



# FXL Investor Roadshow Presentation

September 2014

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FLEXIGROUP 

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# Agenda

- x Highlights and Overview – Chief Executive Officer
- x 2014 Results Analysis – Chief Financial Officer
- x Strategy and Outlook – Chief Executive Officer



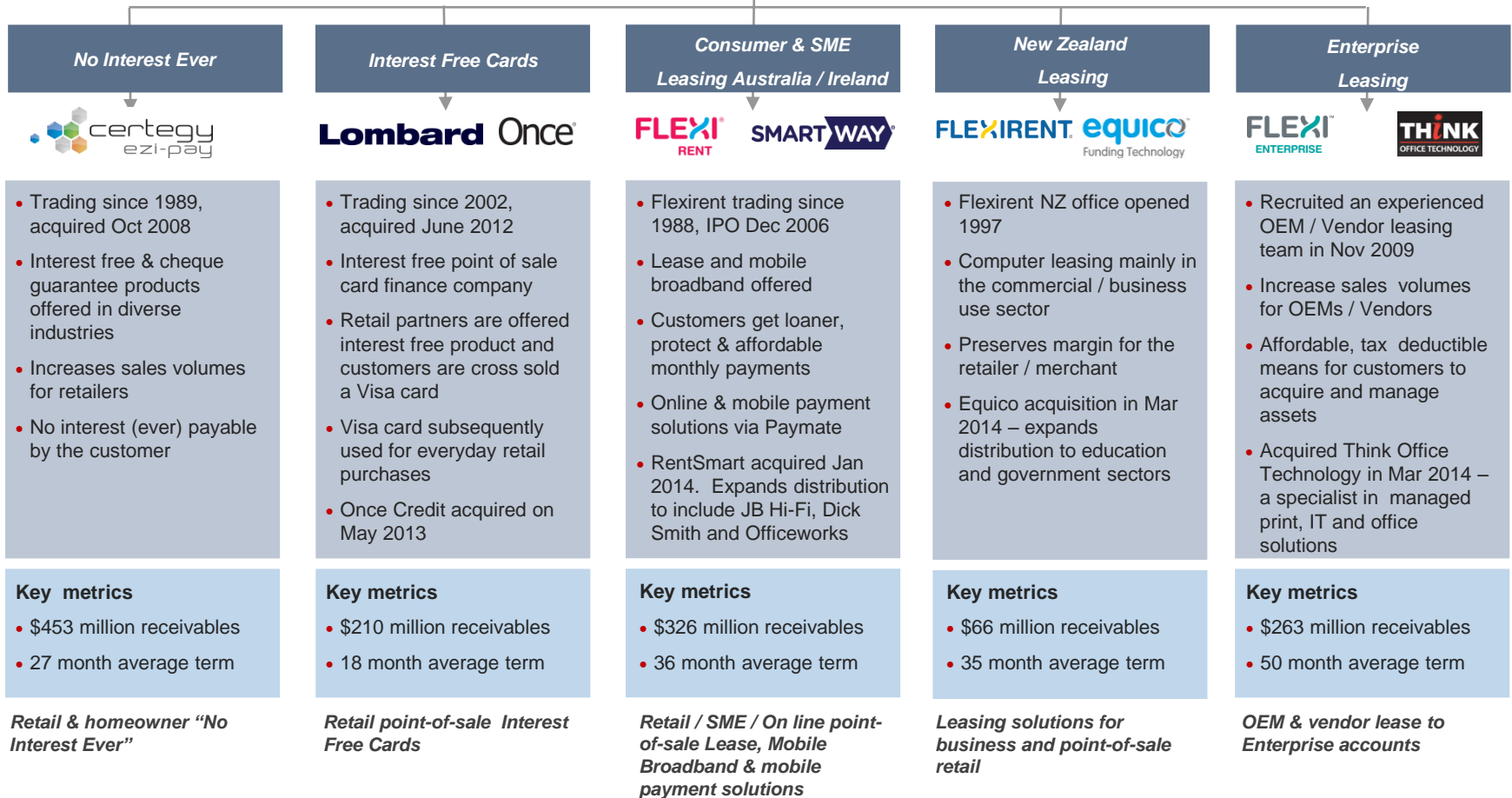
# Highlights and Overview

Tarek Robbiati  
Chief Executive Officer



# FlexiGroup (FXL) is the Leading Provider of Specialty Finance to Consumers and Businesses in Australia and New Zealand

FLEXIGROUP 



# FXL 3-Year Financial Performance Overview

FlexiGroup		FY12	FY13	FY14	2 Yr CAGR
Portfolio income	\$m	246.2	284.2	316.6	13%
Funding costs	\$m	59.5	67.1	67.5	7%
Net portfolio income	\$m	186.7	217.1	249.1	16%
Impairment losses	\$m	23.5	27.1	34.1	20%
Total expenses <sup>1</sup>	\$m	80.6	94.9	130.0	27%
Statutory NPAT <sup>1</sup>	\$m	59.0	65.9	57.6	-1%
Cash NPAT	\$m	61.3	72.1	85.0	18%
Cash EPS	cents	22.4	25.1	28.0	12%
Dividends	cents	12.5	14.5	16.5	15%
ROE	%	24%	24%	23%	n/a

1. Statutory NPAT impacted in FY14 predominantly by one off non-cash adjustments. Refer Appendix A for more detail

## Key financial performance highlights

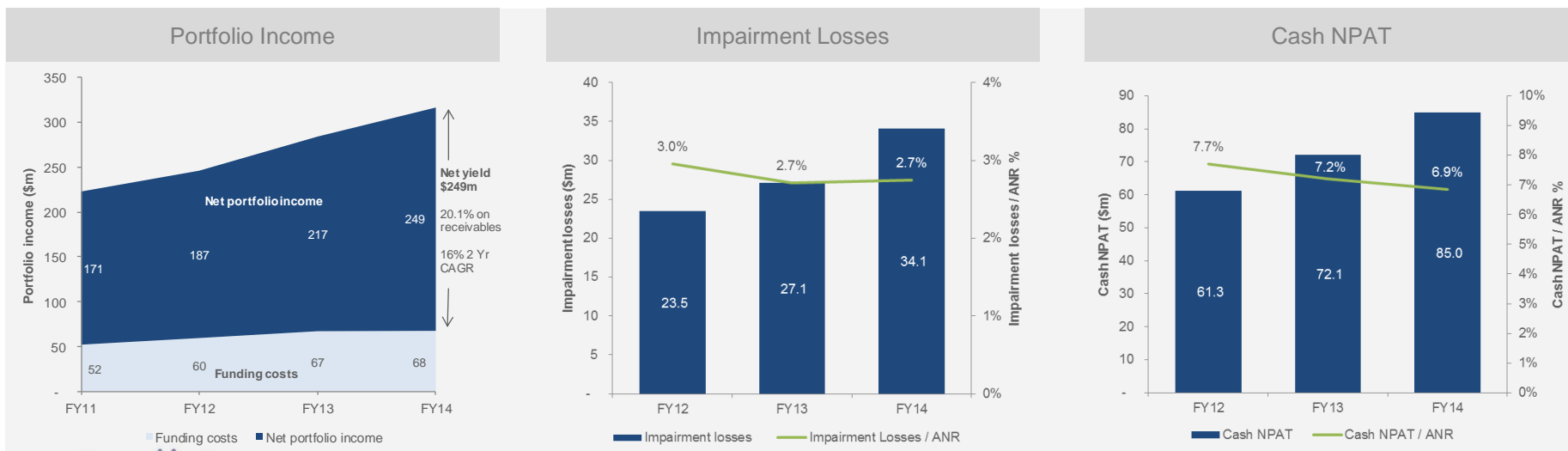
- ✗ 16% growth in Net portfolio income driven organically and with M&A
- ✗ Reduction of funding costs in percentage of borrowings as a result of funding diversification
- ✗ Impairment losses under control thanks to proprietary credit scoring capabilities

## Strategy

- ✗ Play where the banks don't
- ✗ FXL is ideally positioned to capitalise on the digital finance opportunity and consolidate its leadership in Specialty Finance

## Outlook

- ✗ FY15 Cash NPAT guidance of \$90m-\$91m



# Over the past 3 years, FlexiGroup has significantly diversified its Receivables Book and Profit Pool

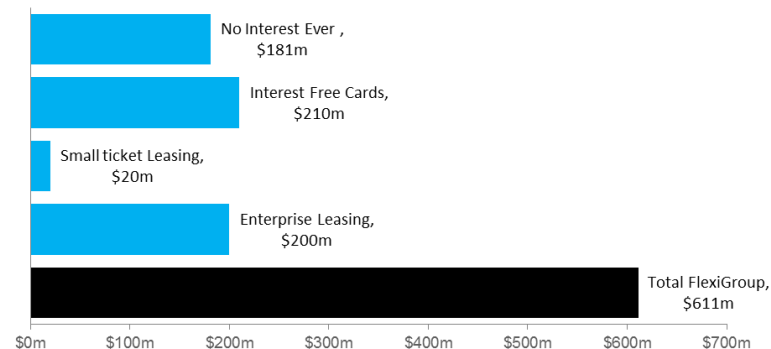
Receivables, \$m	FY11	FY12	FY13	FY14
No Interest Ever	\$272m	\$357m	\$422m	\$453m
Interest Free Cards	n/a	\$49m	\$186m	\$210m
Consumer & SME Leasing <sup>1</sup>			\$306m	\$326m
New Zealand Leasing	\$372m	\$366m	\$52m	\$66m
Enterprise Leasing	\$63m	\$155m	\$197m	\$263m
<b>Total FlexiGroup</b>	<b>\$707m</b>	<b>\$927m</b>	<b>\$1,163m</b>	<b>\$1,318m</b>

