

# Eclipx Group FY22 results presentation

7 November 2022





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# FY22 results agenda

1 Performance highlights

2 Financial result

3 Defensive service based operating model

4 Accelerate

5 Outlook

# 1. Performance highlights

# Outperformance on every key line item

NPATA up 29% compared to FY21

## NPATA bridge



Notes: Movements are presented post-tax

# FY22 performance highlights

## 1 13% NOI GROWTH



4% NOI PRE EOL AND PROVISIONS

## 2 OPEX IN LINE



HELD FLAT FOR A THIRD YEAR IN A ROW

## 3 FUNDING STABILITY



WAREHOUSES RENEWED  
NEUTRAL FINANCIAL IMPACT

## 4 37% CASH EPS GROWTH



22% GROWTH ADJUSTED FOR EOL<sup>5</sup>

## 5 STRATEGIC PATHWAYS



11% GROWTH IN GROUP NBW  
WELL AHEAD OF MARKET

## 6 ACCELERATE PROGRAM



TARGET \$6M ANNUALISED OPEX  
REDUCTION BY MID-FY25

## 7 \$72M BUY-BACK



65% OF FY22 NPATA  
(\$35M ALREADY COMPLETED)

## 8 ACQUISITION OPPORTUNITIES



POSITIONED FOR EMERGING  
OPPORTUNITIES

30 September 2022  
(A\$m unless specified)

FY22A

FY21A

Var +/-

### Income statement

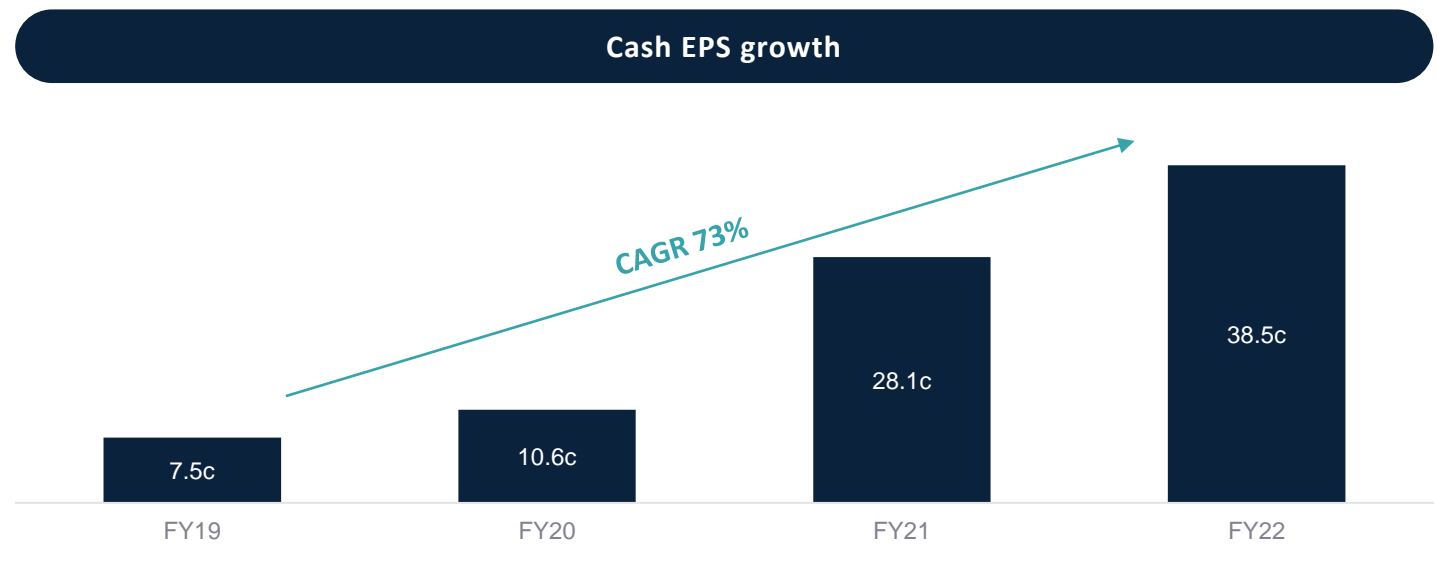
NOI pre EOL and provisions <sup>1</sup>	157.4	151.5	4%
EOL	92.3	69.2	33%
Provisions <sup>2</sup>	2.1	2.6	(20%)
NOI	251.7	223.3	13%
OPEX	(80.3)	(79.9)	(1%)
EBITDA	171.4	143.4	20%
NPATA	110.8	86.1	29%
<b>KPIs</b>			
Fleet NBW <sup>3</sup>	530	429	24%
Group NBW	715	644	11%
AUMOF <sup>4</sup> (\$bn)	1.9	1.9	1%
Net cash / (debt)	26.5	(19.6)	nm
Cash conversion	113%	121%	nm
Cash EPS (cents)	38.5	28.1	37%

#### Notes:

1. NOI pre EOL and provisions represents Net Operating Income before end of lease income, and credit and fleet impairment provisions.
2. Fleet and credit provisions had a positive impact of \$2.1m driven by the removal of the COVID-19 overlay provision.
3. Fleet NBW includes NBW of Fleet Australia and Fleet New Zealand, excluding Novated.
4. FleetChoice NT (FCNT) partnership was dissolved in Mar-22 in line with the Group's strategy to exit low returning products. FCNT FY21 EBITDA was ~\$0.1m. FY21 AUMOF excludes FleetChoice NT AUMOF of \$45m.
5. Adjusted to replace current elevated EOL performance with pre-COVID-19 EOL of c.\$30m.

# 73% CAGR in cash earnings per share (EPS) since FY19

Excluding the benefits from elevated EOL, Cash EPS has grown at a CAGR of 44% over the last four years

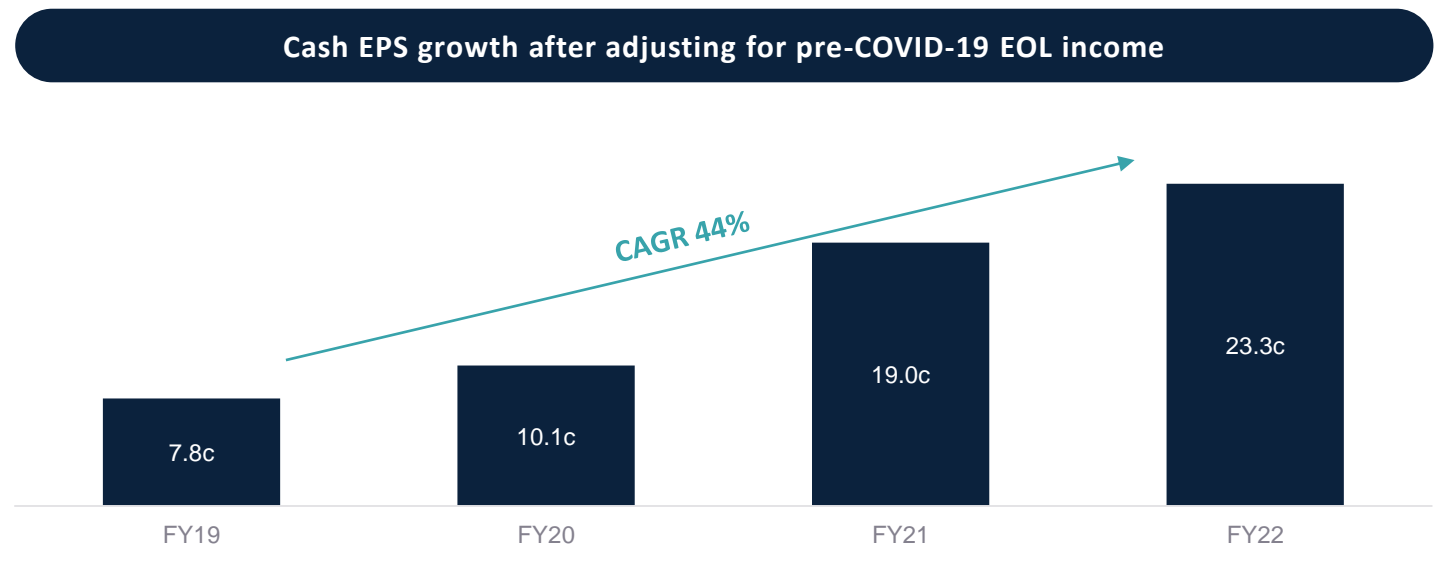


#### Cash EPS growth

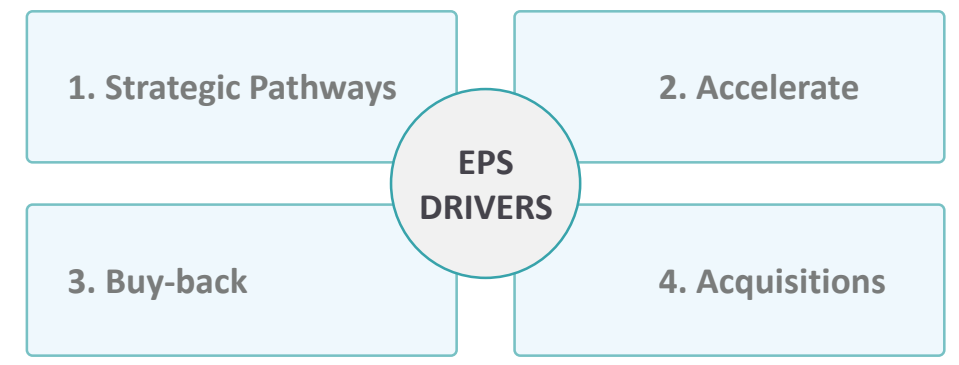
- Represents NPATA over average number of shares on issue in the relevant period
- Drivers include:
  - Strong underlying NOI growth
  - Simplification (non-core divestments, opex reduction, leverage reduction and funding optimisation)
  - Elevated used car pricing
  - Buy-back program

#### Cash EPS growth after adjusting for pre-COVID-19 EOL income

- Cash EPS adjusted to replace current elevated EOL performance with pre-COVID-19 EOL of c.\$30m. Drivers of growth consistent with the above, except for EOL

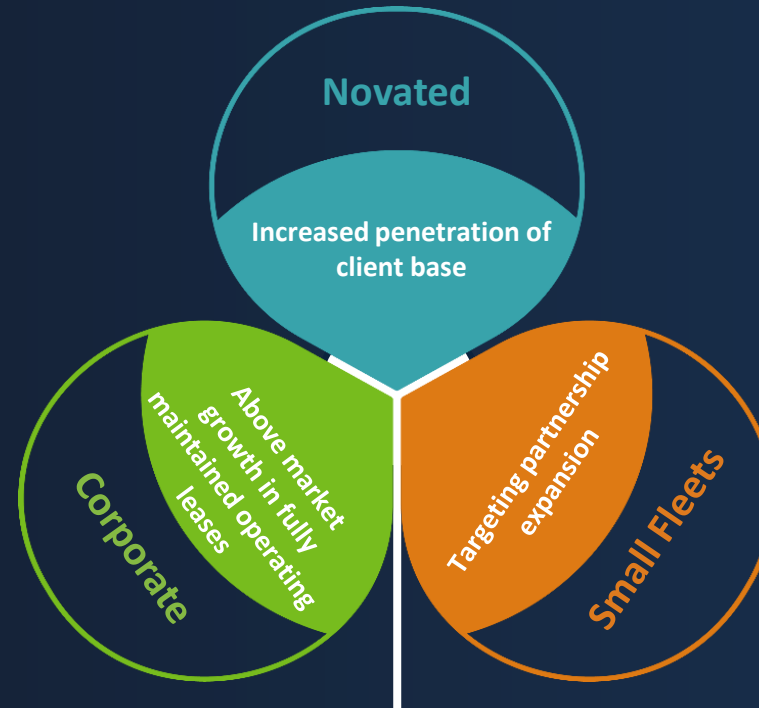
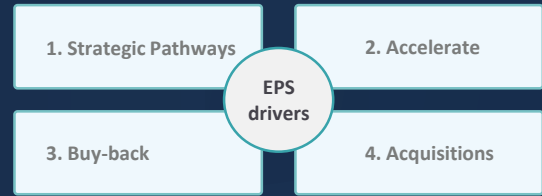


