FY19 Results Presentation

21 August 2019

McMillan Shakespeare Limited

Presenters

Mike Salisbury, CEO

Mark Blackburn, CFO

Overview

Core growth, improvements and efficiencies

Financial performance
> Recorded UNPATA of $88.7m

GRS core business continues to deliver growth
> Novated sales outstrip retail market by 14%
> Industry leading value proposition wins blue chip Victorian health client

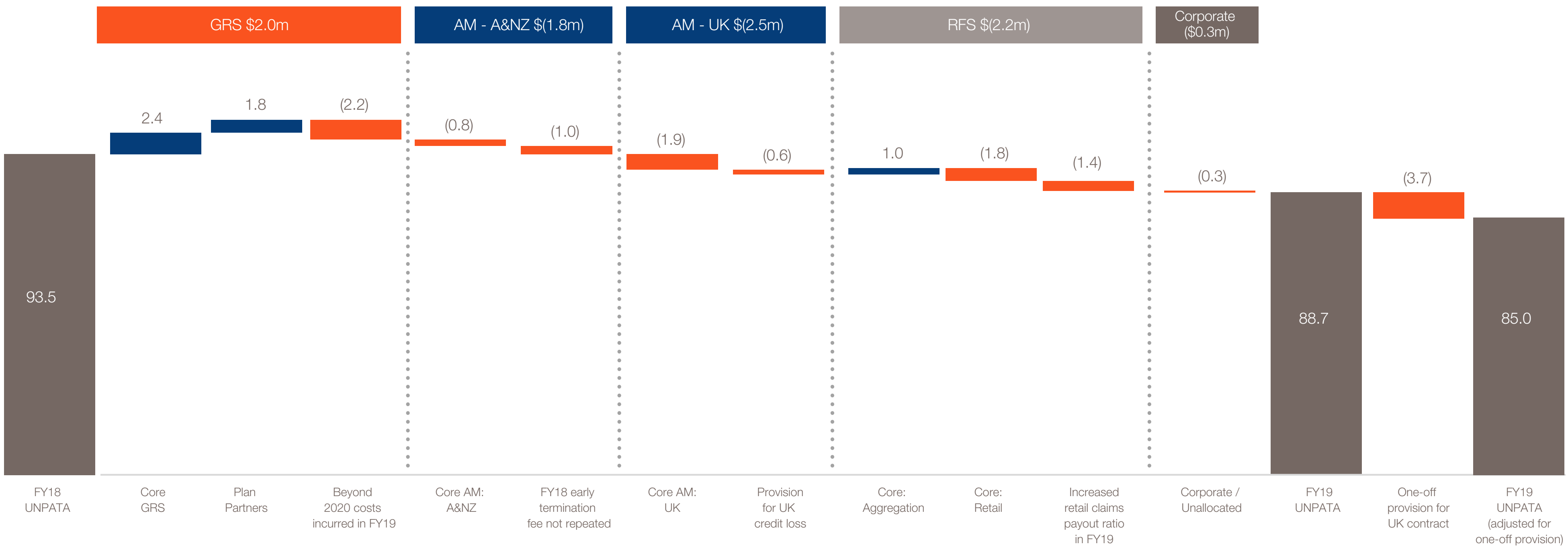
Innovation driving new profit streams
> Positive profit contribution from Plan Partners

Beyond 2020 on track
> Technology investments driving improved sales conversions and increased productivity

Disciplined capital management strategy
> $80.0m off market buy back

Group UNPATA bridge

Revenue	EBITDA	UNPATA[1,2]	Underlying EPS	Fully franked dividend
$549.7m	$132.8m	$88.7m	107.3 cps	74.0 cps
up 0.8%	down 7.4%	down 5.1%	down 5.2%	up 1.4%



1 Underlying NPATA excludes one-off payments in relation to transaction costs incurred in acquisitions, the amortisation of acquisition intangibles and asset impairment of acquired intangible assets

2 FY19 UNPATA excludes one-off provision for a UK contract of $3.7m (post tax), consistent with guidance provided on 17 June 2019

Continued growth in customers and assets

Outperforming industry metrics

343,100
Salary packages
↑ 2.5%

68,000
Novated leases
↑ 7.4%

45,100
Asset pool (Units)
↑ 5.4 %

$500m
Assets managed (WDV)[1]
↓ 3.9%

$2,950m
Net amount financed
↑ 3.5%

$269m
Plan Partners client funds under administration
↑ more than 100%

1,312
Average Employees
↑ 3.8%

52.9
Net Promoter Score
Average monthly score for FY19

1 Inclusive of on and off balance sheet funding

Note: Movements compared to prior corresponding period

Scorecard

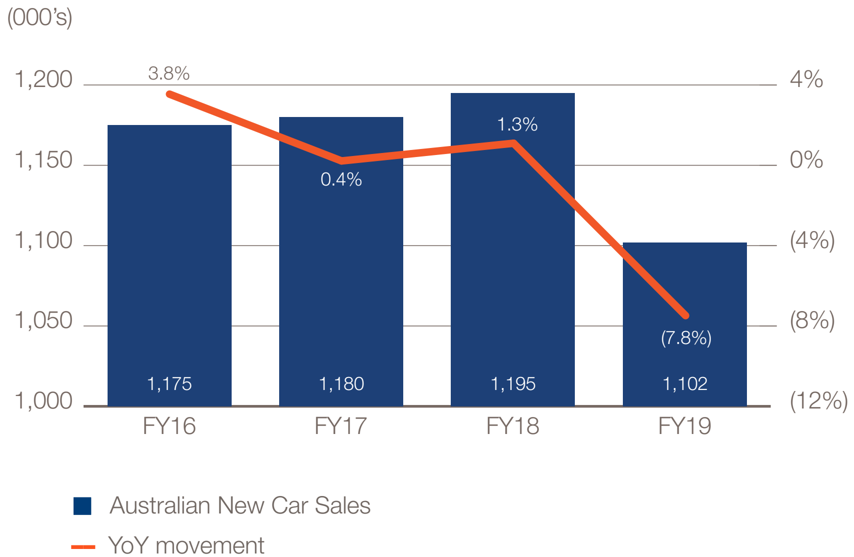
Disciplined execution of growth and productivity strategies

Segment	Stated strategy	FY19 impact
Group Remuneration Services	> Continue organic growth > Margin improvement via technology advancements > Broaden product suite	– Strong organic growth rates with salary packages increasing 2.5%, novated leasing increasing 7.4% compared to pcp – Beyond 2020 investment of $3.1m in operating expenses and $6.0m in capital expenditure has driven improved productivity and novated lease conversion rates, full impact to be realised in future years – Plan Partners recorded its first profitable year with of UNPATA of $0.4m (MMS share) – EBITDA up 5.8%, UNPATA up 3.1%
Asset Management	> Disciplined approach to growth > Grow capital light business model > Leverage UK asset finance platform to grow market share	– A&NZ market remains competitive with customers extending leases resulting in lower end of lease revenue and UNPATA – WDV remains stable at $380m with a mix shift to off balance sheet funding increasing by 69% to $69m – Expanded remarketing channel by establishing second Just Honk Used Cars yard in NSW – Challenging UK economic and market conditions, negatively impacting margins – UK NAF increase of 11.3% to circa $1.0bn, however price pressure impacting revenue growth
Retail Financial Services	> Partner of choice > Broaden asset class > Improve product design	– Aggregation business performed strongly despite a softer motor vehicle market, NAF increased by 5.1% and UNPATA increased by 16.4% compared to pcp – Launched redesigned risk products including our dealer warranty product resulting in higher costs – RFS UNPATA of $6.4m positively impacted by an Aggregation UNPATA increase of $1.0m

GRS organic growth underpinned by novated leasing sales

Customer service and technology generate outperformance

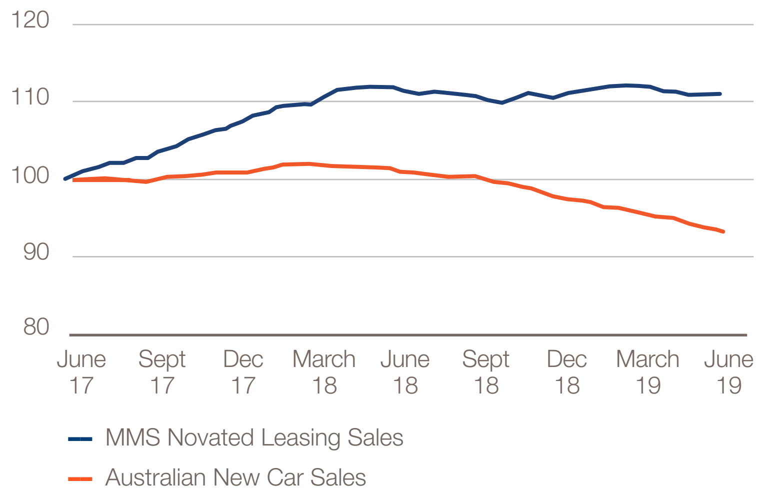
Australian New Car Sales



- Car sales for FY19 down 7.8% on the prior comparable period after previous years of growth
- Since April 2018, new car sales on a rolling 12 months basis have declined

MMS Novated Leasing Sales

Rolling 12 month avg (Indexed to June 2017)