Cash NPAT, \$m	FY11	FY12	FY13	FY14
No Interest Ever	\$13.7m	\$21.9m	\$27.5m	\$32.3m
Interest Free Cards	n/a	\$0.1m	\$2.7m	\$11.0m
Consumer & SME Leasing <sup>1</sup>			\$28.8m	\$26.0m
New Zealand Leasing	\$36.5m	\$34.4m	\$4.3m	\$5.6m
Enterprise Leasing	\$2.6m	\$4.9m	\$8.8m	\$10.1m
<b>Total FlexiGroup</b>	<b>\$52.8m</b>	<b>\$61.3m</b>	<b>\$72.1m</b>	<b>\$85.0m</b>

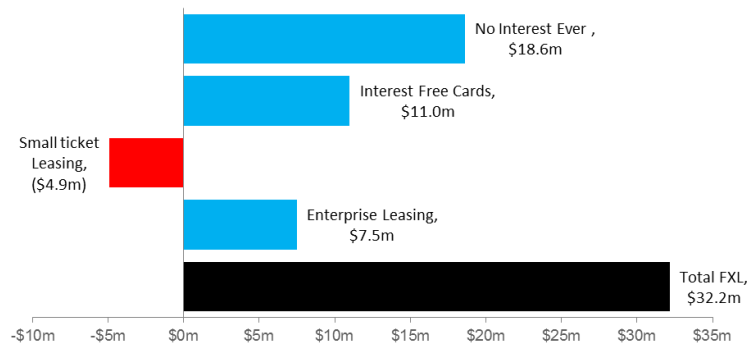
Notes

1. New Zealand segment reported separately from FY13 onwards

Receivables change by segment FY11 to FY14



Cash NPAT change by segment FY11 to FY14



# No Interest Ever Performance

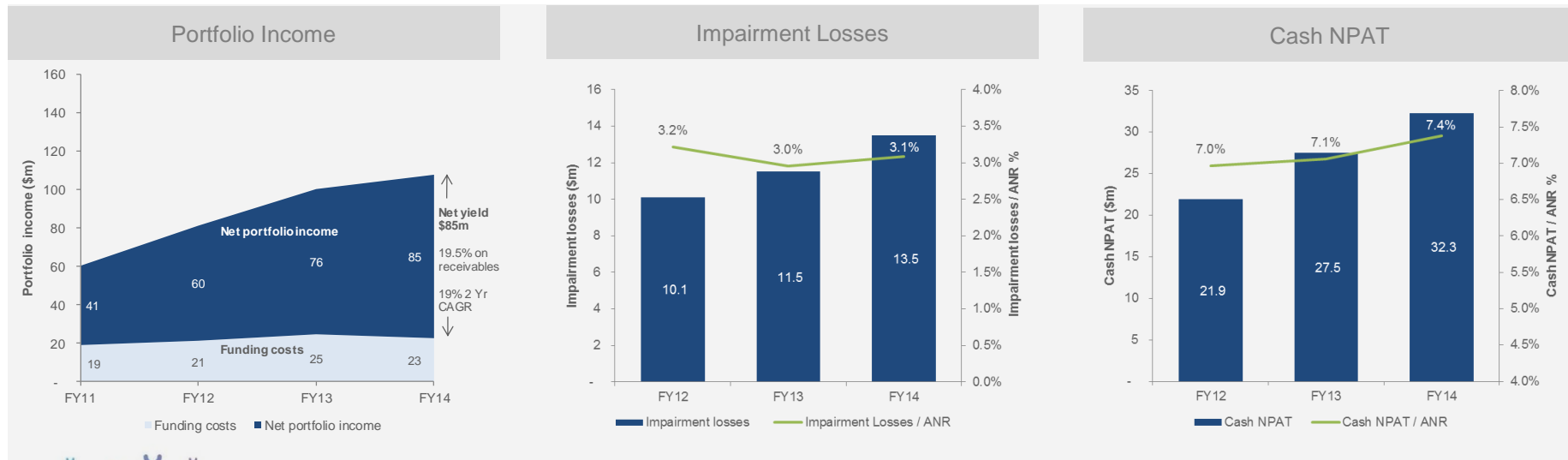
No Interest Ever		FY12	FY13	FY14	2 Yr CAGR
Portfolio income	\$m	81.2	100.3	107.8	15%
Funding costs	\$m	21.3	24.6	22.6	3%
Net portfolio income	\$m	59.9	75.6	85.1	19%
Impairment losses	\$m	10.1	11.5	13.5	16%
Total expenses	\$m	19.7	25.7	25.8	14%
Statutory NPAT	\$m	20.8	26.6	32.0	24%
Cash NPAT	\$m	21.9	27.5	32.3	21%
Volume	\$m	439	490	507	7%
Closing receivables	\$m	357	422	453	13%
Impairment ratio	%	3.2%	3.0%	3.1%	-2%
Cash NPAT/ANR	%	7.0%	7.1%	7.4%	3%

## Key financial performance highlights

- ✗ Cash NPAT growth of 21%, driven by growth in receivables and cost of funds benefits from well established securitisation program
- ✗ Solar volumes remain stable at \$15m per month in a low government subsidy environment (substantial rebates removed in Dec-12)

## Growth Outlook

- ✗ Further leverage successful VIP and Repeat Business programs
- ✗ Selective growth opportunities from new merchants and new solar technologies such as batteries and air conditioning
- ✗ Further focus on direct to consumer marketing, digital marketing and increased use of technology to facilitate “search, click and collect” model





# Interest Free Cards Performance

Interest Free Cards		FY12	FY13	FY14	2 Yr CAGR
Portfolio income	\$m	1.0	16.9	42.4	565%
Funding costs	\$m	0.3	4.1	9.5	507%
Net portfolio income	\$m	0.7	12.8	32.8	585%
Impairment losses	\$m	0.1	1.0	5.3	625%
Total expenses <sup>1</sup>	\$m	0.5	8.6	17.0	483%
Statutory NPAT <sup>1</sup>	\$m	0.1	2.2	6.1	679%
Cash NPAT	\$m	0.1	2.7	11.0	949%
Volume	\$m	-	88	200	n/a
Closing receivables	\$m	49	186	210	107%
Impairment ratio	%	2.4%	1.4%	2.7%	6%
Cash NPAT/ANR	%	2.4%	3.7%	5.6%	n/a

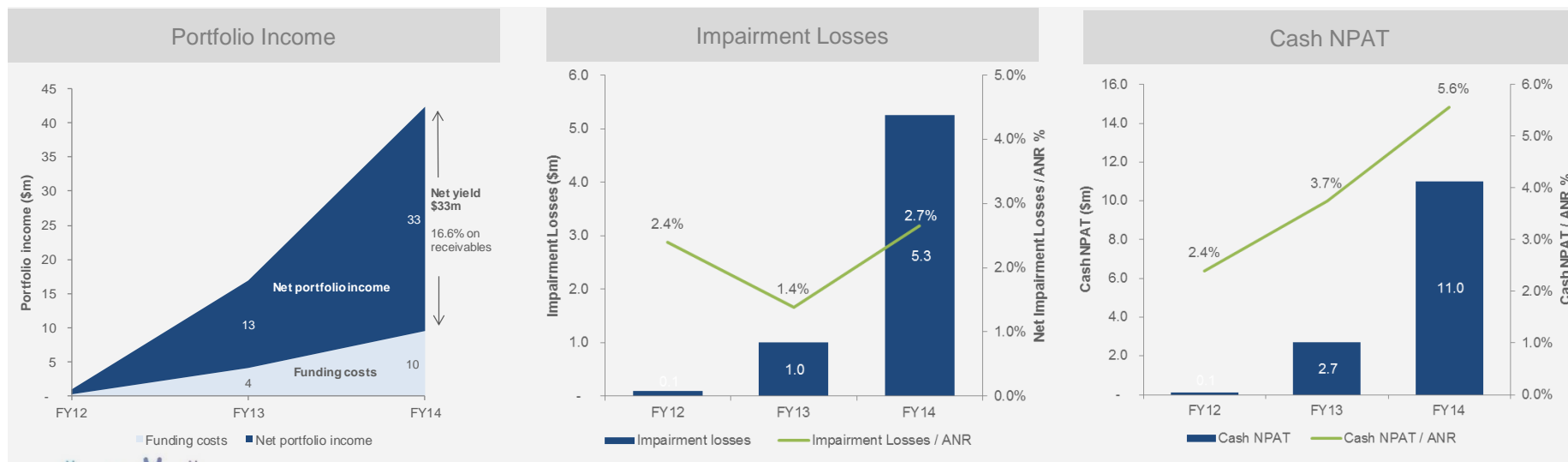
1. Statutory NPAT impacted in FY14 predominantly by one off non-cash adjustments. Refer Appendix A for more detail

