McMillanShakespeareGroup

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29 August 2022

Manager Company Announcements
ASX Limited
Level 4
20 Bridge Street
SYDNEY NSW 2000

By E-lodgement

McMillan Shakespeare Limited 2022 Investor Presentation

This release contains an announcement to the Australian Securities Exchange Limited (ASX) regarding the following:

1. FY22 Results Investor Presentation

Yours faithfully

McMillan Shakespeare Limited

Ashley Conn
Chief Financial Officer

This document was authorised for release by the MMS Board.

FY22 Results Presentation

29 August 2022

Presenters

Rob De Luca, CEO & Managing Director
Ashley Conn, CFO & Company Secretary

MMS
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Disclaimer and important notice

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Financial data

All dollar values are in Australian dollars ($) unless stated otherwise.

Effect of rounding

A number of figures, amounts, percentages, estimates, calculations of value and fractions in this presentation.

Unaudited financials

The statutory financial information in this presentation is unaudited and remains subject to change.

Overview

McMillanShakespeareGroup

Key messages

1. Delivered strong financial performance
2. Customer focus driving business momentum
3. Taking action to simplify the business
4. FY22 dividend payout ratio moved to 100% (fully-franked) with new dividend policy payout ratio of 70–100% of UNPATA
5. Up to 10% off-market share buy-back announced (including significant franked dividend component)

Note: Please refer to the Disclaimer and important notice on page ii regarding forward looking statements.

FY22 Financial performance

Growth in operating performance

$m	FY22	FY21	Variance
Normalised Revenue[1]	594.3	544.5	*9.2%*
Normalised EBITDA[1] ($m)	**132.7**	**123.9**	***7.2%***
Normalised UNPATA[1,2] ($m)	**83.8**	**71.9**	***16.5%***
Normalised UNPATA[1,2] margin (%)	*14.1%*	*13.2%*	
UNPATA[2] ($m)	82.1	79.2	*3.6%*
Statutory NPAT ($m)	**70.3**	**61.1**	***15.2%***
Normalised EPS[1] (cents)	108.3	92.9	*16.5%*
Interim dividend per share (cents)	34.0	31.1	*9.3%*
Final dividend per share (cents)	74.0	30.2	*145.0%*
Total dividend per share (cents)	108.0	61.3	*76.2%*
Payout ratio[1,3] (%)	*100%*	*66%*	
Return on equity (%)[4]	*29.4%*	*28.7%*	
Return on capital employed (%)[4]	*38.6%*	*30.5%*	

Note: The statutory financial information in this presentation is unaudited and remains subject to change.

1 Normalised refers to adjustments made for the negative earnings transitional period for the implementation of the funding warehouse, OnBoard Finance ("Warehouse"). It normalises for the Warehouse's in year operating and establishment expenses and for an adjustment for current commissions that would have otherwise been received in period had the sales been financed via a principal and agency funder rather than through the Warehouse. Normalised financials are stated for FY22 and FY21 (for comparative purposes) and are currently expected to be stated up to and including FY25. FY21 normalisations only include an adjustment to remove the impact of JobKeeper. FY22 Normalised impacts of Revenue $0.2m, EBITDA $2.2m, EBIT $2.4m and UNPATA $1.7m. FY21 Normalised impacts of EBITDA $10.5m and UNPATA $7.3m.

2 Underlying net profit after tax and acquisition amortisation (UNPATA), being net profit after tax but before the after-tax impact of acquisition related and non-business related operational items (refer to appendix).

3 Dividend payout ratio is calculated as total dividend for the financial period divided by Normalised UNPATA for the financial period.

4 Return on equity (ROE) and return on capital employed (ROCE), are based on last 12 months' Normalised UNPATA and Normalised earnings before interest and tax (EBIT). Normalised EBIT is before the pre-tax impact of acquisition related and non-business operational items, and also adjusted for the Warehouse in FY22 and JobKeeper in FY21. Equity and capital employed (excluding lease liabilities) used in the calculations includes the add back of impairment of acquired intangible asset charges incurred in the respective financial period and also includes add back for the Warehouse in FY22 and JobKeeper in FY21. Refer to appendix for detailed calculation.

Customer metrics

Growth in customers across all segments

	Group Remuneration Services ("GRS")	Plan & Support Services ("PSS")	Asset Management Services ("AMS")
FY22 progress and customer initiatives	– New client wins including Department of Education and Training (VIC) – Reappointed as a salary packaging provider to the QLD Government – Implemented integrated live chat platform – Enhanced novated lease digital estimate – Established Warehouse – #1 in novated leasing	– Successful acquisition of Plan Tracker July 2021 – Launched additional digital tools for customers and service providers – Investment in digital experience through personalised dashboards – Increased investment in resources to strengthen our industry relationships	– Capitalised on used vehicle market – Simplified branding across Australia and New Zealand – Launched digital driver assistance tools in New Zealand – Commenced EV transition pilot with Australian Red Cross
Key performance metrics	**370,902** Salary packages *Up 3.8%* **70,912** Novated leases *Orders up 3.0%* *Sales down (4.0%)* **53** Net Promoter Score (NPS) **QLD Government** Reappointed as a salary packaging provider	**25,876** Customers *Up 63.6%* **59,203** Support co-ordination hrs *Up 20.3%* **51** Net Promoter Score (NPS) **90%** Customer retention rate	**$318m** Assets managed WDV[1] *Up 2.2%* **$2,148m** Net amount financed *Up 13.9%[4]* **52** Net Promoter Score (NPS)[2] **36** New customers[3]

1 Inclusive of on and off balance sheet funding for AM-ANZ.

2 AM-ANZ customer satisfaction measured through Net Promoter Score.

3 New customers AM-ANZ.

4 Excludes NAF from divested EVC business.

Note: Growth over prior comparative period.

Business simplification and capital returns

Focusing operations and returning capital to shareholders

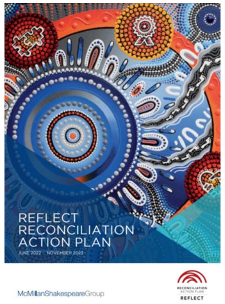
Simplifying the Business	100% Dividend Payout	Up to 10% Off-Market Share Buy-back
– New segments: GRS, PSS, AMS – Divested Warranty business September 2021 – Divested CLM (UK) May 2022 – Considering exit options for UK	– 100% payout of Normalised UNPATA in FY22, fully-franked – $0.74 cps final dividend, fully-franked – 70–100% of UNPATA[1] as the dividend payout policy – Excess franking credits available	– Off-market buy-back to target up to 10% of MMS ordinary shares – Material dividend component to return franking credits to shareholders – $0.99 to be returned as capital with the remainder as a fully-franked dividend to the extent permitted

1 During the Warehouse transition period (currently expected to be for FY22 to FY25) the UNPATA used for the dividend payout policy will exclude the impact of the Warehouse "Normalised UNPATA".

Note: Please refer to the Disclaimer and important notice on page ii regarding forward looking statements.

Our progress in sustainability during FY22

Foundations for long-term sustainability initiatives established



Responsible business

- 52 Net Promoter Score (Group)
- 38% Women in leadership[1]
- Mental health training provided to all People Leaders to better support our people
- 83% employee sustainable engagement score
- 84,000+ hours of training provided to our people, internal leadership programs resumed
- Progressed anti-modern slavery program

Customer wellbeing and social inclusion

- Launched our Reflect Reconciliation Action Plan
- Launched our first Accessibility and Inclusion Plan
- Community investment strategy framework developed
- $600k contributed to support the work of clients and community partners, including $100k+ donated to NSW-QLD flood relief

Low carbon future

- Developed roadmap to achieve our net zero carbon emissions target[2]
- 63% reduction in greenhouse gas emissions compared to FY19[2]
- All Australian controllable sites[3] switched to 100% Greenpower contracts
- 18% of MMS Australian fleet transitioned to EVs
- Customer education and promotion of EVs through marketing channels
- Roadmap for Transition to EVs guide released by Interleasing Australia

1 Board, Executive Committee and General Managers, Senior Managers and Other Manager levels.
2 Includes Scope 1 (fuel), Scope 2 (purchased electricity), Scope 3 (employee commute and working from home, business travel and third party services).
3 All controllable sites, where MMS has the ability to choose the electricity provider using the existing building infrastructure.