### Expected EPS growth drivers going forward



# Strategic Pathways

Foundations in place...primed for growth



### CORPORATE AU & NZ

*Predictable, high returns profile*

2.5m vehicles TAM<sup>1,2</sup> (~40% market penetration)

**Scaled, defensive & cash flow generative**

- Significant annuity revenue
- 90%+ customer retention
- High returns and cash generation

**Market penetration**

60% FMO Managed  
40% In-house managed

### SMALL FLEETS

*High growth and returns opportunity*

1.5m vehicles TAM<sup>1,2</sup> (~2% market penetration)

**Leveraging product know-how, underwriting capability & operational scale**

- 64% growth in FY22 in AU
- 43% of NBW in FY22 in NZ
- Significant returns, coupled with disciplined credit underwriting
- Expanding distribution footprint through scalable tools

**Untapped c1.5m fleet vehicles in AU<sup>2</sup>**

2% FMO managed  
98% In-house managed

### NOVATED

*Cross-sell product for Corporate & Small Fleets*

880 – 900k eligible employees ECX TAM<sup>1</sup> (<2% ECX penetration)

**Simple cross-sell to captive customer base, leveraging the operational scale of Corporate**

- Product offering enhances value proposition for Corporate customers
- Clear cross-sell opportunities between Corporate / Small Fleets & Novated
- Captive penetrable employee base

**ECX captive employee TAM penetration**

1.6% ECX penetration  
98.4% Other eligible employees

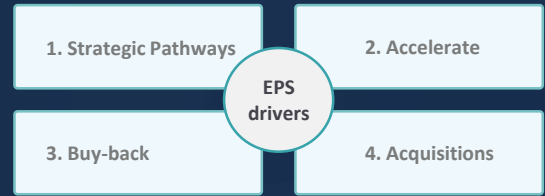
Notes:

1. TAM is Total addressable market and is an estimate; 2. Source: ACA 2022 Corporate and Small Fleet Insights Reports.



# Strategic Pathways

Seeing early signs of growth in our most profitable target markets



Fleet Australia<sup>1</sup>

Fleet NZ<sup>1</sup>

Novated

FOCUS

**CORPORATE:** Strong NBW growth and continued delivery of value-add digital features  
**SMALL FLEETS:** Growth in distribution partnerships and roll-out straight through credit processing (STP) and quoting solutions

Penetration of existing novated employee base and expansion of TAM<sup>2</sup>

GROUP EBITDA CONTRIBUTION



NEW BUSINESS WRITINGS (NBW)

COMMENTARY

- 24% NBW growth in FY22
- Order pipeline at 2.3x pre-COVID-19 levels<sup>4</sup>

- 23% NBW growth in FY22
- Order pipeline at 4.6x pre-COVID-19 levels<sup>4</sup> including 6% BEVs and 43% hybrids as harmonised NZ policies support transition

- Second half NBW was 3% higher than first half NBW, but NBW continues to be impacted by supply constraints
- Order pipeline at 3.8x pre-COVID-19 levels<sup>4</sup>
- Significant levels of customer enquiries
- Consistent with Fleet in FY21, ECX has recently invested in new Novated talent

- Strong growth on the back of sale & lease back wins, early customer engagement and success in Small Fleets in the face of supply constraints
- Digital fleet management platform enhancing customer value proposition
- Enhancing distribution partner quoting tools through STP credit & lease quoting solutions
- Applying learnings as market leader in NZ for EVs to Australia, as policy change expected to support transition

Notes:

1. Includes contribution from Small Fleets and excludes panel.  
 2. Total addressable market.

3. FleetChoice NT (FCNT) partnership was dissolved in Mar-22 in line with the Group's strategy to exit low returning products. FCNT FY21 EBITDA was ~\$0.1m.

4. FY19 represents the last full financial year prior to the emergence of the COVID-19 pandemic.

# Accelerate – \$6m annualised opex reduction by mid-FY25

1. Strategic Pathways

2. Accelerate

EPS  
drivers

3. Buy-back

4. Acquisitions

## 2019 - 2020 SIMPLIFICATION

## 2020 onwards STRATEGIC PATHWAYS

## 2022 - 2025 ACCELERATE



- ✓ Return to core fleet business via non-core business divestment, opex reduction and remediating capital structure

- ✓ Foundations in place and primed for growth
- ✓ Well ahead of market growth in corporate fleet, established fast growing small fleet business

- Removal of duplication through consolidation of brands, systems and processes to accelerate profitability benefits



- ✓ Exited six non-core businesses
- ✓ Reduced net leverage from >3.0x to 1.1x
- ✓ \$15-20m+ operating expense reduction
- ✓ Defined core strategy (Strategic Pathways)

- ✓ Foundations of Strategic Pathways in place
- ✓ FY22 Fleet NBW growth: 24% – ahead of market
- ✓ Operating expenses flat over last three years
- ✓ Identified further optimisation (Accelerate)

- \$25m capital project to end of FY24
- \$6m annualised opex reduction by mid-FY25
- See slide 30 for details



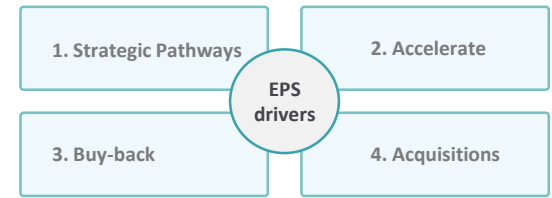
- ✓ Delivered 13 months ahead of schedule
- ✓ Reduced corporate debt from >3.0x net debt to EBITDA to 1.1x

- ✓ Cancelled 13% of shares on issue under buy-back program so far
- ✓ \$26m net cash on balance sheet at Sep-22

- Target ROIC of 24%

# Capital management – 13% of share capital returned/cancelled

Implied FY22 buy-back yield of 13.4%<sup>1</sup>



## Balance sheet position

- Organic capital generation and net cash (debt) of \$26.5m

## Capital management

- Up to \$37m<sup>5</sup> on-market share buy-back (65% of FY22 NPATA less 1H22 buy-back already completed)

## Tax and franking credits

- Nil franking credits
- No planned Australian tax instalments (Federal temporary full expensing policy), therefore no franking credits, expected until FY26
- In the absence of franking credits to support dividends, on-market share buy-backs considered the optimal form of capital distribution to shareholders

## Alternative uses of capital

- Ongoing capital returns are subject to no alternative use of capital arising that would otherwise generate a superior return on capital. For example, this could include organic growth beyond internal forecasts, capital projects or acquisition opportunities

Notes:

- Based on FY22 buy-back of \$72m divided by the market capitalisation of \$537m as at 31 Oct-22.
- Bought back \$56m of shares at an average price of \$2.25 per share and cancelled 25m shares. The starting balance was 307m shares (excluding treasury shares).
- Bought back \$35m of shares at an average price of \$2.41 per share and cancelled 14m shares.
- Assumes, for illustrative purposes, that 20m shares are purchased at the closing price on 31 Oct-22 of \$1.88 per share, reflecting 65% of FY22 NPATA (\$72m) less the \$35m of 1H22 buy-back already completed.
- Share buy-back remains subject to availability of share liquidity/volume and compliance with all regulatory and market restrictions. Target ranges subject to change based on underlying business performance and capital allocation decisions as determined by the Board.

# Environmental, social and governance (ESG)



## WGEA certified

as an Employer of Choice for Gender Equality



## Ranked equal #1

in the ASX300 for female Board representation by the AICD



## One of the first

ASX companies to introduce compassionate leave for miscarriage



## Longstanding funding

relationship with the Clean Energy Finance Corporation



## First domestic

Fleet Management Organisation with Climate Active Status<sup>1</sup>



## First and only

Fleet Management Organisation with 'Toitū carbonreduce' certification

### Notes:

1. Climate Active is a partnership between the Australian Government and Australian businesses to drive voluntary climate action. Climate Active certification is awarded to businesses and organisations that have reached a state of carbon neutrality, the certification for which is considered one of the most rigorous globally.

## 2. Financial result

# New business writings

Strong NBW growth despite continuing new vehicle supply constraints

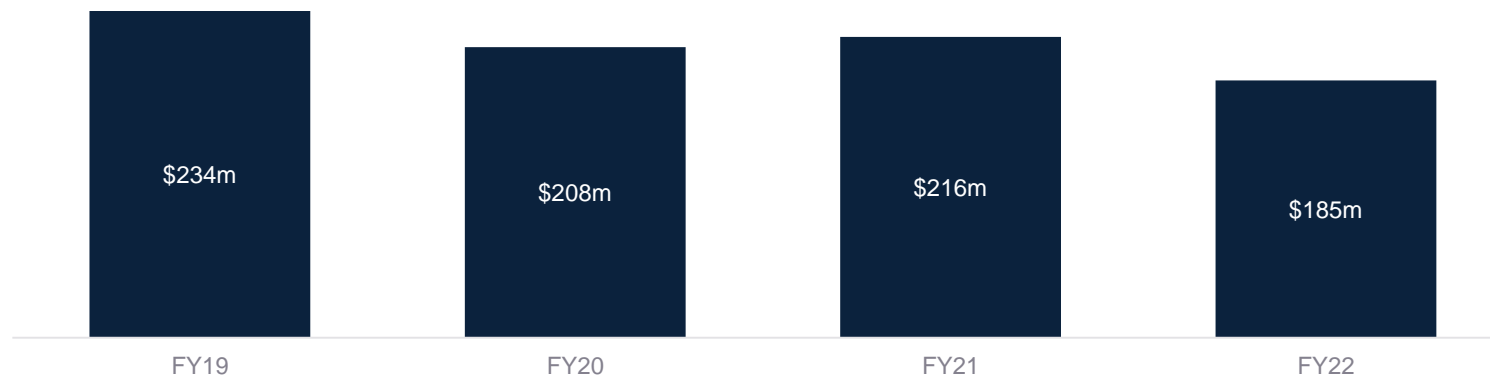
## Fleet AU & NZ – NBW (ex Panel)



