.6	5.2	4.5	3.6
EV/EBITDA (x)	39.4	34.5	37.4	n/a	43.9
EV/EBIT (x)	90.4	83.3	>100x	n/a	n/a
PE (x)	>100x	>100x	>100x	n/a	n/a
Price/NTA (x)	33.9	26.3	33.4	>100x	n/a
Free cash flow yield (%)	-0.9	8.8	6.4	3.1	6.5
Adj. free cash flow yield (%)	-0.9	8.8	6.4	3.1	6.5
Net dividend yield (%)	0.0	0.0	0.0	0.0	0.0
Gross dividend yield (%)	0.0	0.0	0.0	0.0	0.0

Capital Structure	2024A	2025A	2026E	2027E	2028E
Interest cover EBIT (x)	6.1	13.4	3.7	n/a	n/a
Interest cover EBITDA (x)	14.0	32.4	20.3	n/a	3.3
Net debt/ND+E (%)	1.2	-6.3	0.5	19.4	20.6
Net debt/EBITDA (x)	0.0	n/a	0.0	n/a	1.3

Key Ratios	2024A	2025A	2026E	2027E	2028E
Return on assets (%)	1.3	1.3	0.5	-3.3	-0.9
Return on equity (%)	38.3	14.5	2.1	-29.1	-11.9
Return on funds employed (%)	28.5	13.0	1.5	-14.2	-5.8
EBITDA margin (%)	14.9	15.5	13.5	-3.9	8.0
EBIT margin (%)	6.5	6.4	2.5	-17.1	-4.0
Capex to sales (%)	15.3	18.5	21.6	16.9	14.1
Capex to depreciation (%)	-592	-750	-1,092	-578	-514
Imputation (%)	0	0	0	0	0
Pay-out ratio (%)	0	0	0	0	0

Operating Performance	2024A	2025A	2026E	2027E	2028E
Processing fees	5.4	6.3	7.3	8.9	11.5
Interest on customer funds	2.2	2.3	1.7	1.6	1.7
SaaS recurring revenue	7.6	8.7	9.0	10.4	13.2
Beginning customers (#)	6,875	7,368	8,204	8,936	10,857
New customers (#)	1,502	1,755	1,755	3,036	3,698
Customers churned (#)	(1,009)	(919)	(1,023)	(1,115)	(1,354)
Ending customers (#)	7,368	8,204	8,936	10,857	13,201

Net customer growth (%)	7.2%	11.3%	8.9%	21.5%	21.6%
Average monthly churn (%)	1.2%	1.0%	1.0%	1.0%	1.0%

Per customer metrics:

ARPU (NZ\$ p/m)	88.6	92.6	87.7	88.6	92.2
Cost to serve (NZ\$ p/m)	(21.0)	(19.0)	(18.4)	(18.6)	(18.8)
Lifetime years	7.1	8.4	8.4	8.4	8.4
Lifetime value (NZ\$)	5,890	6,747	6,997	7,076	7,421
Lifetime value: CAC	11.5	11.6	9.6	6.3	7.8

Results review

PYS delivered modest top-line expansion and improved earnings quality in its 1H26 results. ARR reached NZ\$9.2m, up +6% against the prior year, with a lift in processing-fee ARR (+15% to NZ\$7.3m) more than offsetting lower interest ARR (-20% to NZ\$1.9m). Total recurring revenue in the period was NZ\$4.5m (+5%). Gross margin held at 78%, with GM dollars up +5% to NZ\$3.5m, reflecting both efficiency gains (cost-to-serve per customer down -2% to NZ\$20) and net customer adds (+685 in the year to 8,506). Profitability improved, underpinned by continued cost discipline—EBTDA rose to NZ\$0.78m (from NZ\$0.55m) and NPBT to NZ\$0.30m (from NZ\$0.15m)—while free cashflow remained positive at NZ\$33k despite continued product investment. Heading into the upcoming Australia launch, PYS has NZ\$0.3m of cash and a NZ\$0.35m undrawn bank facility.