## Key financial performance highlights

- ✗ FXL paid only \$45.5m (net of cash acquired) for this business
- ✗ Cash NPAT margin uplift of 190bps in FY14 driven by
  - ✗ scale up of business and realisation of significant integration synergies
  - ✗ increased customer acquisition and card spend activity

## Growth Outlook

- ✗ Completion of integrated originations platform to simplify processes for retail partners and streamline internal customer acquisition workflow. Back-end system integration to deliver further synergy benefits in FY15
- ✗ New card products with enhanced customer value propositions to be launched into the Once brand (to align with Lombard 180 Card)



# Australia/Ireland Consumer and SME Leasing Performance

Consumer & SME Leasing		FY13	FY14	FY14 vFY13
Portfolio income	\$m	122.6	112.5	-8%
Funding costs	\$m	26.6	23.1	-13%
Net portfolio income	\$m	96.0	89.5	-7%
Impairment losses	\$m	12.8	12.3	-4%
Total expenses <sup>1</sup>	\$m	48.0	53.3	11%
Statutory NPAT <sup>1</sup>	\$m	24.0	9.3	-61%
Cash NPAT	\$m	28.8	26.0	-10%
Volume	\$m	187	189	1%
Closing receivables	\$m	306	326	7%
Impairment ratio	%	4.1%	3.9%	-5%
Cash NPAT/ANR	%	9.3%	8.2%	-12%

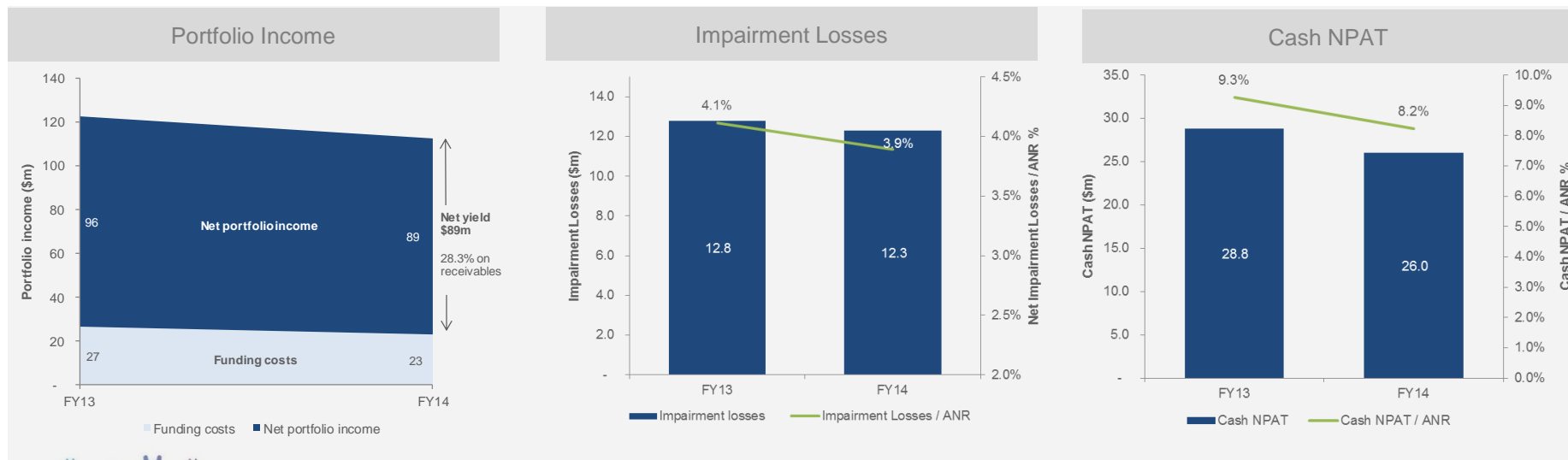
## Key financial performance highlights

- ✘ Cash NPAT decline slowed, positively impacted by mix shift from Consumer to SME
- ✘ Receivables up 7%, resulting from consolidation of acquired RentSmart business in February 2014. 1% aggregate volume growth, as a result of 18% volume growth in SME

## Growth Outlook

- ✘ RentSmart integration completed in June 2014 with significant cost take out
- ✘ Leasing agreements now in place with refreshed product offerings through JB Hi-Fi and Dick Smith Electronics which will drive volume uplift
- ✘ SME sector will continue to build on strong customer value proposition through competitive product offering and real time solutions

1. Statutory NPAT impacted in FY14 predominantly by one off non-cash adjustments. Refer Appendix A for more detail



# New Zealand Leasing Performance

New Zealand Leasing		FY13	FY14	FY14 vFY13
Portfolio income	\$m	14.0	17.2	23%
Funding costs	\$m	2.9	3.0	0%
Net portfolio income	\$m	11.1	14.3	29%
Impairment losses	\$m	0.7	0.6	-14%
Total expenses	\$m	4.7	6.1	30%
Statutory NPAT	\$m	4.3	5.5	28%
Cash NPAT	\$m	4.3	5.6	30%
Volume	\$m	29	38	31%
Closing receivables	\$m	52	66	27%
Impairment ratio	%	1.4%	1.0%	-26%
Cash NPAT/ANR	%	8.5%	9.5%	12%

## Key financial performance highlights

- ✘ Cash NPAT growth of 30% (+17% in constant currency) driven by volume growth in both existing and new retail/vendor partners
- ✘ Low impairment to ANR ratio demonstrates responsible credit focus and conservative approach to growth in an offshore market

## Growth Outlook

- ✘ Education sector (Equico product) sales volumes to show strong growth following acquisition in March 2014
- ✘ Provides solid platform for the transfer of other successful AU products into the NZ market
- ✘ Allows for further expansion and improved service of existing AU sales channels as key AU channel partners have untapped NZ operations



# Enterprise Leasing Performance

Enterprise Leasing		FY12	FY13	FY14	2 Yr CAGR
Portfolio income	\$m	20.0	30.3	36.8	36%
Funding costs	\$m	5.6	8.7	9.3	29%
Net portfolio income	\$m	14.4	21.6	27.4	38%
Impairment losses	\$m	1.4	1.1	2.4	31%
Total expenses	\$m	6.0	7.9	10.1	30%
Statutory NPAT	\$m	4.9	8.8	9.9	42%
Cash NPAT	\$m	4.9	8.8	10.1	44%
Volume	\$m	102	113	149	21%
Closing receivables	\$m	155	197	263	30%
Impairment ratio	%	1.3%	0.6%	1.0%	-12%
Cash NPAT/ANR	%	4.5%	5.0%	4.4%	-1%

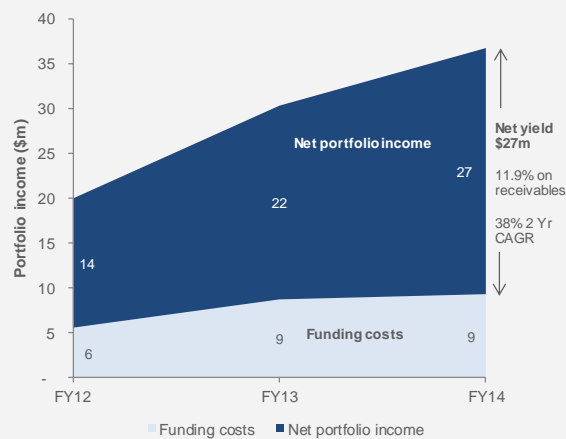
## Key financial performance highlights

- ✘ Cash NPAT growth of 44% driven by volume and receivables growth
- ✘ Continued tight management of loss performance and focus on growing higher credit quality mid-large segment underpin low losses of 1.0%

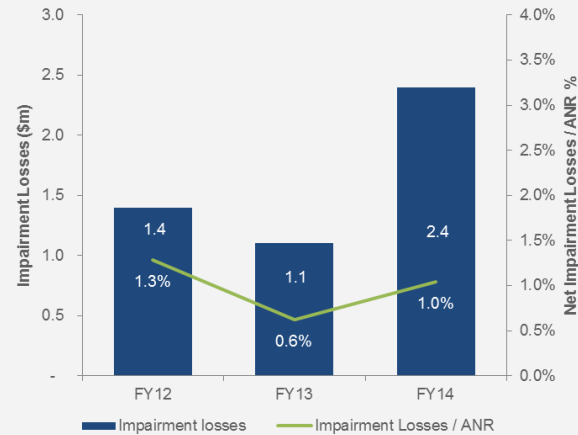
## Growth Outlook

- ✘ Shift from manual to digital origination processes and self-service will drive increased originations, faster approvals and enhance partner relationships
- ✘ New product innovations expected to result in an increased distribution footprint & improved penetration rates
- ✘ Cash NPAT margin of 4.4% expected to stabilise as a result of vertical integration strategy in print services with acquisition of TOT

