

18 August 2023

Latitude 1H23 Results



Latitude Group Holdings Limited
ACN 604 747 391

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Important notice and disclaimer

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1H23 Summary

Bob Belan

Managing Director & CEO

1H23 results in line with market guidance



	<u>Actual</u>	<u>Guidance</u>
Volume	\$3.6Bn	\$3.3 - \$3.6Bn
Receivables	\$6.2Bn	\$6.1 - 6.3Bn
NIM	9.80%	9.60 - 9.80%
NCO	3.31%	3.30%
Coverage rate	4.22%	4.20%
Cyber costs	\$53m (post tax)	\$53m (post tax)
TER	7%	6 - 7%
Cash NPAT	\$7m	\$5-10m
Stat PAT (cont. ops)	\$(98)m	\$(95) - (105)m



1H23 update... A solid start followed by a Cyber impacted 2nd quarter

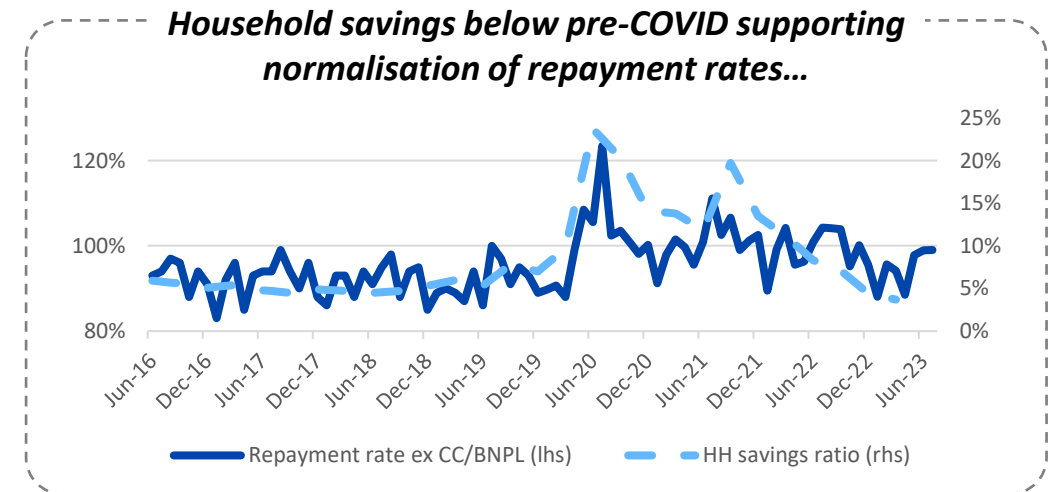


Highlights

- ✓ **Cash NPAT¹ 1H23 \$7.0m vs \$5-\$10m guidance**
- ✓ **Cyber disruption impacted volume but momentum is rebuilding**
 - Pre-Cyber (Jan/Feb) up 12.5%, Jun'23 back at Jun'22 levels; 1H23 down 3% YoY
- ✓ **Symple Integration progressing and delivering**
 - Originating all new Money originations (fixed & variable) and personal loan back-books migrated off legacy systems
- ✓ **Strong Travel & credit card scheme rebound persists**
 - 28° Credit Card volume +29% YoY and -1% HoH to \$2bn (L12M Jun'23)
- ✓ **Hallmark sale completed**
 - Returning ~\$99m in capital to LFS balance sheet
- ✓ **Restructured Executive Team + new appointments**
- ✓ **Balance sheet strong** with 7% TER (6-7% target range), robust funding programme with \$1.4Bn headroom, prudent credit provisioning

Challenges:

- ❖ **Cyber incident:**
 - Triage, Response, Recovery & Rebound
 - Origination volume impacts and delayed margin actions
 - Delinquency spike and impact on charge off costs
- ❖ **Soft retail sales**
- ❖ **Elevated funding costs and repayment rates**
- ❖ **Dividend decision**



The March cyber incident created significant disruption and required a focused approach to safely restore business operations



4-prong strategic approach:	1 RESTORE Complete	2 REBOUND Complete	3 REMEDiate Ongoing	4 REBUILD In Progress
Description	Restore systems to enable day-to-day business activities	Regain and surpass previous business momentum	Customer & regulatory focused remediation program	Begin executing new strategic plan to reach "full potential"
Timeline	March – April 2023	April – May 2023	March 2023 – onward	May 2023 – onward
Key outcomes	<ul style="list-style-type: none"> Returned key tech to normal operations Resumed origination & collection activity Implemented security enhancements 	<ul style="list-style-type: none"> Digital marketing reactivation Sales channel re-engagement Re-initiation of planned pricing changes. 	<ul style="list-style-type: none"> Launch of customer contact & support programs Initiated insurance claims process Regulatory engagement 	<ul style="list-style-type: none"> Restore customer & stakeholder trust Build enhanced cyber and data security agenda Launch new "Path to Full Potential" strategy & initiatives

- No retail partner lost + new partners signed
- Originations trending back to pre-cyber levels
- Stable active accounts / limited attrition impact
- Elevated focus on collections driving results

Some risks associated with cyber remain ...

Regulatory Fines

Technology Review

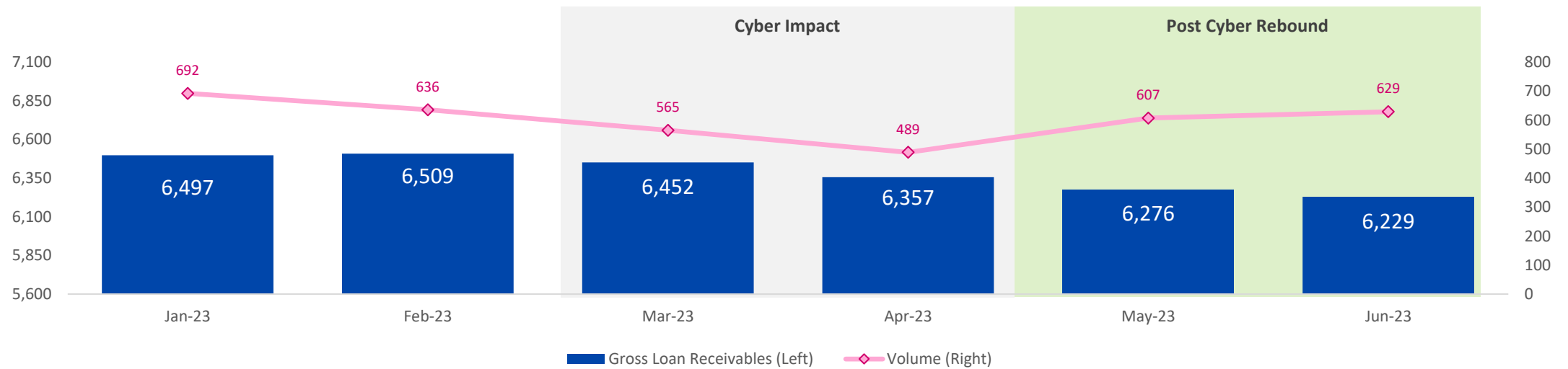
Legal Claims / Class Actions

... with potential for insurance claim recovery

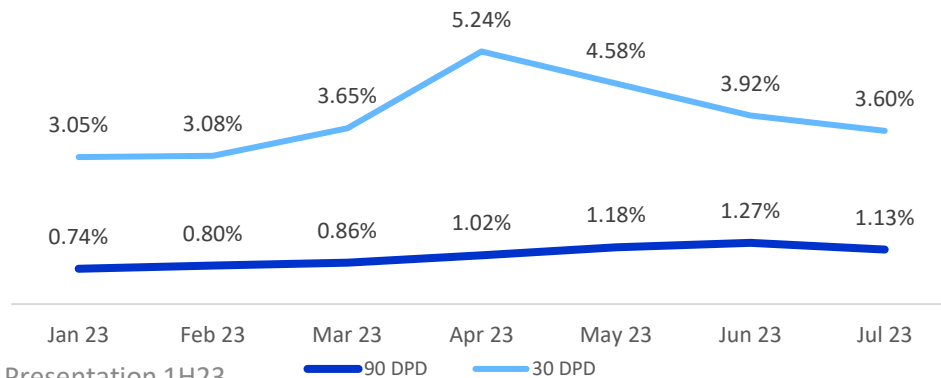
Despite a strong start, new originations, pricing actions and collection activities were all impacted but a recovery is underway



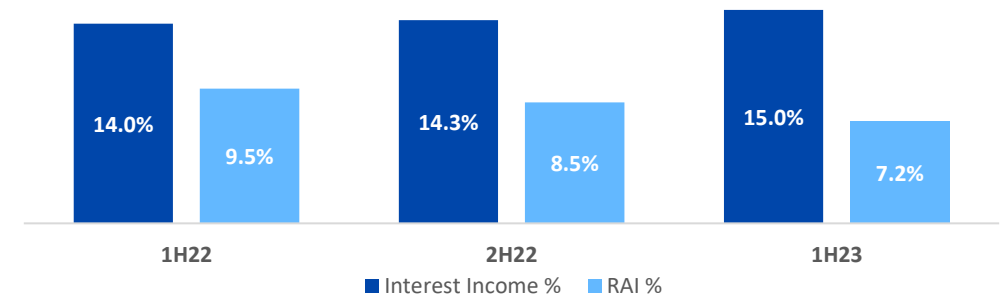
Early volume and receivables momentum disrupted by cyber incident in mid March



Delinquencies peaked during cyber, normalising to long-run mean



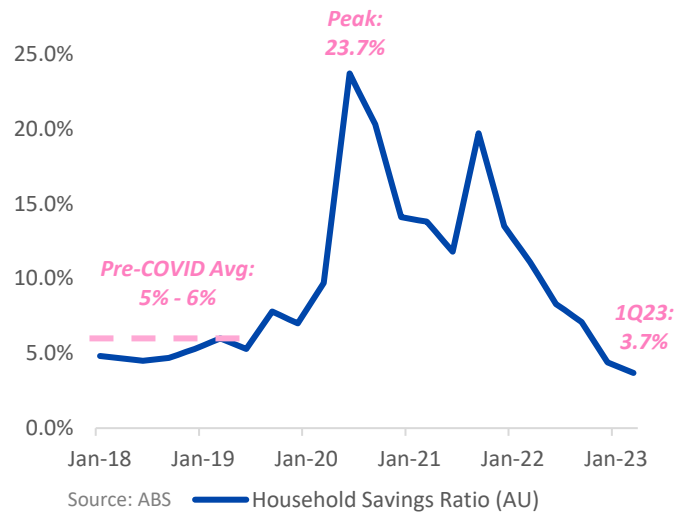
Interest Income up ... RAI down due to cyber delayed pricing actions + higher CoF & NCO's



Macro headwinds impacting revenue growth are still present but are abating



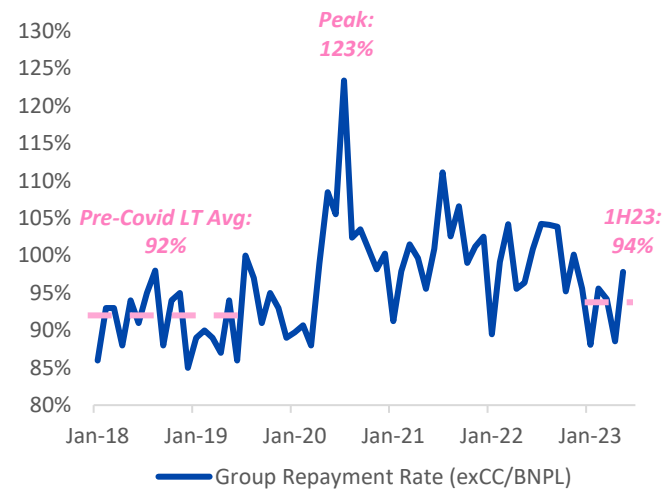
Household Savings below pre-COVID levels ...