### Comments

- Fleet NBW growth of 24% in FY22
- NBW surpassing pre-COVID-19 levels of FY19
- Order pipeline remains at historic highs (2.6x pre-COVID-19 levels<sup>1</sup>)
- Strong commercial intensity has delivered new customer wins and existing customer retention, including the renewal of our largest customer in Australia and New Zealand
- No discernable improvement to vehicle delivery delays which acted as handbrake on FY22 NBW

## Novated - NBW



### Comments

- NBW down 9% in FY22 ex-FCNT<sup>2</sup>
- COVID-19 impacted customer inquiries while vehicle delivery delays impacted broader sentiment/demand
- Notwithstanding the NBW timing delay caused by supply chain disruptions, underlying demand was still strong with order pipeline at 3.8x pre-COVID-19 levels

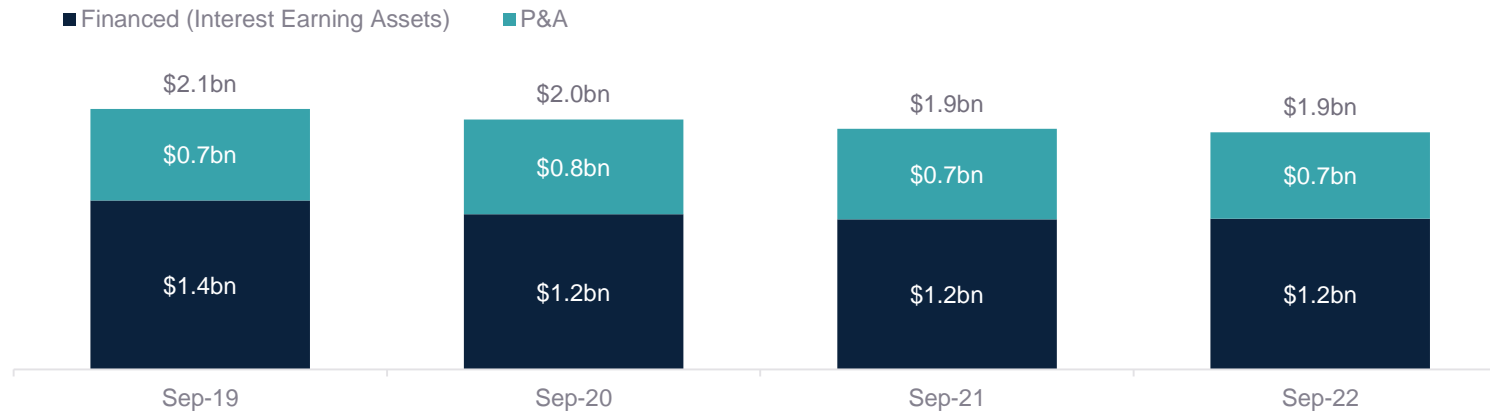
Notes:

1. FY19 represents the last full financial year prior to the emergence of the COVID-19 pandemic.
2. FleetChoice NT (FCNT) partnership was dissolved in Mar-22 in line with the Group's strategy to exit low returning products. FCNT FY21 EBITDA was ~\$0.1m. FCNT NBW was \$21m in FY21 and \$8m in FY22.

# Assets and vehicles under management

The return to AUMOF growth continued in 2H22 supported by strong NBW

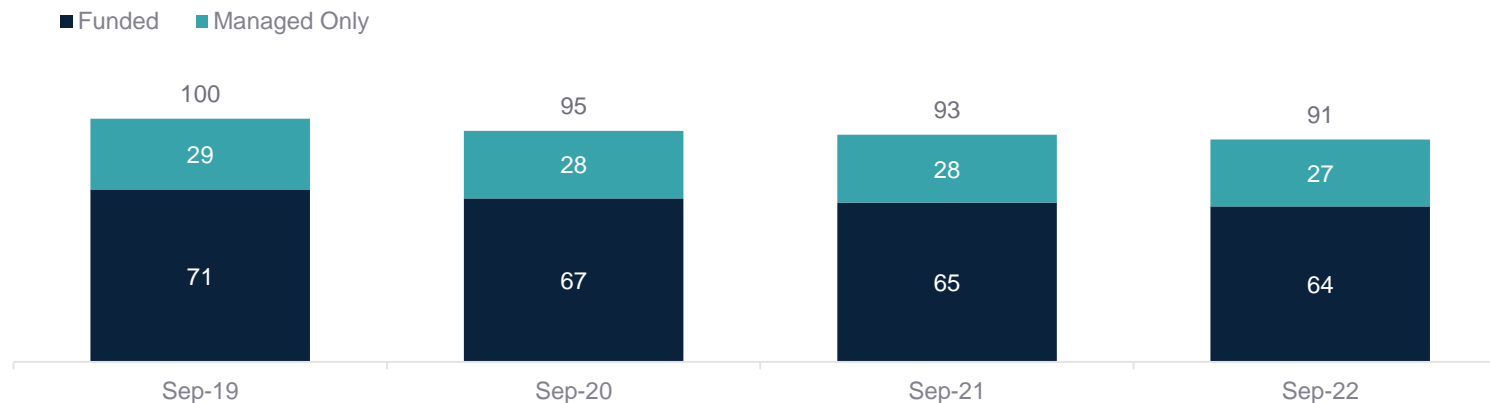
## Assets under management or finance (AUMOF; \$bn)



### Comments

- AUMOF up 3% pcp (ex-FCNT and at constant currency)
- Fleet AU and Fleet NZ saw solid AUMOF growth of 4% and 7% (constant currency), respectively
- Exit of FCNT in Mar-22 resulted in a \$45m reduction in AUMOF ... otherwise Novated declined 4%
- The relative stability of financed AUMOF drives predictable, annuity-like net operating income pre EOL and provisions

## Vehicles under management or finance (VUMOF; '000 units)



### Comments

- Funded VUMOF flat (ex-FCNT)
- Managed-only VUMOF down 1% as targeted exit of less profitable units since May-19
- Focus on returns by shifting towards more profitable offerings in Fleet and Novated
- NOI pre EOL and provisions / av. VUMOF has increased from \$1,606 in FY21 to \$1,711 in FY22
- Exit of less profitable FCNT business in Mar-22 resulted in a 1,273 unit reduction in VUMOF but only ~\$0.1m reduction in EBITDA

# Income statement

NPATA of \$110.8m represents growth of 29% on pcp

\$ million	FY22	FY21	PCP (%)
<b>Net operating income pre EOL and provisions</b>	<b>157.4</b>	<b>151.5</b>	<b>4%</b>
End of lease income	92.3	69.2	33%
Fleet and credit provisions	2.1	2.6	(20%)
<b>Net operating income</b>	<b>251.7</b>	<b>223.3</b>	<b>13%</b>
Total operating expenses	(80.3)	(79.9)	(1%)
<b>EBITDA</b>	<b>171.4</b>	<b>143.4</b>	<b>20%</b>
Share-based payment expense	(3.0)	(4.5)	34%
Interest on corporate debt	(5.5)	(9.6)	42%
Depreciation and leases <sup>1</sup>	(4.4)	(7.1)	38%
Amortisation of intangibles <sup>2</sup>	(10.0)	(7.0)	(43%)
Non-recurring items	(0.7)	(7.6)	91%
<b>PBT</b>	<b>147.8</b>	<b>107.5</b>	<b>37%</b>
Tax expense	(44.5)	(31.6)	(41%)
<b>NPAT</b>	<b>103.3</b>	<b>75.9</b>	<b>36%</b>
Add back amortisation of acquired intangibles (post tax)	3.2	2.4	32%
Add back non-recurring items (post tax)	0.5	5.3	(91%)
<b>NPATA pre add back of software amortisation (post tax)</b>	<b>106.9</b>	<b>83.6</b>	<b>28%</b>
Add back software amortisation (post tax)	3.9	2.5	55%
<b>NPATA</b>	<b>110.8</b>	<b>86.1</b>	<b>29%</b>

Notes:

1. Depreciation and interest and depreciation on leases (AASB 16) grouped.

2. Includes amortisation of software and acquired intangibles.

## Comments

**EBITDA growth of 20% driven by NOI growth of 13% and strong cost discipline. NPATA grew by 29% on pcp**

- NOI pre EOL and provisions up 4% pcp driven by net margin expansion, higher maintenance profit and higher management fees
- End of lease income (EOL) up 33% driven by continued strength in the used vehicle market. EOL profit per unit was \$8,300 up 27% and the number of vehicles sold was up 5%
- Fleet and credit provisions had a positive impact of \$2.1m driven by the removal of the COVID-19 overlay provision
- Operating expenses were broadly flat
- Share-based payments down 34% driven by new STI plan and a one-off adjustment of \$0.3m in FY22
- Interest on corporate debt reduced 42% due to repayment of corporate debt given stronger organic cash generation
- Higher amortisation of intangibles relates to legacy systems and brands that have a reduced useful life due to Accelerate
- Non-recurring items driven by the release of lease liability from the Auckland office move, offset by redundancy payments



# Group balance sheet

Further strengthening of the balance sheet through disciplined capital management and supported by the temporarily elevated cash generation relating to EOL income and the cash tax shield in Australia

\$ million	30 Sep 2022	30 Sep 2021	Prior period (%)
<b>Assets</b>			
Cash and cash equivalents	101.5	76.4	33%
Restricted cash and cash equivalents	136.8	150.5	(9%)
Trade and other receivables	70.3	58.3	21%
Leases	1,200.2	1,197.4	0%
Inventory	14.1	24.8	(43%)
PP&E	2.1	3.8	(44%)
Intangibles	456.9	472.2	(3%)
Right-of-use assets	5.4	16.9	(68%)
Derivative financial instruments	39.7	-	-
<b>Total assets</b>	<b>2,026.9</b>	<b>2,000.5</b>	<b>1%</b>
<b>Liabilities</b>			
Trade and other liabilities	148.6	132.7	12%
Borrowings – Warehouse and ABS	1,116.6	1,125.2	(1%)
Borrowings – Corporate debt	75.0	96.0	(22%)
Provisions	8.0	9.7	(17%)
Derivative financial instruments	-	5.9	(100%)
Lease liabilities	6.1	19.5	(69%)
Deferred tax liabilities	52.0	35.9	45%
<b>Total liabilities</b>	<b>1,406.3</b>	<b>1,424.8</b>	<b>(1%)</b>
<b>Net assets</b>	<b>620.6</b>	<b>575.7</b>	<b>8%</b>
Contributed equity	578.1	639.2	(10%)
Reserves	186.6	183.8	2%
Retained earnings	(144.0)	(247.3)	42%
<b>Total equity</b>	<b>620.6</b>	<b>575.7</b>	<b>8%</b>

## Comments

- Continuation of capital return to shareholders with the announcement of a further buy-back of up to \$37m, bringing total announced and returned capital to \$72m since 1H22—\$128m of capital returned to shareholders since commencement of the buy-backs
- Cash growth driven by strong organic cash generation, being partially offset by share buy-back and corporate debt repayment
- Leases flat and warehouse borrowings down 1%, driven by broadly flat AUMOF
- Inventory down by 43% as lockdowns that disrupted sales in Sep-21 were lifted by Sep-22
- Right-of-use assets and lease liabilities down 68% and 69% due to the Auckland office move
- Gross corporate debt reduced by 22% as business continued to deleverage

# Cash generation

Strong organic cash generation supported by elevated EOL and cash tax shield enabling repayment of corporate debt and return of capital via buy-back