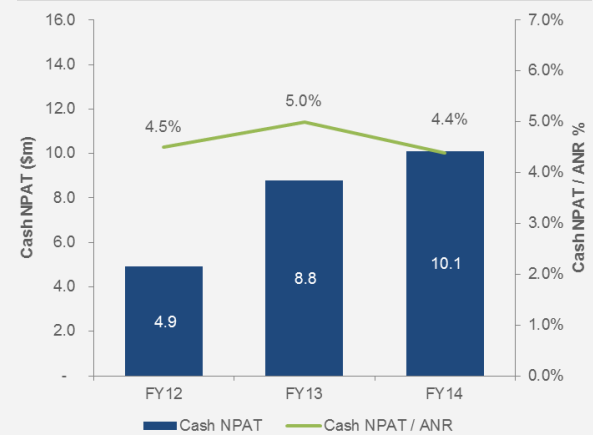
### Portfolio Income



### Impairment Losses



### Cash NPAT



# 2014 Results Analysis

David Stevens  
Chief Financial Officer



# Cash NPAT of \$85m delivers market guidance

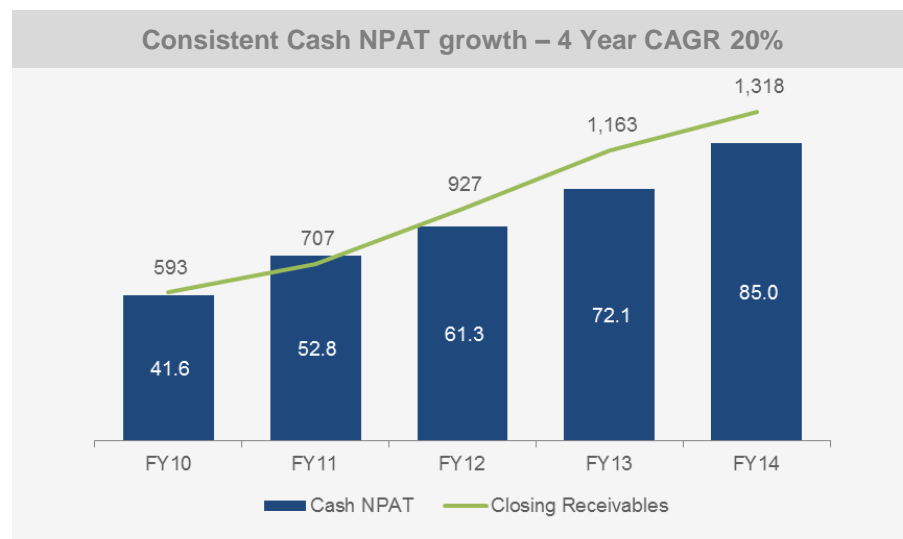
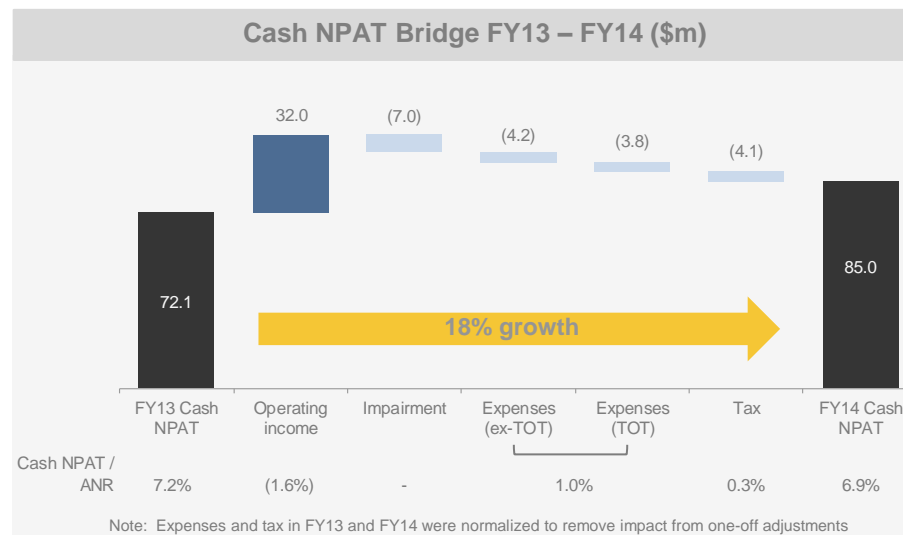
## Receivables growth and M&A integration benefits underpin 18% Cash NPAT growth

### Performance

- ✘ Group Cash NPAT at \$85m is up 18% on pcp, driven by:
  - +13% growth in receivables and lower funding costs, delivering a \$32m increase in operating income on pcp
  - Impairment/ANR has remained flat at 2.7% but larger receivables base equates to increased impairment charge of \$7m on pcp
  - Cost to Income ratio has decreased from 40.9% to 40.6% pcp (excluding TOT) through tight control of costs and synergies from acquisitions
  - Additional cost of funds benefit from two large successful securitisations since June 2013

### Growth Outlook

- Diversified funding structure continues to generate benefits through competitive funding costs.
- Focused cost control combined with maximisation of scale efficiencies and acquisition synergies to manage cost to income ratio.
- Impairment levels to remain stable through significant enhancement on collections processes plus focus on growing lower loss segments and maintenance of credit standards.



# Flexigroup will continue to drive focus and scale efficiencies, providing solid and consistent profitability

## Focused Growth and Credit Quality

- ✘ FXL has focused on growing receivables across large market segments by delivering compelling customer value propositions with Certegy, Interest Free Cards, SME Leasing, Enterprise Leasing and New Zealand
- ✘ These growth segments have similar low risk profiles, resulting in lower losses & lower capital requirements

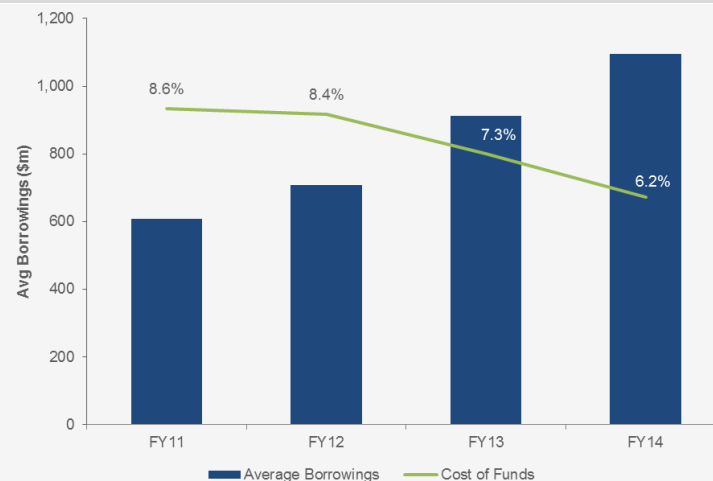
## Funding Efficiencies

- ✘ FXL's focus on growth in high quality segments has enabled the Group to embrace securitisation and deliver capital efficient funding resulting in a 110bps improvement in cost of funds on pcp

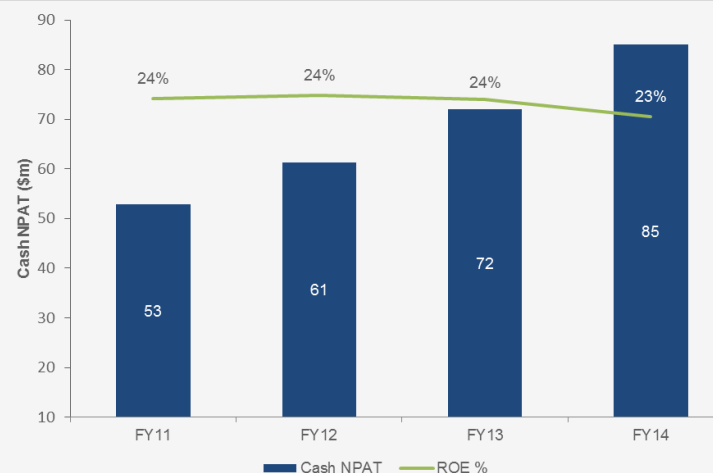
## Profitability and Returns

- ✘ FXL's growth has been achieved whilst maintaining ROE in excess of 20% (significantly higher than the financial sector average)