- MMS share of total new car sales grew pre April 2018 and has increased since
- Opportunity to increase the market share of new car sales as consumer confidence grows

Beyond 2020

Driving novated leasing growth and improved operating margin in FY19 and beyond

Core technology platform upgrade

- Upgrade core IT platforms to increase speed of delivery, operational performance and to progress our cloud first strategy structured for automation, scalability and flexibility
- Table below represents the IT costs over the next three years while the platform is upgraded

	FY19 Actual	FY20 Budget	FY21 Budget
Capex	3.0	4.0	-
Opex	0.5	2.0	1.5
Total	3.5	6.0	1.5

Novated leasing uplift and operational efficiencies

- Increase novated sales conversions by automating the sales activity systems, improving customer communication and better understanding customer behaviours
- Improve operational productivity via the use of robotics, fully integrating digital
- Table below represents the expected costs to complete the program

	FY19 Actual	FY20 Budget	FY21 Budget
Capex	3.0	3.3	3.6
Opex	2.6	2.4	3.6
Total	5.6	5.7	7.2

Key process improvements

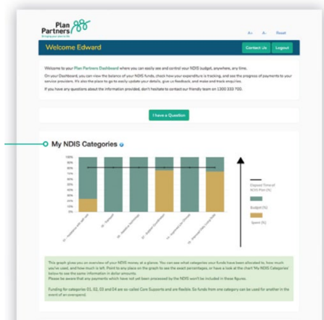
Process	Outcome	Annual benefits
Robotics	268 process steps have been automated	19,000 manual processing hours removed
New functionality	Reduction in average handling time of a novated lease; and An improvement in sales conversion	2,200 manual processing hours removed; and 25% of the FY19 increase in novated lease originations
User enablement	Implemented employee knowledge management system	7,500 hours of efficiencies in on-boarding
Product design / simplification	100% of client new activations automated	1,700 manual processing hours removed

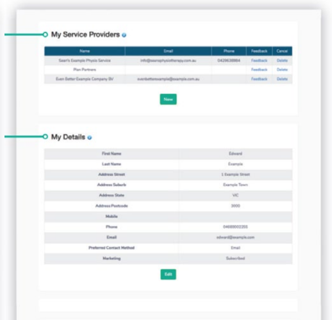
Plan Partners initiative

Profitable results, building scale with scope for sustained growth

- Plan Partners (PP) remains focused on providing intermediary services, via expertise in the disability sector, and funds and payment administration to National Disability Insurance Scheme (NDIS) participants
- Recorded first profitable year in FY19
- NDIS rollout approximately 60% complete (circa 300,000 people), with an increasing percentage of participant plans being issued with plan management
- Growth phase continued during FY19, driven by the completion of our national expansion, following receipt of our Western Australian license, coupled with a significant increase in customers and service providers onto our platform
- Released new self-service tools designed to improve the quality and timeliness of user information to both customers and services providers and to drive greater efficiencies

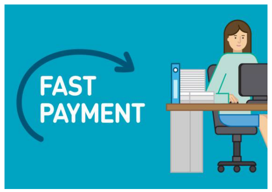
The online tool is a one-stop-shop for **NDIS participants**, giving them access to important information about their NDIS budgets, invoices and service providers - all from an easy to navigate hub available 24/7





Key Plan Partners statistics

10,200	Unique service providers on the platform at 30 June 2019 (up from 3,500 at 30 June 2018)
187,000	Total number of invoices processed in FY19 (38k for FY18)
$269m	Clients funds under administration at 30 June 2019 ($86m at 30 June 2018)
60	FTE's at 30 June 2019 (36 at 30 June 2018)
$580k	FY19 UNPATA – 100% share (loss making in FY18)



Launched our new Fast Payment System, resulting in **Service Providers** payment times being reduced from 10 business days to 4

UK operations overview

Economic and market conditions affect results

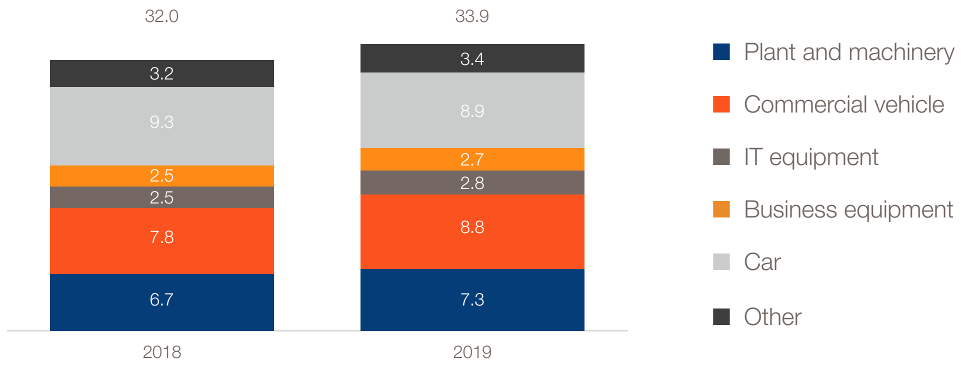
UK market conditions

- Economic and market uncertainty remains, impacting consumer and business confidence
  - > GDP growth to hit a five year low of 1.2% for the 12 months to 30 June 2019
- Overall vehicle registrations have been declining for a number of years
  - > For the six months to June 2019, registrations are down 3.4% compared to pcp
- However, total amount of assets financed for the 12 months to May 2019 has increased across all classes except for vehicles
- Yield and NIM margins remain under pressure

Maxxia UK impact

- A strategic review of the UK operations is currently underway

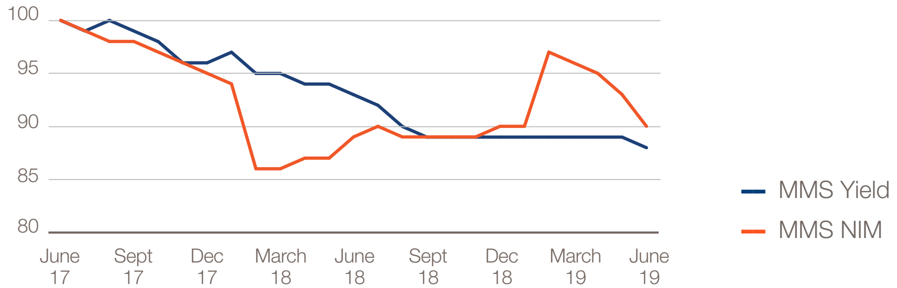
Assets Financed to May (£bn)



Source: FLA Asset Finance, May 2019

MMS Yield and NIM performance

Rolling 12 month avg (Indexed to June 2017)



Significant capital management strategy

MMS announces $80m off-market buy-back

Capital management strategy
Maintain conservative gearing to support business model
Provide sufficient capex to ensure systems remain market leading while driving cost synergies
Increase off-balance sheet funding to 30% of fleet book
Maintain dividend returns to shareholders in the range of 60% to 70% of UNPATA
Selectively access acquisitions where returns are compelling
Capital returns to shareholders if headroom exists

Current position
Net cash, excluding fleet funded debt, of $106.3m
Franking credits of $128.7m
AM debt to funded fleet WDV of 72%
Net debt to EBITDA of 1.4x

Off-market buy-back key terms
$80m off-market buy-back, with tender discount from 10% to 14%
Capital component $1.78 per share, subject to ATO class ruling
Anticipated to provide 7.4% – 7.8% EPS accretion on a FY19 Proforma basis[1]
The record date for the buy-back is Thursday, 29 August 2019. The buy-back tender period will open on Wednesday, 11 September 2019 and close on Friday, 11 October 2019

1 Pro-forma calculations assume the buy-back price range is $11.18 to $11.70 per share (assuming a 10% to 14% buy-back discount to the assumed market price of $13.00 per share), 6.8 to 7.2 million shares bought back and $1.3 million reduction in after-tax earnings (assumes cash reserves fund the buy-back rather than used to pay down existing debt facilities, assumed interest rate of 2.4% for illustrative purposes)

Note: MMS may, in its absolute discretion, also decide to vary the size of the buy-back (subject to legal restrictions) or not to proceed with the buy-back.

Financial performance

Underlying NPAT

$m	FY19	FY18	Variance
Revenue	549.7	545.4	*0.8%*
EBITDA	**132.8**	**143.4**	***(7.4%)***
EBITDA margin (%)	*24.2%*	*26.3%*	
NPBT	99.7	85.0	*17.3%*
NPAT	63.7	50.3	*26.6%*
Underlying NPATA	**88.7**	**93.5**	***(5.1%)***
Basic earnings per share (cents)	77.0	60.9	*26.4%*
Underlying earnings per share (cents)	107.3	113.2	*(5.2%)*
Final dividend per share (cents)	40.0	40.0	-
Total dividend per share (cents)	74.0	73.0	*1.4%*
Payout ratio (%)[1]	*69.0%*	*64.5%*	
Free cash flow[2]	**66.4**	**107.4**	***(38.2%)***
Return on equity (%)[3]	*23.3%*	*23.8%*	
Return on capital employed (%)[3]	*21.2%*	*20.0%*	

1 Payout ratio calculated by total dividend per share (cents) divided by underlying earnings per share (cents).

2 Free operating cash flow before investing, financing activities and fleet increases.

3 Prior period comparatives have been restated to measure ROE and ROCE, which are based on UNPATA and underlying EBIT respectively, to exclude one-off acquisition related expenses, the amortisation of acquisition intangibles and the impairment of acquired intangible assets. Equity and capital employed used in the calculations includes the add back of impairment of acquired intangible asset charges incurred in the respective financial period.