## Cash flow

\$ million	FY22
<b>Operating cash flow</b>	
Customer receipts	776.4
Payment to suppliers & employees	(396.3)
Income tax paid	(12.7)
Net interest paid	(40.1)
<b>Net operating cash flow</b>	<b>327.3</b>
<b>Investing cash flow</b>	
Purchase of operating & finance lease vehicles	(476.1)
Capex (PP&E & intangibles)	(6.0)
Proceeds from sale of operating lease vehicles	253.0
<b>Net investing cash flow</b>	<b>(229.1)</b>
<b>Financing cash flow</b>	
Net change in borrowings	0.4
Payment of lease liabilities	(3.0)
Movement in share capital (including buy-back)	(78.3)
<b>Net financing cash flow</b>	<b>(80.9)</b>
<b>Net cash flow</b>	<b>17.2</b>

Notes:

1. Organic cash generation / NPATA adding back non-cash SBP and depreciation.

## Organic cash generation and cash conversion

\$ million	FY22
<b>Net cash flow</b>	<b>17.2</b>
Capex	6.0
Change in corporate debt	21.0
Movement in share capital	78.3
Exchange rate variations	6.0
<b>Organic cash generation</b>	<b>128.5</b>
<b>NPATA adding back non-cash SBP &amp; depreciation</b>	<b>113.6</b>
<b>Cash conversion<sup>1</sup></b>	<b>113%</b>

### Comments

- Business generated \$327.3m of operating cash flow and \$128.5m of organic cash flow (as defined above)
- Cash generation temporarily elevated given strong EOL performance
- Cash conversion<sup>1</sup> was 113% in FY22, enhanced by the tax timing difference associated with the Australian temporary full expensing (instant asset write-off)
- \$21.0m cash used to repay corporate debt
- \$63.3m cash distributed to shareholders via buy-back

### 3. Defensive service based operating model

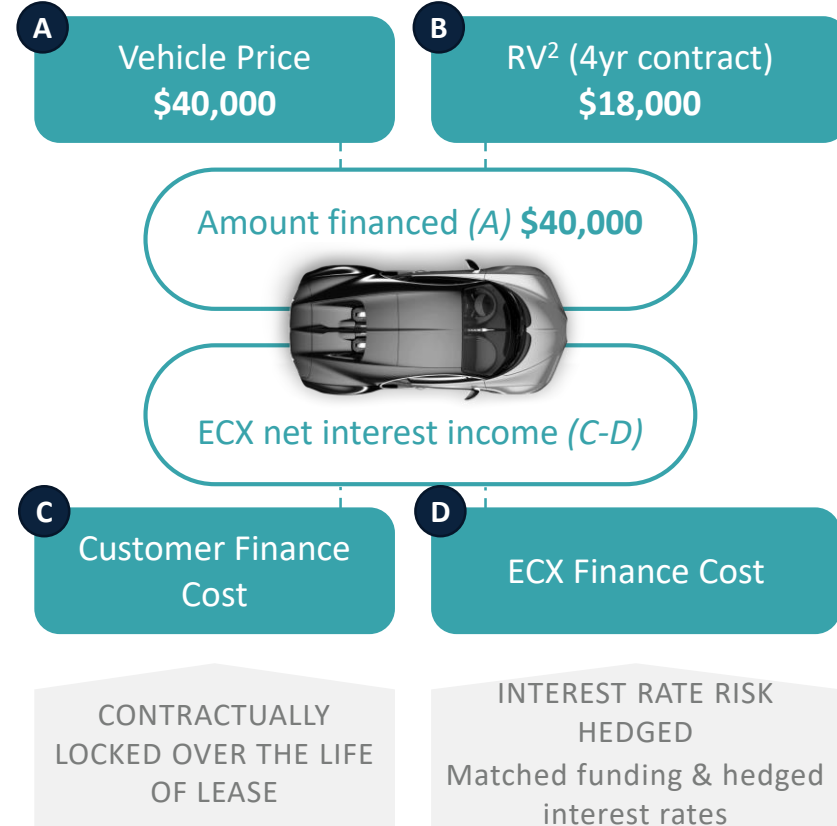
# Eclix has a simple and predictable business model deriving c.60% of income from service revenue

A **services based business** with best-in-class funding capability, enhancing profitability and further increasing annuity-like earnings

## 1 VEHICLE FINANCE

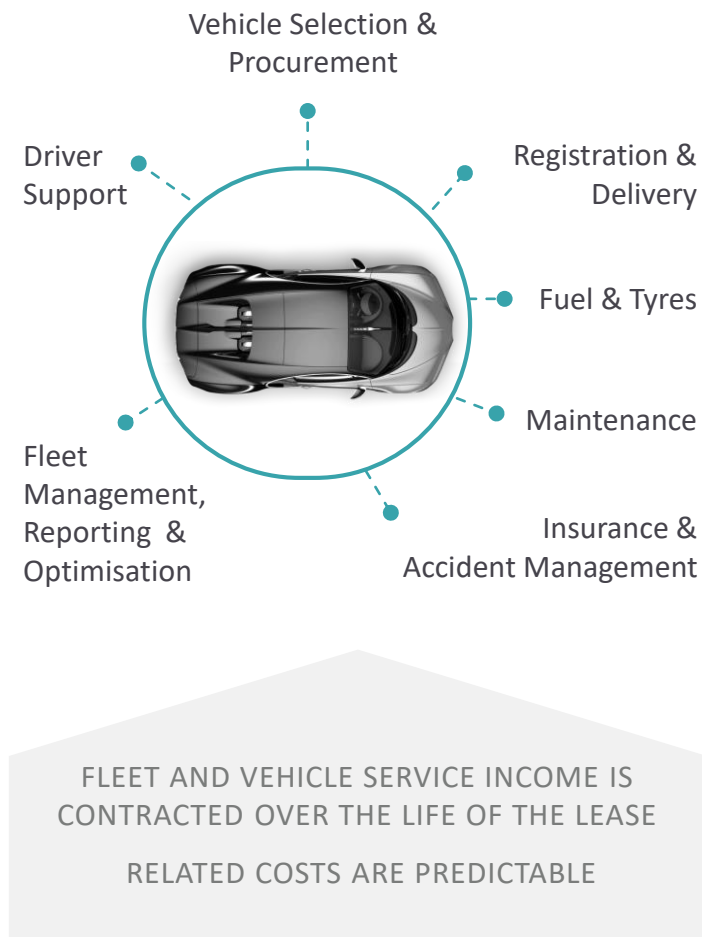
(c.40% of NOI pre EOL<sup>1</sup>)

The Group utilises its own balance sheet (depicted below) to finance vehicles or uses third party funding (receiving an upfront commission and assuming no funding risk)



## 2 FLEET + VEHICLE SERVICES

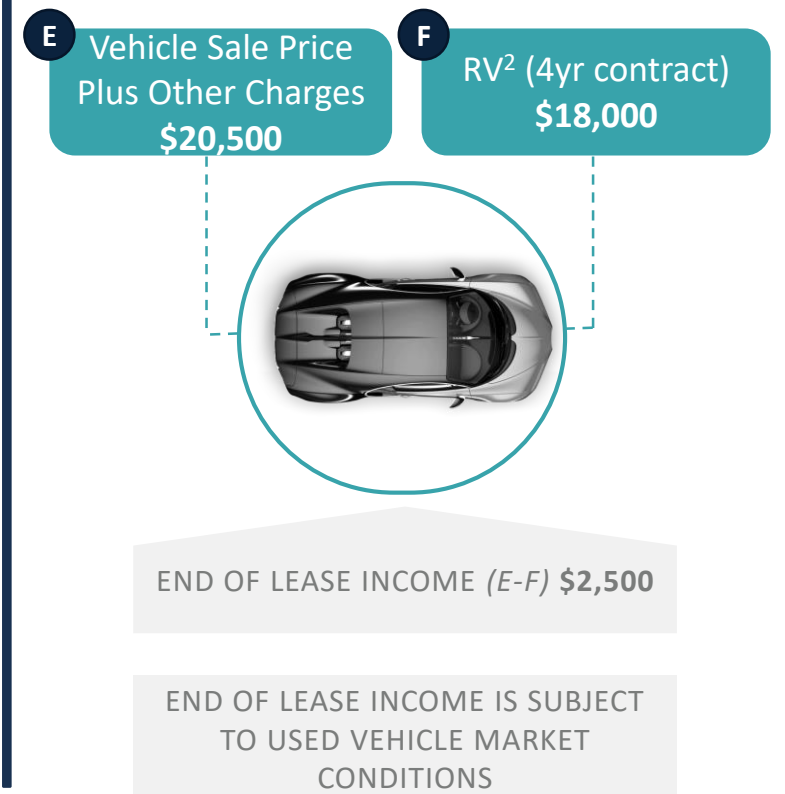
(c.60% of NOI pre EOL)



## 3 VEHICLE DISPOSAL

At the end of the lease, the Group will sell the vehicle

For novated and finance leases, it is typical for the customer to retain the vehicle after paying the RV<sup>2</sup>/Balloon payment



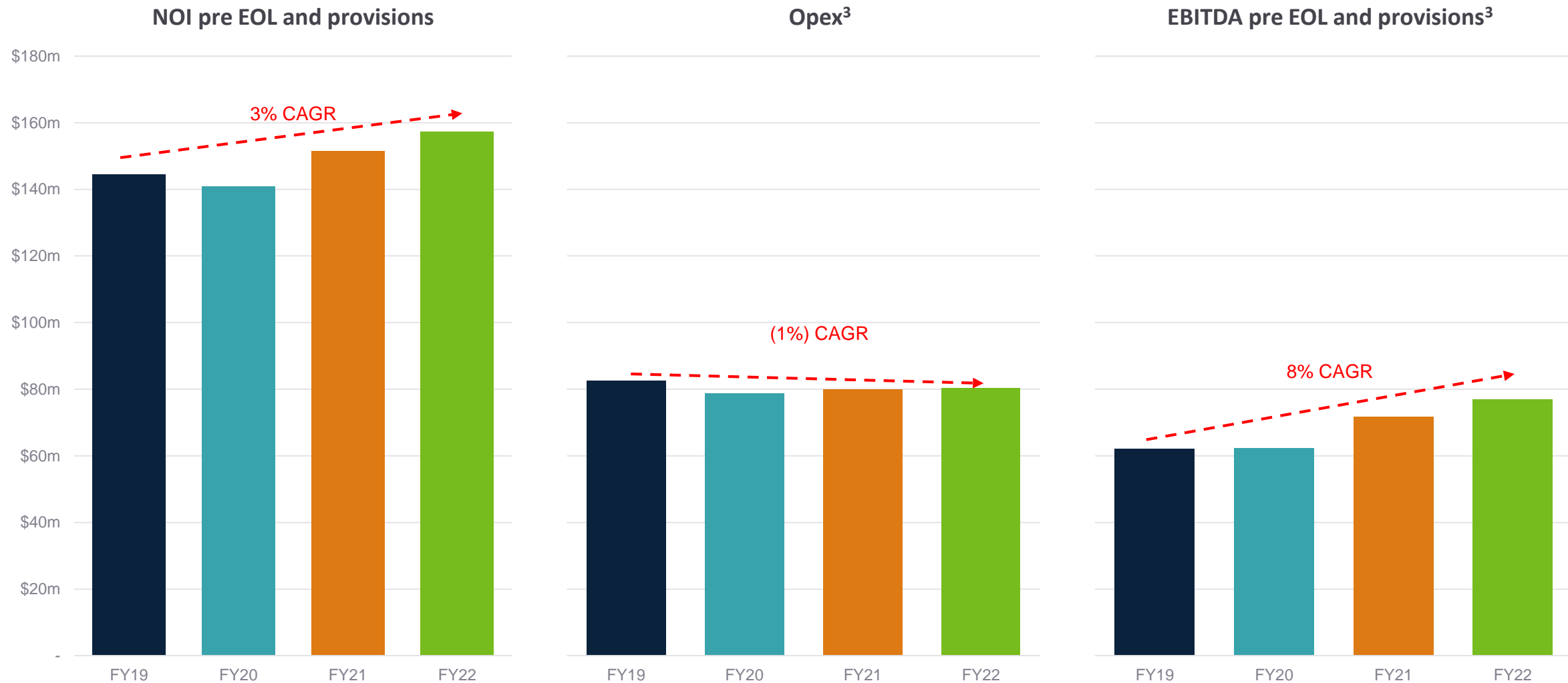
Notes :