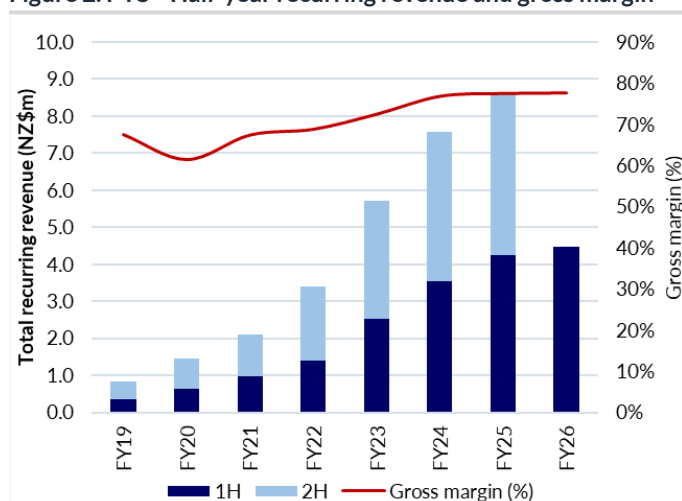
Customer economics strengthened. Total LTV increased +20% over the year to NZ\$60.5m as active customers ended the half at 8,506 and LTV per customer lifted to NZ\$7,109, reflecting improved customer lifetime (+13% to 8.5 years) and modestly lower cost-to-serve per customer. ARPU moderated to NZ\$90, down -3% year-on-year, with a decline in interest ARPU (down -26% to NZ\$18) offsetting processing ARPU gains (up +6% to NZ\$72).

Figure 1. 1H26 result summary (NZ\$m)

	1H25	1H26	Change (%)
Processing fees	3.0	3.5	+15%
Interest income	1.2	1.0	-21%
Recurring revenue	4.3	4.5	+5%
Cost to serve	(0.9)	(1.0)	+5%
Gross margin	3.3	3.5	+5%
Total other revenue	0.3	0.0	-97%
Customer acquisition costs	(0.6)	(0.5)	-9%
Research and development costs	(0.5)	(0.6)	+28%
G&A costs	(2.0)	(1.6)	-21%
Interest expense	(0.0)	(0.0)	n/a
EBTDA	0.6	0.8	+36%
D&A	(0.4)	(0.5)	+20%
impairments	(0.0)	(0.0)	n/a
NPBT	0.2	0.3	+74%
Tax	(0.1)	(0.1)	-4%
NPAT	0.1	0.2	+137%