- Accumulation of household savings during COVID took longer than expected to be re-absorbed but now normalised

... influencing lending demand

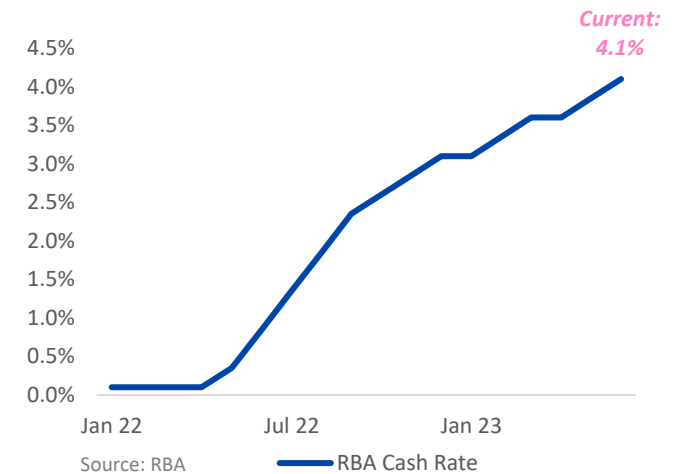
Elevated repayment rates are normalising ...



- Repayment rates are still above pre-COVID levels but are reducing as inflation and higher rates affect households

... influencing pace of receivables growth

Rate rises reaching their peak...



- Unprecedented pace in rise of cash rate resulted in an unexpected rapid increase in funding costs
- Proactive repricing actions taken since 2H22 to protect margins over long-term

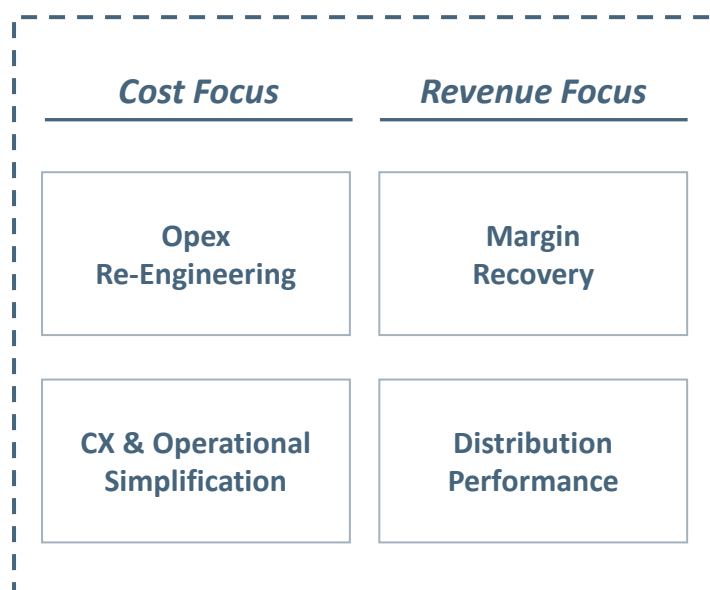
... impacting revenue margins

A renewed strategic focus on fundamentals to accelerate growth and elevate profitability



Path to Full Potential Strategy – Phase I (Simplify – Optimise – Maximise)

1 Brilliant Basics



2 Portfolio Rationalisation



3 Optimised Balance Sheet



Progress to Date

Brilliant Basics

- ✓ Operating model & cost base re-engineering in progress
- ✓ Marketing spend optimisation programme implemented
- ✓ Revised pricing strategies to elevate RAI returns

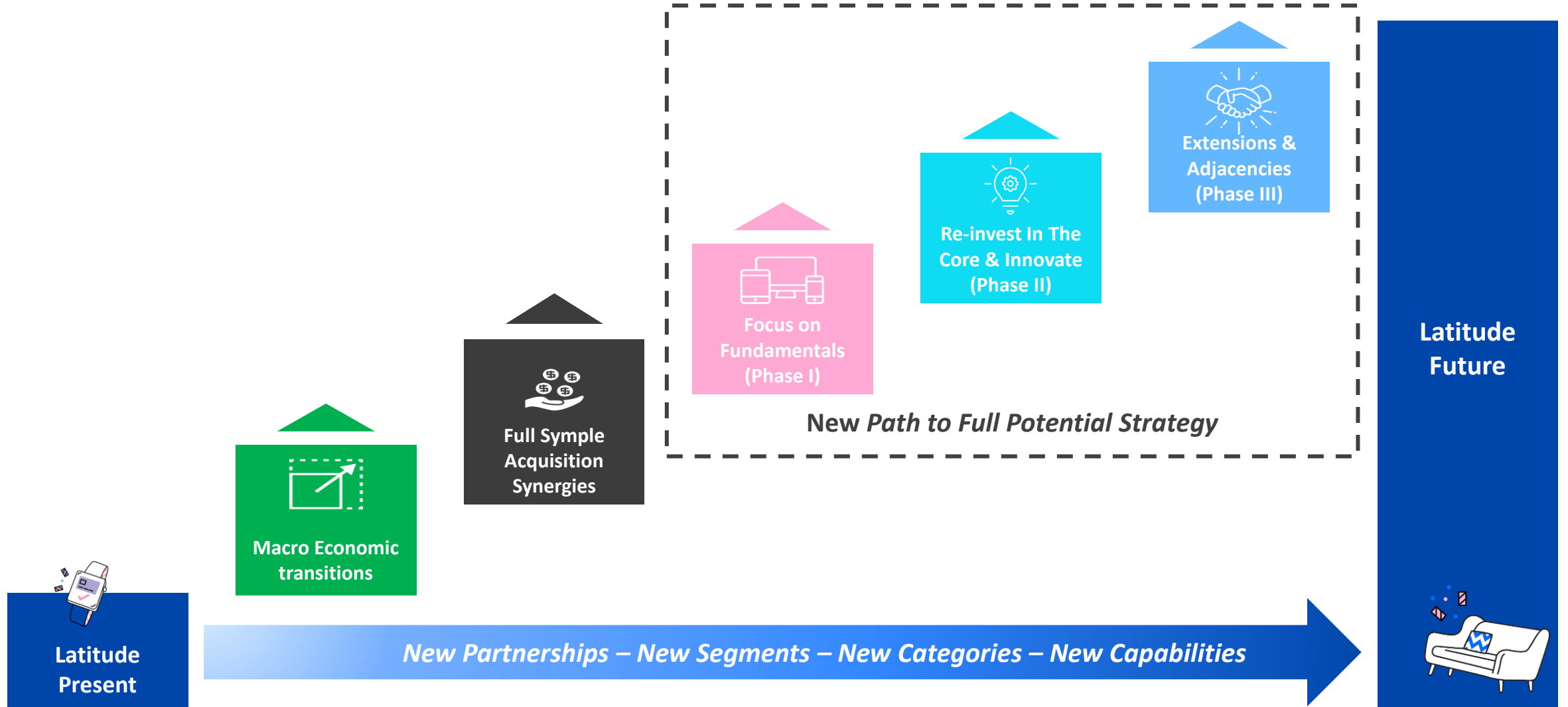
Portfolio Rationalisation

- ✓ Insurance sale completed
- ✓ BNPL AU & NZ closure
- ✓ Symple Canada platform for sale

Optimised Balance Sheet

- ✓ Warehouse capacity expanded/extended
- ✓ Review of Pay credit strategy underway
- ✓ Deleveraging with Hallmark sale proceeds

Drivers of growth - unlocking our full potential



Newly appointed and restructured Executive Team leading our *Path to Full Potential* agenda



Bob Belan

Managing Director & CEO
(Commenced 1 Apr'23)



Paul Varro

CFO & EGM Finance



Adriana Martinez¹

EGM Pay
(Commences 12 Sep'23)



Paul Byrne

EGM Money
(Commenced 1 May'23)



Andrew Walduck

EGM Group COO



Mark Brudenell

CRO & EGM Risk
(Commenced 1 May'23)



Karl Hoffman

EGM Strategy & Transformation
(Commenced 1 May'23)



Felicity Joslin¹

EGM People & Culture
(Commenced 9 Aug'23)



- The cyber incident was a material set back to volumes and margins. As the recovery gains momentum, planned initiatives are implemented and cash rates likely nearing the terminal point, we expect interest income yields to improve further.
- With inflationary pressures persisting and cash rates remaining high, we anticipate delinquency, charge offs and repayment rates to normalise to long run averages. The overall credit environment remains conducive with unemployment expected to remain at supportive levels in the near to medium term.
- The retail spend and consumer confidence outlook are bearish, however Latitude's value propositions are well positioned to support our partners and customers at this point in the cycle.

We reaffirm our FY23 Cash NPAT guidance of within the range of \$15-\$25m

1H23 Financial Update

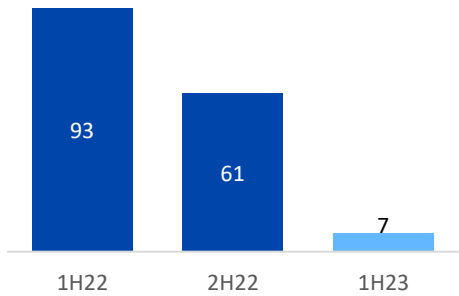
Paul Varro
Chief Financial Officer

1H23 financial snapshot



Cash NPAT in line with guidance

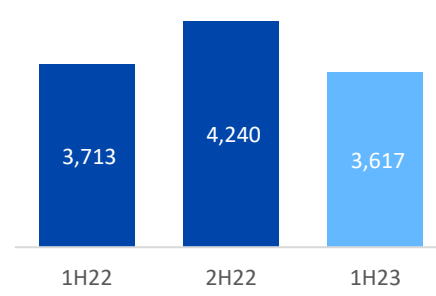
Cash NPAT (\$m)



1H23 Guidance: 5-10m

Volume recovering post Cyber

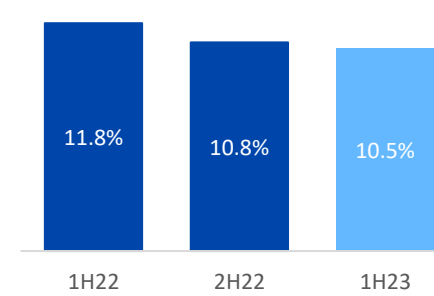
Volume (\$m)



1H23 Guidance: 3.3-3.6Bn

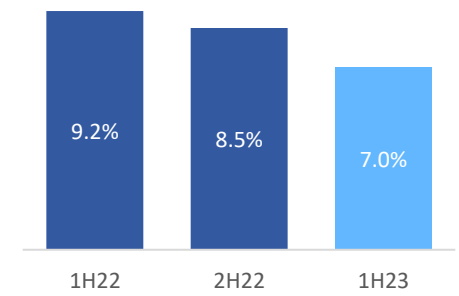
Operating Income stabilised, RAI impacted by Cyber

Operating Income (%)



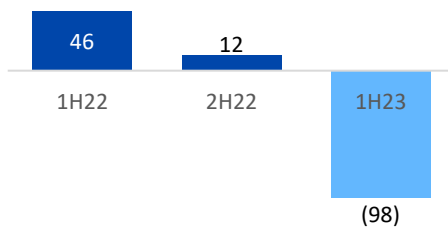
TER in 6-7% target range, dividend paused

TER (%)



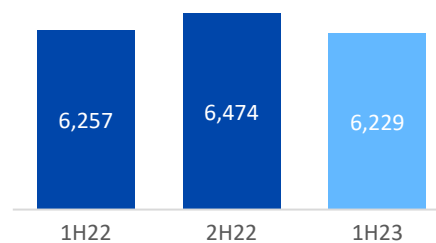
Target Range: 6-7%

Stat NPAT cont ops (\$m)



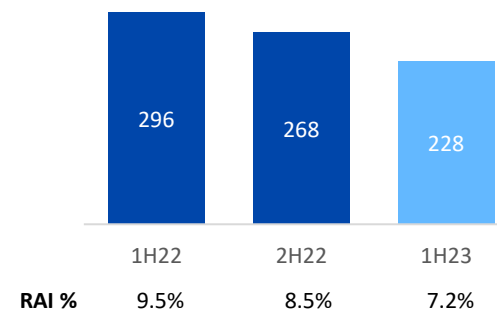
1H23 Guidance: (95m)-(105m)