1. Including third-party funding commissions. 2. Residual value.

# Defensive earnings and growth through time

The Group's earnings are predictable given the contracted or annuity nature of c.90%<sup>1</sup> of income and low portfolio credit risk

## Enhancement of earnings profile excluding EOL and provisions<sup>2</sup>



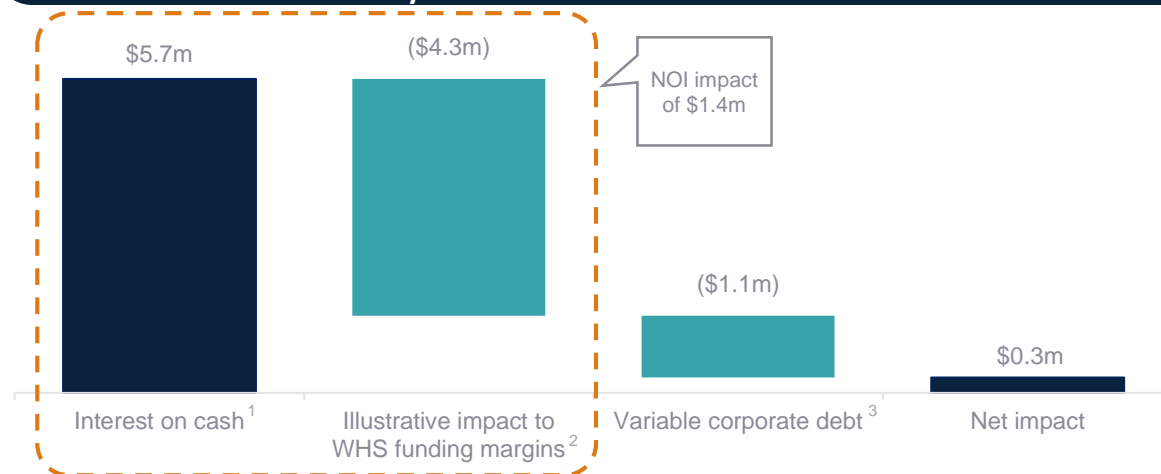
# Funding and managing interest rate risk

The interest rate environment is expected to be broadly neutral to positive for ECX earnings

## Interest rate exposure

	Warehouse	ABS	P&A	Corporate debt
<b>Base rate movement exposure</b>	Hedged at lease origination for full term of lease		No exposure	\$45m of \$75m total debt exposed to 90 day BBSW
<b>Funding margin movement exposure</b>	Typically repriced annually in line with market benchmarks	Fixed at issuance for the term of the issuance	No exposure	Fixed
<b>% AUMOF</b>	~40%	~24%	~36%	

## Illustrative increase in interest expense offset by interest income on cash balances



Notes:

- Sep-22 restricted and unrestricted cash balances multiplied by current cash rates in Australia (2.85%) and New Zealand (3.50%), less FY22 actual interest income.
- FY23 funding margins less FY22 funding margins, multiplied by Sep-22 warehouse borrowings.
- 90 day BBSW as of 31 Oct-22 less average FY22 90 day BBSW, multiplied by term debt (\$45m).

## Funding commentary

- Eclix typically holds ~\$230m-\$250m of cash
- Increasing AU & NZ central bank (cash) rates contribute to earnings
- +/- 25bps movements expected to have an illustrative net impact of +/- c\$0.5m to annualised PBT in FY23
- Variable rate exposure in corporate debt is limited and offset by receivables hedging
- No cash-to-BBSW rate risk given fixed rate product offering
- \$316 million of capacity in existing warehouses to meet funding requirements – refer to slide 43 for further details on funding program

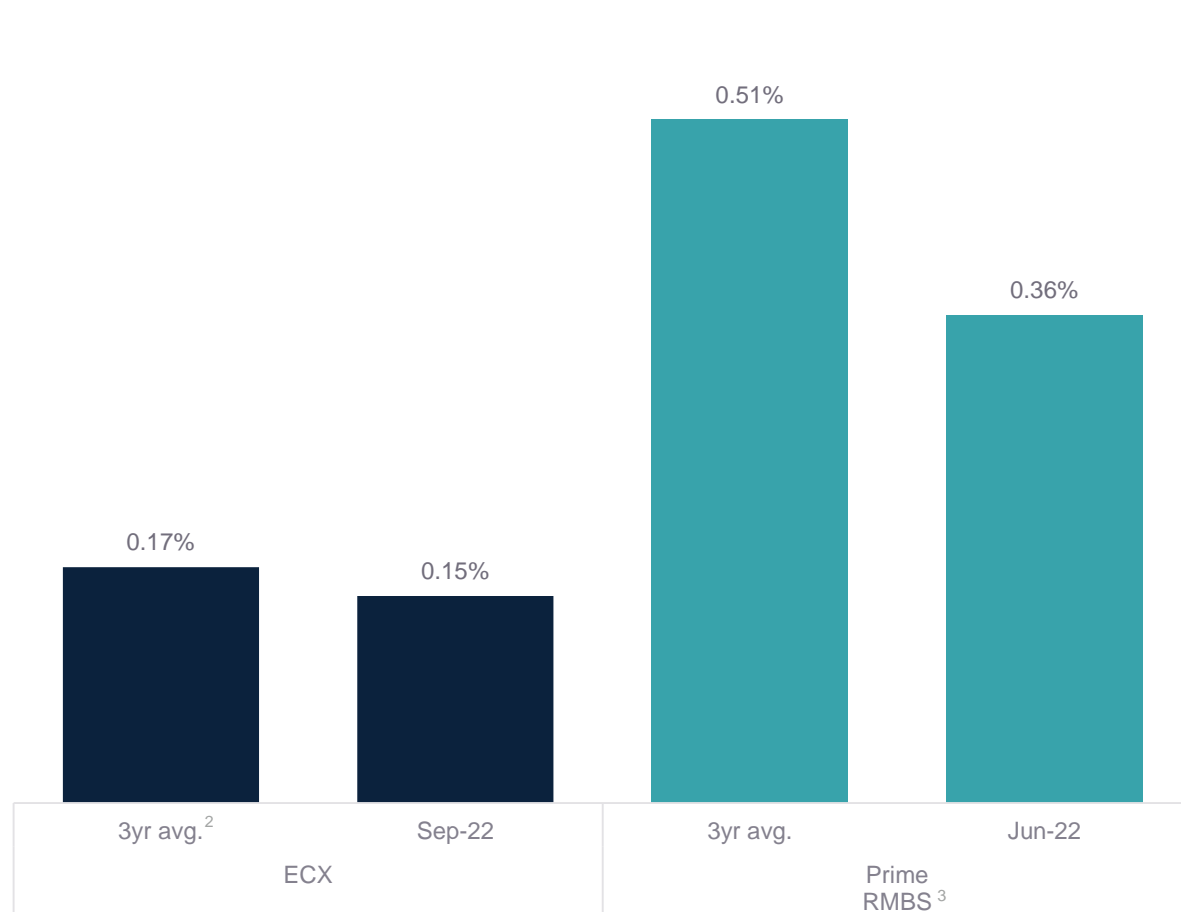
## Bridge commentary

- ✓ At current cash rates for AU and NZ, the annualised increase in interest income over FY22 levels is \$5.7m – this offsets the \$4.3m increase in interest expense from the higher warehouse funding margins and the \$1.1m increase in corporate debt expense
- ✓ +/- 25bps movements expected to have an illustrative net impact of +/- c\$0.5m to annualised PBT in FY23

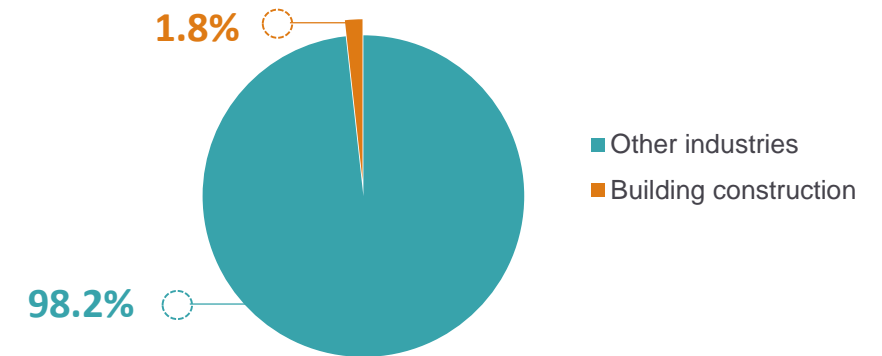
# Portfolio credit quality remains high

The Group remains well placed to face any macro uncertainty given the quality of the portfolio