Electric Vehicle (EV) FBT Exemption

Opportunity to accelerate EV uptake

Treasury Laws Amendment (Electric Car Discount) Bill 2022

– Purpose is to incentivise the uptake of zero and low emissions vehicles (ZLEV's) by reducing FBT costs

– Proposed legislation applies:

  > to battery electric, plug-in hybrid and hydrogen fuel cell vehicles under the threshold for fuel efficient cars ($84,916 in 2022/23)

  > to second hand retail car sales on 1 July 2022 or later

  > retrospectively from 1 July 2022 and be reviewed after 3 years

– The Bill will also remove import tariffs on relevant EV's

Opportunities for GRS and AM (ANZ)

– The Federal Treasurer stated upon introduction of the Bill that for a vehicle of about $50,000:

  > it will save the employer up to $9,000 a year; and

  > for individuals using a salary sacrifice arrangement to pay for the same model, their saving would be up to $4,700 a year

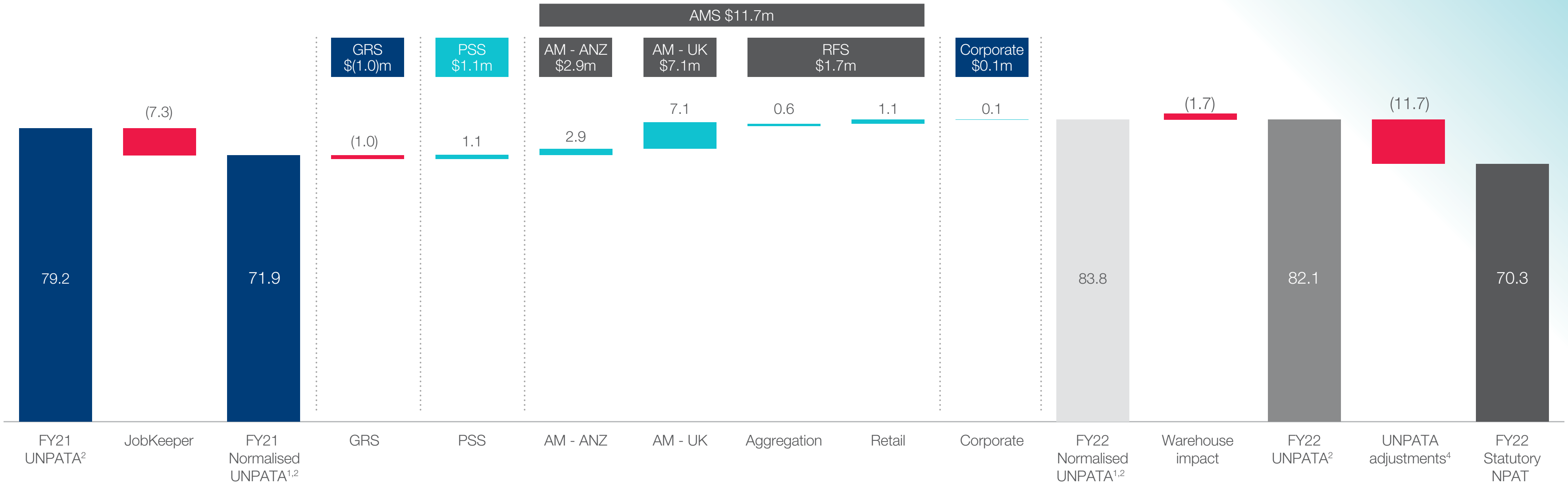
– Under this legislation, organisations will have greater financial incentive to transition their fleet to EV's in line with their sustainability commitments

– As Australia's largest novated lease provider, together with our Asset Management (ANZ) business, MMS is well positioned to assist customers transition into EV's under this policy

Financial performance

Group UNPATA bridge

Normalised Revenue[1]	Normalised EBITDA[1,3]	Normalised UNPATA[1,2]	Normalised EPS[1]
$594.3m	$132.7m	$83.8m	108.3 cps
up 9.2%	up 7.2%	up 16.5%	up 16.5%



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2 Underlying net profit after tax and acquisition amortisation (UNPATA), being net profit after tax but before the after-tax impact of acquisition related and non-business related operational items (refer to appendix).

3 EBITDA excludes the pre-tax impact of acquisition related and non-business related operational items (refer to appendix).

4 UNPATA adjustments are detailed in the appendix.

Balance sheet

Net cash (excluding fleet funded debt)

$m	30 June 2022			30 June 2021
	AMS	Other	Group	Group
Cash at bank	21.6	139.2	160.8	158.0
Other current assets	12.7	31.0	43.7	50.9
Total fleet funded assets	265.8	1.5	267.4	276.9
Goodwill / intangibles	63.6	71.9	135.5	134.9
Other non-current assets	16.1	56.4	72.5	65.4
Total assets	**379.8**	**300.1**	**679.9**	**685.9**
Borrowings (current)[6]	16.8	3.3	20.1	24.0
Other current liabilities	28.1	97.0	125.0	154.6
Borrowings (non-current)[6]	159.7	39.1	198.8	201.2
Other non-current liabilities	36.7	7.8	44.6	36.9
Total liabilities	**241.4**	**147.1**	**388.5**	**416.7**
Net assets	**138.5**	**153.0**	**291.4**	**269.2**

1 Net debt defined as current and non-current borrowings less cash, inclusive of fleet funded debt & lease liability adjustment. EBITDA based on last 12 months.
2 Group net debt / (equity + net debt).
3 EBIT / Net interest (interest expense less interest income).
4 Cash ($160.8m) less corporate debt and other non-fleet debt ($9.7m) excludes fleet funded debt.
5 AMS debt (current and non-current) / total fleet funded assets.
6 Borrowings are inclusive of lease liabilities.

Group

Net debt to EBITDA[1]
0.4x vs 0.5x pcp

Group gearing[2]
17% vs 20% pcp

Interest times cover[3]
34.8x vs 17.8x pcp

Specific

Net cash (excl. fleet funded debt)[4]
$151m vs $142m pcp

AMS debt to funded fleet WDV[5]
66% vs 63% pcp

Compared to previous corresponding period (pcp)

Subsequent Event

In August MMS entered into an agreement to obtain new five-year debt facilities totalling $60m to support working capital requirements

Cash flow statement

Strong cash generation

UNPATA cash conversion of 155% including instant asset tax write off and one-off transaction cash flow benefits