Gross loan receivables (\$m)



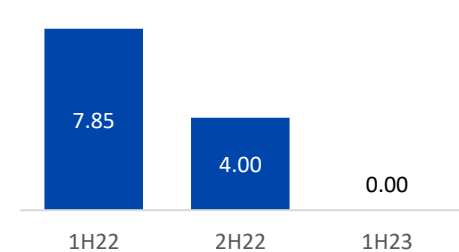
1H23 Guidance: 6.1-6.3Bn

RAI (\$m)



RAI % 9.5% 8.5% 7.2%

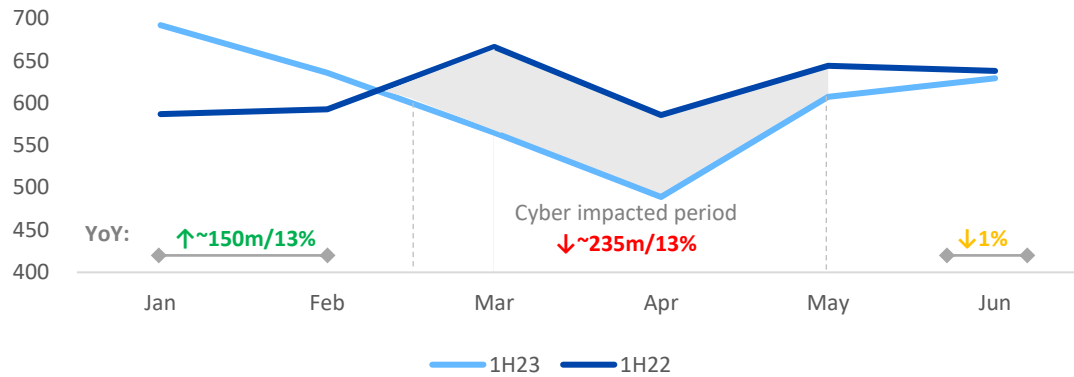
DPS (cents)



Volume momentum returning, although repayments slowing still above long-term average

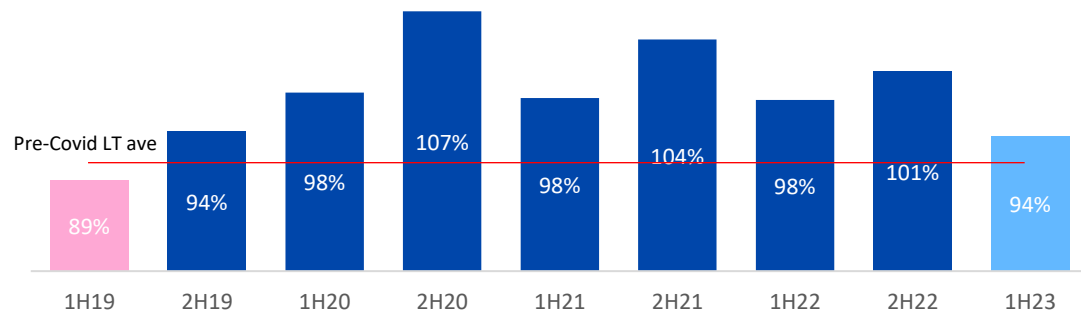


Volume momentum returning from Cyber ... June back at 2022



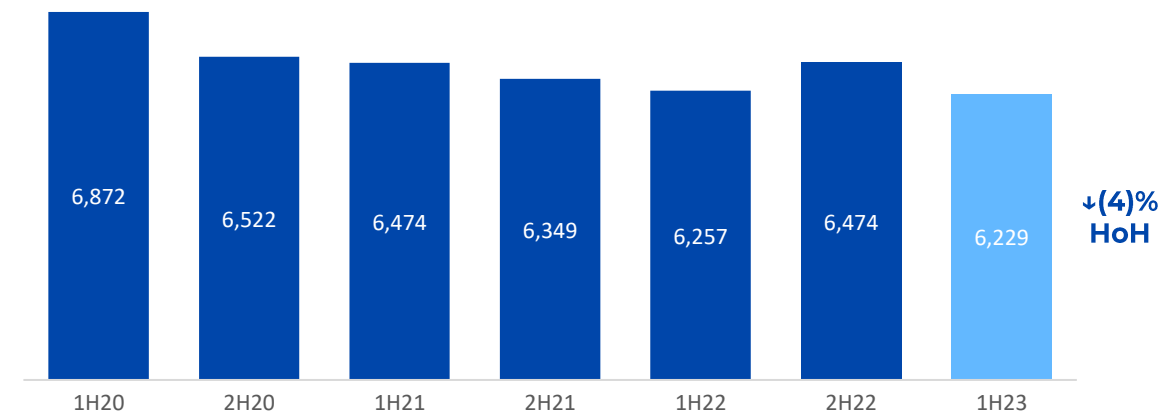
Repayments reducing, still 500bps above 1H19

Repayment rate (ex CC&BNPL)

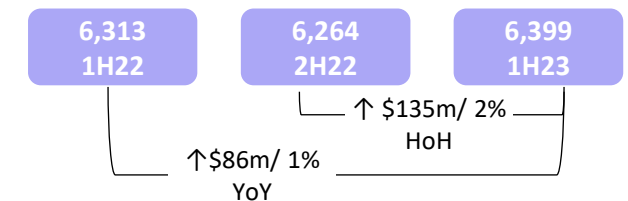


Receivables impacted by lower volume, down (4)% HoH

Gross loan receivables (\$m)



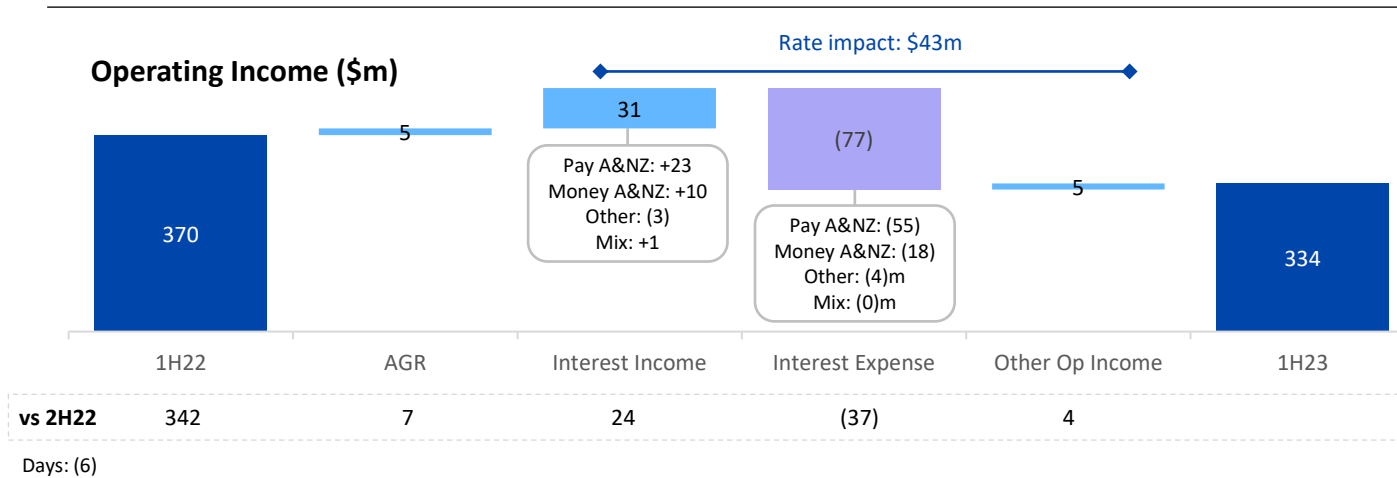
Average Receivables (\$m)



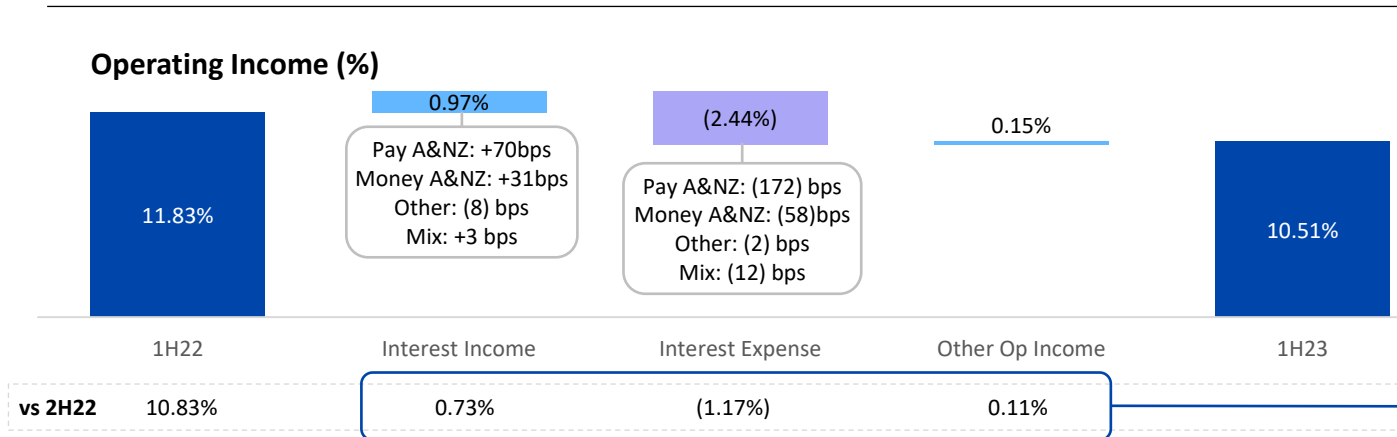
Increased funding costs continue to compress margins, pricing actions gaining traction



Operating Income down \$(37)m YoY, \$(8)m HoH



Operating Income yield down (132)bps YoY, (32)bps HoH

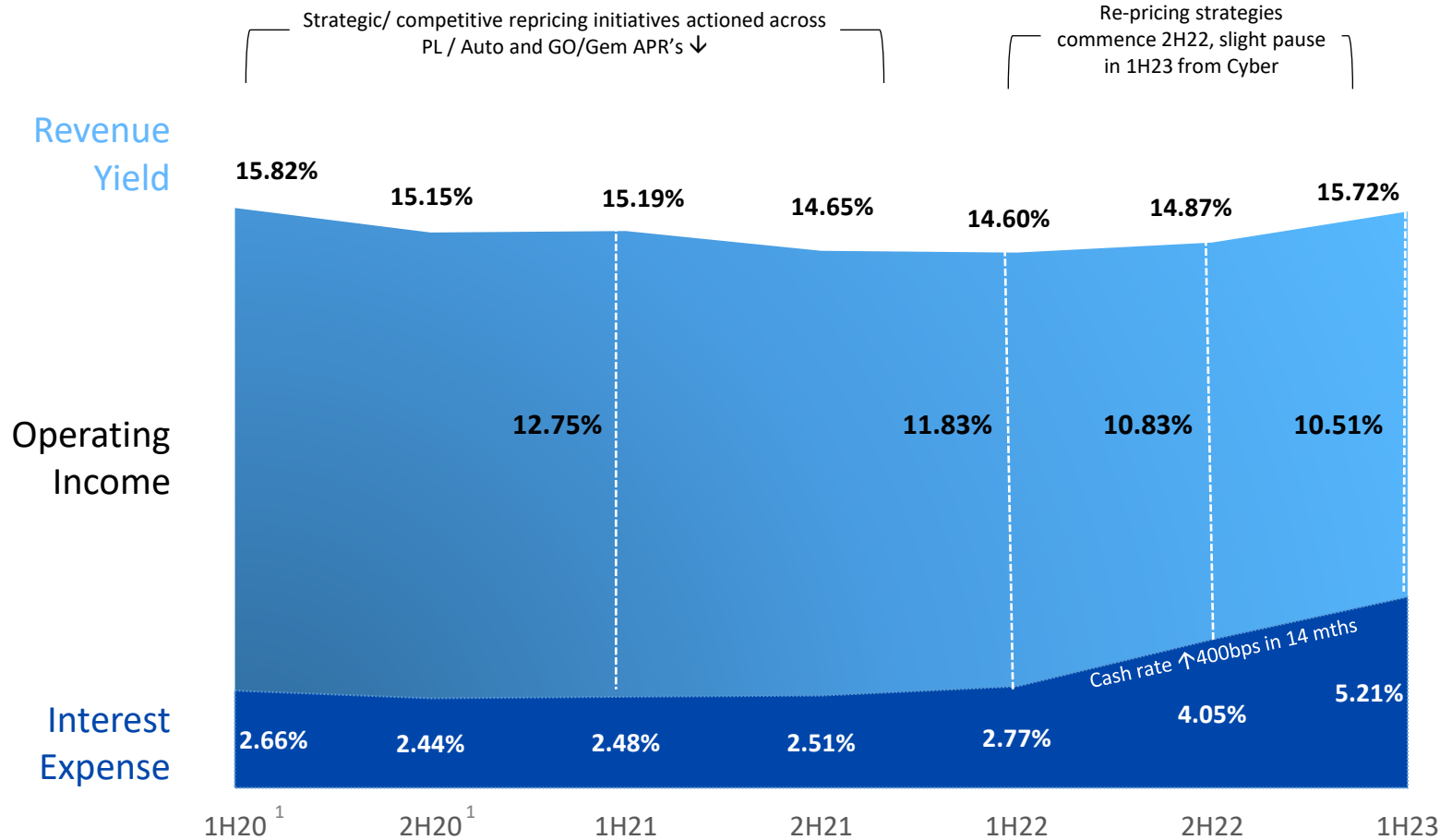


1H23 YoY Key drivers:

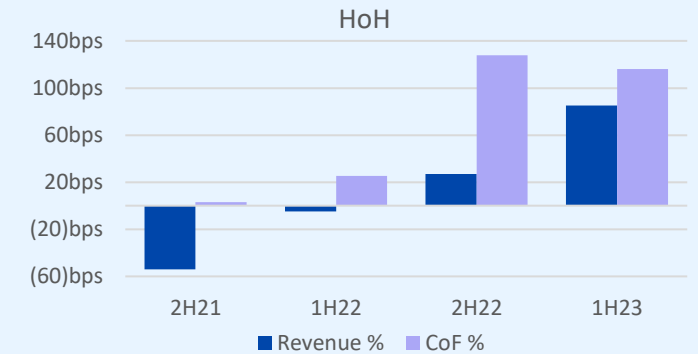
- AGR ↑ 1.0% driving \$5m Operating income increase
- Rate: (132)bps of operating income compression YoY:
 - Pricing actions gaining traction up 97 bps YoY, 73 bps vs 2H22
 - Higher funding cost (244)bps, rate of increase slowing
- Momentum building with pricing gaining traction

Continued pricing actions expected to mitigate Op income reduction ... HoH Revenue ↑85 bps vs CoF ↑117 bps

Operating income margin evolution: pricing lag now closing



Pricing gaining traction – income yield vs CoF yield



Note: Data shown on a rolling 6 month average

Pricing actions continue in 1H23

Pay

- APR's increased across A&NZ along with Account Keeping Fee up \$1

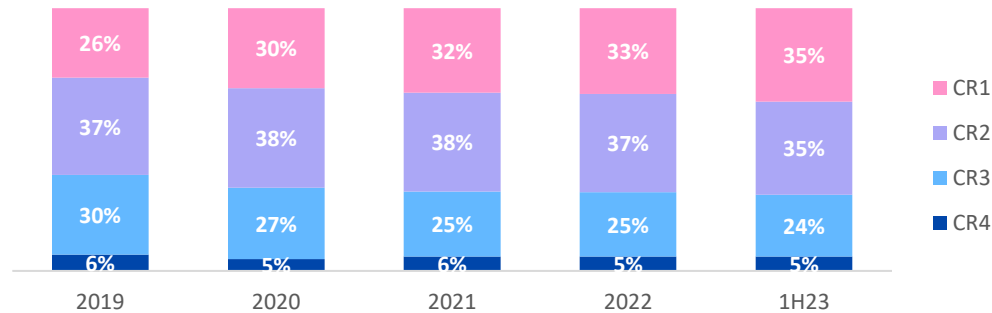
Money

- PL AU, PL NZ and Auto AU New business pricing increased
- PL AU back book variable rate increases

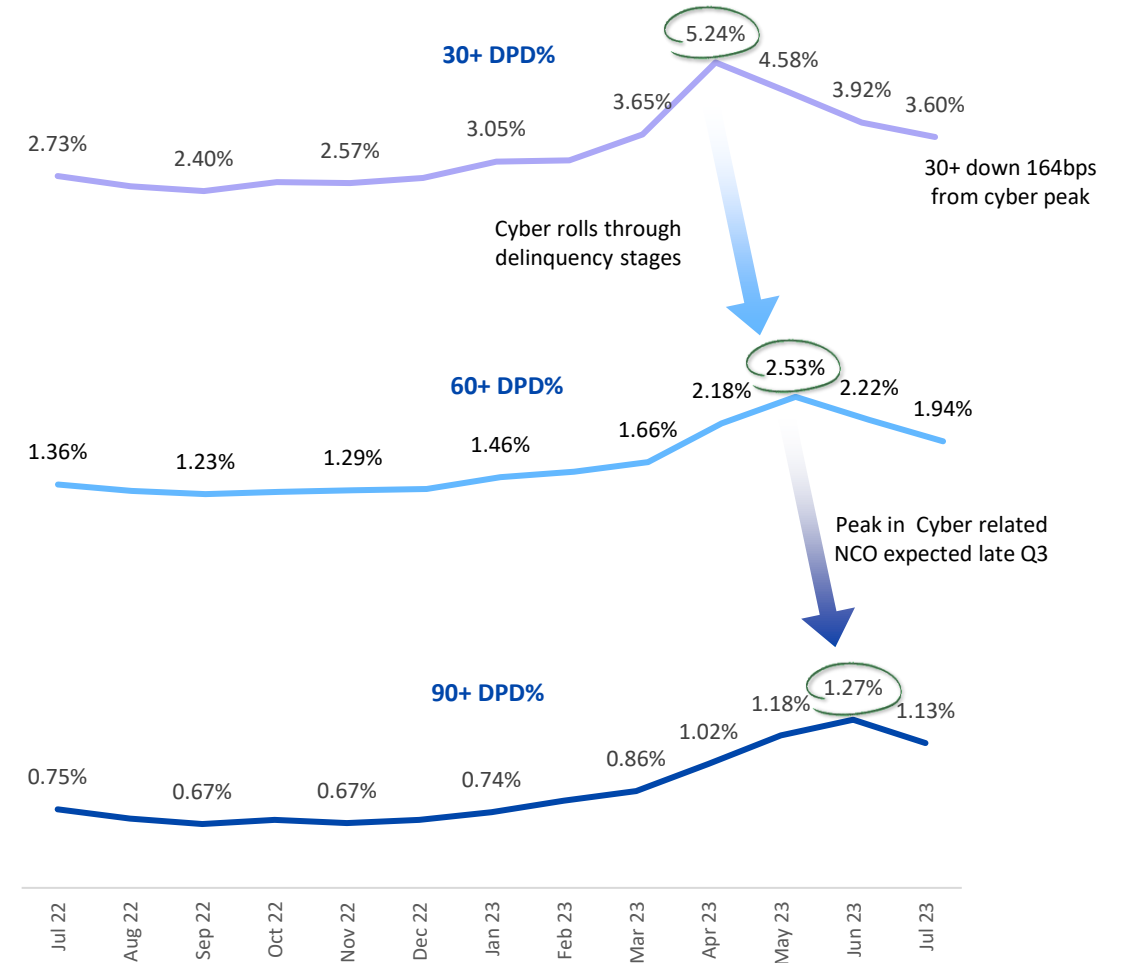
Collections impacted by Cyber, will return to pre-Covid levels due to environment



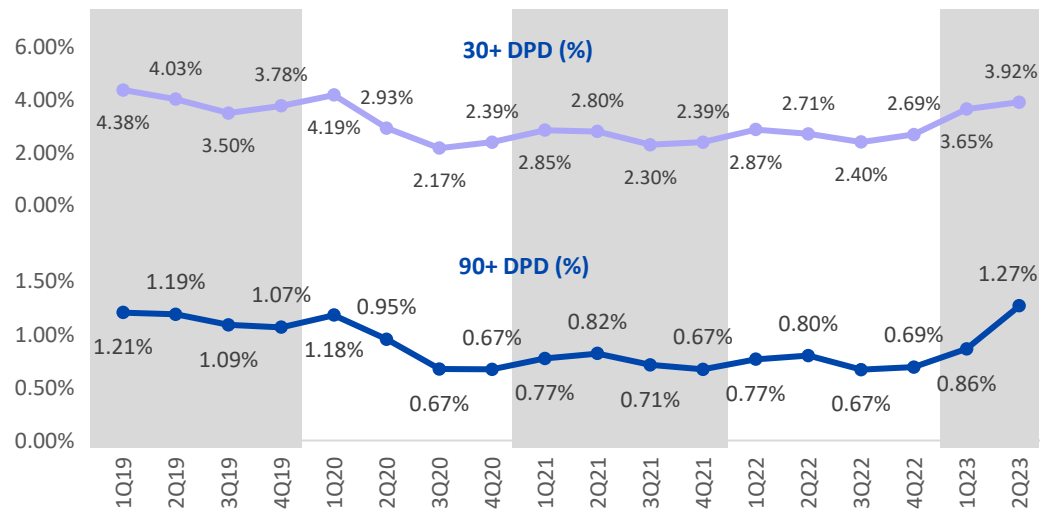
Quality of new customer originations remains strong



Cyber related delinquency reducing



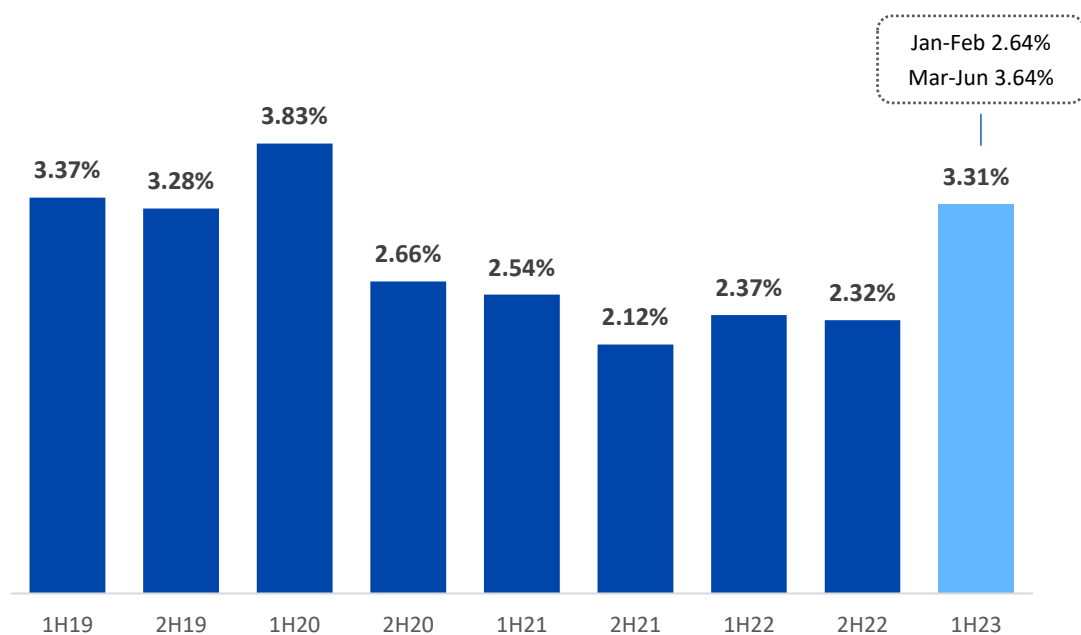
Delinquency rates up due to Cyber & inflationary pressures