Strong balance sheet funds growth and capital management strategies

$m	30 June 19 AM	30 June 19 Other	30 June 19 Group	30 June 18 Group
Cash at bank	65.0	72.8	137.8	99.7
Other current assets	(13.3)	74.8	61.5	59.4
Total fleet funded assets	431.1	0.0	431.1	484.7
Goodwill / intangibles	49.3	143.5	192.8	205.9
Other non-current assets	0.8	4.1	4.9	12.2
Total Assets	**532.8**	**295.2**	**828.1**	**861.9**
Current borrowings	3.2	11.5	14.7	14.5
Other current liabilities	42.2	91.7	133.9	133.8
Non-current borrowings	305.9	7.9	313.8	323.4
Other non-current liabilities	3.5	(9.3)	(5.8)	18.8
Total Liabilities	**354.8**	**101.8**	**456.7**	**490.5**
Net Assets	**178.0**	**193.4**	**371.4**	**371.4**

1. Net debt defined as current and non-current borrowings less cash, inclusive of fleet funded debt
2. Group net debt / (equity + net debt)
3. EBIT / Net interest (interest expense less interest income)
4. Cash ($137.8m) less corporate debt ($31.5m) excludes fleet funded debt
5. AM debt (current and non-current borrowings) / total fleet funded assets

Group

Net debt to EBITDA[1]
1.4x

Group gearing[2]
34% vs 39% pcp

Interest times cover[3]
12.4x vs 12.5x pcp

Specific

Net cash (excl. fleet funded debt)[4]
$106.3 million

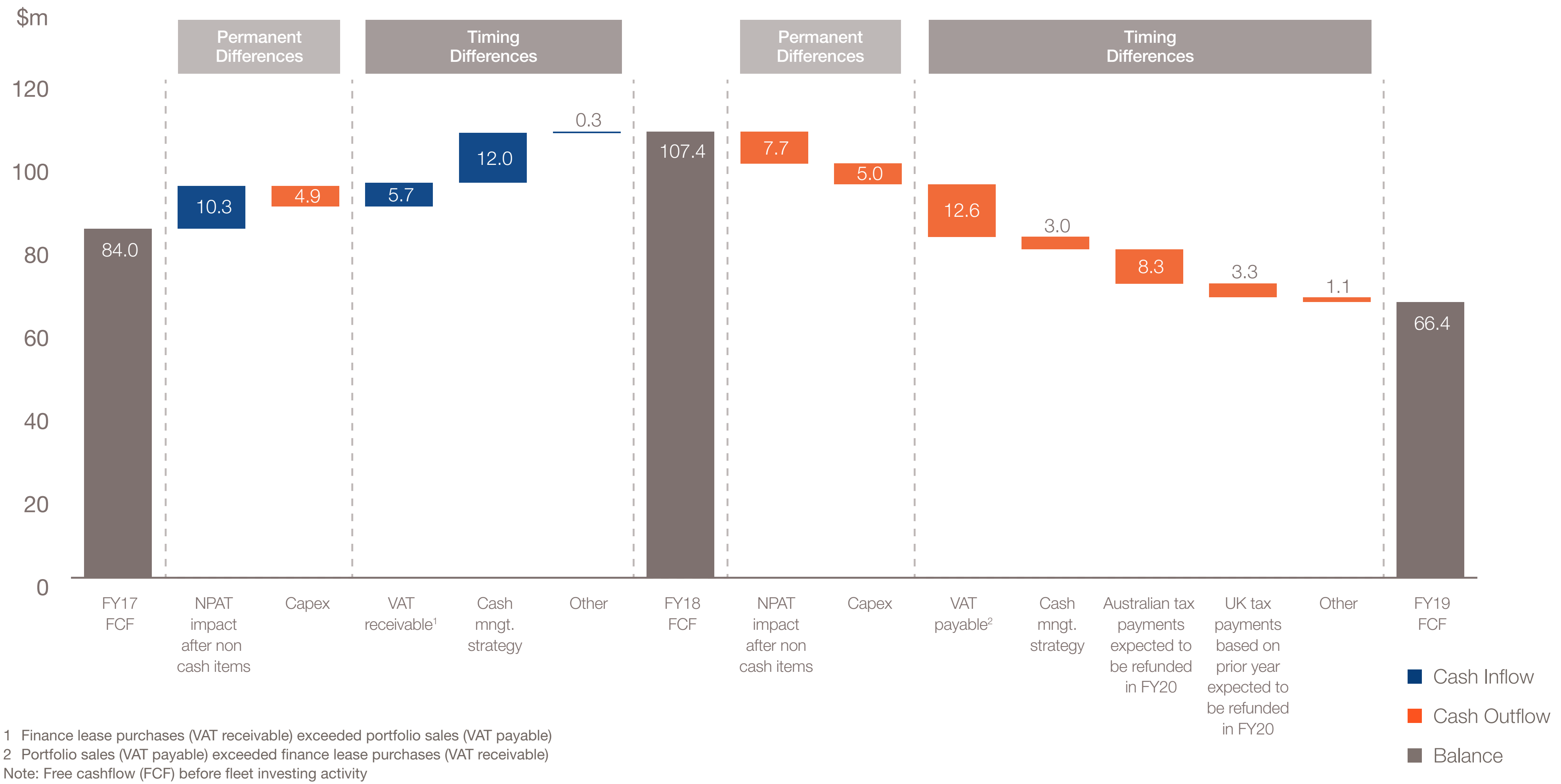
AM debt to funded fleet WDV[5]
72% vs 64% pcp

Compared to previous corresponding period (pcp)

All business segments deliver positive free cash flow

	FY19					FY18
$m	Group Remuneration Services	Asset Management	Retail Financial Services	Unallocated / parent co.	MMS Group Total	MMS Group Total
NPAT	66.1	12.4	(14.0)	(0.8)	63.7	50.3
Non-fleet depn/amort, reserves and other non-cash items	7.1	8.5	22.1	-	37.7	58.7
Capex (non fleet) and software upgrade	(15.1)	(2.9)	(0.8)	-	(18.8)	(13.3)
Tax payments in excess of tax expense	(8.2)	(2.6)	(1.9)	-	(12.7)	(7.2)
Working capital inflow / (outflow)	2.8	(7.9)	1.6	-	(3.5)	18.9
Free cashflow before fleet increase	52.7	7.5	7.0	(0.8)	66.4	107.4
Investing activities and fleet increases:						
Net growth in Asset Management portfolio	-	(106.6)	-	-	(106.6)	(95.1)
Sale of fleet portfolio	-	154.8	-	-	154.8	91.6
Subordinated loan made to UK JV	-	(0.8)	-	-	(0.8)	(0.9)
Payments for contingent consideration	-	(3.7)	-	-	(3.7)	-
Equity contribution to subsidiary companies	-	4.7	-	(4.7)	-	-
Free cashflow	52.7	55.9	7.0	(5.5)	110.1	103.0
Financing activities:						
Equity contribution (exercise of options)	-	-	-	-	-	1.7
Intercompany working capital funding	(36.8)	39.5	(2.7)	-	-	-
Debt repayments	-	(148.5)	-	(10.8)	(159.2)	(141.4)
Debt drawdown	-	148.5	-	-	148.5	133.2
Dividends paid	-	-	-	(61.2)	(61.2)	(56.2)
Net cash movement	15.9	95.4	4.3	(77.5)	38.1	40.3
Opening cash					99.7	59.4
Closing cash					137.8	99.7

Funds flow bridge



1 Finance lease purchases (VAT receivable) exceeded portfolio sales (VAT payable)
2 Portfolio sales (VAT payable) exceeded finance lease purchases (VAT receivable)
Note: Free cashflow (FCF) before fleet investing activity

Ten year track record - delivering returns for shareholders

		10 year historical performance										
		FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11	FY10	CAGR
Revenue	$m	549.7	545.4	523.4	504.7	389.6	347.5	330.1	302.0	271.3	132.0	*17.2%*
EBITDA	$m	132.8	143.4	137.3	135.8	104.9	87.1	93.4	82.0	67.5	63.9	*8.5%*
EBITDA margin	%	*24.2%*	*26.3%*	*26.2%*	*26.9%*	*26.9%*	*25.1%*	*28.3%*	*27.2%*	*24.9%*	*48.4%*	
UNPATA	$m	88.7	93.5	87.2	87.2	69.6	55.9	62.2	54.3	43.5	27.9	*13.7%*
UNPATA margin	%	*16.1%*	*17.1%*	*16.7%*	*17.3%*	*17.9%*	*16.1%*	*18.8%*	*18.0%*	*16.0%*	*21.1%*	
Underlying earnings per share	cents	107.3	113.2	104.8	105.1	89.7	75.3	83.4	76.6	64.0	41.3	*11.2%*
Dividend per share	cents	74.0	73.0	66.0	63.0	52.0	52.0	42.0	47.0	38.0	24.0	*13.3%*
Payout ratio	%	*69%*	*65%*	*63%*	*60%*	*58%*	*69%*	*50%*	*61%*	*59%*	*58%*	
ROE	%	*23%*	*24%*	*24%*	*26%*	*26%*	*27%*	*34%*	*38%*	*43%*	*43%*	
ROCE	%	*21%*	*20%*	*20%*	*21%*	*20%*	*22%*	*25%*	*31%*	*29%*	*33%*	
Free cash flow (FCF) from operations	$m	66.4	107.4	84.0	93.5	65.8	51.6	60.1	56.3	37.6	36.1	
FCF as % of UNPATA	%	*74.9%*	*114.9%*	*96.3%*	*107.3%*	*94.5%*	*92.3%*	*96.6%*	*103.7%*	*86.4%*	*129.4%*	