Low losses support cost of funds improvements



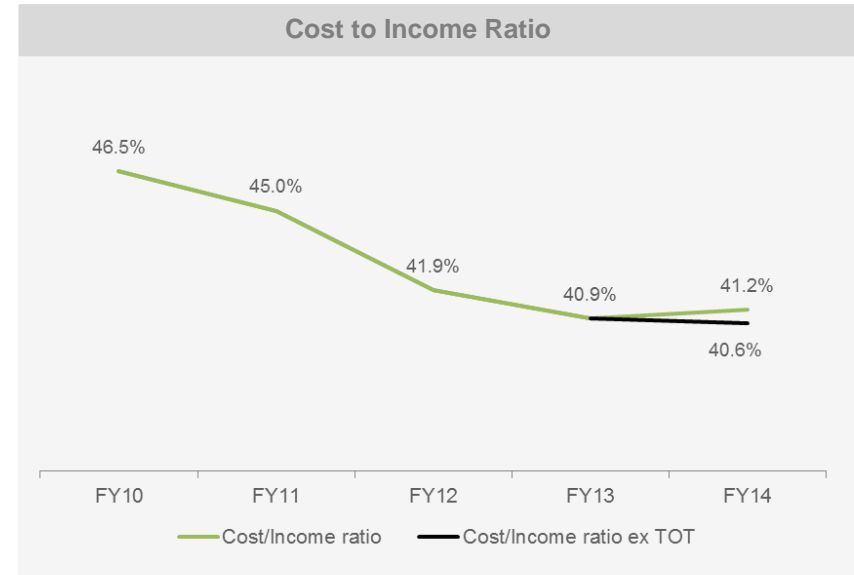
FXL maintains high ROE



# Cost to Income Ratio continues to improve and will be sustained by capex investment program moving forward

## Cost / Income Ratio

- ✘ Cost to Income ratio improved to 40.6% from 40.9% pcp (excluding TOT) driven by:
  - Ongoing tight control of costs and scale efficiency benefits
  - Synergies being realised from acquisitions completed
  - Resources are being re-allocated to high growth segments to drive higher levels of productivity and lower Cost / Income ratio
- ✘ Think Office Technology employs a different cost structure to leasing businesses hence we have shown the cost to income ratio excluding TOT to ensure accurate trend comparison
- ✘ Digital evolution and the move towards Call&Click model across Interest Free Cards, Consumer and SME Leasing and Enterprise to increase customer reach and drive significant productivity and scale benefits over next 24 months



## Capital Expenditure

- ✘ Investment program is expected to remain within a Capex / Income ratio of 4-6%
- ✘ Capex investment will sustain improvement in Cost / Income ratio
- ✘ Strategic shift away from in-house developments towards use of commercial software building blocks which reduce total cost of ownership and secure investments longer term through availability of ongoing software upgrades.



# FXL - Impairment Losses

## Business diversification continues to underpin strong credit quality

### Performance

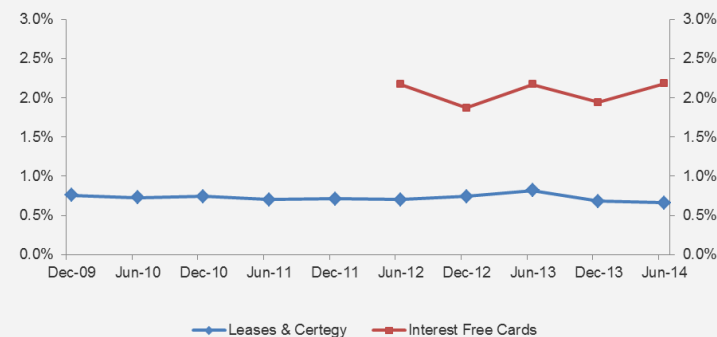
- Net impairment losses remains stable at 2.7% of ANR
- Certegy portfolio remains focused on the lower loss homeowner segment
- Growth in lower risk Commercial receivables supports group impairment performance
- Consistently low loss performance in NZ
- FXL's revolving IFC portfolio continues to demonstrate stable performance with 90+ delinquency between 2.0%-2.5%

### Outlook

- FXL will continue to focus on growing low loss segments
- FlexiGroup will continue to drive growth in customer segments it understands in terms of risk, and will not relax its credit underwriting criteria
- Enhanced collections platform being implemented in 1H15 with increased automation and productivity through collections processes

<b>Net Impairment Losses</b>	FY13	FY14	Impairment / ANR %
Consumer & SME Leasing	\$12.8m	\$12.3m	3.9%
New Zealand Leasing	\$0.7m	\$0.6m	1.0%
Enterprise Leasing	\$1.1m	\$2.4m	1.0%
Leases	\$14.6m	\$15.3m	2.5%
No Interest Ever	\$11.5m	\$13.5m	3.1%
<b>Net Impairment Losses (like for like)</b>	<b>\$26.1m</b>	<b>\$28.8m</b>	<b>2.8%</b>
Interest Free Cards	\$1.0m	\$5.3m	2.7%
<b>Net Impairment Losses</b>	<b>\$27.1m</b>	<b>\$34.1m</b>	<b>2.7%</b>
<b>Impairment / ANR %</b>	<b>2.7%</b>	<b>2.7%</b>	

### FlexiGroup 90+ Delinquency



Note:

Consumer & SME Leasing, NZ Leasing and No Interest Ever's write off policy is after 120 days. Enterprise and IF Cards' is after 180 days



# FXL - Cash Flow

## Strong operating cash flow and M&A support investment into receivables growth

### Performance

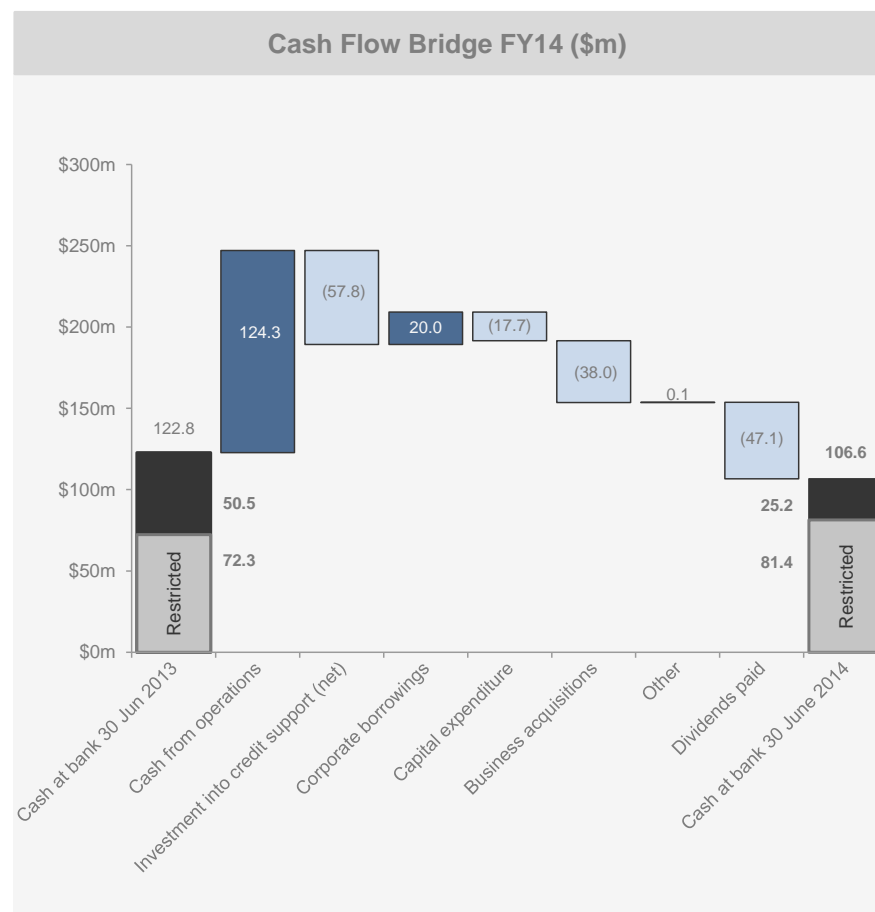
- ✘ Cash at bank was \$106.6m as at 30 June 2014
- ✘ Impressive operating cash flow generation capabilities of the business allow FXL to reinvest funds into receivables growth and increase final dividend by 1 cent per share
- ✘ Increased capital expenditure to upgrade IT platforms and support continuing diversification of the business

### Outlook

- ✘ Dividend payout forecast to remain at 50-60% of Cash NPAT
- ✘ Our M&A Strategy is working: Three acquisitions (RentSmart, Think Office Technology and Equico NZ) resulted in the cash outflow of only \$38m, net of acquired cash balances
- ✘ RentSmart had \$13.7m of cash with majority of balances restricted in legacy funding facilities at the time of acquisition and subsequently released upon refinancing
- ✘ Think Office Technology outstanding payments are structured over a period of 3 years with a final payment subject to earn-out
- ✘ Investment into receivables and unrated notes in securitisation vehicles to support portfolio growth
- ✘ New \$100m corporate debt facility obtained in January 2014 (\$45m drawn at 30 June 2014), to provide flexible funding for organic and non-organic growth

Note:

1. Restricted cash represents balances on collection accounts, which are held as part of the Group's funding arrangements and are not available to the Group as at reporting date



# FXL - Balance Sheet

Appropriate gearing maintained as balance sheet continues to grow

## Performance

- ✘ FXL remains appropriately geared with recourse Debt/Equity at 20% whilst maintaining balance sheet flexibility via \$55m available undrawn limit in the corporate facility
- ✘ SPV borrowings are non-recourse to FXL
- ✘ Borrowings are matched to contract term and interest rates are fixed to match fixed income products
- ✘ No bullet repayments on receivables funding