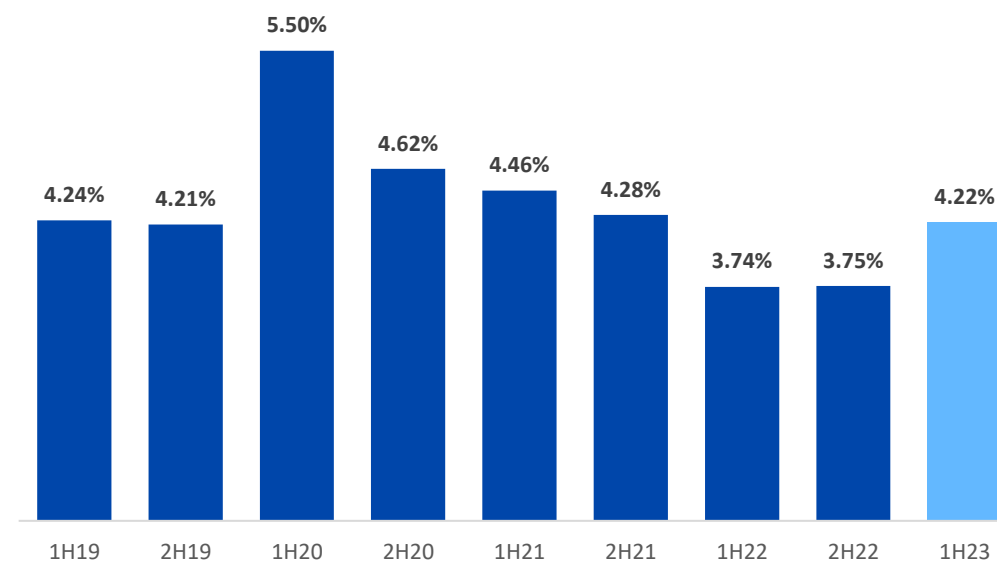
Elevated charge offs due to Cyber, provisions adjusted accordingly



Net charge off rates elevated from Cyber ...



...with prudent provisioning levels

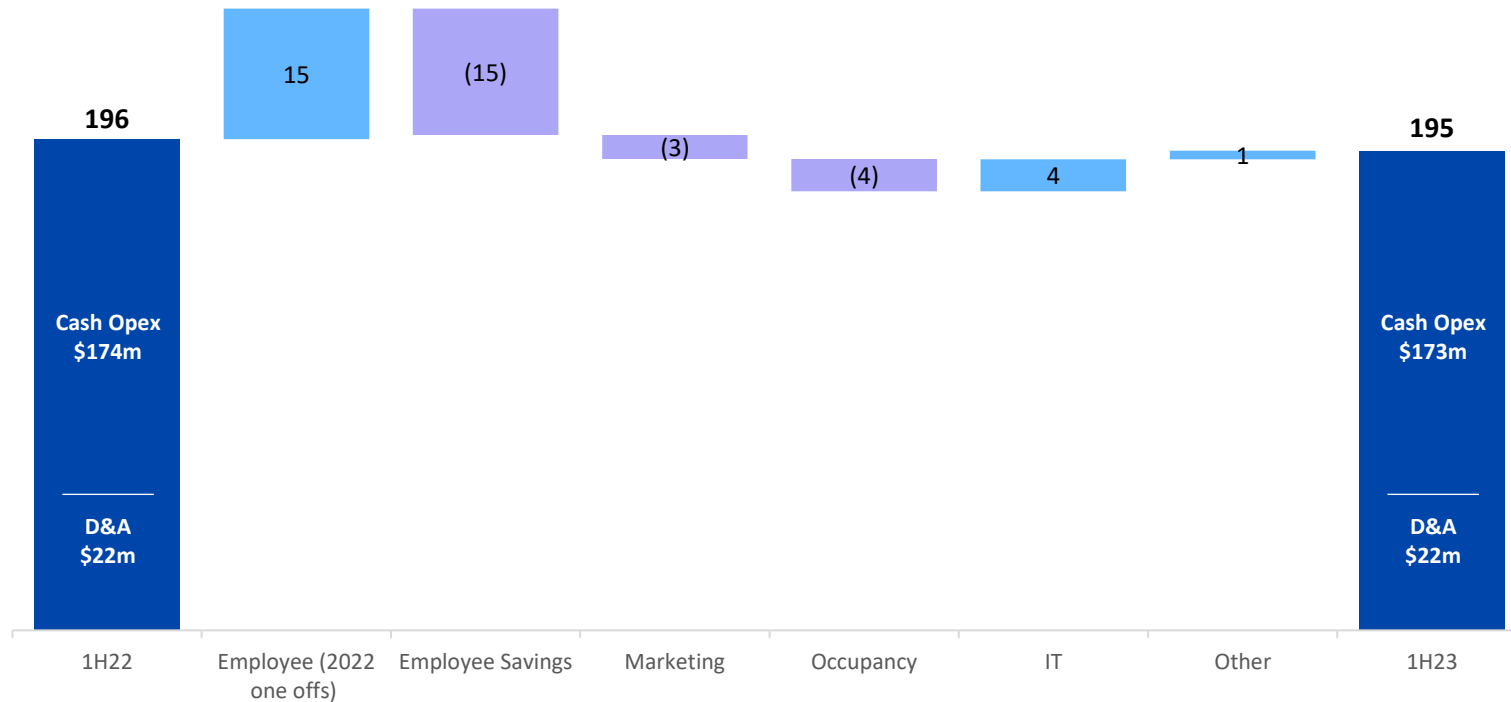


Coverage ratio to net charge offs remains adequate
(1.3x vs 1.3x pre-Covid)

Disciplined cost control... reductions in FTE, marketing & occupancy



Total opex down (1)% YoY, up 8% HoH



Key drivers YoY:

- FTE reduction (14)% & disciplined cost control offsetting FY22 one offs
- Marketing ↓ due to spend efficiency and pause during cyber incident
- Occupancy cost ↓ due to physical footprint reduction
- IT ↑ from continued investment & inflationary pressures
- Other: Inflation & investment in Operating model design, offset by lower contingent labour cost

v 2H22:	180	9	(4)	1	3	1	6	195
CTI % - Total Opex:	53.0%							58.6%
FTE:	1,008							936
Total Opex/AGR:	6.2%							6.3%

Notable Items elevated due to Cyber related costs



\$149m (pre-tax) Notable Items in 1H23 include Cyber, BNPL impairment and David Jones

149

Cyber
\$76m

- Includes ID replacements (80% of costs), technology, legal and professional fees
- \$11.8m costs incurred (responding to incident)
- \$64.1m provided for (remediation of IDs & legal cost estimates)

Corp Dev
\$22m

- Symple Integration (\$16m), David Jones and International investments (\$6m)

Fixed Asset
Impairment
\$21m

- Includes BNPL write-off (\$17m). BNPL introduced over 600k customers in AU & NZ with a 12% cross sell to other Pay and Money products

Amort of
Intangibles
\$21m

- Amortisation of acquisition intangibles (FY24 end date) & legacy transactions (FY23 end date) recognised in accordance with schedule

Other
\$10m

- Restructuring costs (\$5m) & lease impairment (\$4m)

Key drivers:

- Cyber related costs are in line with guidance provided in May 2023
- Symple Integration project forecast to be completed in 2H23 and David Jones in FY24
- BNPL asset write-off due to exit of this product in AU & NZ
- Restructuring costs relate to redundancy & restructuring as Latitude transitions to a simplified operating structure.

Diverse, cost-effective funding underpinned by prudent capital management



Diverse Funding Platform

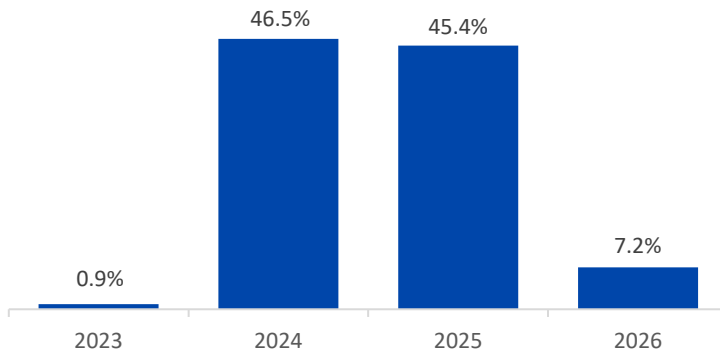
Cost Effective

40+ Investors

46% Investors Offshore to A&NZ

- Programmatic issuance and balanced maturity concentration settings
- Diverse investor base with \$1.4Bn headroom
- 3 transactions completed in 1H23, delivering flexibility & duration to the funding program
- Active IRRM with 35% of receivables

Securitised Debt Maturity Profile



Warehouse Financing

A\$5.4bn Total Limits

7 Active Facilities

Australia and New Zealand, 30-Jun-2023



ABS Issuance

A\$5.3bn Total Issuance to date

5 Active Issuances

Australia and New Zealand, 30-Jun-2023

Prudent capital management approach

- Capital strength protects against adverse scenarios
- 7.0% TER at 30 Jun 2023.

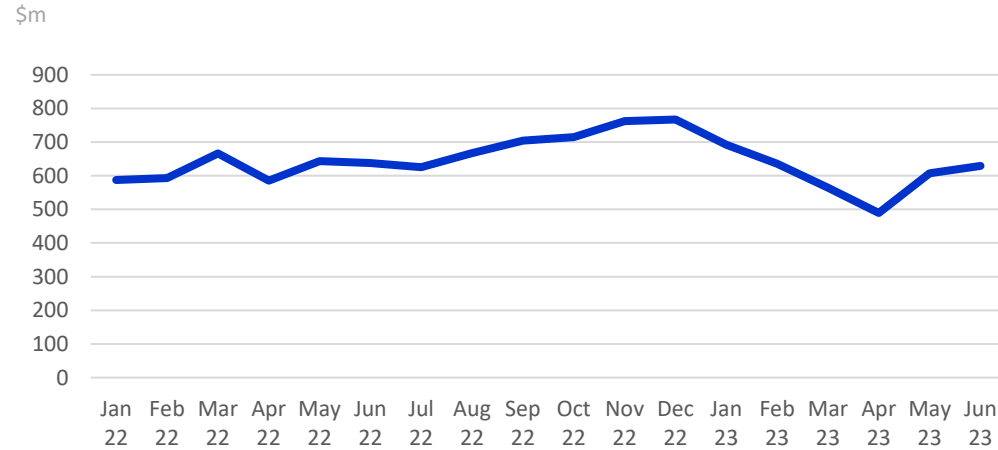
A\$ million	30 Jun 2023
Total equity	1,304
Intangible assets	890
TE	414
Net receivables ¹	5,900
TER	7.0%

Appendix

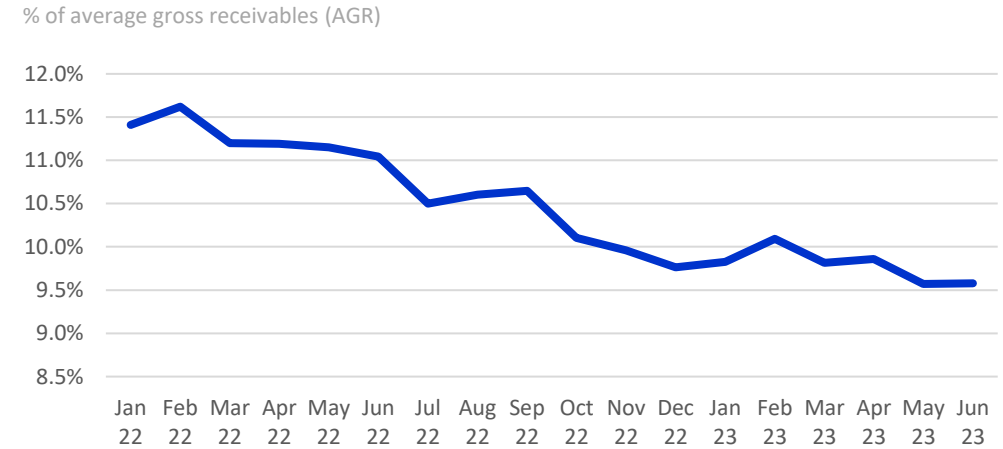
Key metric trends



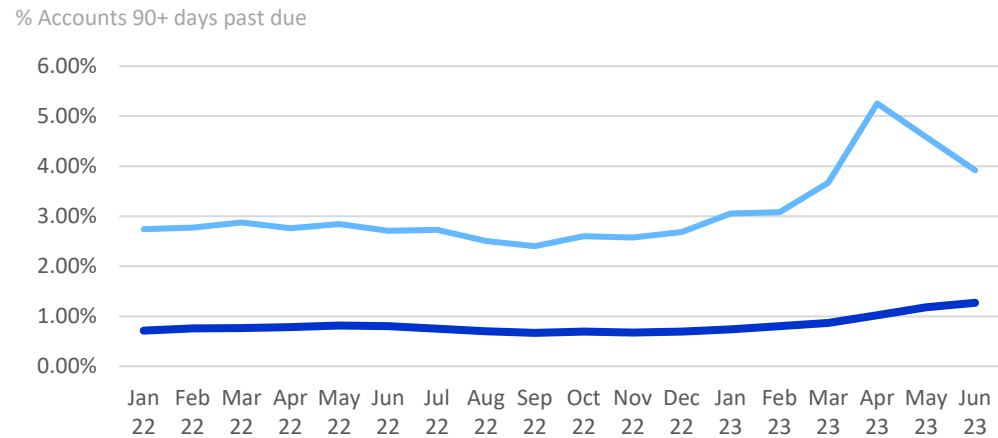
Monthly group volume...



