Money in Motion

+61 (07) 3557 1100

Level 13
440 Collins Street

Melbourne Victoria 3000

EML Payments Limited

1 December 2025

ASX Market Announcements
20 Bridge Street
SYDNEY NSW 2000

CFO Transition

EML Payments Limited (ASX:EML) ("EML") today advises that is has appointed Mr Stuart Will as Chief Financial Officer, effective 1 December 2025, following the resignation of Mr James Georgeson.

Mr Will is currently the Group Financial Controller of EML and has worked closely with Mr Georgeson and the global finance team over the past nine months. Prior to joining EML, Mr Will has served as Chief Financial Officer at a number of large-scale organisations including Optal Ltd and Baby Bunting. He brings extensive CFO, Company Secretary and executive leadership experience across the fintech, financial services, and retail sectors, with particular expertise in global operations and strategic transformations. Mr Will is a Chartered Accountant and holds a Bachelor of Business (Accounting).

Mr Will and Mr Georgeson will continue to work together to affect a smooth transition through the first quarter of 2026.

Mr Georgeson said: "As EML enters a new phase, it felt like the right time to pass the baton to Stuart. Since joining the company at a very challenging time, we have completed the exit of underperforming businesses, restructured our debt facilities and enhanced the global finance function. We have achieved much together, and I am proud of how far we have come. A bright future lies ahead for EML and I have every confidence in Stuart, Anthony, and the broader leadership team.

Executive Chairman, Mr Anthony Hynes said: "James brought a steady hand not only to the finance department but EML more broadly. He should be very proud of what he and his team have accomplished, including critical refinancings and asset sales and disposals. He has strengthened our standing with the market and with our strategic partners. These initiatives have been fundamental to establishing EML's foundation for future growth. The Board extends its sincere thanks and best wishes to James and his family.

"No momentum will be lost on our EML2.0 journey as we welcome Stuart to the executive team. He has been deeply embedded in the business and brings more than fifteen years of global payments industry experience. We congratulate him on his appointment and look forward to his leveraging his expertise as we right-size our operating footprint and continue to build a strong growth engine."

Money in Motion

About EML Payments Limited

EML Payments is a global payments company that operates in Australia, the UK, Europe, and the US. Our customers are diverse and include major banks in Europe, government, retail brands and financial services companies. For more information: EMLPayments.com

This announcement has been authorised for release by the Board.

For further information, please contact:

Investor enquiries

M +61 455 470 055
E investorrelations@emlpayments.com

Media enquiries

Patrick Rasmussen
M +61 430159690
E prasmussen@prx.com.au

+61 (07) 3557 1100

Level 13
440 Collins Street

Melbourne Victoria 3000

EML Payments Limited