## Outlook

- ✘ 84% of total borrowings are fixed to contract term, which provides protection against underlying movements in base rates
- ✘ FXL's remaining borrowings predominantly relate to Interest Free Cards and corporate facility which are funded off a floating rate. FXL has the ability to vary the customer margins to match any underlying change in official interest rates
- ✘ FXL's strategy of diversifying funding sources has resulted in a step-change reduction in FXL's funding costs

Summarised Balance Sheet	Jun-13		Jun-14	
	FlexiGroup excl. SPV's	FlexiGroup incl. SPV's	FlexiGroup excl. SPV's	FlexiGroup incl. SPV's
Cash at bank (unrestricted)	50.5	50.5	25.2	25.2
Cash at bank (restricted)	72.3	72.3	81.4	81.4
Receivables	86.0	1,144.7	91.9	1,299.7
Investment in unrated notes in securitisation vehicles	93.4	-	120.2	-
Other assets	65.1	65.1	68.5	68.5
Goodwill and intangibles	122.5	122.5	161.8	161.8
<b>Total Assets</b>	<b>489.8</b>	<b>1,455.1</b>	<b>549.0</b>	<b>1,636.6</b>
Borrowings	25.0	1,033.4	45.0	1,158.8
Cash loss reserve available to funders	-	(43.1)	-	(26.2)
Other liabilities	100.2	100.2	119.1	119.1
<b>Total Liabilities</b>	<b>125.2</b>	<b>1,090.5</b>	<b>164.1</b>	<b>1,251.7</b>
<b>Total Equity</b>	<b>364.6</b>	<b>364.6</b>	<b>384.9</b>	<b>384.9</b>
<b>Gearing</b>	<b>10%</b>	n/a	<b>20%</b>	n/a
<b>ROE</b>	<b>24%</b>	n/a	<b>23%</b>	n/a

Notes:

1. Gearing = Recourse borrowings as a percentage of FlexiGroup equity adjusted for intangibles
2. Non-recourse borrowings are secured against FXL's lease and interest free receivables and cash security in Special Purpose Entities (SPV's)

# FXL - Funding

## Committed support from banks and institutions, diverse funding sources

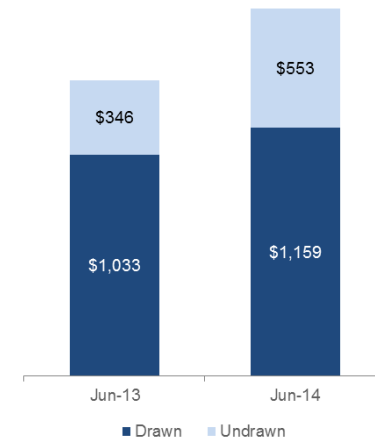
### Performance

- ✘ FlexiGroup continues to maintain a conservative funding strategy, underpinned by multiple committed debt facilities, matched term and rate structures for wholesale debt and an active debt capital markets presence
  - Strong stable relationships with 6 Australian institutions providing revolving committed facilities
  - Two ABS issuance completed in FY14, totalling \$525m, placed to Australian and international investors
  - Replacement of RentSmart funding following acquisition, with materially lower cost of funds and cash release achieved
  - Completion of a 3 year \$100m revolving corporate debt facility with 3 institutions participating
  - Material reduction in cost of funds driven by both falling weighted average base swap rates and decreased bank credit margins

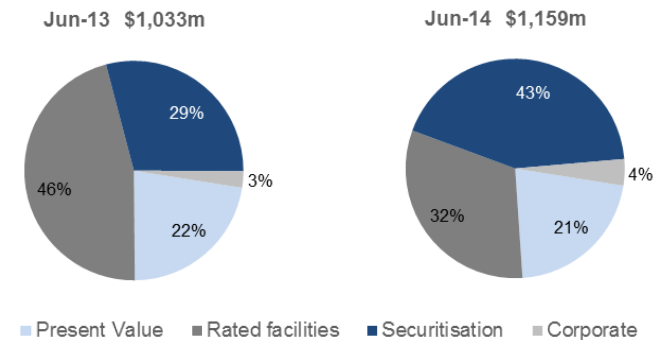
### Outlook

- ✘ FXL has substantial unused committed revolving facilities to fund growth in the foreseeable future, even without securitisation of receivables
- ✘ Despite this, FXL will continue to securitise through its ABS program to
  - Decrease cost of funds
  - Improve capital efficiency
  - Maintain diversification of funding sources

### Funding Facilities (\$m)



### Diversified Funding Sources



# Strategy and Outlook

Tarek Robbiati  
Chief Executive Officer

# Customer needs are unaltered – behaviour is radically changing

## CUSTOMER FINANCE NEEDS

*Customers want ...*

Spend



Borrow



Value  
for  
money



Protect



*in a ...*



secure environment



*and with ...*



fast credit approvals,  
convenient access



**Basic customer needs remain unaltered by digitalisation**

## FUTURE CUSTOMER BEHAVIOUR

*Customers will ...*

- ...use more channels simultaneously without differentiation (omni-channel)
- ...use digital channels more intensively
- ...use digital channels to enforce behaviour patterns along customer journey and across channels:

Co-  
creation



Network  
building



Personal-  
isation



**Customer behaviour is changing along the entire customer journey**

# FXL is ideally positioned to become a digital finance leader

Mission, Vision and Ambition

**Our Mission – this is our reason for being (our purpose):** We find new and ever-better ways to financially connect businesses and consumers to the things they need and the things they dream of

**Our Vision – this is where we want to go:** To have “Flexi” become the empowering verb that people use when talking about acquiring a significant item

**Our Ambition - how we'll measure success:**

ROE ~20%

From ASX200 to ASX100 company

Highest ranking NPS in Aust. FS industry

Employer of choice

Partner of choice

Where to play

## Consumer Finance

- We offer a range of financing solutions for consumer and SMEs at **point-of-sale in-store and online**
- We offer services that complement our consumer products, such as mobile broadband with tablets **plans with leases**

## Business Finance

- We provide **standardised and bespoke financing solutions** for a range of assets, offering finance and operating leases (including residual value options) and service solutions
- Our partners can use our **digital platform** for originations and self-service

## International

- We may acquire or joint-venture businesses overseas where we can **win in our core**
- We will first look to buy assets overseas where there is a similar regulatory environment, rule of law and credit bureau
- Our **development of NZ is through our core business lines** such as Enterprise and Certegy and where appropriate through acquisition

How to win

## Reinforce core

### Funding

- Maintain conservative funding approach

### Talent

- Install talent management processes

### IT

- Upgrade core systems to drive further efficiencies and support growth

### Legal & Regulatory

- Regulatory compliance
- Commercial structuring

## Next generation, expand and grow

### Digital

- Develop omnichannel experience across all products

### Credit Risk Mgmt

- Maintain industry leading credit assessment process

### M&A

- Access new or adjacent customers through acquisition



# We are integrating our businesses to provide a full suite of finance solutions to our customers and channel partners

From Product-centric Call-Centre Based Finance Provider to...



**Certegy Leasing Cards** (Consumer, SME, Enterprise)

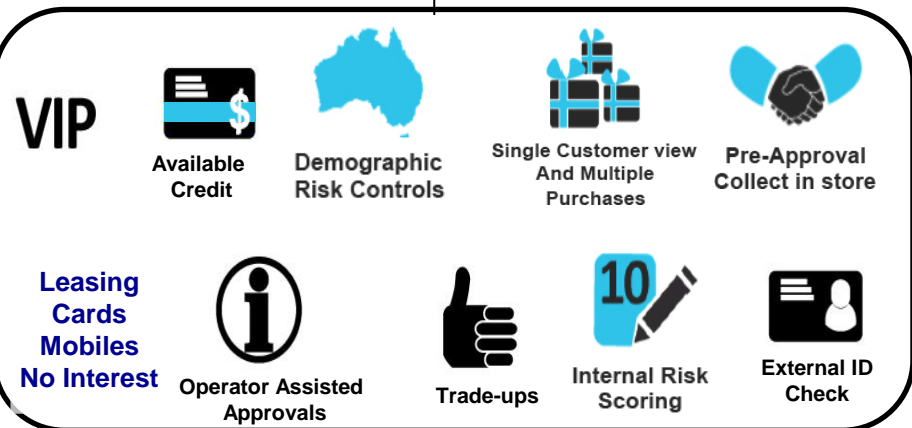
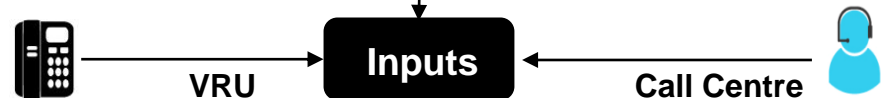


Back-office efficiencies from offshoring

... Integrated Full-Service Provider of Finance Solutions with multiple originating and servicing options



OmniChannel Retail, Enterprise Vendor Partner / Broker Platform  
Direct-to-Consumer Call&Click  
(24 x 7 Origination)