## Arrears 90+ days past due<sup>1</sup>



## Portfolio exposure



### Comments

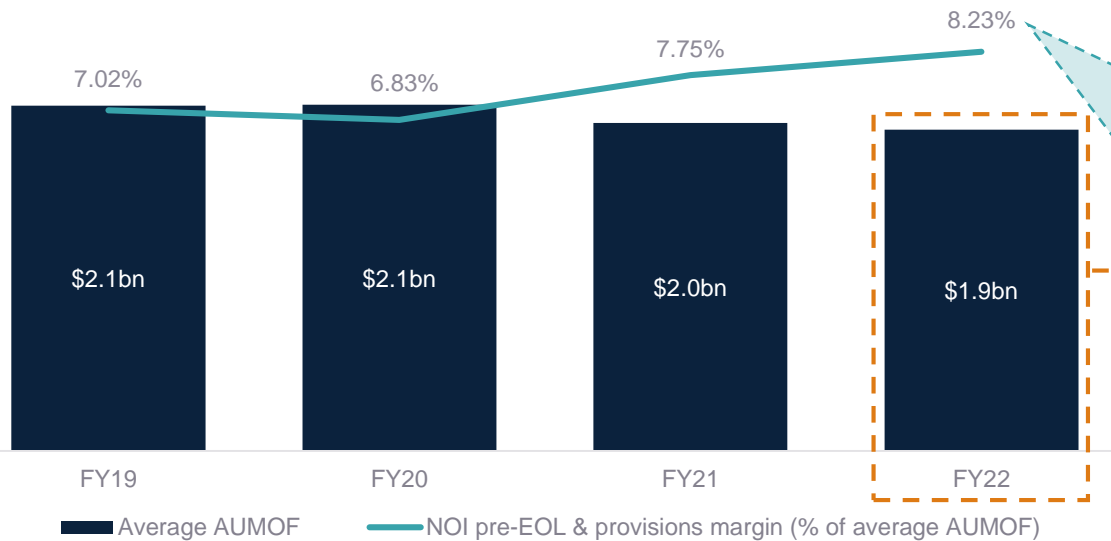
- Portfolio quality continues to be strong with 0.15% 90+ day arrears at Sep-22
- Eclipx has 35+ years of institutional knowledge, with unique credit insights through a number of economic cycles
- Business-use assets have a strong track record through economic cycles
- Building construction 1.8% of portfolio exposure, and 76% of exposure to top 20 customers is investment grade
- Experienced collections team with strong control governance in place, such as Small Fleets customers on direct debit payment arrangements
- All financing secured by PPSR<sup>4</sup> on vehicles (no unsecured exposure)

#### Notes:

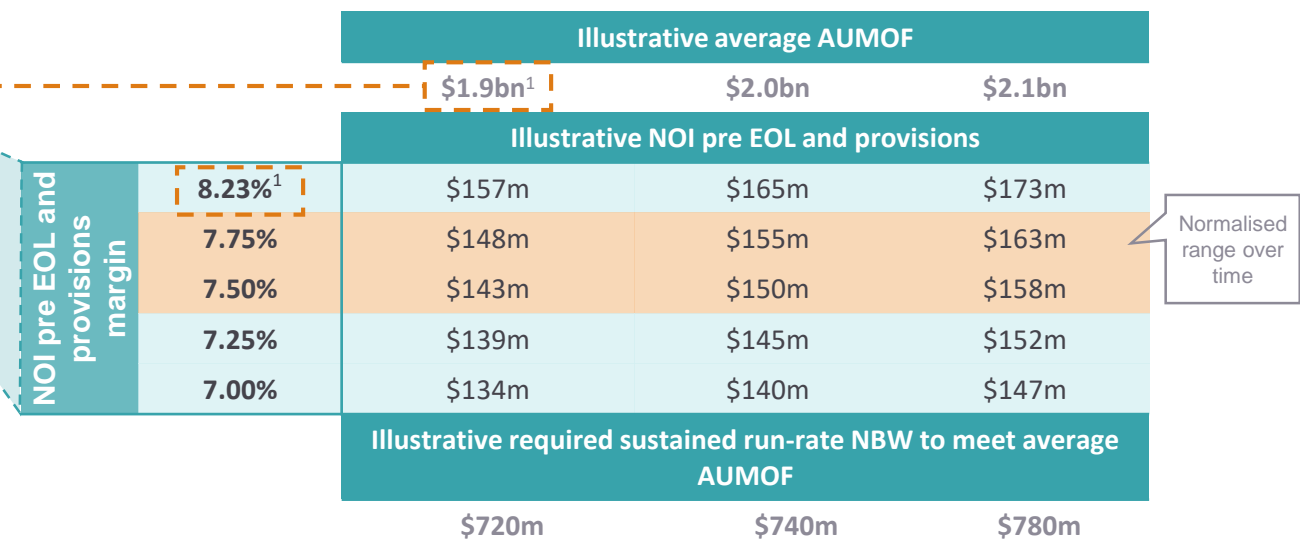
1. Excludes equipment finance portfolios, which have been disposed (AU) or are in run-off (NZ).
2. 3 year average to Sep-22.
3. S&P Australia prime residential mortgage-backed securities index (90+ days past due). 3 year average to Jun-22.
4. Personal Property Securities Register.

# Illustrative P&L implications of normalised vehicle supply

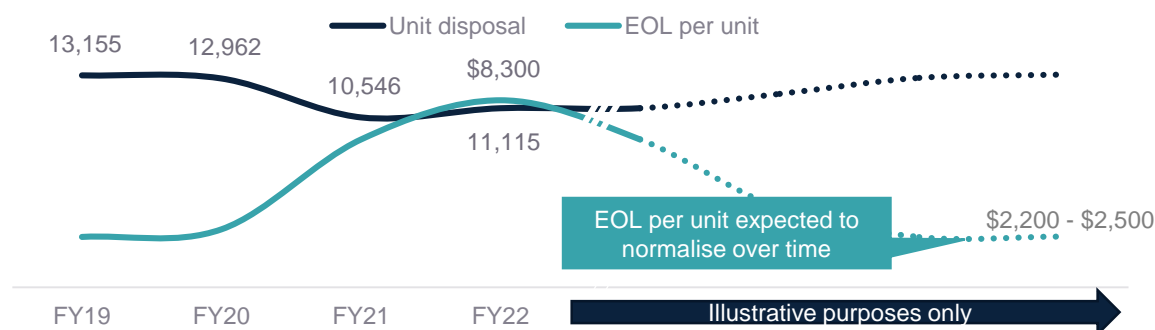
## Average AUMOF & NOI pre EOL and provisions margin



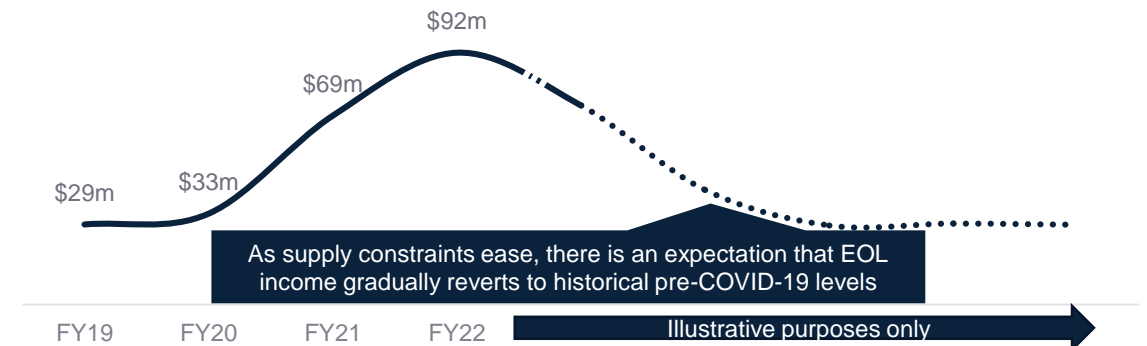
## NOI pre EOL and provisions sensitivity based on average AUMOF & margin



## Illustrative end of lease income per unit and number of disposed units



## Illustrative end of lease income



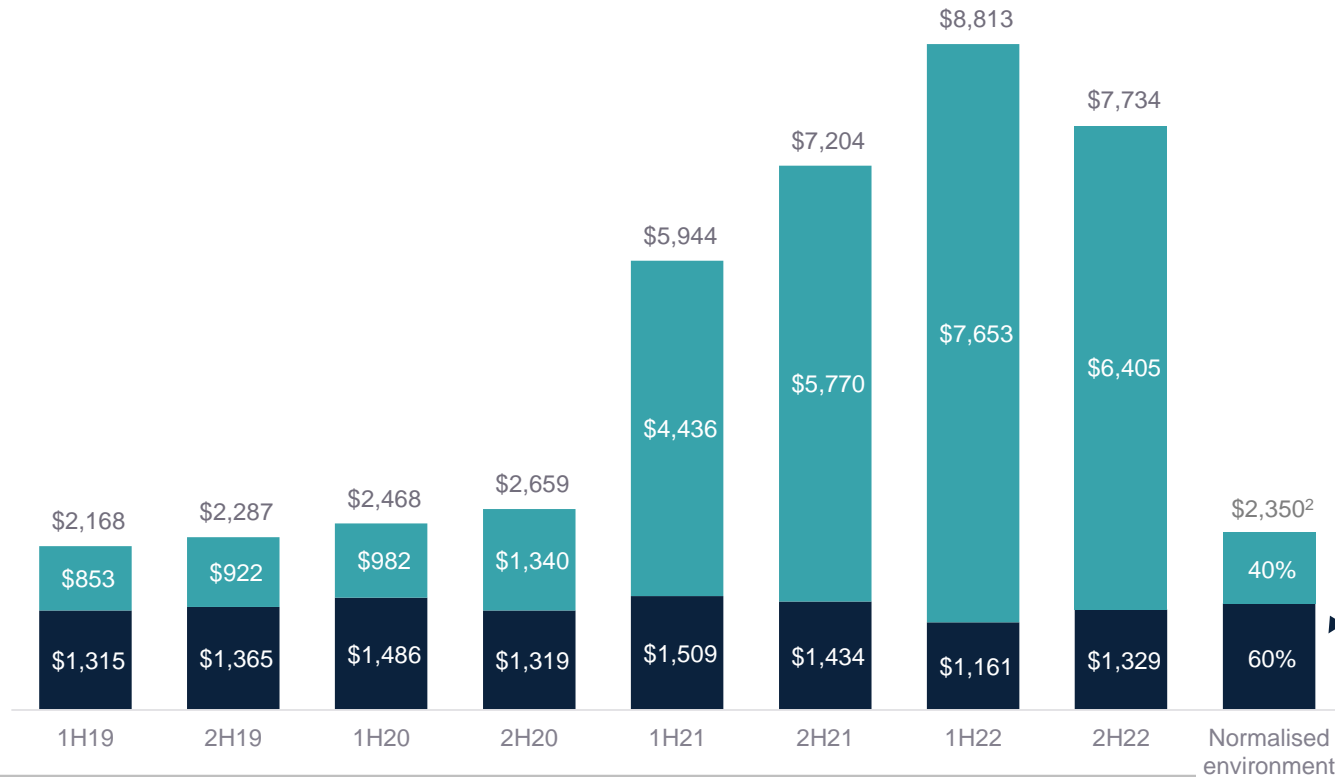


# End of lease income

End of lease income remains elevated, up 33% on pcp, but has peaked and is slowly trending downwards

## Vehicles sold & end of lease income per vehicle<sup>1</sup>

■ EOL charges per vehicle (\$) ■ Profit per vehicle (\$)