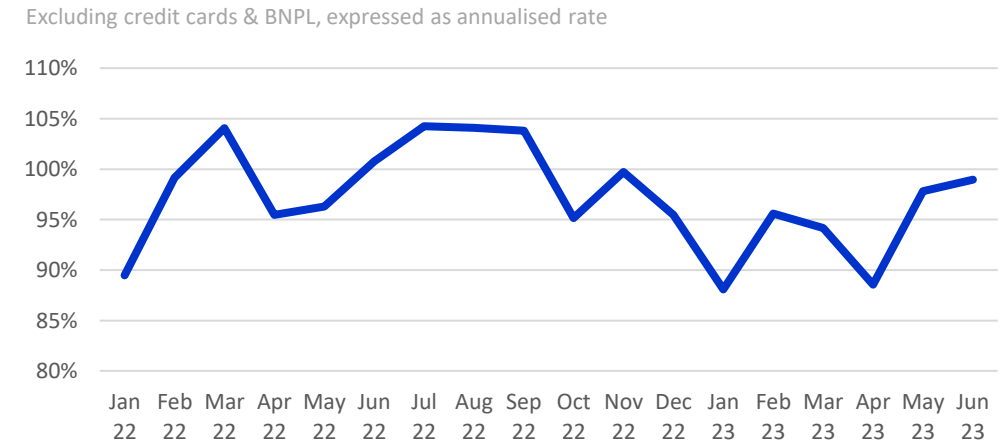
Monthly group net interest margin...



Monthly group delinquencies (30+/90+ days past due)...



Monthly group repayment rate...



Results summary



	1H23	2H22	1H22	HoH	YoY
Volume (\$m)	3,617	4,240	3,713	(15%)	(3%)
AGR (\$m)	6,399	6,264	6,313	2%	1%
Gross receivables (\$m)	6,229	6,474	6,257	(4%)	(0%)
Cash NPAT (\$m)	7	61	93	(89%)	(92%)
Statutory NPAT cont. ops (\$m)	(98)	12	46	large	(314%)
Cash EPS (cents)	0.67	5.83	8.95	(89%)	(93%)
Dividend per share (cents)	0.00	4.00	7.85	(100%)	(100%)
RAI (%)	7.2%	8.5%	9.5%	(130) bps	(230) bps
RoAGR (%)	0.2%	1.9%	2.9%	(170) bps	(270) bps
RoE (%)	1.0%	8.0%	12.1%	(700) bps	(1110) bps
Tangible Equity Ratio (%)	7.0%	8.5%	9.2%	(150) bps	(220) bps

Summary profit & loss statement (cont. ops)



(\$m)	30-Jun-23 1H23	31-Dec-22 2H22	31-Dec-21 1H22	Change % HoH	Change % YoY
Interest income	476.2	450.8	439.4	6%	8%
Interest expense	(165.3)	(127.7)	(86.7)	29%	91%
Net interest income	311.0	323.1	352.7	(4%)	(12%)
Other income	22.6	18.7	17.7	21%	28%
Total operating income	333.6	341.8	370.4	(2%)	(10%)
Net charge offs	(105.2)	(73.4)	(74.2)	43%	42%
Risk adjusted income	228.4	268.4	296.2	(15%)	(23%)
Cash operating expenses	(173.1)	(157.5)	(174.3)	10%	(1%)
Cash PBT	55.3	110.9	121.9	(50%)	(55%)
Movement in provisions	(20.9)	(7.2)	35.3	190%	(159%)
Depreciation & amortisation (<i>ex leases</i>)	(22.3)	(23.2)	(22.1)	(4%)	1%
Profit before tax & notable items	12.1	80.5	135.1	(85%)	(91%)
Income tax expense	(5.1)	(20.0)	(42.1)	(75%)	(88%)
Cash NPAT from continuing operations	7.0	60.5	93.0	(88%)	(92%)
<i>Notable items after tax</i>					
Amortisation of acquisition intangibles	(14.2)	(16.6)	(17.0)	(14%)	(16%)
Amortisation of legacy transaction costs	(0.2)	(1.1)	(1.7)	(82%)	(88%)
Other notable items	(90.8)	(30.8)	(28.4)	195%	220%
Total Notable items after tax	(105.2)	(48.5)	(47.1)	117%	123%
Statutory profit after tax (continuing ops)	(98.2)	12.0	45.9	<i>large</i>	<i>(314%)</i>
Profit/(loss) from discontinued operations	(18.7)	(5.9)	(15.7)	217%	19%
Statutory profit after tax	(116.9)	6.1	30.2	<i>large</i>	<i>(487%)</i>
<i>Profit/(loss) is attributable to:</i>					
Owners of Latitude Group Holdings Limited	(116.3)	7.1	30.6	<i>large</i>	<i>(480%)</i>
Non-controlling interest	(0.6)	(1.0)	(0.4)	<i>(40%)</i>	<i>50%</i>
Statutory profit after tax	(116.9)	6.1	30.2	<i>large</i>	<i>(488%)</i>

Cash NPAT to Statutory NPAT 1H23 (cont. ops)...



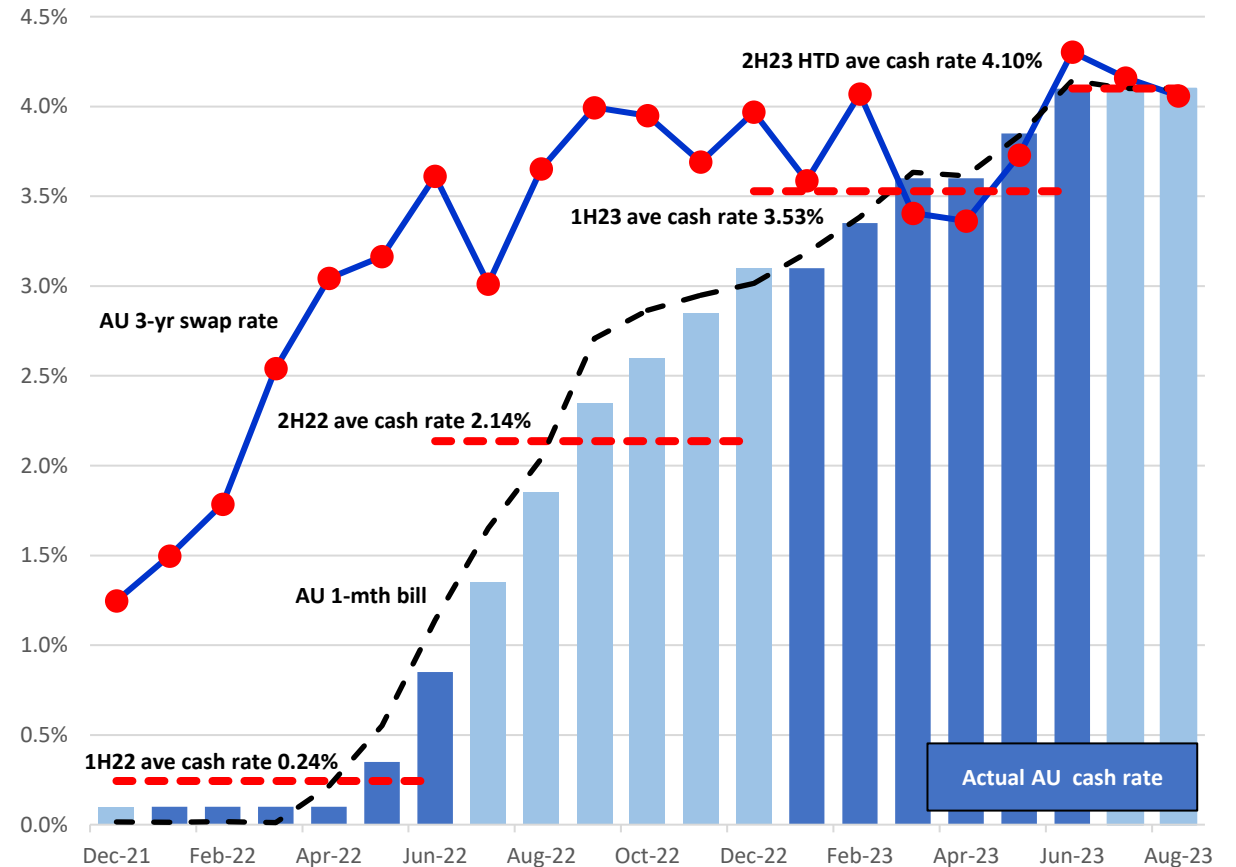
1H23 (\$m)	Cash NPAT	Amortisation of acquisition intangibles	Amortisation of legacy transaction costs	Corporate Development	Restructuring Costs	Cyber related costs	Asset/ Work in Progress Impairment	Decommissioned facilities	Stat NPAT
Net interest income	311.0		(0.3)					(0.2)	310.5
Other income	22.6							0.4	23.0
Total operating income	333.6	-	(0.3)					0.2	333.5
Net charge offs	(105.2)								(105.2)
Risk adjusted income	228.4	-	(0.3)					0.2	228.3
Cash opex	(173.1)			(22.0)	(5.3)	(75.9)	(21.0)	(0.9)	(298.2)
Cash PBT	55.3	-	(0.3)	(22.0)	(5.3)	(75.9)	(21.0)	(0.7)	(69.9)
Movement in provision	(20.9)								(20.9)
D&A (excluding leases)	(22.3)	(20.3)						(3.7)	(46.3)
Profit before tax and notable items	12.1	(20.3)	(0.3)	(22.0)	(5.3)	(75.9)	(21.0)	(4.4)	(137.1)
Income tax expense	(5.1)	6.1	0.1	6.4	1.6	22.7	6.0	1.1	38.9
NPAT (continuing ops)	7.0	(14.2)	(0.2)	(15.6)	(3.7)	(53.3)	(15.0)	(3.3)	(98.2)