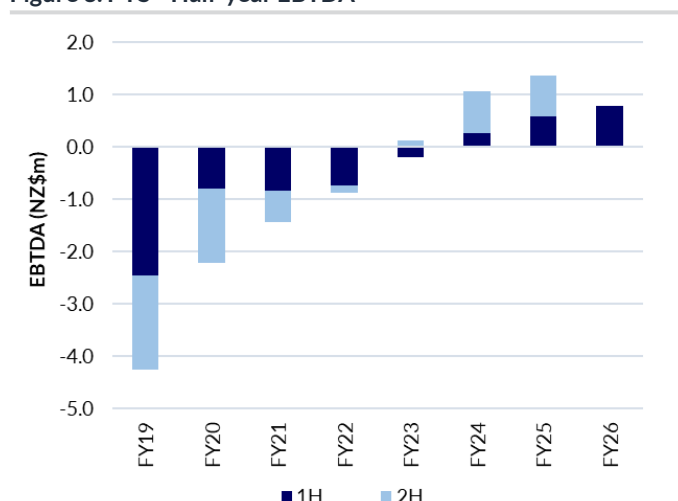
Source: Company, Forsyth Barr analysis

Figure 2. PYS—Half-year recurring revenue and gross margin



Source: Company, Forsyth Barr analysis

Figure 3. PYS—Half-year EBTDA



Source: Company, Forsyth Barr analysis

Earnings revisions

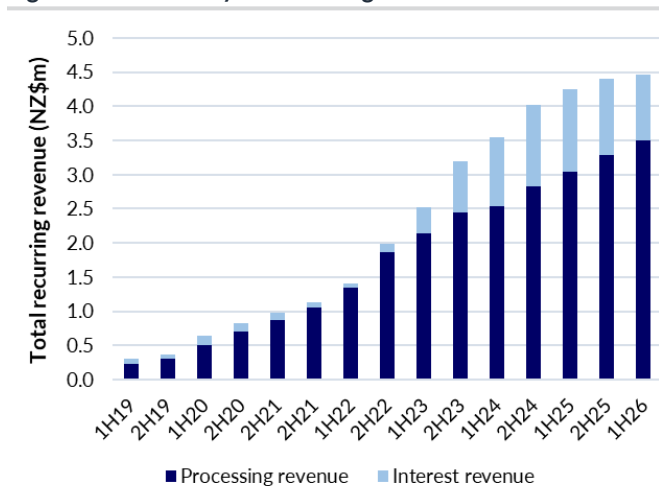
We make minor revisions to our forecasts following PYS's 1H26 result, reflecting the declining interest rate environment since August 2025. The Reserve Bank of New Zealand has delivered a cumulative -50bp of cuts to the OCR between August and October, bringing the rate to 2.5%. As a result, market expectations have reset, with an OCR trough of ~2.25% now priced in (down from ~2.75% in August). As such, we incorporate a deeper interest rate trough, lowering interest income modestly across our forecast horizon. Our other forecast assumptions remain unchanged.

Figure 4. Earnings revisions

	FY26E			FY27E			FY28E		
	Old	New	Change (%)	Old	New	Change (%)	Old	New	Change (%)
Processing fees	7.3	7.3	+0%	8.9	8.9	+0%	11.5	11.5	+0%
Interest income	1.8	1.7	-5%	1.8	1.6	-11%	1.9	1.7	-11%
Recurring revenue	9.1	9.0	-1%	10.6	10.4	-2%	13.4	13.2	-2%
Cost to serve	(2.0)	(2.0)	+0%	(2.4)	(2.4)	+0%	(3.0)	(3.0)	+0%
Gross margin	7.1	7.0	-1%	8.2	8.0	-2%	10.5	10.2	-2%
Gross margin %	78%	78%	-0%	77%	77%	-1%	78%	78%	-0%
Other revenue	0.3	0.3	n/a	0.3	0.3	n/a	0.3	0.3	n/a
Total other revenue	0.3	0.3	+0%	0.3	0.3	+0%	0.3	0.3	+0%
Customer acquisition costs	(1.3)	(1.3)	+0%	(3.4)	(3.4)	+0%	(3.5)	(3.5)	+0%
Research and development costs	(1.2)	(1.2)	-5%	(1.4)	(1.5)	+2%	(1.8)	(1.9)	+2%
G&A costs	(3.7)	(3.7)	+0%	(3.9)	(3.9)	+0%	(4.1)	(4.1)	+0%
Other expenses	0.0	0.0	n/a	0.0	0.0	n/a	0.0	0.0	n/a
Interest expense	(0.1)	(0.1)	+0%	(0.2)	(0.2)	n/a	(0.4)	(0.3)	-5%
EBTDA	1.2	1.2	-3%	(0.4)	(0.6)	n/a	1.0	0.8	-23%
EBTDA Margin %	14%	13%	-2%	-4%	-6%	+50%	7%	6%	-22%
D&A	(1.0)	(1.0)	+0%	(1.4)	(1.4)	n/a	(1.6)	(1.6)	n/a
impairments	0.0	0.0	n/a	0.0	0.0	n/a	0.0	0.0	n/a
NPBT	0.2	0.2	-16%	(1.8)	(2.1)	n/a	(0.7)	(0.9)	n/a
Tax	(0.1)	(0.0)	-16%	0.5	0.6	+11%	0.2	0.2	+30%
NPAT	0.1	0.1	-16%	(1.3)	(1.5)	n/a	(0.5)	(0.6)	n/a