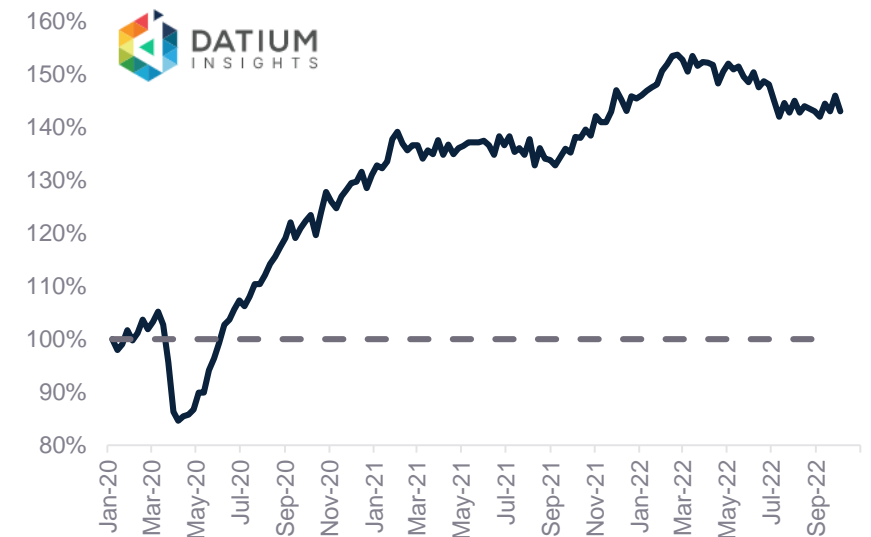


	1H19	2H19	1H20	2H20	1H21	2H21	1H22	2H22
<b>Vehicles sold</b>	6,557	6,598	6,279	6,683	5,405	5,141	5,834	5,281
<b>EOL</b>	\$14.2m	\$15.1m	\$15.5m	\$17.8m	\$32.1m	\$37.0m	\$51.4m	\$40.8m

### Comments

- Elevated used car prices given new vehicle supply constraints and high demand for used cars
- Used car prices in Australia appear to have peaked in Feb-22 and have since declined c.10%<sup>3</sup>
- Longer term used car pricing expected to revert to 1H20/2H19 levels as supply of vehicles normalises
- Number of units due for disposal should increase with the return of supply given heightened lease extensions compared to pcp

In a normalised environment, c.60% of end of lease income relates to contractual end of lease charges which are predictable and stable

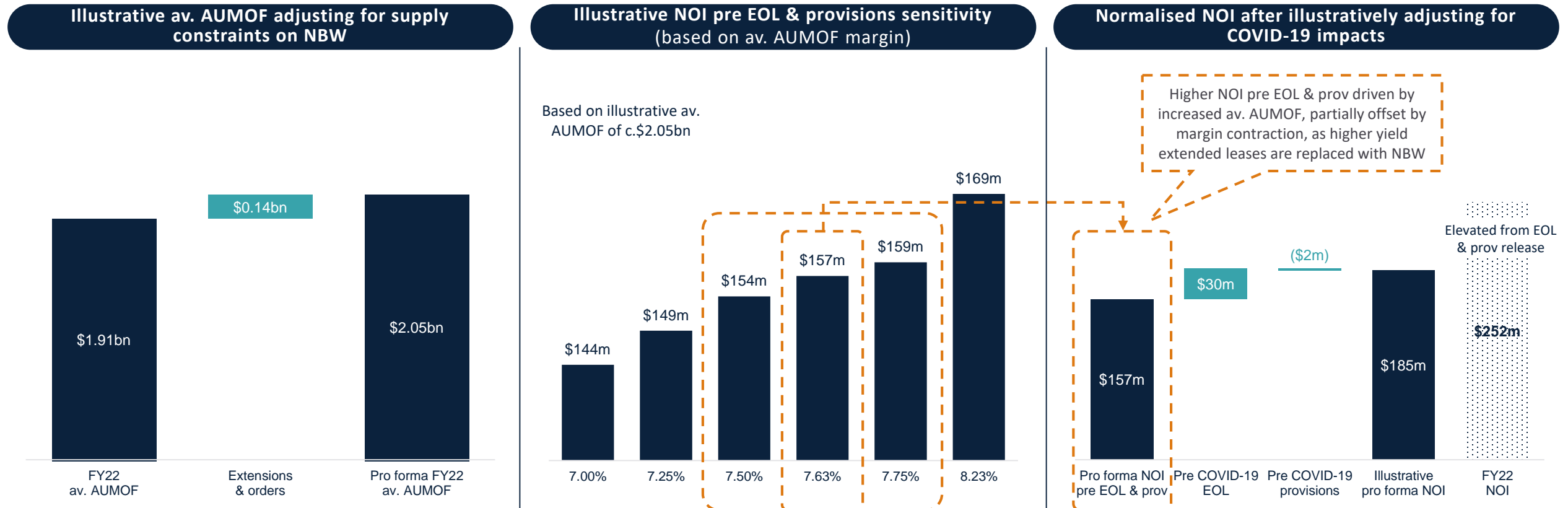


Notes:

1. FY19 and FY20 exclude non-core.
2. Midpoint of normalised range of \$2,200 to \$2,500.
3. Datium insights.

# Illustration of normalised FY22 NOI after adjusting for COVID-19 impacts

COVID-19 has had four temporary impacts on NOI in FY22: NBW/AUMOF (constrained supply), NOI pre EOL and provisions yield (positive), EOL (positive) and provisions (positive) – chart below reflects an illustrative normalised FY22 without these impacts



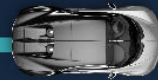
# FY23 expectation analysis

	FY22A	FY23 (expectation)	Cash item	Comments
NOI pre EOL and provisions	\$157.4m		✓	• Slight growth as the gradual unwinding of COVID-19 related tailwinds on the management fee and maintenance lines is counteracted by av. AUMOF growth and higher cash rates being forecast
End of lease	\$92.3m		✓	• Prices in used vehicle market appear to have peaked in Feb-22 with a gradual rationalisation seen in 2H22 expected to continue in FY23
Provisions	\$2.1m		✗	• Normal levels of provisioning expected, in line with FY19 levels
<b>NOI</b>	<b>\$251.7m</b>			
Operating expenses	(\$80.3m)	(\$82.0 – 83.0m)	✓	• c2.7% inflation driven mostly by salary and wages
<b>EBITDA</b>	<b>\$171.4m</b>			
Interest & depreciation on leases	(\$3.4m)	(\$2.5 – 3.0m)	✓	• Delivery of lease rental related savings
Share-based payments	(\$3.0m)	(\$3.5 – 4.0m)	✗	• Stable however FY22 lower from one-off redundancy impact
Depreciation	(\$1.0m)	(\$1.0 – 1.2m)	✗	• Stable
Interest on corporate debt	(\$5.5m)	(\$6.5 – 6.6m)	✓	• Based upon current 90 day BBSW. \$0.1m increase for every future 25 bps of BBSW increase • May increase should inorganic or organic opportunities emerge
Tax	30.1%	29 – 30% (tax rate)	✓ (NZ only)	• Based on statutory earnings from Australia and New Zealand • No Australian corporate tax expected to be paid in cash, given eligibility for temporary full expensing on operating leases. Deferred tax liability will increase accordingly

## 4. Accelerate

# Eclix strategic journey

Since May 2019, management has successfully delivered the Simplification Plan and Strategic Pathways foundations  
An extension of Eclix's strategic journey is the Accelerate program



## ACHIEVED TO DATE

### Simplification Plan

- ✓ Stable, defensive and cash flow generative fleet management organisation...

### Strategic Pathways' foundations

- ✓ ...primed for growth...

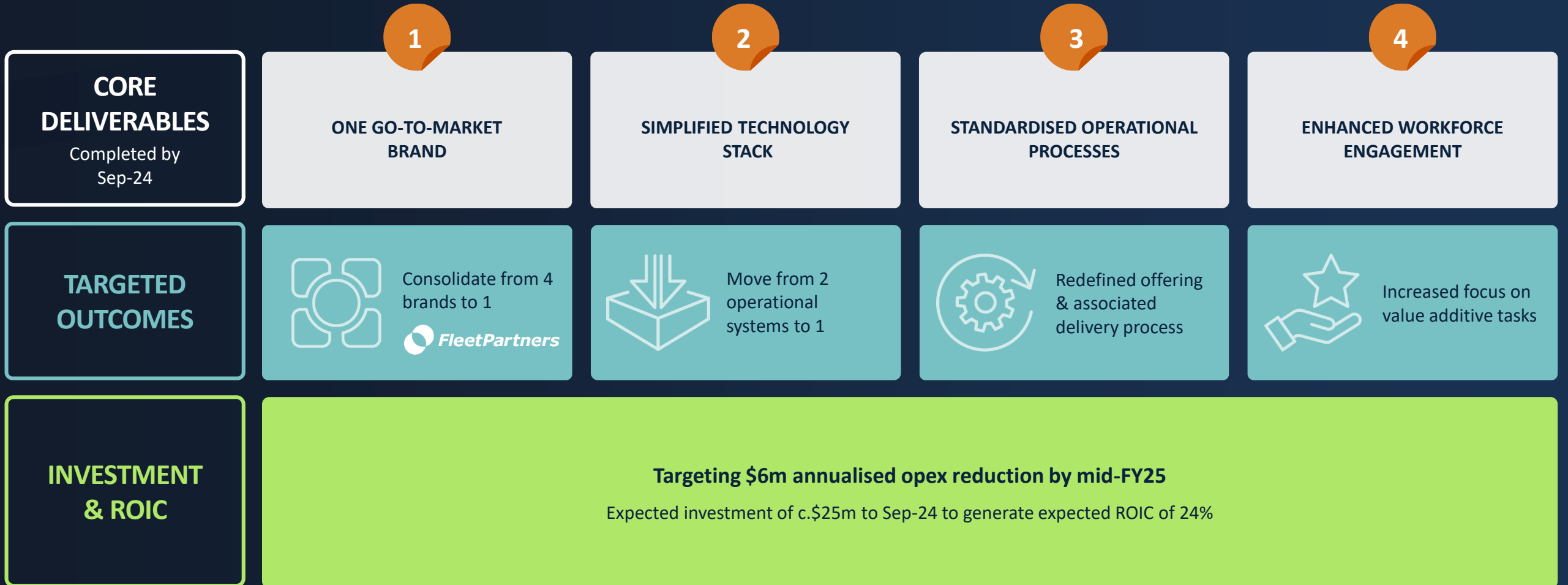
## EXTENSION OF STRATEGIC JOURNEY

### Accelerate

- Removal of duplication through consolidation of brands, systems and processes to accelerate profitability benefits
- Leverage the scale being delivered by Strategic Pathways to maximise both profitability and competitiveness

# Accelerate

Accelerate will maximise profitability of the growth expected from Strategic Pathways



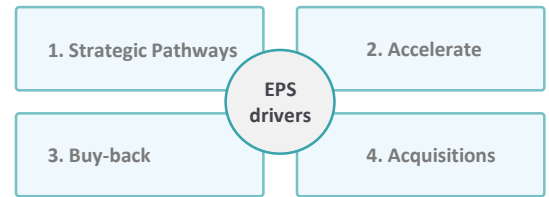
# Accelerate – key milestones



## 5. Outlook



# Group outlook



## Operating environment

- Business confidence and orders remains strong
- Strong demand across all segments
- Supply remains uncertain but appears to be improving

## Order pipeline

- Group order pipeline at 2.7x pre-COVID-19 levels<sup>1</sup>
- Expects a return to solid asset growth in line with the normalisation of vehicle supply, and reflecting combined strength of the order pipeline, recent tender wins, and new and current client activity

## End of Lease income (EOL)

- EOL remains elevated but appears to have peaked
- Continue to expect EOL to revert to pre-COVID-19<sup>1</sup> levels over the coming years, of c.\$30 million

## Group well positioned

- ✓ Predictable annuity-like earnings
- ✓ Strong balance sheet
- ✓ Stable funding and liquidity position
- ✓ High quality credit portfolio
- ✓ AUMOF growth supports future NOI growth
- ✓ Operating expenses flat; only 2.7% opex growth in FY23
- ✓ Multiple EPS growth drivers

## Strategic focus

- Strategic Pathways—primed for growth
- Accelerate—\$6 million annualised opex reduction by mid-FY25
- Buy-back—13% of shares cancelled to date; \$37 million additional buy-back announced (c.6%<sup>2</sup> of shares)
- Accretive acquisitions—focus remains strong

### Notes:

1. FY19 represents the last full financial year prior to the emergence of the COVID-19 pandemic. FY19 EOL income was \$29m.