Funding: higher cash rate scenario sensitivity



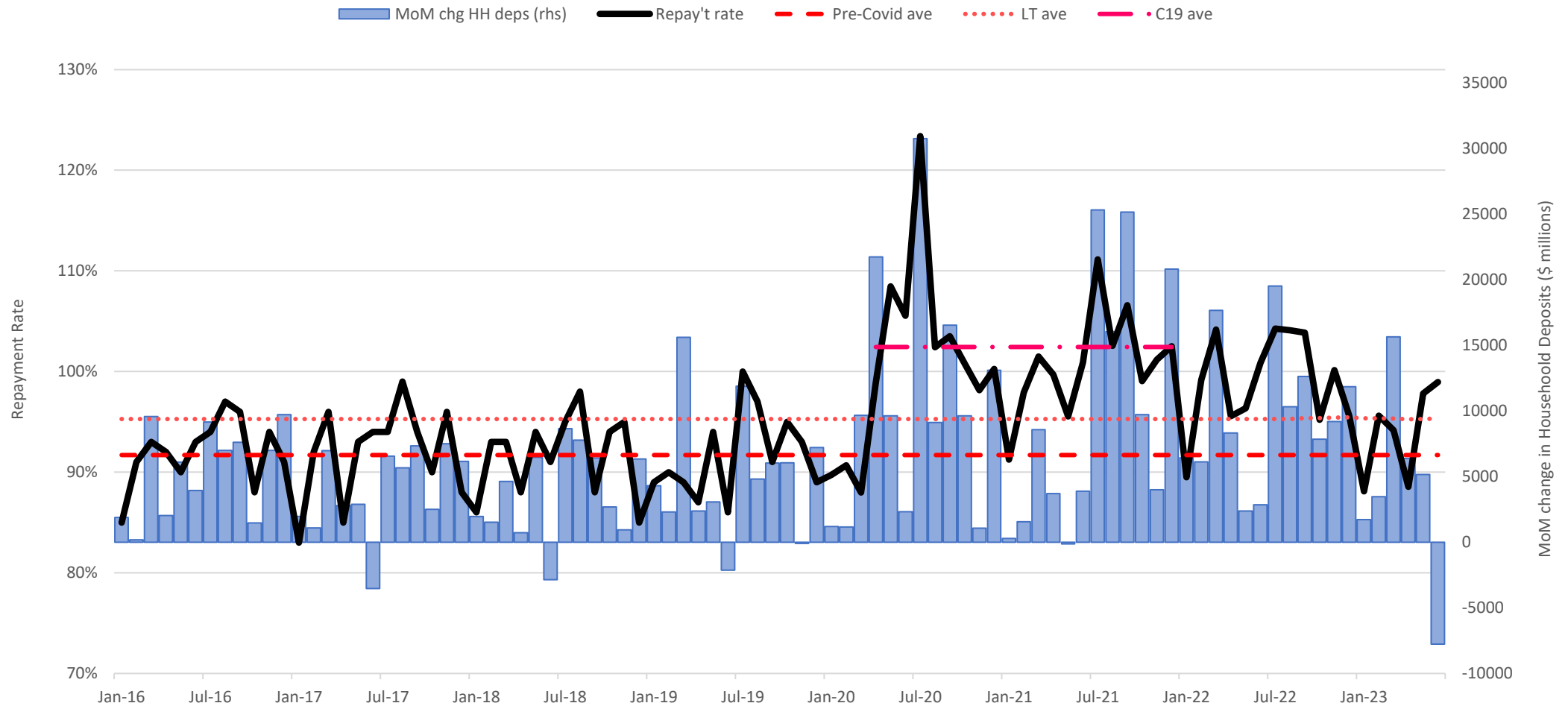
Group cash rate sensitivity analysis

- 100bps rates = ~\$40m interest expense (*pre-tax, annualised*)
- Ave HoH rate delta was 139bps (*cash*)/ 8bps (*3-yr swap*)
- 1H23 ave cash rate = 353bps / 2H23 to date ave = 410bps
- This analysis shows the impact of shifts in interest rates on the Group's profit over a year assuming all other things remain equal at the end of the reporting period
- The above impacts excludes any management action



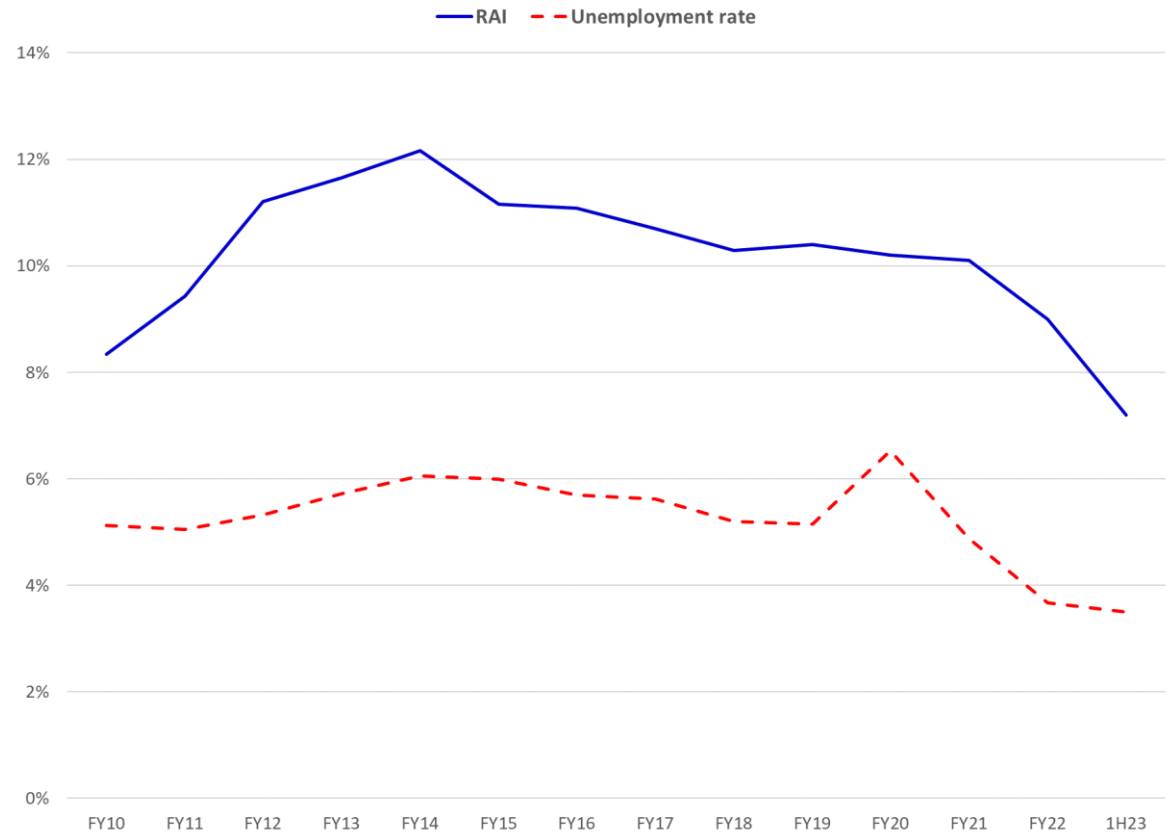
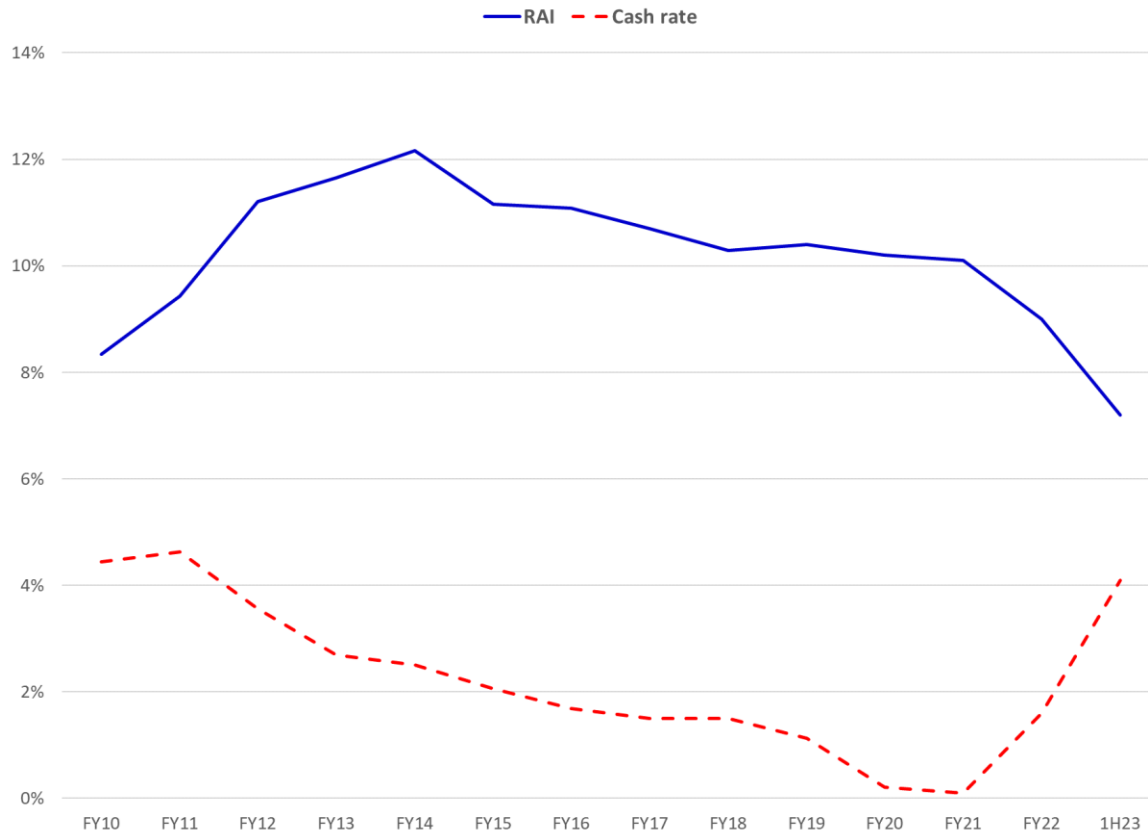
Source: Company data, RBA

Repayment rate and excess household liquidity...



Source: Company data, APRA

Longer term LFS experience: RAI range of 8-12%...



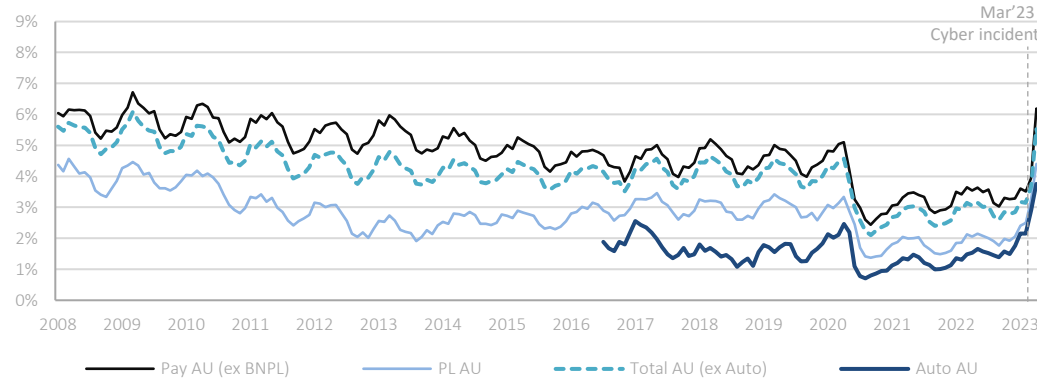
Source: Company data, RBA, ABS

Delinquency performance over time



Delinquencies (30+ days past due) by product, Australia

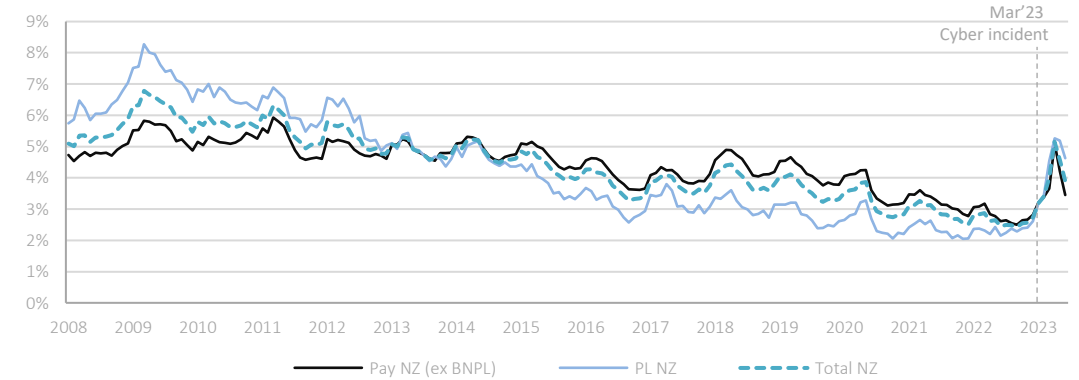
% Accounts 30+ days past due



Notes: Time series data from January 2008 to 30 June 2023. Motor loans delinquency history captured from July 2016 which was when Latitude relaunched its motor loan product.