Segment performance

Segment Review

$m	Group Remuneration Services			Asset Management			Retail Financial Services			Unallocated			Total		
	FY19	FY18	%	FY19	FY18	%	FY19	FY18	%	FY19	FY18	%	FY19	FY18	%
Revenue	221.9	207.8	*6.8%*	245.8	243.7	*0.9%*	80.7	92.5	*(12.8%)*	1.3	1.4	*(7.1%)*	549.7	545.4	*0.8%*
Expenses	119.3	110.8	*7.8%*	225.5	211.2	*6.8%*	70.5	76.5	*(7.8%)*	1.6	1.5	*6.7%*	416.9	402.0	*3.7%*
EBITDA	102.6	97.0	*5.8%*	20.3	32.5	*(37.5%)*	10.2	14.0	*(27.1%)*	(0.3)	(0.1)	*>100%*	132.8	143.4	*(7.4%)*
EBITDA margin (%)	*46.2%*	*46.7%*		*8.3%*	*13.3%*		*12.6%*	*15.1%*		*(23.1%)*	*(7.1%)*		*24.2%*	*26.2%*	
D&A of PPE and software	7.8	5.7	*36.8%*	1.8	2.6	*(30.8%)*	0.7	1.3	*(46.2%)*	-	-	-	10.3	9.6	*7.3%*
Amortisation and impairment of intangibles (acquisitions)	-	-	-	1.8	1.9	*(5.3%)*	21.4	42.5	*(49.6%)*	-	-	-	23.2	44.4	*(47.7%)*
Deferred consideration FV adjustment	-	-	-	(1.2)	(5.3)	*(77.4%)*	-	-	-	-	-	-	(1.2)	(5.3)	*(77.4%)*
Disposal of business	-	-	-	-	-	-	-	8.6	*(100%)*	-	-	-	-	8.6	*(100%)*
Corporate interest expense	-	-	-	-	-	-	-	-	-	0.8	1.2	*(33.3%)*	0.8	1.2	*(33.3%)*
NPBT	94.8	91.2	*3.9%*	17.9	33.3	*(46.2%)*	(11.9)	(38.4)	*(69.0%)*	(1.1)	(1.2)	*(15.4%)*	99.7	85.0	*33.3%*
Tax	28.6	27.6	*3.6%*	5.5	7.8	*(29.5%)*	2.1	0.1	*100%*	(0.3)	(0.4)	*(25.0%)*	35.9	35.1	*2.3%*
NPAT (before minority interest add-back)	66.2	63.6	*4.1%*	12.4	25.5	*(51.4%)*	(14.0)	(38.5)	*(63.6%)*	(0.8)	(0.8)	-	63.8	49.8	*28.1%*
Outside Equity Interest - Plan Partners	(0.1)	0.5	*>(100%)*	-	-	-	-	-	-	-	-	-	(0.1)	0.5	
NPAT	66.1	64.1	*3.1%*	12.4	25.5	*(51.4%)*	(14.0)	(38.5)	*(63.6%)*	(0.8)	(0.8)	-	63.7	50.3	*26.6%*
UNPATA	66.1	64.1	*3.1%*	17.2	21.6	*(20.4%)*	6.4	8.6	*(25.6%)*	(1.0)	(0.8)	*(25.0%)*	88.7	93.5	*(5.1%)*

Group Remuneration Services (GRS)

$m	FY19	FY18	Variance
Revenue	221.9	207.8	*6.8%*
Employee expenses	91.5	85.2	*7.4%*
Property & other expenses	27.8	25.6	*8.6%*
EBITDA	102.6	97.0	*5.8%*
EBITDA margin	*46.2%*	*46.7%*	
Depreciation	7.8	5.7	*36.8%*
Tax	28.6	27.6	*3.6%*
UNPATA[1] (before minority interest add-back)	66.2	63.6	*4.0%*
UNPATA margin	*29.8%*	*30.6%*	
OEI - Plan Partners	(0.1)	0.5	*>(100%)*
UNPATA	66.1	64.1	*3.1%*
UNPATA margin	*29.8%*	*30.8%*	
Key metrics			
Salary packages (units)	343,100	334,850	*2.5%*
Novated leases (fleet units)	68,000	63,300	*7.4%*
Direct employees (FTE's)[2]	649	609	*6.6%*

Key financials excluding impact of interest[3]			
Revenue	212.3	198.7	*6.8%*
EBITDA	93.0	87.9	*5.8%*

1 NPAT and UNPATA are the same
2 Average direct employees for the year excludes back office functions such as finance, IT, HR and marketing
3 Excludes impact of interest derived from external funds administered

Commentary

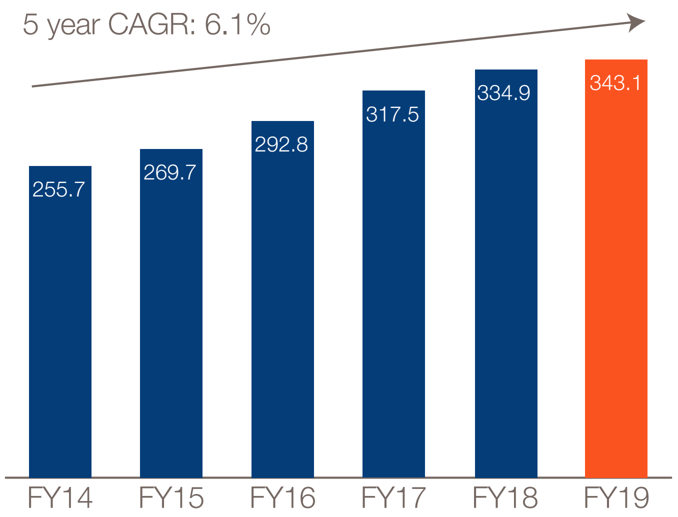
- Strong operational performance with a 2.5% in salary packages and a 7.4% in novated leasing units
- Retained six Tier 1 contracts for a minimum of three years, secured several significant new contract wins in both the corporate and public sectors including Melbourne Health
  - > Only one Tier 1 contract up for renewal in the next 12 months
- Investment in Beyond 2020 of $3.1m, driving increase in productivity and novated leasing conversion
  - > EBITDA margin to benefit in future years
- Plan Partners (PP) recorded its first profitable year, contributing UNPATA (MMS share) of $0.4m
  - > PP completed the national expansion with receipt of the WA licence, grew average FTE's to 48 (increase from an average of 26 FTE's in FY18)

Outlook

- Successful progression of Beyond 2020 to reduce costs and increase efficiency
- Increase participation among existing clients coupled with new client wins
- Yield pressure due to credit availability and headwinds from insurance repricing

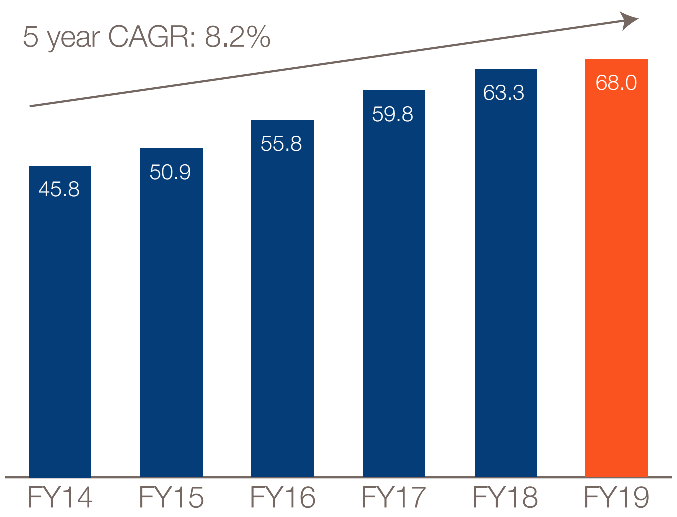
GRS operating metrics

Salary packages (000's)[1]



- New clients: 3,400 packages
- Increased participation: 4,800 packages

Novated vehicles (000's)[2]

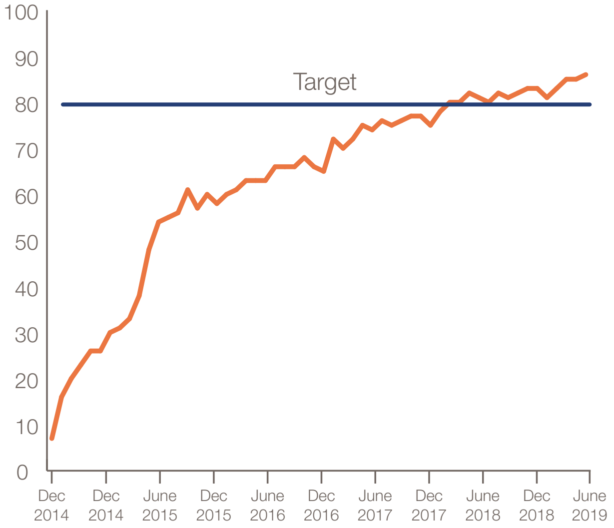


- New clients: 1,700 vehicles
- Increased participation: 3,000 vehicles

1 Total number of salary packages at year end
2 Novated leases under management at year end
Note: New clients are organisations who commenced during the year