	FY22					FY21
$m	Group Remuneration Services	Plan and Support Services	Asset Management Services	Unallocated / parent co.	MMS Group Total	MMS Group Total
NPAT	46.7	5.3	21.0	(2.7)	70.4	61.1
Non-fleet depn/amort, reserves and other non-cash items	16.6	1.7	10.9	-	29.2	35.6
Capex (non fleet)	(6.6)	(0.6)	(2.1)	-	(9.3)	(9.9)
Tax expense in excess of tax payments	3.3	1.6	10.6	-	15.6	5.8
Working capital inflow / (outflow)	9.3	(0.1)	12.6	-	21.7	7.2
Free cashflow before fleet movements	69.3	8.0	53.0	(2.7)	127.6	99.8
Investing activities and fleet movements:						
Net growth in Asset Management and Warehouse portfolio	(1.7)	-	(15.9)	-	(17.6)	50.5
Sale of fleet portfolio	-	-	-	-	-	34.9
Cash transferred on disposal of subsidiaries, net of cash consideration received	-	-	(22.4)	-	(22.4)	(0.6)
Subordinated loan made to UK JV	-	-	-	-	-	(3.5)
Payment for investment in subsidiaries (net of cash assumed)	-	(10.7)	-	-	(10.7)	6.0
Free cash flow	67.6	(2.8)	14.6	(2.7)	76.9	187.1
Financing activities:						
Internal working capital funding	(23.2)	0.4	20.1	2.8	-	-
Repayment of borrowings	-	-	(6.5)	(9.7)	(16.2)	(90.3)
Payment of lease liabilities	(5.4)	(0.4)	(1.7)	-	(7.5)	(6.7)
Treasury shares acquired	-	-	-	-	-	(0.2)
Dividends paid	-	-	-	(50.4)	(50.4)	(23.4)
Net cash movement	39.0	(2.8)	26.6	(60.0)	2.8	66.6
Opening cash					158.0	91.4
Closing cash					160.8	158.0

Warehouse update

First leases funded, ramping up to our target of 20%

Diversification of funding sources creating an annuity income stream with a higher per transaction NPV

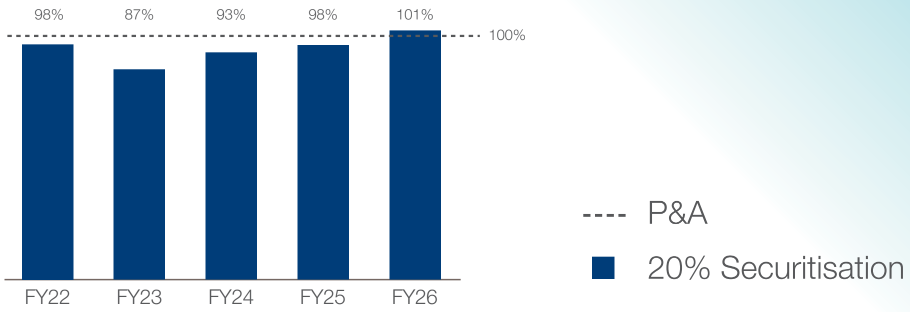
Strategic and financial benefits

- Secures and diversifies our funding sources
- Increase in annuity based income
- New source of income
- Higher overall value per transaction
- 20% of volume aimed at balancing scale for the Warehouse and maintaining diversity of funding via P&A

Update

- Credit license granted April 2022
- Systems and processes operating efficiently
- Funded $1.5m of leases to 30 June 2022
- Targeting 20% of novated volumes

Estimated UNPATA impact from the Warehouse transition



Financial Impact

- FY23 UNPATA impact estimated to be ~$(11m) if targeted volumes achieved in FY23
- FY22 impact to UNPATA $(1.7m), includes $2.4m (pre-tax) of set up and operating costs
- During the transition period, financials will be presented on a “Normalised UNPATA” basis which excludes the above impacts

Note: Please refer to the Disclaimer and important notice on page ii regarding forward looking statements.

Capital allocation and dividend policy

Capital Allocation

MMS intends, under its current business model, to prioritise surplus cash flow to:

1 Invest in the business (operating and capital expenditure) for sustainable growth

2 Fund strategic acquisitions

3 Deleveraging where required

4 Return to shareholders primarily as fully-franked dividends

5 Where surplus capital remains consider share repurchases

Dividend Policy

– Dividend payout ratio of 70% to 100% of UNPATA[1]

– Franking account balance of ~$58m post FY22 dividend and announced off-market share buy-back[2]

– During the Warehouse transition period (currently expected to be for FY22 to FY25) the UNPATA used for the dividend policy will exclude the impact of the Warehouse (i.e. "Normalised UNPATA")

FY22 Final Dividend

– Final dividend of $0.74 cps, fully-franked

– FY22 DPS: $1.08cps, 100% of FY22 Normalised UNPATA

1 During the Warehouse transition period (currently expected to be for FY22 to FY25) the UNPATA used for the dividend policy will exclude the impact of the Warehouse "Normalised UNPATA".

2 Subject to ATO final determination of the capital component of the buy-back.

Off-market share buy-back offer overview

Up to 10% buy-back[1] with significant franked component

Off-market share buy-back overview

- Off-market buy-back to target up to 10% of MMS ordinary shares
- Subject to final ATO confirmation, buy-back consideration expected to be a $0.99 capital component with the remainder via dividend
- Tender discount range: 10-14%
- Refer ASX announcement for further details
- Benefits include
  - Return of capital to shareholders
  - Significant franked component (subject to ATO finalisation)
  - MMS to buy-back at a discount
  - Ongoing EPS benefit
  - Improved ROE
  - Utilisation of excess franking credits

Key dates (subject to change)

- 2 September 2022:
  Last day shares can be acquired to be eligible to participate
- 17–21 October 2022:
  5 day trading window for buy-back price
- 21 October 2022:
  Tender Close
- 24 October 2022:
  Announcement of buy-back price and scale back
- 27 October 2022:
  Record date for FY22 final dividend
- 1 November 2022:
  Buy-back proceeds despatched to successful participants

1 The Deemed Capital Proceeds will be the sum of the capital component and the amount (if any) by which the Tax Market Value exceeds the buy-back price.

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Segment performance

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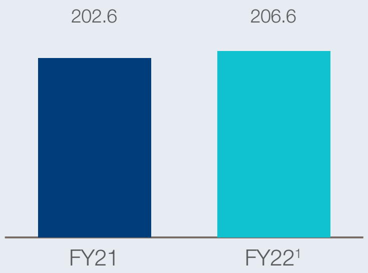
GRS: Highlights

Strong demand, elevated yields and unrealised value in period

Normalised Revenue[1]

$206.6m

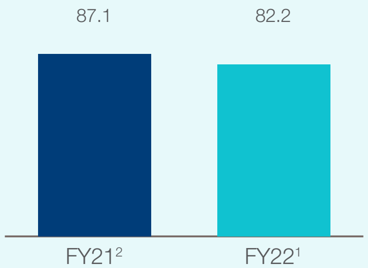
↑ 2.0%



Normalised EBITDA[1]

$82.2m

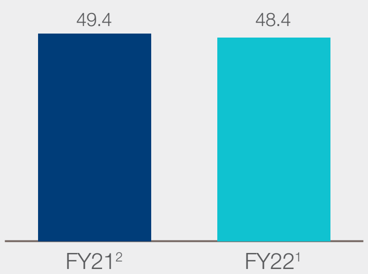
↓ (5.6%)



Normalised UNPATA[1]

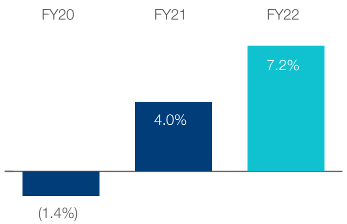
$48.4m

↓ (2.1%)

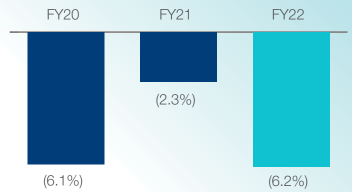


Activity levels continue to improve, with sales subdued by auto supply dynamic

Orders benchmark to FY19

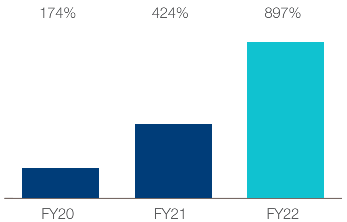


Novated sales benchmark to FY19

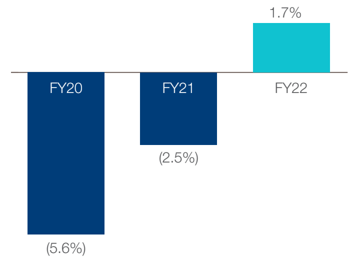


Carryover, at elevated yields, increased to ~$26m[3] to benefit future periods, with order costs already incurred

Carryover benchmark to FY19



Yield % benchmark to FY19



Investment made to support higher order levels (increasing carryover) and longer customer wait times for vehicles.