Back-office efficiencies from offshoring combined with improved productivity and customer reach in Australia



# Repeat business as proof point of digital finance opportunity

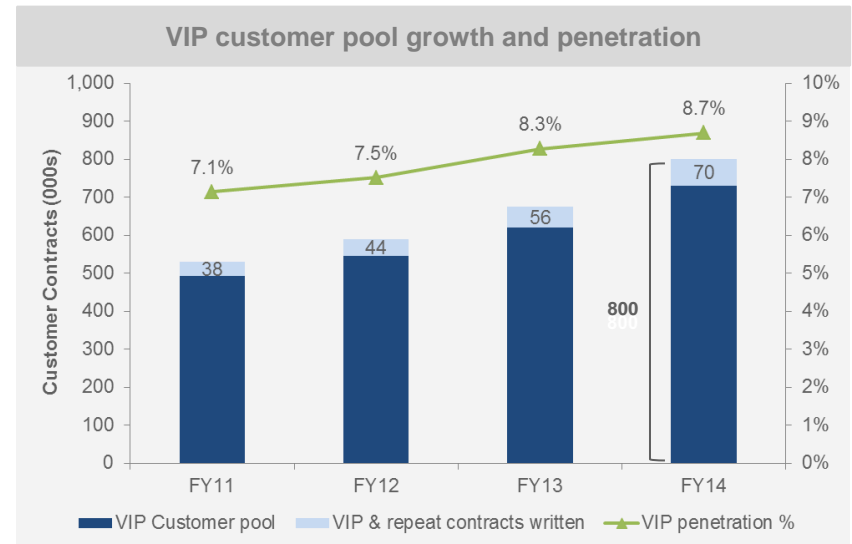
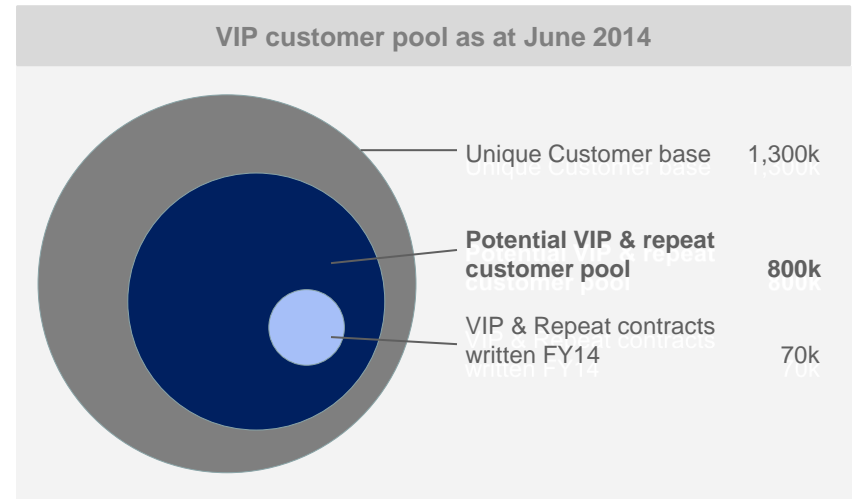
## Certegy example

### Certegy VIP and repeat business pool opportunity

- ✗ Total unique customer pool of 1.3m customers
- ✗ Of those, 800k are VIP and pre-approved repeat customers
- ✗ In FY14, 70k (8.7%) of the VIP and repeat customer pool entered a new contract
- ✗ The 70k VIP and repeat customers make up 37% of total new contracts written
- ✗ Since FY11, the VIP and repeat customers have made up an increasing share of new contracts written from 26% in FY11 to 37% in FY14

### Repeat Customer Opportunity

- ✗ Ongoing efforts to maximise penetration into the VIP and repeat customer pool have proven successful with penetration increasing from 7.1% in FY11 to 8.7% in FY14
- ✗ Improved penetration has been achieved through direct marketing & tailored promotional campaigns including joint initiatives with major partners which enhance value of VIP offer
- ✗ Enhancements also made to customer self service tools including dedicated VIP helpline, online portal and highly functional app
- ✗ This growth is underpinned by the No Interest Ever! products continuing to deliver high customer satisfaction and engagement levels with an ongoing Net Promoter Score of +40



# Outlook

Mid single-digit growth in FY15 with expected return to higher growth in FY16

## Drivers of FY15 Cash NPAT Growth

FXL Cash NPAT is expected to be \$90m-\$91m (with 1H/2H split expected to be broadly in line with historical results), driven by:

- ✘ Continued solid performance from **Certegy** through enhancements to VIP customer program, increased penetration within existing retail partners and targeted expansion into new product categories
- ✘ Completion of integrated **Once and Lombard** IT platform in addition to enhanced customer value proposition on cards offering in order to drive portfolio utilisation and returns
- ✘ Refreshed product offerings (including Telco bundle and transition to Call and Click model) across existing and acquired retail partners in **Consumer & SME Leasing** to deliver volume uplift going forward in addition to full year benefit of RentSmart acquisition
- ✘ Strong volume growth in **New Zealand Leasing** primarily targeting the low-risk SME sector, in addition to focusing on the education sector through leveraging the acquisition of Equico
- ✘ Scale up of the **Enterprise Leasing** business by leveraging the digital originations platform rolled-out in FY14 and significant new product innovation
- ✘ Investment in core IT Systems to support future business growth



# Appendices

# Appendix A: Cash NPAT Reconciliation

Reconciliation	Consumer & SME	NZ Leasing	No Interest Ever	Enterprise Leasing	Interest Free Cards	Unallocated	Group FY14	FY15F <sup>4</sup>
<b>Cash NPAT</b>	<b>26.0</b>	<b>5.6</b>	<b>32.3</b>	<b>10.1</b>	<b>11.0</b>		<b>85.0</b>	<b>90.5</b>
<b>One-off adjustments:</b>								
Integration costs - Interest Free Cards (Lombard/Once Credit) <sup>1</sup>					3.5		3.5	
Integration costs - Rentsmart <sup>2</sup>	2.9						2.9	
Deal, advisory and strategy costs	4.3	0.1					4.4	
<b>One-off non-cash adjustments:</b>								
Impairment of capitalised legacy systems software	7.2	0.1	0.0	0.0	3.5		10.8	
Impairment of Paymate goodwill	7.3						7.3	
Cancellation of CEO and Executive LTI plan	1.9					5.2	5.2	
<b>Recurring non-cash adjustments:</b>								
Amortisation of acquired intangibles	9.2	0.0	0.0	0.0	0.0	5.2	14.4	
<b>Statutory Net Profit After Tax</b>	<b>9.3</b>	<b>5.5</b>	<b>32.0</b>	<b>9.9</b>	<b>6.1</b>	<b>(5.2)</b>	<b>57.6</b>	<b>87.0</b>

## Notes:

1. One off integration costs of \$3.5m (post tax), as advised to the market on 6 May 2013
2. One off integration costs of \$3-\$4m pre tax (\$2.1-\$2.8m post tax), as advised to the market on 12 December 2013
3. No in year benefit has been taken from one off non cash adjustments
4. Based on midpoint of FY15 Cash NPAT guidance range
5. FY14 dividend payout range of 50-60% will be based off Cash NPAT, therefore adjustments do not impact dividends
6. FY15 Cash NPAT adjustments subject to any M&A activity in FY15

# Appendix B: Detailed Statutory Income Statement

A\$ MILLION	FY13	FY14
Total portfolio income	284.2	316.6
Interest expense	(67.1)	(67.5)
<b>Operating income (before impairment)</b>	<b>217.1</b>	<b>249.1</b>
Impairment losses	(27.1)	(34.1)
<b>Operating income (after impairment)</b>	<b>190.0</b>	<b>215.0</b>
Payroll and related expenses	(57.4)	(66.1)
Depreciation and amortisation	(9.4)	(10.0)
Impairment of goodwill and software	-	(12.5)
Other expenses	(28.1)	(41.4)
<b>Total Expenses</b>	<b>(94.9)</b>	<b>(130.0)</b>
<b>Net Profit Before Tax</b>	<b>95.1</b>	<b>85.0</b>
Tax expense	(29.2)	(27.4)
<b>Statutory Net Profit After Tax</b>	<b>65.9</b>	<b>57.6</b>
Amortisation of acquired intangibles	1.7	2.2
Integration costs - Interest Free Cards (Lombard/Once Credit)	-	3.5
Integration costs - Rentsmart	-	2.9
Deal, advisory and strategy costs	4.5	4.4
Impairment of capitalised legacy systems software	-	7.3
Impairment of Paymate goodwill	-	1.9
Cancellation of CEO and Executive LTI plan	-	5.2
<b>Cash Net Profit After Tax</b>	<b>72.1</b>	<b>85.0</b>