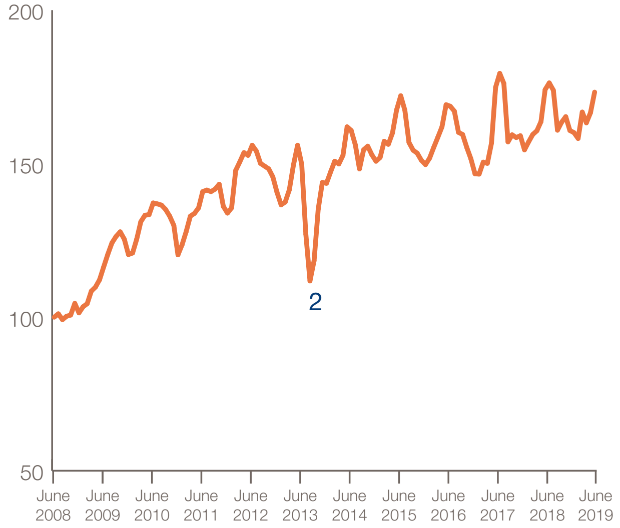
GRS dashboard - ongoing operational improvements

On-line claims take-up rate (%)

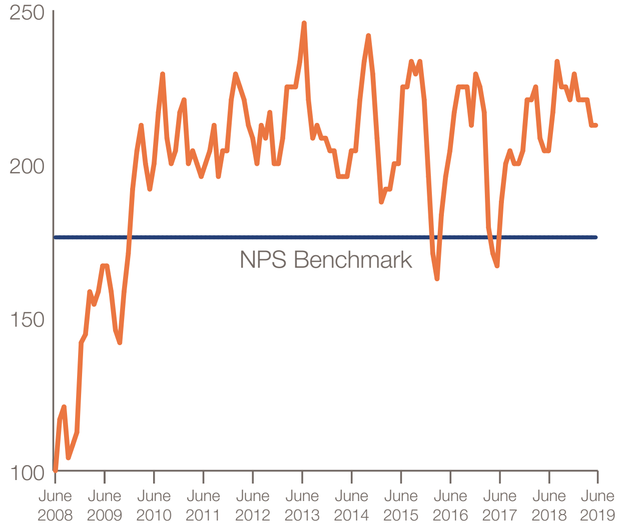


- 86% at 30 June 2019 (applies to 100% of MMS customers)

Productivity index[1]



Customer satisfaction index[3]



- Meeting world class service standards (NPS benchmark) while optimising profitability

1 Rolling three month revenue (ex SP interest) / FTE
2 Negatively impacted by proposed changes to novated leasing
3 Based on net promoter score

Asset Management (AM) – Australia & New Zealand

$m	FY19	FY18	Variance
Revenue	181.9	182.3	(0.2%)
Fleet depreciation	66.2	71.2	(7.0%)
Lease and vehicle management expenses	67.4	62.6	7.7%
Employee expenses	15.6	14.4	8.3%
Property and other expenses	11.9	9.8	21.4%
EBITDA	20.8	24.3	(14.4%)
EBITDA margin	*11.4%*	*13.3%*	
Depreciation	0.8	1.9	(57.9%)
Tax	6.0	6.6	(9.1%)
UNPATA[1]	14.0	15.8	(11.4%)
UNPATA margin	*7.7%*	*8.7%*	
Key Metrics			
Return on assets (%)	3.7%	4.4%	
Asset pool (units)[2]	20,600	21,800	(5.5%)
– Funded (units)	12,000	13,100	(8.4%)
– Managed (units)	6,250	7,400	(15.5%)
– P&A (units)	2,350	1,300	80.8%
Assets written down value ($m)	380.2	376.8	0.9%
- On balance sheet ($m)	311.6	336.3	(7.3%)
- Off balance sheet ($m)	68.6	40.5	69.4%
Direct employees (FTE's)[3]	98	84	16.7%

Commentary

- Market remains challenging, is highly competitive with customers extending leases resulting in delayed end of contract income
- Asset written down value remained stable at $380m, with a shift towards off balance sheet funding
- Off balance sheet units increased by 81% to a WDV of $69m
  - Equates to 18% of asset WDV, on plan to achieve 30% target by FY21
- Miles (fleet management platform) fully depreciated in FY18
- Further expanded our remarketing channel with the establishment of a second Just Honk retail car yard in NSW
  - Average FTE's increased from 4 in FY18 to 11 in FY19

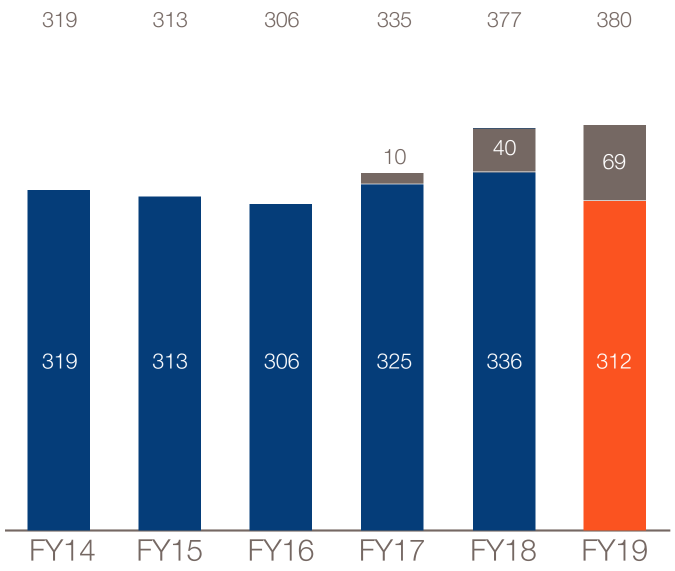
Outlook

- Continued focus on capital light funding to drive further improvement in return on capital employed
- Diversification of sales channels to drive growth, including pursuing cross-sell opportunities within the GRS segment

1 NPAT and UNPATA are the same
2 Assets managed comprises operating and finance leases and fleet managed vehicles
3 Average direct employees for the period

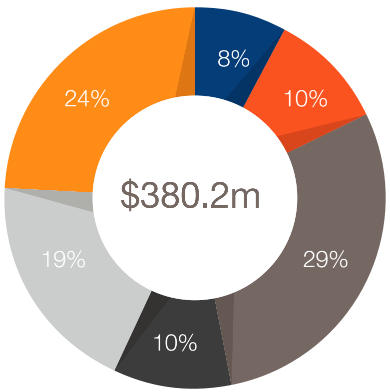
AM – Australia & New Zealand operating metrics

Fleet assets written down value ($m)



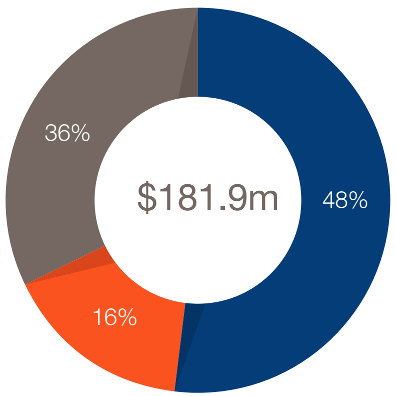
■ Fleet assets funded utilising P&A

FY19 WDV breakdown



- Mining and construction
- Manufacturing
- Industry
- Wholesale and retail trade
- Services
- Other

FY19 Revenue breakdown



- Principal and interest
- Maintenance and tyres
- Proceeds from sales of leased assets

AM – United Kingdom

$m	FY19	FY18	Variance
Revenue	63.9	61.4	*4.1%*
Lease and vehicle management expenses	33.0	30.3	*8.9%*
Employee expenses	15.5	13.4	*15.7%*
Share of JV / Provision for UK credit loss	0.8	1.4	*(42.9%)*
Provision for RV loss	4.6	-	*100%*
Property and other expenses	10.5	8.1	*29.6%*
EBITDA	(0.5)	8.2	*>(100%)*
EBITDA margin	*(0.8%)*	*13.4%*	
Depreciation	1.0	0.7	*42.9%*
Amortisation of intangibles	1.8	1.9	*(5.3%)*
Deferred consideration FV adjustment	(1.2)	(5.3)	*(77.4%)*
Tax	(0.5)	1.2	*>(100%)*
NPAT	(1.6)	9.7	*>(100%)*
NPAT margin	*(2.5%)*	*15.8%*	
UNPATA	3.2	5.7	*(43.8%)*
UNPATA margin	*5.0%*	*9.3%*	
Key Metrics			
Asset pool (units)	24,500	21,000	*16.7%*
Assets written down value ($m)[1]	118.1	144.0	*(18.0%)*
Portfolio sales ($m)	165.8	95.0	*74.5%*
Net amount financed ($m)	986.9	886.5	*11.3%*
- On balance sheet ($m)	196.5	151.7	*29.5%*
- Off balance sheet ($m)	790.4	734.8	*7.6%*
Direct employees (FTE's)[2]	249	216	*15.3%*