1 FY22 Normalised excludes the impact of the Warehouse. Normalised impacts of Revenue $0.2m, EBITDA $2.2m, EBIT $2.4m and UNPATA of $1.7m.

2 FY21 has been normalised to exclude the impact of JobKeeper, pre tax $9.0m, post tax $6.3m.

3 Estimated revenue associated with increased carryover (above pre-COVID levels) expected to become revenue when vehicle supply constraints revert.

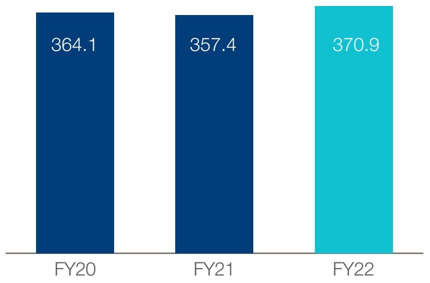
GRS: Operating metrics

Customer growth, increasing digital interactions and sales outperformance

Strong customer engagement and new client wins driving customer growth

Salary packages

370,902 ↑ 3.8%

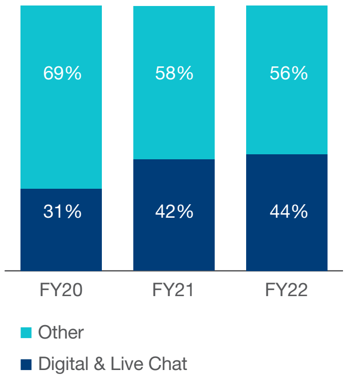


92% of all claims are processed through a digital channel

Improving customer experience driving increasing digital leads

Leads by channel

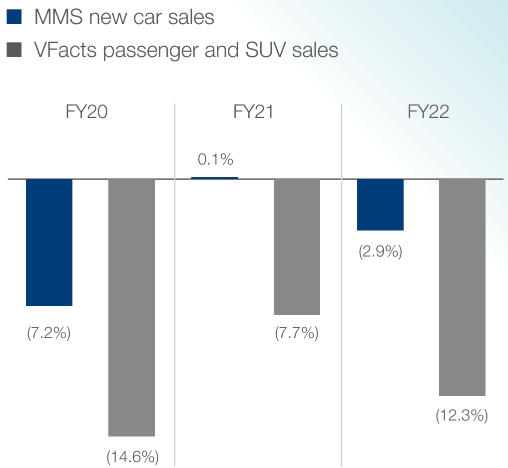
Digital ↑ 10%



MMS novated new car sales performing stronger than market for new car sales (VFacts)[1]

MMS new car sales

9.4% pts higher



The current vehicle supply dynamic is expected to continue through FY23

1 Source VFacts.

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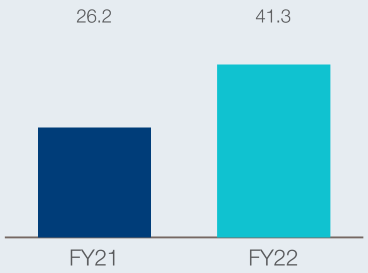
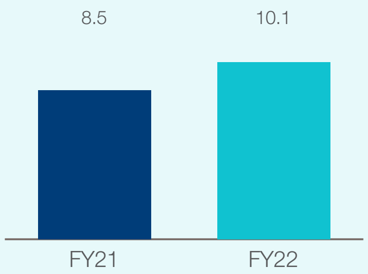
PSS: Highlights

Investing to create a scalable platform for future growth

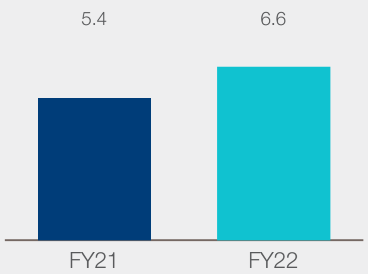
Revenue
$41.3m
57.3%



EBITDA[1]
$10.1m
19.6%

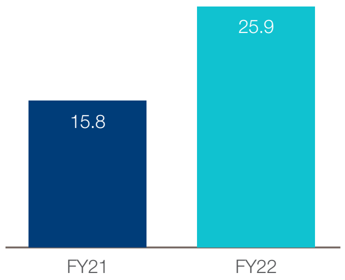


UNPATA[1]
$6.6m
21.4%



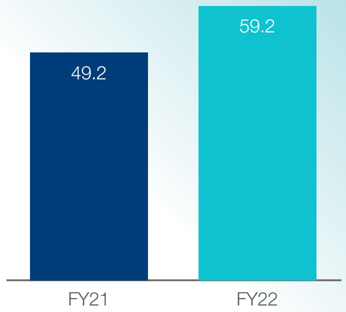
Customer growth 64% vs NDIS plan managed customer growth 31%

Customers '000

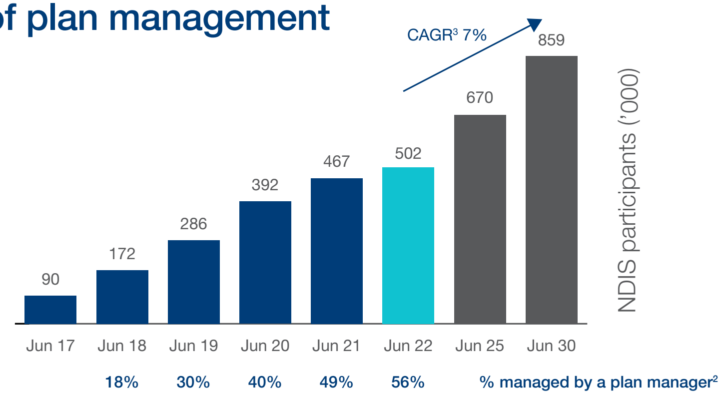


Support co-ordination hours growth 20%

Support co-ordination hours '000



Investment made in brand, systems, and people to support continued growth in NDIS participants and use of plan management

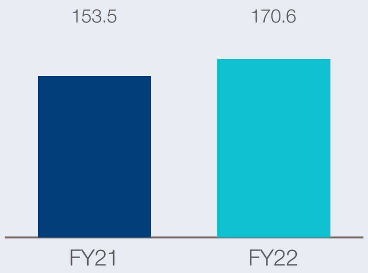


1 EBITDA has been adjusted to exclude $0.7m (pre-tax) acquisition costs which have been excluded from UNPATA on a post tax basis.
2 COAG Disability Reform Council Quarterly Report – 30 June 2022.
3 CAGR calculated on period June 22 to June 30.

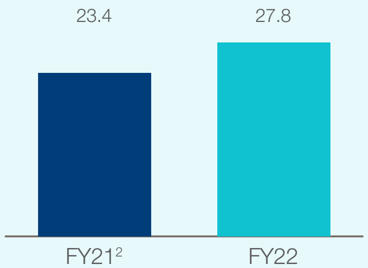
AM ANZ: Highlights

Remarketing profits continued to deliver results

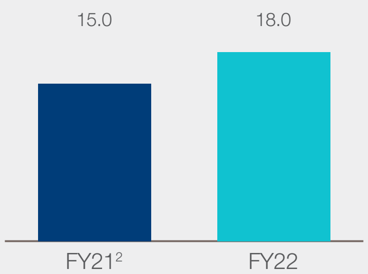
Revenue
$170.6m
↑ 11.1%



EBITDA[1]
$27.8m
↑ 18.5%



UNPATA[1]
$18.0m
↑ 19.6%

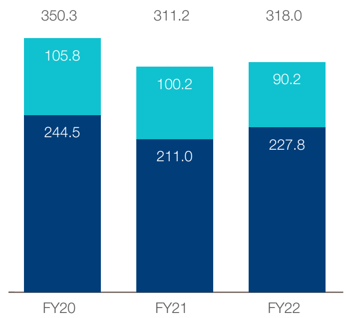


1 EBITDA excludes the pre-tax impact of accounting standard changes otherwise excluded from UNPATA on a post tax basis.
2 FY21 has been normalised to exclude the impact of JobKeeper, pre tax $0.8m, post tax $0.6m.