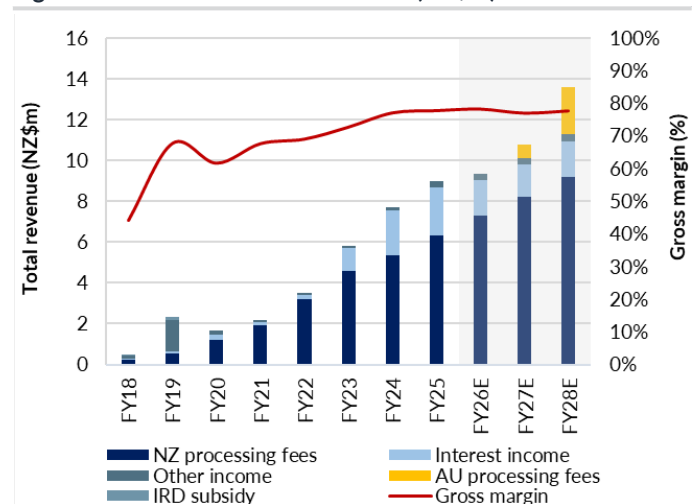
Source: Forsyth Barr analysis

Figure 5. PYS—Half-year recurring revenue stack



Source: Company, Forsyth Barr analysis

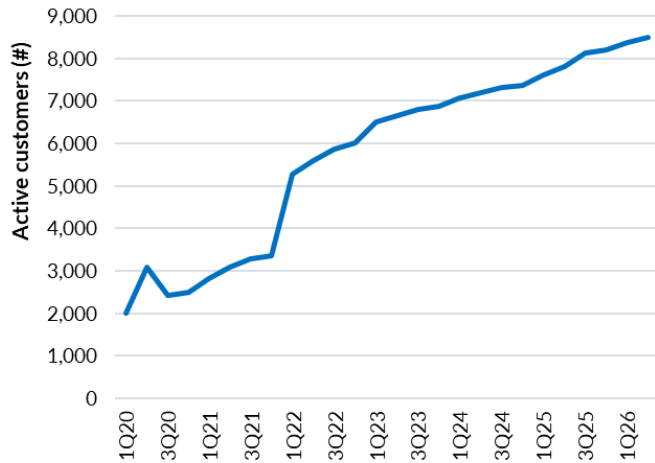
Figure 6. PYS—Total revenue forecast (NZ\$m)



Source: Company, Forsyth Barr analysis

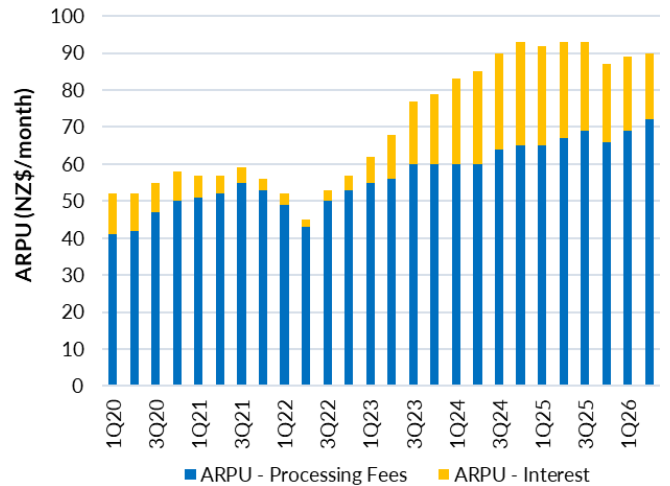
Key charts—SaaS metrics

Figure 7. PYS—Active customers (at end of period)



Source: Company, Forsyth Barr analysis

Figure 8. PYS—Average monthly revenue per user stack (ARPU)



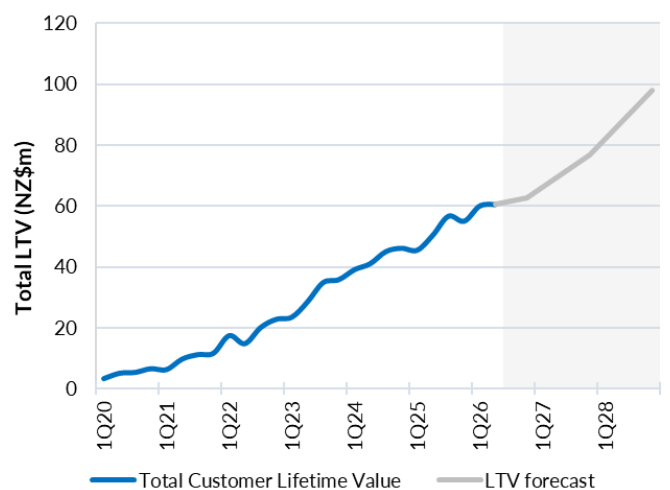
Source: Company, Forsyth Barr analysis

Figure 9. PYS—Average customer lifetime (years)



Source: Company, Forsyth Barr analysis

Figure 10. PYS—Total customer lifetime value (total LTV NZ\$m)