2. Assumes, for illustrative purposes, that 20m shares are purchased at the closing price on 31 Oct-22 of \$1.88 per share, reflecting the \$37m declared buy-back.

# Questions



# Appendix

## A. Business unit performance

# Business unit performance

## Half-year ended September 2022

(\$m, unless stated)	Fleet AU	Novated	Fleet NZ	Group
<b>NOI pre EOL and provisions</b>	<b>48.1</b>	<b>10.8</b>	<b>19.1</b>	<b>78.0</b>
End of lease income	31.0	0.6	9.2	40.8
Fleet and credit provisions	(0.4)	(0.0)	(0.2)	(0.7)
<b>NOI</b>	<b>78.7</b>	<b>11.3</b>	<b>28.1</b>	<b>118.1</b>
Operating expenses	(29.2)	(6.2)	(6.4)	(41.8)
<b>EBITDA</b>	<b>49.5</b>	<b>5.1</b>	<b>21.7</b>	<b>76.3</b>
AUMOF	1,004.1	450.5	442.8	1,897.5
VUMOF ('000)	54.2	13.0	23.9	91.1

## Half-year ended September 2021

(\$m, unless stated)	Fleet AU	Novated	Fleet NZ	Group
<b>NOI pre EOL and provisions</b>	<b>46.9</b>	<b>13.1</b>	<b>18.9</b>	<b>78.9</b>
End of lease income	24.7	0.7	11.7	37.0
Fleet and credit provisions	0.3	0.0	1.1	1.4
<b>NOI</b>	<b>71.9</b>	<b>13.8</b>	<b>31.7</b>	<b>117.4</b>
Operating expenses	(26.7)	(7.2)	(6.7)	(40.5)
<b>EBITDA</b>	<b>45.2</b>	<b>6.6</b>	<b>25.0</b>	<b>76.9</b>
AUMOF	962.7	514.2	449.8	1,926.8
VUMOF ('000)	53.9	15.1	24.1	93.1

## Half-year ended March 2022

(\$m, unless stated)	Fleet AU	Novated	Fleet NZ	Group
<b>NOI pre EOL and provisions</b>	<b>48.8</b>	<b>9.2</b>	<b>21.4</b>	<b>79.4</b>
End of lease income	38.9	0.8	11.7	51.4
Fleet and credit provisions	1.8	(0.0)	1.0	2.8
<b>NOI</b>	<b>89.5</b>	<b>9.9</b>	<b>34.2</b>	<b>133.6</b>
Operating expenses	(26.3)	(6.2)	(6.1)	(38.6)
<b>EBITDA</b>	<b>63.2</b>	<b>3.8</b>	<b>28.0</b>	<b>95.0</b>
AUMOF	994.7	502.4	450.9	1,948.0
VUMOF ('000)	53.5	14.7	24.4	92.6

## Half-year ended March 2021

(\$m, unless stated)	Fleet AU	Novated	Fleet NZ	Group
<b>NOI pre EOL and provisions</b>	<b>42.0</b>	<b>11.5</b>	<b>19.0</b>	<b>72.6</b>
End of lease income	21.2	0.7	10.2	32.1
Fleet and credit provisions	0.3	(0.0)	0.9	1.2
<b>NOI</b>	<b>63.6</b>	<b>12.1</b>	<b>30.2</b>	<b>105.9</b>
Operating expenses	(24.8)	(7.3)	(7.3)	(39.4)
<b>EBITDA</b>	<b>38.8</b>	<b>4.8</b>	<b>22.9</b>	<b>66.5</b>
AUMOF	991.8	519.5	433.4	1,944.7
VUMOF ('000)	54.9	15.3	24.2	94.4

## B. Accelerate opex sensitivity

# Illustrative Accelerate run rate savings

## Illustrative Accelerate run rate savings

	Today				
Av. AUMOF	\$1.9bn	\$2.0bn	\$2.1bn	\$2.2bn	\$2.3bn
Pre-Accelerate opex	\$82.5m	\$84.5m	\$87.0m	\$89.6m	\$92.3m
Post-Accelerate opex	\$76.5m	\$77.9m	\$79.8m	\$81.8m	\$83.8m
Opex savings	\$6.0m	\$6.6m	\$7.2m	\$7.8m	\$8.4m

## C. NPATA sensitivity analysis



# Illustration of normalised FY22 NOI after adjusting for COVID-19 impacts

COVID-19 has had four temporary impacts on NOI in FY22: NBW/AUMOF (constrained supply), NOI pre EOL and provisions yield (positive), EOL (positive) and provisions (positive) – table below reflects an illustrative normalised FY22 without these impacts

	FY22A	Adj.	PF FY22	Adjustments
<b>Av. AUMOF</b>				
Av. AUMOF	\$1.91bn	c.\$0.14bn	c.\$2.05bn	<ul style="list-style-type: none"> <li>NBW has been impacted in FY21 and FY22 by lower deliveries from new vehicle supply constraints</li> <li>Extensions and orders are elevated due to new vehicle supply constraints delaying NBW</li> <li>After adjusting for increased extensions and the order pipeline, conservatively ECX would have ended FY22 with an illustrative incremental c.\$140m of av. AUMOF</li> <li>Adjustments factored in the differences in the book value of extended vehicles vs new vehicles (i.e. new vehicle book values are higher than extended vehicles), as well the elongated order time frames in the wake of supply constraints (i.e. customers ordering 6 – 9 months before expected delivery, relative to the typical 3 months pre-COVID-19)</li> </ul>
<b>NOI pre EOL &amp; provisions</b>				
Margin % of average AUMOF	8.23%	(0.60%)	7.63%	<ul style="list-style-type: none"> <li>NOI pre EOL &amp; provisions adjustments were based on calculating the margin of NOI pre EOL and provisions as a percentage of average AUMOF</li> <li>This approach is a simple proxy, which does not consider the complexity of upfront vs annuity style income</li> <li>FY22 NOI pre EOL &amp; provisions of \$157m implied a margin on average AUMOF of 8.23%—this is relative to 7.02% in FY19</li> <li>The FY22 margin was positively supported by increased maintenance margins due to lower vehicle utilisation through COVID-19 lockdowns &amp; higher return on extended leases</li> <li>In a normal operating environment, ECX would have expected to see NOI pre EOL &amp; provisions as a percentage of average AUMOF marginally lower relative to the FY22 actual margin (range of 7.50 – 7.75%)</li> </ul>
NOI pre EOL & provisions range	\$157m	c.\$-	c.\$157m	<ul style="list-style-type: none"> <li>After adjusting for pro forma margin contraction and elevated av. AUMOF, illustrative normalised NOI pre EOL &amp; provisions would be flat on FY22A</li> </ul>
<b>NOI</b>				
EOL	\$92m	(\$62m)	\$30m	<ul style="list-style-type: none"> <li>Illustrative pre-COVID-19 EOL of \$30m, as a proxy for normalised EOL</li> </ul>
Provisions	\$2m	(\$4m)	(\$2m)	<ul style="list-style-type: none"> <li>Illustrative pre-COVID-19 provisions of \$2m, as a proxy for normalised provisions</li> </ul>
<b>NOI</b>	<b>\$252m</b>	<b>(c.\$67m)</b>	<b>c.\$185m</b>	

## D. Funding supporting analysis

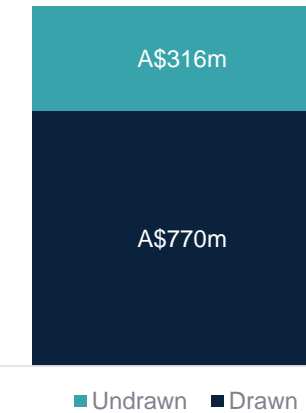
# Funding and liquidity

Executed warehouse extensions and NZ ABS, providing significant capacity to support growth plans

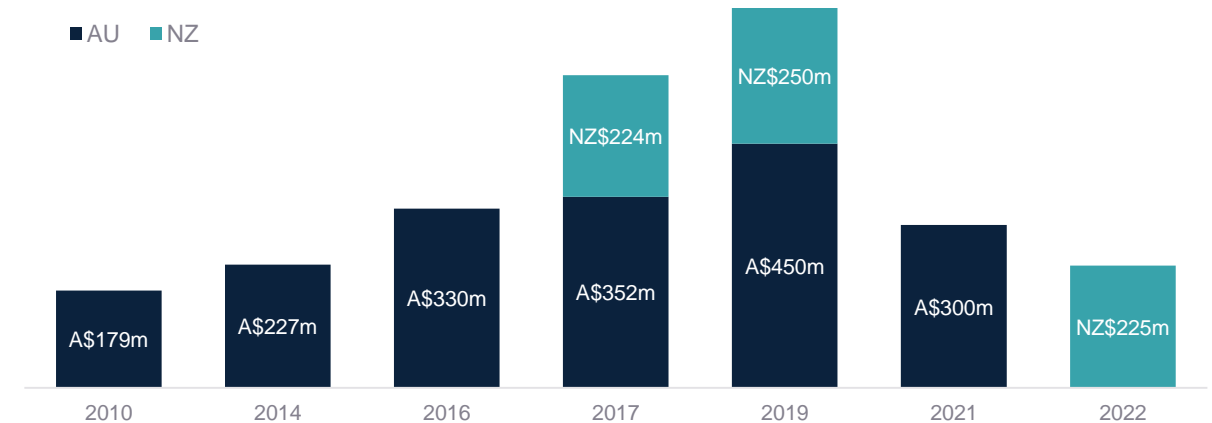
## Comments

- ✓ Unique and most diversified funding structures with access to private warehouses, ABS public capital markets, and principal and agency funding channels
- ✓ Warehouse funding capability since 2007, and regular benchmark ABS issuer since 2010 (only FMO with public capital markets access in AU & NZ)
- ✓ NZ\$225m ABS deal successfully executed in Aug-22. Despite volatility in global capital markets, the Group was able to price the transaction in line with our expectations and introduce new credit investors to the ABS program
- ✓ Warehouse extension process completed in Sep-22. Increased funding limits and higher funding margins applied but at levels inside our pricing expectations and below market benchmark moves over the last 12 months
- ✓ Significant warehouse capacity provides the business with the flexibility to access Term ABS capital markets opportunistically in FY23
- ✓ Warehouse funding accounts for 62% and ABS 38% of all securitisation borrowings as at Sep-22
- ✓ Corporate debt revolving facility (A\$78m limit) undrawn with no corporate debt maturity before October 2024
- ✓ Corporate P&A funding margin stability from panel of lenders

## AU & NZ warehouse capacity



## Public market asset backed securitisation issuance



**END**