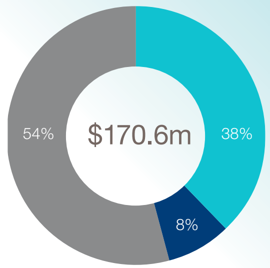
Restricted vehicle supply driving elevated remarketing yields

Written down value ↑ 2.2%

$318.0m

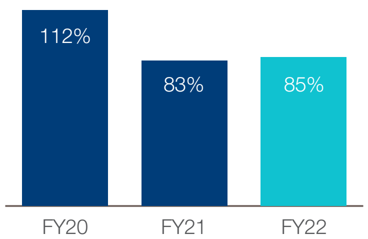


FY22 revenue breakdown

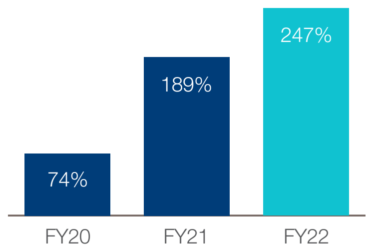


Vehicle remarketing

Units – indexed to FY19



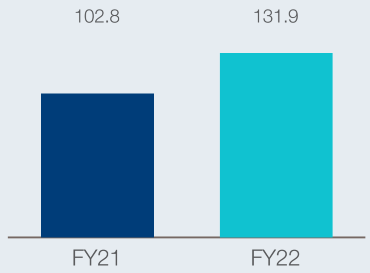
Yields – indexed to FY19



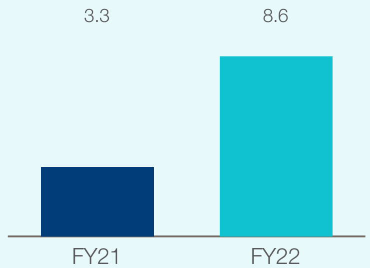
AM UK: Highlights

Elevated remarketing profits and growth in NAF.

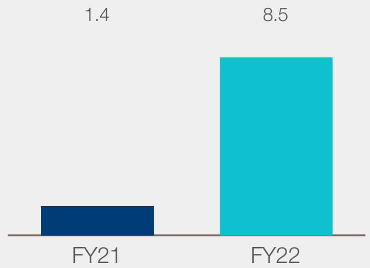
Revenue
$131.9m
↑ 28.4%



EBITDA[1]
$8.6m
↑ >100%

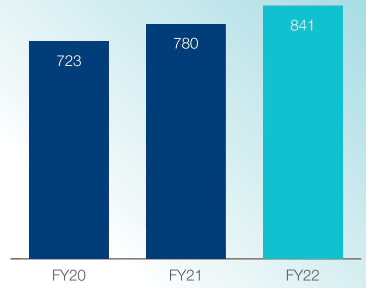


UNPATA[1]
$8.5m
↑ >100%



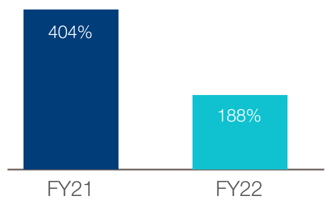
Sales network expansion driving off balance sheet NAF

Net amount financed[2] ↑ 7.8%
$841m

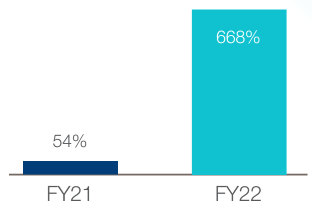


Restricted vehicle supply driving elevated remarketing yields

Remarketing units indexed to FY20

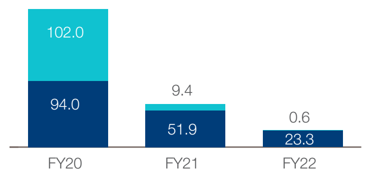


Remarketing yield indexed to FY20



As the Maxxia book runs off contribution will decrease in future periods

■ Portfolio sales – $m
■ WDV – $m

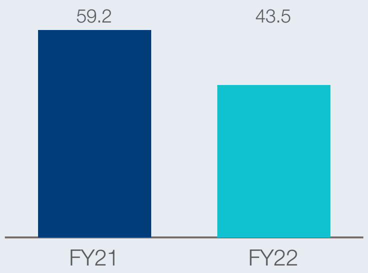


1 EBITDA excludes the pre tax impact of one off restructure costs otherwise excluded from UNPATA on a post tax basis. Acquisition of 50% share of JV Maxxia Ltd 31 December 2020, previously accounted for on a cash basis (as a loss) in expenses.
2 Excludes NAF from divested EVC business.

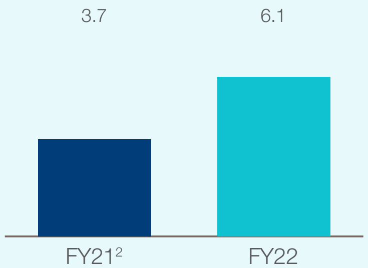
RFS: Highlights

Improvements in NAF driving Aggregation performance. Warranty divested.

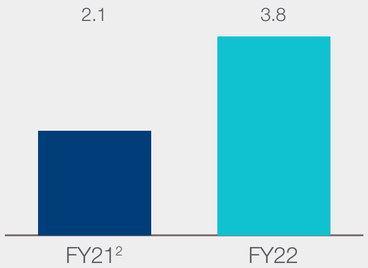
Revenue
$43.5m
(26.5%)



EBITDA[1]
$6.1m
62.3%



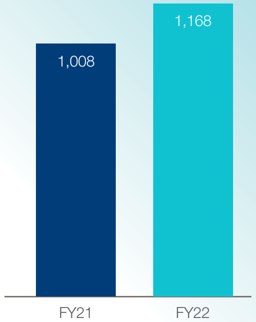
UNPATA[1]
$3.8m
79.5%



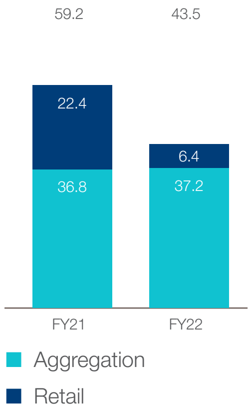
Expanded lending panel, increased broker activity and higher asset prices driving increased NAF

Net amount financed[3] 15.9%

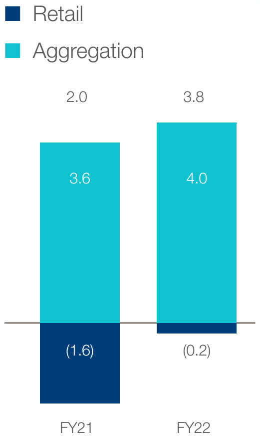
$1,168m



Revenue breakdown ($m)



UNPATA breakdown ($m)



1 EBITDA excludes the pre-tax impact of acquisition and divestment related activities and non-operational items otherwise excluded from UNPATA on a post tax basis.