Commentary

- Market remains challenging with uncertainty surrounding the economic environment, coupled with consumer and business sentiment in the UK new car market being subdued
- NAF increase of 11.3% to circa $1.0bn, however price pressure impacting revenue growth
- Portfolio selldown of $165.8m in FY19 is in line with our stated strategy to improve return on capital, asset WVD down 18.0% as a consequence
- Increased employees to expand broking network into new regions

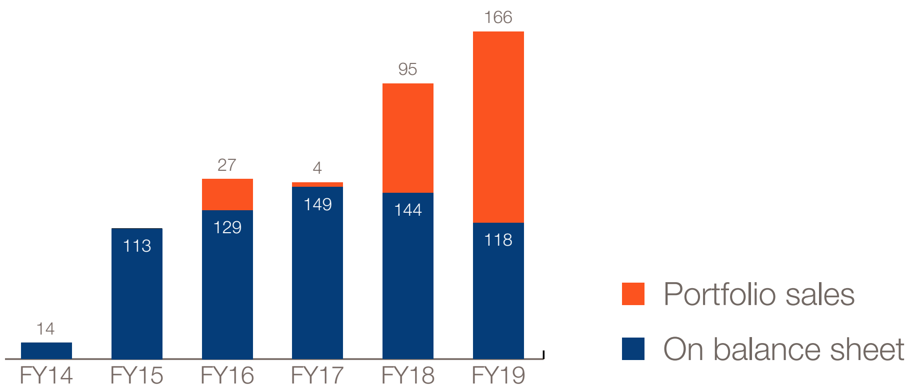
Outlook

- Undertaking strategic review of UK operations

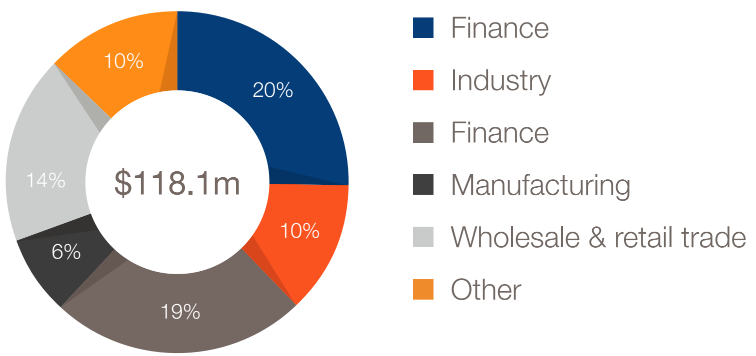
1. Included in assets written down value
2. Average period direct employees

AM – United Kingdom operating metrics

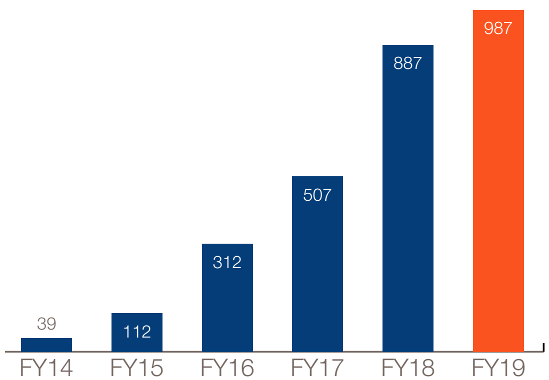
Assets written down value ($m)



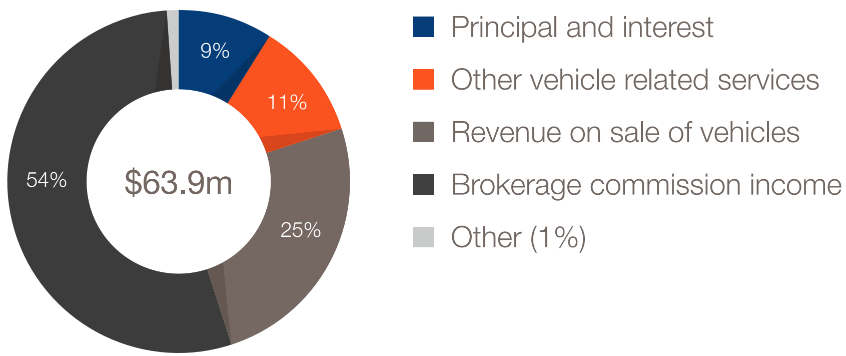
FY19 WDV on balance sheet breakdown



Net amount financed ($m)



FY19 Revenue breakdown



Retail Financial Services (RFS)

$m	FY19	FY18	Variance
Revenue	80.7	92.5	(12.8%)
Brokerage commissions	36.5	42.0	(13.1%)
Employee expenses	15.0	18.4	(18.5%)
Net claims	13.1	11.1	18.0%
Property and other expenses	5.9	7.0	(15.7%)
EBITDA	10.2	14.0	(27.1%)
EBITDA margin	*12.6%*	*15.1%*	
Depreciation	0.7	1.3	(46.2%)
Amortisation of intangibles	21.4	42.5	(49.6%)
Disposal of business	-	8.6	(100%)
Tax	2.1	0.1	>100%
NPAT	(14.0)	(38.5)	(63.6%)
NPAT margin	*(17.3%)*	*(42.5%)*	
UNPATA	6.4	8.6	(25.6%)
UNPATA margin	*7.9%*	*9.5%*	
Key Metrics			
Net amount financed ($m)	1,033.2	1,061.5	(2.7%)
- Aggregation ($m)	1,018.2	969.2	5.1%
- Retail ($m)	15.0	92.3	(83.7%)
Employees (FTE's)[1]	87	125	(30.4%)

Commentary

- Aggregation business performed strongly despite a softer motor vehicle market
  - Delivered increases in NAF of 5.1% and UNPATA of 16.4% compared to prior year
- Launched redesigned risk products including our dealer warranty product
  - Resulted in an increase in the level of claims paid
- No retail brokerage business remains post the closure of MoneyNow point of sale consumer finance business

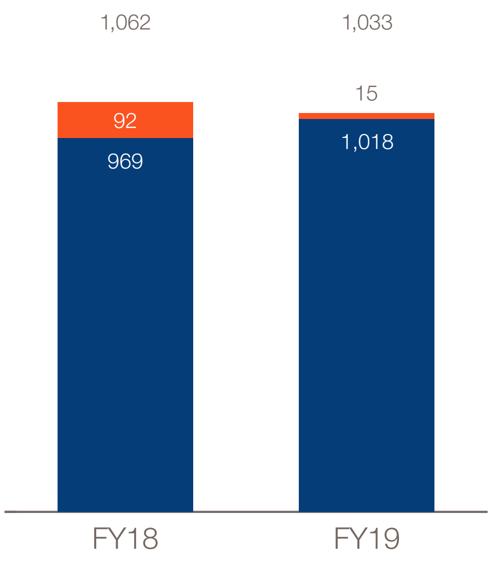
Outlook

- Continue to monitor and prepare for changes to the regulatory landscape
- Further develop relationships with lenders and broker partners
- Continue focus on improved product design

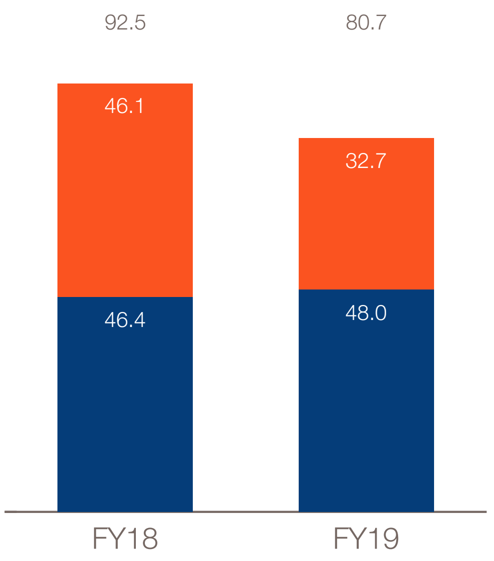
1 Average direct employees for the period

RFS operating metrics

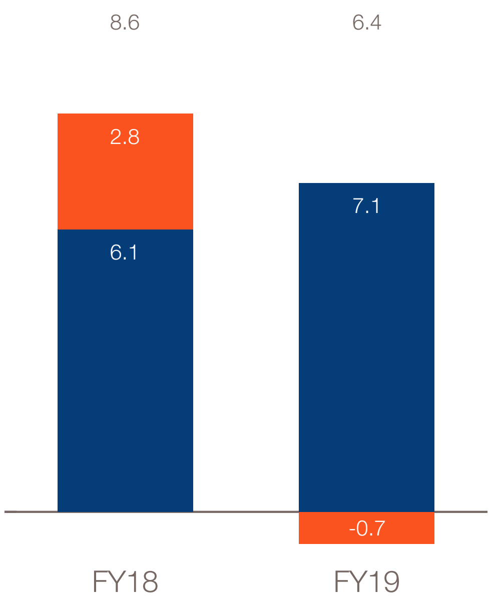
Net amount financed ($m)



Revenue breakdown ($m)



UNPATA breakdown ($m)