# Appendix C: Detailed Statutory Balance Sheet

A\$ MILLION			Excluding SPV's	
	Jun-13	Jun-14	Jun-13	Jun-14
<b>Assets</b>				
Cash at bank	122.8	106.6	122.8	106.6
Loans and receivables	1,163.0	1,318.5	197.7	230.9
Allow ance for losses	(18.3)	(18.8)	(18.3)	(18.8)
Net receivables	1,144.7	1,299.7	179.4	212.1
Other receivables	48.0	47.4	48.0	47.4
Rental equipment	0.5	0.6	0.5	0.6
Inventory	-	2.3	-	2.3
Plant and equipment	4.3	6.1	4.3	6.1
Deferred tax assets	12.3	12.1	12.3	12.1
Goodw ill	100.9	134.1	100.9	134.1
Other Intangible Assets	21.6	27.7	21.6	27.7
<b>Total Assets</b>	<b>1,455.1</b>	<b>1,636.6</b>	<b>489.8</b>	<b>549.0</b>
<b>Liabilities</b>				
Borrow ings	1,033.4	1,158.8	25.0	45.0
Loss Reserve	(43.1)	(26.2)	-	-
Net Borrow ings	990.3	1,132.6	25.0	45.0
Payables	35.9	44.5	35.9	44.5
Current tax liability	12.2	9.0	12.2	9.0
Provisions	4.5	5.5	4.5	5.5
Derivative financial instruments	3.9	3.7	3.9	3.7
Contingent and deferred consideration	-	8.7	-	8.7
Deferred tax liabilities	43.7	47.7	43.7	47.7
<b>Total Liabilities</b>	<b>1,090.5</b>	<b>1,251.7</b>	<b>125.2</b>	<b>164.1</b>
<b>Net Assets</b>	<b>364.6</b>	<b>384.9</b>	<b>364.6</b>	<b>384.9</b>
<b>Equity</b>				
Contributed equity	153.1	161.1	153.1	161.1
Reserves	0.6	2.4	0.6	2.4
Retained Profits	210.9	221.4	210.9	221.4
<b>Total Equity</b>	<b>364.6</b>	<b>384.9</b>	<b>364.6</b>	<b>384.9</b>

# Appendix D: Detailed Statutory Cash Flows

A\$ MILLION	FY13	FY14
<b>Cash flows from operating activities</b>		
Interest received	184.7	221.3
Fees and other non-interest income received	99.4	101.4
Payment to suppliers and employees	(95.4)	(100.3)
Borrowing costs	(66.6)	(69.1)
Taxation paid	(25.3)	(29.0)
<b>Net cash inflows provided from operating activities</b>	<b>96.8</b>	<b>124.3</b>
<b>Cash flows from investing activities</b>		
Payment for acquisition of plant and equipment and software	(6.3)	(17.7)
Payment for business acquisitions	(35.0)	(38.0)
Loans to related parties	-	(0.8)
Net increase in:		
Customer loans	(99.4)	(70.9)
Receivables due from customers	(47.4)	(63.0)
<b>Net cash outflows from investing activities</b>	<b>(188.1)</b>	<b>(190.4)</b>
<b>Cash flows from financing activities</b>		
Dividends paid	(38.8)	(47.1)
Proceeds from equity raising	53.5	-
Proceeds from issue of shares on vesting of share options	3.7	-
Increase in borrowings	140.2	78.6
(Increase)/decrease in loss reserves on borrowings	(8.4)	17.5
<b>Net cash inflows from financing activities</b>	<b>150.2</b>	<b>49.0</b>
<b>Net increase/ (decrease) in cash and cash equivalents</b>	<b>58.9</b>	<b>(17.1)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>63.2</b>	<b>122.8</b>
<b>Effects of exchange rates changes on cash and cash equivalents</b>	<b>0.7</b>	<b>0.9</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>122.8</b>	<b>106.6</b>

# Appendix E: Restatement of business segments

	Volume		Closing Receivables		Cash NPAT	
	FY13	FY14	FY13	FY14	FY13	FY14
<b>New reporting segments</b>						
<b>AUD</b>						
No Interest Ever	\$490m	\$507m	\$422m	\$453m	\$27.5m	\$32.3m
Consumer & SME Leasing - Australia	\$187m	\$189m	\$306m	\$326m	\$28.8m	\$26.0m
New Zealand Leasing	\$29m	\$38m	\$52m	\$66m	\$4.3m	\$5.6m
Enterprise Leasing	\$113m	\$149m	\$197m	\$263m	\$8.8m	\$10.1m
Interest Free Cards	\$88m	\$200m	\$186m	\$210m	\$2.7m	\$11.0m
<b>Total</b>	<b>\$907m</b>	<b>\$1,083m</b>	<b>\$1,163m</b>	<b>\$1,318m</b>	<b>\$72.1m</b>	<b>\$85.0m</b>

	Volume		Closing Receivables		Cash NPAT	
	FY13	FY14	FY13	FY14	FY13	FY14
<b>Previous reporting segments</b>						
<b>AUD</b>						
No Interest Ever (Certegy)	\$490m	\$507m	\$422m	\$453m	\$27.5m	\$32.3m
Consumer & SME (Small Ticket Leasing)	\$216m	\$227m	\$358m	\$392m	\$33.1m	\$31.6m
Enterprise	\$113m	\$149m	\$197m	\$263m	\$8.8m	\$10.1m
Interest Free Cards	\$88m	\$200m	\$186m	\$210m	\$2.7m	\$11.0m
<b>Total</b>	<b>\$907m</b>	<b>\$1,083m</b>	<b>\$1,163m</b>	<b>\$1,318m</b>	<b>\$72.1m</b>	<b>\$85.0m</b>



# Appendix F: FXL - Overview

**FlexiGroup is a diversified financial services group providing point of sale interest free, no interest ever, leasing, vendor programs, interest free cards and other payment solutions to consumers and businesses**

<b>Background</b>	<ul style="list-style-type: none"> <li>• Founded in 1988 leasing office equipment to business</li> <li>• Leading provider of consumer/small business retail point-of-sale finance</li> <li>• Diversified products include: interest free cards, no interest ever, vendor finance /commercial leasing, mobile broadband, online &amp; mobile payment services</li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>• IPO in 2006</li> <li>• ASX200 stock with market cap of approximately A\$1.2bn</li> </ul>
<b>Distribution platform</b>	<ul style="list-style-type: none"> <li>• 700,000 finance customers, ~12,000 active retailers, \$1.3bn in receivables</li> <li>• Distribution network across multiple industries, including relationships with:             <ul style="list-style-type: none"> <li>- JB Hi-Fi, Dick Smith, Harvey Norman, Apple resellers, IKEA, Husqvarna, M2 Commander, AGL Solar, Noel Leeming, King Furniture, Fantastic Group and Officeworks</li> </ul> </li> </ul>
<b>High performance culture</b>	<ul style="list-style-type: none"> <li>• Talented management team with capability to manage much larger organisation</li> <li>• Australia and New Zealand Best Employers — AON Hewitt</li> <li>• Australia's Best Contact (Call) Centre — ATA Award</li> <li>• International IT Award — ICMG Architecture Excellence</li> </ul>
<b>Balance sheet</b>	<ul style="list-style-type: none"> <li>• Well capitalised balance sheet with further capacity – return on equity 23%</li> <li>• Highly diversified funding with committed facilities from Australian and International institutions to support growth</li> </ul>
<b>Solid risk profile</b>	<ul style="list-style-type: none"> <li>• eRisc award winning credit assessment system</li> <li>• 20 years experience in consumer &amp; business credit embedded in scoring systems</li> </ul>
<b>Acquisitions</b>	<ul style="list-style-type: none"> <li>• Management with significant acquisition experience, have successfully acquired:             <ul style="list-style-type: none"> <li>• Rentsmart ANZ in January 2014</li> <li>• Once Credit Interest Free and Visa card business in May 2013</li> <li>• Lombard Finance Interest Free and Visa card business in June 2012</li> <li>• Certegy acquisition in 2008 now represents 34% of FXL receivables</li> </ul> </li> <li>• Conservative approach to acquisitions - target accretive, high volume businesses</li> </ul>

30 Jun YE (A\$m)	FY11	FY12	FY13	FY14
<b>Receivables</b>	<b>707</b>	<b>927</b>	<b>1,163</b>	<b>1,318</b>
<i>growth</i>	19%	31%	25%	13%
<b>Portfolio Income</b>	<b>223</b>	<b>246</b>	<b>284</b>	<b>317</b>
<i>growth</i>	9%	10%	15%	11%
<b>Volume</b>	<b>695</b>	<b>779</b>	<b>907</b>	<b>1,083</b>
<i>growth</i>	27%	12%	16%	19%
<b>Cash NPAT</b>	<b>53</b>	<b>61</b>	<b>72</b>	<b>85</b>
<i>growth</i>	26%	15%	18%	18%
<b>Cash NPAT/ANR</b>	<b>8.5%</b>	<b>7.7%</b>	<b>7.2%</b>	<b>6.9%</b>
<i>change</i>	0.8%	-0.8%	-0.5%	-0.3%
<b>Dividends, cents per share</b>	<b>10.5</b>	<b>12.5</b>	<b>14.5</b>	<b>16.5</b>
<i>growth</i>	5%	19%	16%	14%