2 FY21 has been normalised to exclude the impact of JobKeeper, pre tax $0.6m, post tax $0.4m.

3 Net Amount Financed relates to Aggregation only.

Outlook

McMillanShakespeareGroup

Outlook

1 Managing within market conditions

- Commence FY23 with~$26m[1] in novated lease carryover
- Ongoing elevated novated & remarketing yields
- Vehicle supply dynamic to continue through FY23
- NDIS participant growth
- Interest rate increases
- Wage inflation
- Proposed EV FBT exemption[2]
- FY22 tax & one-off transaction cash flow benefits to unwind

2 Business momentum benefiting from customer focus

- Onboarding recent client wins
- Focus on upcoming client renewals and new tenders
- Investing in enhancing the customer experience through digital and data analytics for future productivity benefits
- Ongoing Warehouse ramp up with UNPATA impact of ~$(11m) in FY23

3 Focussed and simplified business

- Exploring exit options for the UK
- Integration of Plan Tracker
- Consider non-organic opportunities in PSS

4 Disciplined capital management with improved returns to shareholders

- Dividend payout ratio moved to 100% for FY22 and new dividend policy payout ratio of 70–100% of UNPATA[3]
- Complete the announced up to 10% off-market share buy-back in FY23 (including significant franked dividend component)

1 Estimated revenue associated with increased carryover (above pre-COVID levels) expected to become revenue when vehicle supply constraints revert.
2 Treasury Laws Amendment Electric Car Discount Bill 2022
3 During the Warehouse transition period (currently expected to be for FY22 to FY25) the UNPATA used for the dividend policy will exclude the impact of the Warehouse "Normalised UNPATA".
Note: Please refer to the Disclaimer and important notice on page ii regarding forward looking statements.

Appendix

McMillanShakespeareGroup

Reconciliation between NPAT and Normalised UNPATA

$m	FY22	FY21	Variance
Statutory NPAT	70.3	61.1	*15.2%*
Amort. acquired intangibles	1.8	1.6	*22.3%*
Acquisition and disposal related expenses	2.2	0.0	*>100%*
Loss on disposal of subsidaries	1.2	-	*>100%*
UK restructure costs - cash and non-cash	-	14.6	*>(100%)*
Impairment CLM goodwill and intangible assets	6.0	2.0	*>100%*
Other	0.4	-	*>100%*
UNPATA	82.1	79.2	*3.6%*
Warehouse[1]	1.7	-	*>100%*
JobKeeper[2]	-	(7.3)	*>(100%)*
Normalised UNPATA	83.8	71.9	*16.5%*

1 Warehouse impacts to Revenue $0.2m, EBITDA $2.2m, EBIT $2.4m and UNPATA $1.7m.
2 JobKeeper impacts to EBITDA $10.5m and UNPATA $7.3m.
Note: Numbers above are all presented net of tax.

Return on equity (ROE) and return on capital employed (ROCE) calculations

Return on Equity (ROE)

Normalised UNPATA

Financial year Normalised UNPATA, normalised for Warehouse in FY22 and JobKeeper in FY21

Equity

Equity includes the add back of impairment of intangible asset charges incurred in the respective financial period and also includes add back for the Warehouse in FY22 and JobKeeper in FY21.

$m	FY22	FY21
Statutory equity	291.4	269.1
Impairments[1]	7.2	10.7
Warehouse	1.7	-
JobKeeper	-	(7.3)
Adjusted capital employed for ROCE purposes	300.3	272.5
Average equity for ROE purposes[3]	284.7	250.7
Normalised UNPATA	83.8	71.9
ROE	29.4%	28.7%

Return on Capital Employed (ROCE)

Normalised EBIT

Financial year Normalised EBIT is before the pre-tax impact of acquisition related and non-business operational items. Adjusted for the Warehouse in FY22 and JobKeeper in FY21.

Capital employed

Capital employed (excluding lease liabilities) used in the calculations includes the add back of impairment of intangible asset incurred in the financial period. Includes add back for the Warehouse in FY22 and JobKeeper in FY21.

$m	FY22	FY21
Cash	(160.8)	(158.0)
Borrowings[2] (excl. Warehouse)	167.8	176.3
Adjusted equity for ROCE purposes	300.3	272.5
Adjusted capital employed for ROCE purposes	307.3	290.8
Average capital employed for ROCE purposes[4]	297.4	345.7
Normalised EBITDA	132.7	123.9
Interest revenue	(0.3)	(0.2)
D&A (non fleet)	(17.5)	(18.4)
Normalised EBIT	114.9	105.4
ROCE	38.6%	30.5%

1 Impairments: FY22 $6.0m UK impairment and $1.2m Warranty divestment. FY21 $10.7m UK restructure.
2 Borrowings excludes lease liabilities.
3 The average equity for FY22 is based on FY22 closing equity of $300.3m and opening equity of $269.1m. Note opening equity excludes the impact of prior year adjustments.
4 The average capital employed for FY22 is based on FY22 closing capital employed of $307.3m and opening capital employed of $287.5m. Note opening capital employed excludes the impact of prior year adjustments.

Funding overview

- Right sized debt facilities for Asset Financing United Kingdom
  - Cancellation of £5m revolving facilities
  - Early redemption of corporate debt
- Debt facilities in Australia and New Zealand extended, no maturities earlier than 31 March 2024
- In August 2022 MMS entered into an agreement to obtain new five year debt facilities totalling $60m to support working capital requirements
- Operating lease uncommitted P&A facilities of $232.3m drawn to $90.0m
- Established OnBoard funding Warehouse
  - Committed facilities have been entered into with NAB and Westpac for a combined amount of $100m
    Availability revolving period end date is 31 January 2024

As at 30 June 2022		Local Currency		Australian Dollars ($m)			
		Currency	Facility size	Facility size	Amount drawn	Amount undrawn	Maturity
Asset Financing Australia	Revolving	A$	153.0	153.0	115.6	37.4	($84.2m) 31 March 2024 ($104.9m) 31 March 2025
Asset Financing New Zealand	Revolving	NZ$	40.0	36.1	26.8	9.3	
Securitisation Warehouse	Revolving	A$	100.0	100.0	-	100.0	5 February 2026
Asset Financing UK	Amortising	GBP	9.0	15.9	15.9	-	31 March 2023
		Revolving total		**289.1**	**142.4**	**146.7**	
		Amortising total		**15.9**	**15.9**	**-**	
		Total		**304.9**	**158.3**	**146.7**	

Segment review

$m	GRS			PSS			AMS			MSL			MMSG		
	FY22[1]	FY21[2]	%	FY22	FY21	%	FY22	FY21[2]	%	FY22	FY21	%	FY22	FY21[2]	%
Normalised Revenue	206.6	202.6	2.0%	41.3	26.2	57.3%	346.1	315.5	9.7%	0.3	0.2	>100%	594.3	544.5	9.2%
Normalised EBITDA[3]	82.2	87.1	(5.6%)	10.1	8.5	19.6%	42.4	30.5	39.2%	(2.1)	(2.1)	(4.0%)	132.7	123.9	7.2%
Normalised EBITDA margin	39.8%	43.0%		24.6%	32.3%		12.3%	9.7%		>(100%)	>(100%)		22.3%	22.8%	
Depreciation	13.4	14.1	(5.3%)	0.7	0.7	1.4%	3.5	3.6	(2.9%)	-	-	>100%	17.5	18.4	(4.6%)
Net interest expense[4]	1.3	1.9	(30.7%)	0.0	0.0	(34.4%)	0.4	0.4	4.5%	-	-	>100%	1.8	2.4	(24.9%)
Tax	19.1	21.6	(11.3%)	2.8	2.3	21.8%	8.4	8.0	4.0%	(0.6)	(0.7)	>(4.8%)	29.7	31.3	(5.0%)
Normalised UNPATA	48.4	49.4	(2.1%)	6.6	5.4	21.4%	30.2	18.5	63.4%	(1.5)	(1.5)	0.9%	83.8	71.9	16.5%
Normalised UNPATA margin	23.4%	24.4%		16.0%	20.7%		8.7%	5.9%		>(100%)	>(100%)		14.1%	13.2%	
Statutory NPAT	46.7	55.7	(16.2%)	5.3	5.4	(2.4%)	21.0	1.4	>100%	(2.7)	(1.5)	75.0%	70.3	61.1	15.2%
Statutory NPAT margin	22.6%	27.5%		12.9%	20.7%		6.1%	0.5%		>(100%)	>(100%)		11.8%	11.2%	

1 FY22 Normalised excludes the impact of the Warehouse. Normalised impacts to Revenue $0.2m, EBITDA $2.2m, EBIT $2.4m and UNPATA $1.7m.
2 FY21 Normalised excludes the impact of JobKeeper, pre-tax GRS $9.0m and AMS $1.4m, post tax GRS $6.3m and $1.0m.
3 EBITDA excludes the pre-tax impact of acquisition related and non-business related operational items (refer to appendix).
4 Includes interest on right of use asset.