Aggregation
Retail

Summary

Summary

- FY19 performance - UNPATA of $88.7m
- Continuing growth and efficiencies in the GRS core
  - Novated lease volumes outstripping retail market by 14%
  - Customer service and technology initiatives generate outperformance versus competitors
- Disciplined execution of growth
  - Beyond 2020 - driving novated leasing growth and improving margin
  - Plan Partners turned profitable with scope for sustained growth
  - UK strategic review announced
- 10 year track record of dividend growth, 13.3% CAGR, 60%-70% of UNPATA payout ratio
- Significant capital management strategy
  - Strong balance sheet to self-fund growth investments
  - $80m share buy back

Appendix

Complementary diversification across the MMS Group

	Group Remuneration Services	Asset Management	Retail Financial Services
Brands	Maxxia, RemServ, Plan Partners	Interleasing, Holden Leasing, Maxxia, JustHonk.com, Eurodrive Motor Finance, AngloScottish, Capex Finance, CLM	Presidian, National Warranty Company, UFS Aggregation
Primary service	– Salary packaging – Novated leases – Plan management & support coordination	– Vehicle fleet leasing and management – Vehicle finance, insurance and broking – Used vehicle retail sales	– Vehicle finance, insurance and warranty broking
Customers	– Hospitals, health & charity workers – Public and private sector – NDIS participants	– Predominantly corporate customer base – Dealer, broker and retail network	– Retail customer base – Dealer, broker and retail network
Distribution	– Over 1,300 customers – Circa 1.2 million employees	– Over 450 customers – Select brokers and dealers	– 5,200+ active dealers – 200 finance brokers
Key operating statistics	– 343,100 salary packages – 68,000 novated leases – $269m client funds under administration	– 45,100 total assets managed – $500m total assets funded[1]	– $1,000m net amount financed
Growth strategy	– Organic growth via existing clients and new business – Broaden product suite – Consider strategic acquisitions	– Continue P&A funding arrangements (“capital light” business model) – Strategic review of UK operations under way	– Organic growth and capture of all identified synergies (revenue and cost)

1 Total assets funded on and off balance sheet

Funding Overview

- Highly competitive Club debt facilities priced at upper investment grade based on common terms
- Diversity of on and off balance sheet funding from Australia's major banks
- All facilities extended beyond 12 months

		Local Currency		Australian Dollars ($m)			
		Currency	Facility size	Facility size	Amount drawn	Amount undrawn	Duration
Asset Financing Australia	Revolving	A$	210.0	210.0	180.8	29.2	31 March 2021
Asset Financing New Zealand	Revolving	NZ$	35.0	33.1	26.9	6.2	
Asset Financing UK	Revolving	GBP	79.0	141.2	89.2	52.0	31 March 2021
Purchase of Presidian Australia	Amortising	A$	19.3	19.3	19.3	-	($10.4m) 29 September 2022 ($8.9m) 31 December 2022
Purchase of CLM UK	Amortising	GBP	2.5	4.5	4.5	-	31 January 2021
Purchase of EVC/Capex UK	Amortising	GBP	4.3	7.7	7.7	-	31 March 2022
		Revolving total		**384.3**	**296.9**	**87.4**	
		Amortising total		**31.5**	**31.5**	**-**	
		Total		**415.8**	**328.4**	**87.4**	

Risks and sensitivities

- Regulation of consumer insurance products[1]
- Regulation of consumer lending products[2]
- Ongoing potential risk of consumer action
- Second hand car prices (remarketing earnings)
- New and used car sales
- Interest rates (earnings on float)
- Loss or repricing of major customers
- Policy and regulatory change
- General economic conditions and consumer confidence
- Technology and privacy risk

1 Consumer Insurance Products include Underwritten Warranty, Guaranteed Asset Protection Insurance (GAP), Consumer Credit Insurance (CCI), Loan Termination Insurance (LTI), Comprehensive Motor Vehicle Insurance (CMV) and Total Asset Insurance (TAI)
2 Consumer Lending Products includes the ability of the dealer or broker flex the interest rate above the based lending rate provided by the financier

Reconciliation between NPAT and UNPATA

$m	FY19	FY18	Variance
NPAT	63.7	50.3	*26.6%*
1. Amortisation of intangibles from acquisitions after tax	3.6	3.5	*1.5%*
2. Deferred consideration after tax	(1.0)	(5.5)	*(81.8%)*
3. Costs associated with discontinued operations after tax	-	6.9	*(100.0%)*
4. Asset impairment in relation to warranty and insurance business after tax	18.2	38.3	*(52.2%)*
5. Due diligence costs after tax	0.5	-	*100.0%*
6. One-off provision for UK contract	3.7	-	*100.0%*
UNPATA	88.7	93.5	*(5.1%)*

1. Amortisation of intangible assets acquired on business combination
2. The deferred consideration for Anglo Scottish was released in FY18 and renegotiated in FY19
3. Costs associated with the closure of MoneyNow branches including goodwill, intangible and redundant asset write-offs as well as terminations costs of contractual arrangements, employees and property
4. Impairment to the carrying value of intangibles for the warranty and insurance business
5. Net costs incurred in relation to the proposed acquisition of Eclipx and other due diligence
6. One-off provision for UK contract

Group Remuneration Services

Half yearly performance

$m	Full Year			2nd Half			1st Half			Half Yearly Split			
	FY19	FY18	Variance	2H19	2H18	Variance	1H19	1H18	Variance	2H19	1H19	2H18	1H18
Revenue	221.9	207.8	6.8%	115.9	108.2	7.1%	106.0	99.6	6.4%	52%	48%	52%	48%
Employee expenses	91.5	85.2	7.4%	48.0	42.9	11.9%	43.5	42.3	2.8%	52%	48%	50%	50%
Property & other expenses	27.8	25.6	8.6%	11.6	12.3	(6.3%)	16.2	13.3	21.8%	42%	58%	48%	52%
EBITDA	102.6	97.0	5.8%	56.3	53.0	6.3%	46.3	44.0	5.2%	55%	45%	55%	45%
EBITDA margin	46.2%	46.7%		48.6%	49.0%		43.7%	44.2%					
Depreciation	7.8	5.7	36.8%	4.0	3.0	34.5%	3.8	2.7	40.7%	51%	49%	53%	47%
Tax	28.6	27.6	3.6%	15.7	15.3	2.4%	12.9	12.3	4.9%	55%	45%	55%	45%
UNPATA (before minority interest add-back)	66.2	63.6	4.0%	36.6	34.6	5.6%	29.6	29.0	2.1%	55%	45%	54%	46%
UNPATA margin	29.8%	30.6%		31.6%	32.0%		27.9%	29.1%					
OEI - Plan Partners	(0.1)	0.5	-	(0.2)	0.2	-	0.1	0.3	-	200%	-100%	40%	60%
UNPATA	66.1	64.1	3.1%	36.4	34.8	4.4%	29.7	29.3	1.4%	55%	45%	54%	46%
UNPATA margin	29.8%	30.8%		31.4%	32.2%		28.0%	29.4%					
Key metrics													
Salary packages (units)	343,100	334,850	2.5%	343,100	334,850	2.5%	339,100	326,800	3.8%				
Novated leases (fleet units)	68,000	63,300	7.4%	68,000	63,300	7.5%	65,300	61,000	7.0%				
Direct employees (FTE's)	649	609	6.6%	663	627	5.7%	635	590	7.6%				
Key financials excluding impact of interest													
Revenue	212.3	198.7	6.8%	111.1	103.7	7.1%	101.2	95.0	6.5%	52%	48%	52%	48%
EBITDA	93.0	87.9	5.8%	51.5	48.5	6.2%	41.5	39.4	5.3%	55%	45%	55%	45%