Delinquencies (30+ days past due) by product, New Zealand

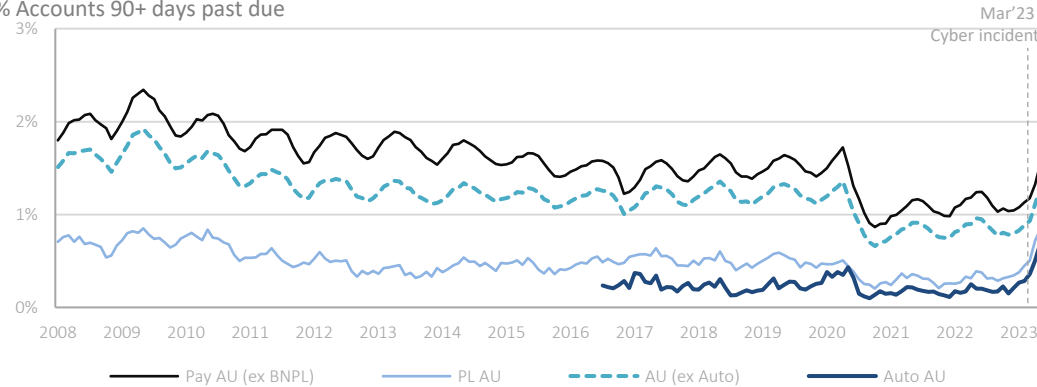
% Accounts 30+ days past due



Notes: Time series data from January 2008 to 30 June 2023.

Delinquencies (90+ days past due) by product, Australia

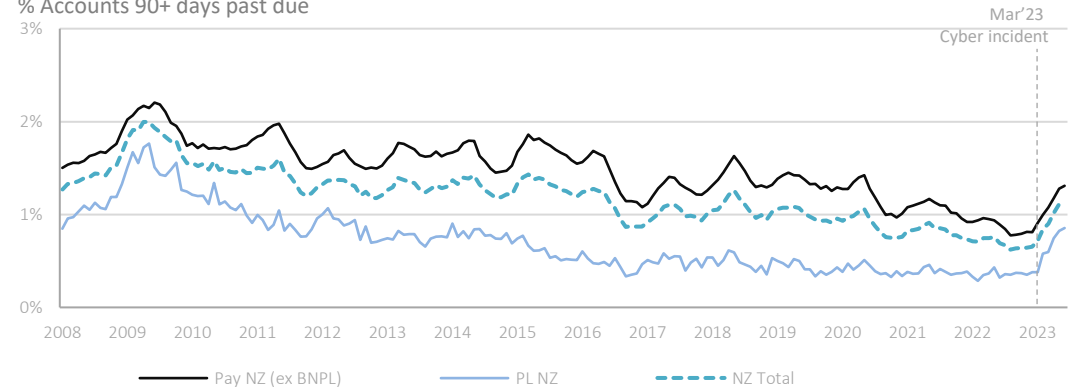
% Accounts 90+ days past due



Notes: Time series data from January 2008 to 30 June 2023. Motor loans delinquency history captured from July 2016 which was when Latitude relaunched its motor loan product.

Delinquencies (90+ days past due) by product, New Zealand

% Accounts 90+ days past due



Notes: Time series data from January 2008 to 30 June 2023.

ESG 1H23 highlights



\$965,258 donated to our charity partners via workplace giving since August 2017



Supporting vulnerable customers through contribution to a collective industry donation to Financial Counselling Foundation



\$10,000 to New Zealand Red Cross Disaster Support for communities recovering from catastrophic floods across Aotearoa NZ



Office emissions baseline metrics established and optimization of recycling in office



4 Financial capability workshops for employees and partners to support financial literacy



Welcome to Country ceremony performed by Wurundjeri Elder at new Melbourne office



Updated **Modern Slavery Statement**

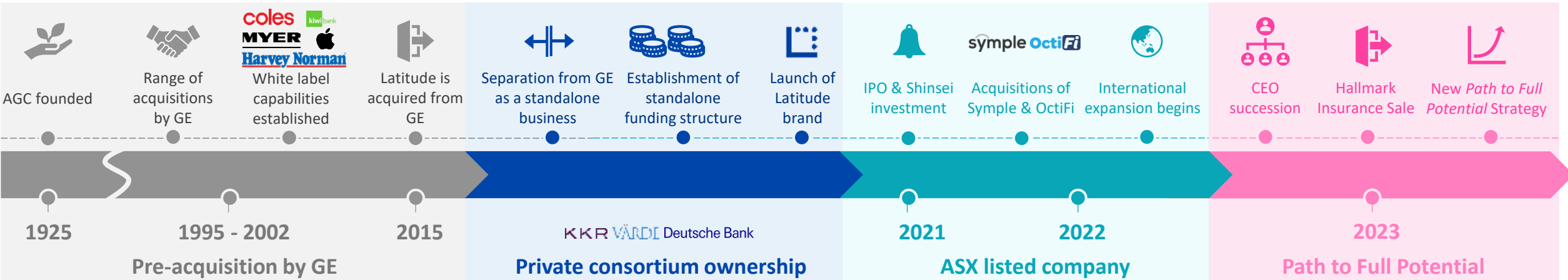


Continued community partnerships with **Ardoch (AU)** and **Duffy Books in Home (NZ)** to improve educational outcomes for children

Who we are



Latitude has evolved to become the largest non-bank unsecured consumer lender in AU & NZ



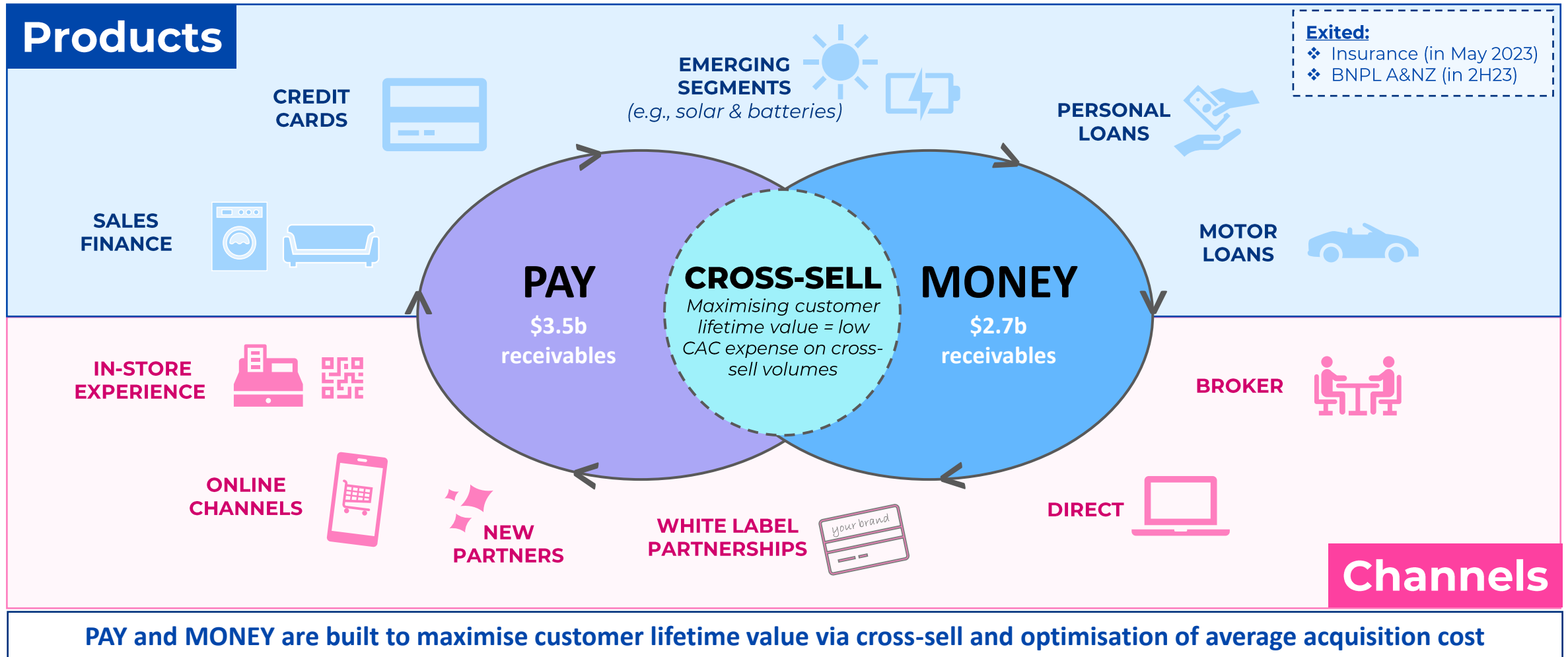
Segment Specialisation + Differentiated Propositions + Unique Distribution Model + Financial Strength

PAY		MONEY		PAY & MONEY
Sales Finance ~1.7m customers ¹ spending ~\$4bn p.a. ² Interest Free Everyday Instalments	Credit Cards ~350k customers ¹ spending ~\$2.1bn p.a. ² Scheme-based Shopping & Travel Card	Personal Loans ~110k customers ¹ volume ~\$1.2bn p.a. ² Unsecured Loan Solutions	Motor Loans ~40k customers ¹ volume ~\$360m p.a. ² Secured / Asset Based Loans	White Label 7.3k customers ¹ 200k DJ to onboard Tailored Merchant-Partner Solutions

Investor Presentation 1H23

Source: Company data
 (1) As at June 30, 2023
 (2) FY22 figures

Simplified and efficient “twin-engine” revenue model...



Source: Company data. For illustrative purposes only.

Latitude well positioned to leverage macro reversion



	Historical trend (2019-1H23)	Pre-Covid (2019)	Covid Period (2020-21)	Macro correction (2022-23 Today)	Trend	Tomorrow
Macro setting						
Cash Rate¹	 1.5% 0.8% 0.1% 0.1% 4.1%	○ Neutral	● Reduced to near-zero	● Rapid increases to 4.1% AU / 5.5% NZ	○	Rates will be "higher for longer" however markets expect a decline during FY24/25
Savings Rate²	 5.5% 7.0% 14.1% 13.5% 3.7%	○ Neutral	● Historic high	● Correction	●	Remain low
Unemployment³	 5.0% 5.1% 6.6% 5.3% 3.5% 3.5%	○ Neutral	○ Increased; offset by Gov't stimulus	● Historical lows	●	Remain at supportive levels
Competitive landscape		○ Neutral	● New Entrants	○ Resetting	●	Profitable & sustainable businesses
Latitude metrics						
Volume⁴	 8,879 7,032 7,335 7,953 7,857	● \$8.9Bn	● ~\$7Bn	● \$7.9Bn ¹	●	Renewed strategic focus on fundamentals to accelerate growth
Receivables	 7,672 6,522 6,349 6,474 6,229	● \$7.6Bn	● \$6.4Bn	● \$6.2Bn	●	
Repayments	 92% 103% 101% 99% 97%	● 92%	● ~100%	● +4% vs. 1H19	●	Normalising
RAI Yield	 10.4% 10.2% 10.1% 9.0% 7.2%	● 10.4%	● ~10.1%	● 7.2%	○	Actively repricing to maintain margins over the long term. Losses expected to normalise
Credit setting		● Balanced	● Lower Risk	● Reversion phase	●	Balanced



Thank you

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