GRS: Financials

	Full Year			2nd Half			1st Half		
	FY22[1]	FY21[2]	Variance	2H22[1]	2H21	Variance	1H22[1]	1H21[2]	Variance
Normalised Revenue	206.6	202.6	*2.0%*	106.2	102.7	*3.4%*	100.5	99.8	*0.6%*
Employee benefits expense	92.0	86.2	*6.7%*	46.1	43.1	*6.9%*	45.9	43.0	*6.6%*
Property & other expenses	32.5	29.3	*10.6%*	15.6	14.8	*5.6%*	16.9	14.6	*15.5%*
Normalised EBITDA	82.2	87.1	*(5.6%)*	44.5	44.8	*(0.7%)*	37.7	42.2	*(10.7%)*
Normalised EBITDA margin	*39.8%*	*43.0%*		*41.9%*	*43.6%*		*37.6%*	*42.3%*	
Depreciation	13.4	14.1	*(5.3%)*	6.6	7.1	*(6.9%)*	6.7	7.0	*(3.7%)*
Net interest expense[3]	1.3	1.9	*(30.7%)*	0.6	1.7	*(63.3%)*	0.7	0.2	*>100%*
Tax	19.1	21.6	*(11.3%)*	9.9	10.9	*(9.2%)*	9.3	10.7	*(13.4%)*
Normalised UNPATA	48.4	49.4	*(2.1%)*	27.4	25.1	*9.1%*	21.0	24.3	*(13.6%)*
Normalised UNPATA margin	*23.4%*	*24.4%*		*25.8%*	*24.4%*		*20.9%*	*24.4%*	
Statutory NPAT	46.7	55.7	*(16.2%)*	26.1	25.1	*3.9%*	20.6	30.6	*(32.7%)*
Statutory NPAT margin	*22.6%*	*27.5%*		*24.5%*	*24.4%*		*20.5%*	*30.7%*	
Metrics									
Direct FTE[4] (average)	634	612	*3.7%*	648	624	*3.9%*	621	600	*3.5%*
Novated leases (fleet units)	70,912	73,375	*(3.4%)*	70,912	73,375	*(3.4%)*	71,720	72,270	*(0.8%)*
Salary packages (units)	370,902	357,388	*3.8%*	370,902	357,388	*3.8%*	363,975	364,131	*(0.0%)*

1 FY22 Normalised excludes the impact of the Warehouse. Normalised adjustments to Revenue $0.2m, EBITDA $2.2m, EBIT $2.4m and UNPATA $1.7m.
2 FY21 Normalised excludes the impact of JobKeeper, pre-tax $9.0m and post tax $6.3m.
3 Includes interest on right of use asset.
4 Average direct FTE for the period. Excludes back office functions such as finance, IT, HR and marketing.

PSS: Financials

	Full Year			2nd Half			1st Half		
	FY22	FY21	Variance	2H22	2H21	Variance	1H22	1H21	Variance
Revenue	41.3	26.2	57.3%	21.7	14.3	51.9%	19.5	11.9	63.6%
Employee benefits expense	22.6	12.9	74.9%	11.3	7.8	43.9%	11.2	5.1	>100%
Property & other expenses	8.5	4.8	76.3%	4.8	2.5	95.8%	3.7	2.4	55.8%
EBITDA[1]	10.1	8.5	19.6%	5.6	4.0	40.7%	4.5	4.5	0.5%
EBITDA margin	24.6%	32.3%		25.9%	28.0%		23.1%	37.6%	
Depreciation	0.7	0.7	1.4%	0.3	0.2	21.1%	0.4	0.4	(9.5%)
Net interest expense[2]	0.0	0.0	(34.4%)	0.0	0.0	(39.2%)	0.0	0.0	(30.6%)
Tax	2.8	2.3	21.8%	1.6	1.1	43.4%	1.2	1.2	1.9%
UNPATA	6.6	5.4	21.4%	3.7	2.6	41.8%	2.9	2.8	3.2%
UNPATA margin	16.0%	20.7%		17.1%	18.3%		14.7%	23.6%	
Statutory NPAT	5.3	5.4	(2.4%)	3.1	2.6	19.9%	2.1	2.8	(24.1%)
Statutory NPAT margin	12.9%	20.7%		14.5%	18.3%		10.9%	23.6%	
Metrics									
Direct FTE[3] (average)	219	127	73.0%	229	148	54.6%	210	106	98.6%
Customers	25,876	15,814	63.6%	25,876	15,814	63.6%	22,729	13,485	68.6%

1 EBITDA has been adjusted to exclude $0.7m (pre-tax) acquisition costs which have been excluded from UNPATA on a post tax basis.
2 Includes interest on right of use asset.
3 Average direct FTE for the period. Excludes back office functions such as finance, IT, HR and marketing.

AM-ANZ: Financials

	Full Year			2nd Half			1st Half		
	FY22	FY21[1]	Variance	2H22	2H21	Variance	1H22	1H21[1]	Variance
Revenue	**170.6**	**153.5**	***11.1%***	**78.2**	**77.7**	***0.7%***	**92.4**	**75.9**	***21.8%***
Leasing and vehicle management	73.3	61.7	*18.8%*	30.2	31.2	*(3.2%)*	43.1	30.5	*41.3%*
Operating lease depn	47.2	46.3	*1.9%*	24.0	22.8	*4.9%*	23.2	23.5	*(1.1%)*
Employee benefits expense	15.5	14.3	*8.3%*	7.3	7.1	*1.9%*	8.2	7.2	*14.7%*
Property & other expenses	6.8	7.8	*(12.5%)*	4.0	3.6	*11.6%*	2.9	4.3	*(32.7%)*
Normalised EBITDA[2]	**27.8**	**23.4**	***18.5%***	**12.8**	**13.0**	***(1.3%)***	**15.0**	**10.4**	***43.2%***
Normalised EBITDA margin	*16.3%*	*15.3%*		*16.4%*	*16.7%*		*16.2%*	*13.8%*	
Depreciation	1.9	1.7	*8.3%*	0.9	0.9	*9.3%*	1.0	0.9	*7.4%*
Net interest expense[3]	0.3	0.3	*10.2%*	0.1	0.1	*14.6%*	0.1	0.1	*6.1%*
Tax	7.6	6.4	*19.3%*	3.5	3.6	*(2.3%)*	4.1	2.8	*46.8%*
Normalised UNPATA	**18.0**	**15.0**	***19.6%***	**8.2**	**8.4**	***(2.1%)***	**9.7**	**6.6**	***47.2%***
Normalised UNPATA margin	*10.5%*	*9.8%*		*10.5%*	*10.8%*		*10.5%*	*8.7%*	
Statutory NPAT	**17.6**	**15.6**	***12.6%***	**8.2**	**8.4**	***(2.1%)***	**9.3**	**7.2**	***29.8%***
Statutory NPAT margin	*10.3%*	*10.2%*		*10.5%*	*10.8%*		*10.1%*	*9.5%*	
Metrics									
Direct FTE[4] (average)	88	87	*1.4%*	88	88	*(0.2%)*	89	86	*3.0%*
Return on assets[5] (%)	*5.7%*	*4.8%*		*5.2%*	*5.4%*		*6.2%*	*4.1%*	
Asset pool (units)	14,404	16,595	*(13.2%)*	14,404	16,595	*(13.2%)*	14,608	17,186	*(15.0%)*
– Funded (units)	8,814	8,327	*5.8%*	8,814	8,327	*5.8%*	8,447	8,121	*4.0%*
– Managed (units)	2,235	4,214	*(47.0%)*	2,235	4,214	*(47.0%)*	2,607	4,814	*(45.8%)*
– P&A (units)	3,355	4,054	*(17.2%)*	3,355	4,054	*(17.2%)*	3,554	4,251	*(16.4%)*
Assets written down value ($m)	318.0	311.2	*2.2%*	318.0	311.2	*2.2%*	311.3	319.2	*(2.5%)*
– On balance sheet ($m)	227.8	211.0	*8.0%*	227.8	211.0	*8.0%*	219.7	216.1	*1.6%*
– Off balance sheet ($m)	90.2	100.2	*(10.0%)*	90.2	100.2	*(10.0%)*	91.7	103.1	*(11.1%)*