Asset Management – Australia & New Zealand

Half yearly performance

$m	Full Year			2nd Half			1st Half			Half Yearly Split			
	FY19	FY18	Variance	2H19	2H18	Variance	1H19	1H18	Variance	2H19	1H19	2H18	1H18
Revenue	181.9	182.3	*(0.2%)*	88.6	90.8	*(2.4%)*	93.3	91.5	*2.0%*	*49%*	*51%*	*50%*	*50%*
Fleet depreciation	66.2	71.2	*(7.0%)*	31.9	34.6	*(7.7%)*	34.3	36.6	*(6.3%)*	*48%*	*52%*	49%	*51%*
Lease and vehicle management expenses	67.4	62.6	*7.7%*	32.6	32.0	*1.7%*	34.8	30.6	*13.7%*	*48%*	*52%*	51%	*49%*
Employee expenses	15.6	14.4	*8.3%*	7.9	7.8	*1.3%*	7.7	6.6	*16.7%*	*51%*	*49%*	54%	*46%*
Property and other expenses	11.9	9.8	*21.4%*	6.4	4.6	*39.1%*	5.5	5.2	*5.8%*	*54%*	*46%*	*48%*	*52%*
EBITDA	20.8	24.3	*(14.4%)*	9.9	11.8	*(16.5%)*	11.0	12.5	*(12.0%)*	*47%*	*53%*	*49%*	*51%*
EBITDA margin	*11.4%*	*13.3%*		*11.1%*	*13.0%*		*11.8%*	*13.7%*					
Depreciation	0.8	1.9	(57.9%)	0.5	0.6	(24.0%)	0.3	1.3	*(76.9%)*	*62%*	*38%*	*32%*	*68%*
Tax	6.0	6.6	(9.1%)	2.8	3.4	(16.6%)	3.2	3.2	0.0%	*47%*	*53%*	*52%*	*48%*
UNPATA	14.0	15.8	*(11.4%)*	6.6	7.8	*(15.8%)*	7.5	8.0	*(6.3%)*	*46%*	*54%*	*49%*	*51%*
UNPATA margin	*7.7%*	*8.7%*		*7.4%*	*8.6%*		*8.0%*	*8.7%*					
Key Metrics													
Return on assets (%)	*3.7%*	*4.4%*					4.0%	4.8%					
Asset pool (units)	20,600	21,800	*(5.5%)*	20,600	21,800	*(5.5%)*	21,200	21,600	*(1.9%)*				
- Funded (units)	12,000	13,100	*(8.4%)*	12,000	13,100	*(8.4%)*	12,500	13,050	*(4.2%)*				
- Managed (units)	6,250	7,400	*(15.5%)*	6,250	7,400	*(15.5%)*	6,800	7,800	*(12.8%)*				
- P&A (units)	2,350	1,300	*80.8%*	2,350	1,300	*80.8%*	1,900	750	*153.3%*				
Assets written down value ($m)	380.2	376.8	*0.9%*	380.2	376.8	*0.9%*	376.6	345.8	*8.9%*				
- On balance sheet ($m)	311.6	336.3	*(7.3%)*	311.6	336.3	*(7.3%)*	320.3	323.1	*(0.9%)*				
- Off balance sheet ($m)	68.6	40.5	*69.4%*	68.6	40.5	*69.4%*	56.3	22.7	*148.0%*				
Direct employees (FTE's)	98	84	*16.7%*	98	85	*14.7%*	98	83	*18.1%*				

Asset Management – United Kingdom

Half yearly performance

$m	Full Year			2nd Half			1st Half			Half Yearly Split			
	FY19	FY18	Variance	2H19	2H18	Variance	1H19	1H18	Variance	2H19	1H19	2H18	1H18
Revenue	63.9	61.4	*4.1%*	33.0	32.5	*1.5%*	30.9	28.9	*6.9%*	*52%*	*48%*	*53%*	*47%*
Lease and vehicle management expenses	33.0	30.3	*8.9%*	17.9	16.1	*11.2%*	15.1	14.2	*6.3%*	*54%*	*46%*	53%	*47%*
Employee expenses	15.5	13.4	*15.7%*	7.7	6.9	*11.6%*	7.8	6.5	*20.0%*	*52%*	*48%*	51%	*49%*
Share of JV / Provision for UK credit loss	0.8	1.4	*(42.9%)*	0.1	0.9	*(88.9%)*	0.7	0.5	*40.0%*	*13%*	*87%*	64%	*36%*
Provision for RV loss	4.9	-	*100%*	4.9	-	*100%*	-	-		*100%*	*0%*	-	-
Property and other expenses	10.2	8.1	*25.9%*	4.9	4.6	*6.5%*	5.2	3.7	*40.5%*	*49%*	*51%*	55%	*45%*
EBITDA	(0.5)	8.2	*>(100%)*	(2.6)	4.0	*>(100%)*	2.1	4.0	*(47.5%)*	*(615%)*	*525%*	*50%*	*50%*
EBITDA margin	*(0.8%)*	*13.4%*		*(0.8%)*	*12.4%*		*6.8%*	*13.8%*					
Depreciation	1.0	0.7	*42.9%*	0.5	0.4	23.3%	0.4	0.3	*33.3%*	*56%*	*44%*	*57%*	*43%*
Amortisation of intangibles	*1.8*	1.9	*(5.3%)*	0.8	0.9	(3.8%)	1.0	0.9	*11.1%*	*44%*	*56%*	*50%*	*50%*
Deferred consideration FV adjustment	(1.2)	(5.3)	*(77.4%)*	(3.8)	1.2	*>(100%)*	2.6	(6.5)	*>100%*	*314%*	*(217%)*	*(23%)*	*123%*
Tax	(0.5)	1.2	*>(100%)*	(0.8)	0.6	*>(100%)*	0.3	0.6	*(50.0%)*	*155%*	*(60%)*	*50%*	*50%*
NPAT	(1.6)	9.7	*>(100%)*	0.5	1.0	*(46.0%)*	(2.2)	8.7	*>100%*	*(390%)*	*137%*	*9%*	*91%*
NPAT margin	*(2.5%)*	*15.8%*		*1.6%*	*3.1%*		*(7.1%)*	*30.1%*					
UNPATA	3.2	5.7	*(43.8%)*	1.2	2.9	*(58.6%)*	2.0	2.9	*(31.0%)*	*510%*	*(400%)*	*50%*	*50%*
UNPATA margin	*5.0%*	*9.3%*		*3.6%*	*9.0%*		*6.5%*	*10.0%*					
Key Metrics													
Asset pool (units)	24,500	21,000	*16.7%*	24,500	21,000	*16.7%*	23,595	18,210	*29.6%*				
Assets written down value ($m)	118.1	144.0	*(18.0%)*	118.1	144.0	*(18.0%)*	160.0	180.4	*(11.3%)*				
Portfolio sales ($m)	165.8	95.0	*74.5%*	100.3	95.0	*5.5%*	65.5	-	*100%*				
Net amount financed ($m)	986.9	886.5	*11.3%*	502.0	503.4	*(0.3%)*	484.9	383.1	*26.6%*				
- On balance sheet ($m)	196.5	151.7	*29.6%*	74.8	80.5	*(7.0%)*	121.7	71.2	*70.9%*				
- Off balance sheet ($m)	790.4	734.8	*7.6%*	427.2	422.9	*1.0%*	363.2	311.9	*16.4%*				
Direct employees (FTE's)	249	216	*15.3%*	256	221	*15.7%*	242	211	*14.7%*				

Retail Financial Services

Half yearly performance

$m	Full Year			2nd Half			1st Half			Half Yearly Split			
	FY19	FY18	Variance	2H19	2H18	Variance	1H19	1H18	Variance	2H19	1H19	2H18	1H18
Revenue	80.7	90.5	*(10.8%)*	38.4	41.6	*(7.7%)*	42.3	48.9	*(13.5%)*	*48%*	*52%*	*47%*	*53%*
Brokerage commissions	36.5	40.0	*(8.8%)*	17.3	18.2	*(4.9%)*	19.2	21.8	*(11.9%)*	*47%*	*53%*	*48%*	*52%*
Employee expenses	15.0	18.4	*(18.5%)*	6.0	7.7	*(21.7%)*	9.0	10.7	*(15.9%)*	*40%*	*60%*	*42%*	*58%*
Net claims	13.1	11.1	*18.0%*	6.8	6.0	*13.3%*	6.3	5.1	*23.5%*	*52%*	*48%*	*54%*	*46%*
Property and other expenses	5.9	7.0	*(15.7%)*	4.2	3.3	*27.3%*	1.7	3.7	*(54.1%)*	*71%*	*29%*	*47%*	*53%*
EBITDA	10.2	14.0	*(27.1%)*	4.1	6.4	*(35.9%)*	6.1	7.6	*(19.7%)*	*40%*	*60%*	*46%*	*54%*
EBITDA margin	*12.6%*	*15.1%*		*10.6%*	*14.7%*		*14.4%*	*15.5%*					
Depreciation	0.7	1.3	(46.2%)	0.3	0.6	(50.0%)	0.4	0.7	*(42.9%)*	*43%*	*57%*	*46%*	*54%*
Amortisation and impairment of intangibles	21.4	42.5	(49.6%)	19.8	25.9	(23.7%)	1.6	16.6	*(90.4%)*	*93%*	*7%*	*61%*	*39%*
Disposal of business	-	8.6	*>(100%)*	-	8.6	*>(100%)*	-	-	*<100%*			*100%*	*0%*
Tax	2.1	0.1	*>100%*	0.7	(0.7)	*>100%*	1.4	0.8	75.0%	*33%*	*67%*	*(700%)*	*800%*
NPAT	(14.0)	(38.5)	*(63.6%)*	(16.7)	(28.0)	*(40.4%)*	2.7	(10.5)	*(125.7%)*	*119%*	*-19%*	*73%*	*27%*
NPAT margin	*(17.3%)*	*(41.6%)*		*(43.5%)*	*(64.1%)*		*6.4%*	*(21.5%)*					
UNPATA	6.4	8.6	*(25.6%)*	2.6	4.0	*(35.0%)*	3.8	4.6	*(17.4%)*	*41%*	*59%*	*47%*	*53%*
UNPATA margin	*7.9%*	*9.3%*		*6.7%*	*9.2%*		*9.0%*	*9.4%*					
Key Metrics													
Net amount financed ($m)	1,033.2	1,061.5	*(2.7%)*	500.0	526.8	*(5.1%)*	533.2	534.7	*(0.3%)*				
- Aggregation ($m)	1,018.2	969.2	*5.1%*	496.7	487.3	*1.9%*	521.5	481.9	*8.2%*				
- Retail ($m)	15.0	92.3	*(83.7%)*	3.3	39.5	*(91.6%)*	11.7	52.8	*(77.8%)*				
Direct employees (FTE's)1	87	125	*(30.4%)*	86	117	*(26.8%)*	88	133	*(33.8%)*				

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