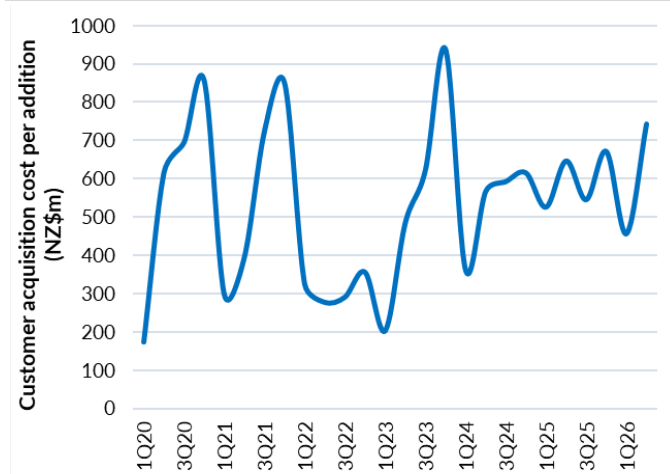
Source: Company, Forsyth Barr analysis

Figure 11. PYS—Cost to serve per customer (NZ\$m)



Source: Company, Forsyth Barr analysis

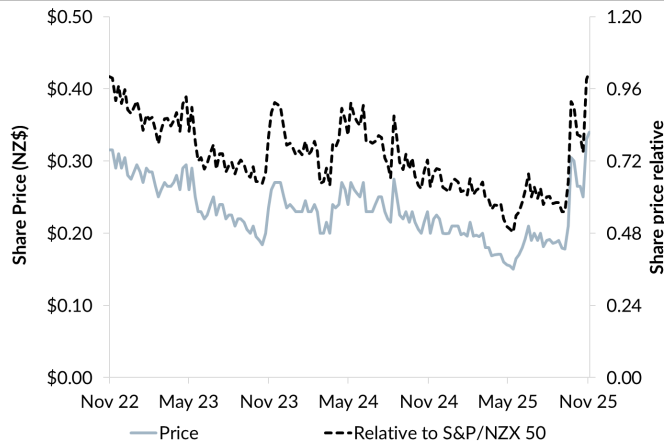
Figure 12. PYS—CAC per addition (NZ\$m)



Source: Company, Forsyth Barr analysis

Additional data

Figure 13. Share price performance



Source: LSEG, Forsyth Barr analysis

Figure 14. Substantial shareholders

Shareholder	Latest Holding
Asantha Wijeyeratne	24.8%
Perpetual Trust Barnes Family	14.8%
Troy Tarrant	11.3%

Source: NZX, Forsyth Barr analysis, NOTE: based on SPH notices only

Figure 15. International valuation comparisons using consensus data (one and two year forward)

Company	Code	Price	Mkt Cap (m)	PE		EV/EBITDA		EV/EBIT		Cash Yld
				1yr	2yr	1yr	2yr	1yr	2yr	
Paysauce	PYS NZ	NZ\$0.34	NZ\$49	<0x	<0x	>75x	50.9x	<0x	<0x	0.0%
Xero	XRO AT	A\$141.79	A\$23,459	>75x	62.0x	29.9x	23.2x	56.9x	39.6x	0.0%
Automatic Data Processing Inc	ADP US	US\$254.16	US\$102,795	22.5x	20.6x	14.8x	13.4x	16.2x	14.6x	2.6%
Paychex Inc	PAYX US	US\$111.96	US\$40,294	19.9x	18.6x	13.9x	12.8x	15.6x	14.5x	4.0%
Paylocity Holding	PCTY US	US\$141.88	US\$7,716	18.4x	16.7x	11.8x	10.6x	14.1x	12.6x	0.0%
Dayforce Inc	DAY US	US\$68.35	US\$10,938	26.7x	22.8x	18.8x	14.7x	19.9x	16.7x	0.0%
Paycom Software	PAYC US	US\$162.15	US\$9,124	16.3x	14.6x	9.4x	8.4x	11.9x	10.7x	0.9%

Source: Forsyth Barr analysis, Bloomberg, NOTE: all multiples based on Bloomberg consensus estimates, EV = market cap+net debt+lease liabilities+min interests-investments

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