1 FY21 Normalised excludes the impact of JobKeeper, pre-tax $0.8m and post tax $0.6m.
2 EBITDA excludes the pre-tax impact of accounting standard changes otherwise excluded from UNPATA on a post tax basis.
3 Includes interest on right of use asset.
4 Average direct FTE for the period.
5 Return on assets is calculated on normalised UNPATA divided by assets written down value.

AM-UK: Financials

	Full Year			2nd Half			1st Half		
	FY22	FY21	Variance	2H22	2H21	Variance	1H22	1H21	Variance
Revenue	**131.9**	**102.8**	***28.4%***	**57.9**	**72.7**	***(20.4%)***	**74.1**	**30.0**	***>100%***
Leasing and vehicle management	103.6	79.5	*30.4%*	44.4	61.6	*(28.2%)*	59.3	17.9	*>100%*
Employee benefits expense	11.9	13.4	*(7.8%)*	6.4	6.9	*(7.4%)*	5.5	6.5	*(14.7%)*
Property & other expenses	7.8	6.6	*6.5%*	2.7	3.0	*(12.2%)*	5.2	3.5	*44.8%*
EBITDA[1]	**8.6**	**3.3**	***>100%***	**4.5**	**1.2**	***>100%***	**4.1**	**2.1**	***99.0%***
EBITDA margin	*6.5%*	*3.2%*		*7.7%*	*1.7%*		*5.6%*	*6.9%*	
Depreciation	1.2	1.3	*(7.2%)*	0.6	0.6	*(2.2%)*	0.6	0.7	*(11.7%)*
Net interest expense[2]	0.1	0.1	*3.2%*	0.1	0.1	*29.8%*	0.0	0.1	*(20.1%)*
Tax	(1.2)	0.6	*>(100%)*	0.7	0.0	*>100%*	(1.9)	0.5	*>(100%)*
UNPATA	**8.5**	**1.4**	***>100%***	**3.1**	**0.6**	***>100%***	**5.4**	**0.8**	***>100%***
UNPATA margin	*6.4%*	*1.3%*		*5.4%*	*0.8%*		*7.3%*	*2.7%*	
Statutory NPAT	**1.6**	**(16.2)**	***>(100%)***	**2.7**	**(0.0)**	***>(100%)***	**(1.0)**	**(16.2)**	***(93.7%)***
Statutory NPAT margin	*1.2%*	*(15.8%)*		*4.6%*	*(0.0%)*		*(1.4%)*	*(53.9%)*	
Metrics									
Direct FTE[3] (average)	144	175	*(17.6%)*	140	171	*(18.5%)*	148	178	*(16.7%)*
Asset pool (units)	3,343	16,996	*(80.3%)*	3,343	16,996	*(80.3%)*	13,622	18,515	*(26.4%)*
Assets written down value ($m)	23	52	*(55.1%)*	23	52	*(55.1%)*	37	76	*(51.9%)*
Portfolio sales ($m)	1	9	*(93.5%)*	-	2	*>(100%)*	1	7	*(91.2%)*
Net Amount Financed ($m)	841	890	*(5.5%)*	444	421	*5.5%*	397	469	*(15.4%)*

1 EBITDA excludes the pre tax impact of one off restructure costs otherwise excluded from UNPATA on a post tax basis. Acquisition of 50% share of JV Maxxia Ltd 31 December 2020, previously accounted for on a cash basis (as a loss) in expenses

2 Includes interest on right of use asset.

3 Average direct FTE for the period.

RFS: Financials

	Full Year			2nd Half			1st Half		
	FY22	FY21[1]	Variance	2H22	2H21	Variance	1H22	1H21[1]	Variance
Revenue	43.5	59.2	(26.5%)	18.6	29.3	(36.6%)	25.0	29.9	(16.5%)
Brokerage commissions	25.0	27.5	(9.0%)	12.2	14.2	(14.0%)	12.8	13.3	(3.7%)
Claims incurred	3.3	12.3	(73.1%)	-	6.4	(100%)	3.3	5.9	(43.6%)
Employee benefits expense	7.8	13.4	(41.5%)	3.1	6.5	(52.6%)	4.7	6.9	(31.0%)
Property & other expenses	1.3	2.3	(43.5%)	0.4	1.1	(60.3%)	0.9	1.2	(28.9%)
Normalised EBITDA[2]	6.1	3.7	62.3%	2.8	1.1	>100%	3.2	2.6	22.5%
Normalised EBITDA margin	14.0%	6.3%		15.3%	3.8%		13.0%	8.8%	
Depreciation	0.4	0.5	(28.4%)	0.2	0.3	(38.8%)	0.2	0.3	(18.4%)
Net interest expense[3]	0.0	0.0	(70.9%)	0.0	0.0	(74.4%)	0.0	0.0	(68.6%)
Tax	1.9	1.2	60.1%	0.9	0.4	>100%	1.0	0.9	33.5%
Normalised UNPATA	3.8	2.1	79.5%	1.8	0.4	>100%	2.0	1.6	27.3%
Normalised UNPATA margin	8.6%	3.5%		9.6%	1.5%		7.9%	5.2%	
Statutory NPAT	1.8	2.0	(10.2%)	1.4	0.3	>100%	0.5	1.7	(65.1%)
Statutory NPAT margin	4.2%	3.4%		7.3%	1.0%		1.8%	5.8%	
Metrics									
Direct FTE[4] (average)	35	69	(48.7%)	25	69	(64.3%)	46	69	(33.1%)
Net Amount Financed ($m)	1,168	1,008	15.9%	579	554	4.5%	588	454	29.7%

1 FY21 Normalised excludes the impact of JobKeeper, pre-tax $0.6m and post tax $0.4m.
2 EBITDA excludes the pre-tax impact of acquisition and divestment related activities and non-operational items otherwise excluded from UNPATA on a post tax basis.
3 Includes interest on right of use asset.
4 Average direct FTE for the period.

Dividend calendar

	FY22
Final	
Results Release	Monday, 29 August 2022
Ex-dividend	Wednesday, 26 October 2022
Record date	Thursday, 27 October 2022
Payment date	Thursday, 10 November 2022

MMS
McMillanShakespeareGroup