# PREMIUM CREDIT

# **Investor Presentation**

November 2019



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# An introduction to Premium Credit





- Borrower purchases an insurance policy (or other payment-inadvance service such as school fees) from an intermediary partner, and becomes obliged to pay a sum in exchange for insurance protection (or the service purchased)
- The intermediary partner simultaneously offers to arrange for financing to fund the required payment, enabling the borrower to spread the cost of the service over a period of time
- We fund the full premium to the intermediary partner (who, in the case of an insurance broker, then passes it to the insurance company) and collect the loan from the borrower in monthly instalments through direct debit payments
- Low first payment default: the premium will be paid to the intermediary partner after 1-2 payment instalments have been received from the borrower, resulting in low first payment default risk

#### ... with three business lines

- B2B2C business model, focusing on our relationships with c.3,000 intermediary partners
- We do not market directly to the end-borrower
- Our product mix comprises 3 business lines:
  - Commercial Lines: insurance to SMEs
  - Personal Lines: car, home, pet and travel insurance for individuals
  - Specialist Lending: financing of school tuition, memberships of clubs and professional bodies and other lump-sum products such as tax

### Income per business line (LTM Q3'19)



Source: Data as of 30 September 2019



| 1 | Key credit highlights |
|---|-----------------------|
| 2 | Financials            |
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REMIUM

# A leader in a large and growing addressable market



#### **Characteristics**

- Recurring: the premium finance market provides funding for recurring nondiscretionary policies (e.g. motor, home and business insurance), driving a consistent volume of net advances through the cycle
- High barriers to entry: such as regulatory complexity, sophisticated technology requirements and access to funding also limit the capacity for new entrants, as well as insurers or brokers to offer the product themselves
- **Embedded value**: from contractual and sticky intermediary relationships

#### **Growth drivers**

- UK GWP expected to continue to grow in line with GDP through 2023
- Increasing penetration of Premium Finance from initiatives with insurers and brokers. Further increased penetration expected in economic downturn due to increased propensity to pay in instalments
- Increasing regulation in consumer finance space driving:
  - No significant new entrants
  - Outsourcing by small to medium sized insurers who currently undertake

Source: GlobalData – UK Insurance Market Essentials 2019; Company estimates

Note: <sup>1</sup> Gross written premiums represent the total number of premiums that insurance businesses expect to receive over the life of an insurance contract; <sup>2</sup> Based on management estimates; assumes that competitor portfolio valuation is based on the same advance type and similar life to the Company portfolio; <sup>3</sup> Consists of Bexhill, BNP Premium Finance, PremFina and other players



- Significant consolidation of the market in the last 10 years, with players exiting the market due to lack of scale including Macquarie Bank, RBS and Skipton Building Society
- We are one of only two major independent participants in the market
- A handful of smaller players operate, with c.9% market share in total

in-house

# A portfolio of attractive, low risk credit products



### Insurance premium finance is the main component of our product mix

|  | Prem                   |   |   |
|--|------------------------|---|---|
|  | Commercial Lines (C&C) | Personal Lines (PL&S)                               | Specialist Lending  |
| Business share <sup>1</sup>                    | 45%                    | 43%   | 12%   |
| Product  | Insurance to SMEs      | Car, home, pet and travel insurance for individuals | Financing of school tuition, membership<br>of clubs and professional bodies, and<br>other lump-sum products such as tax |
| Business line income <sup>2</sup>              | £49m                   | £47m £13m   |   |
| Intermediaries                                 | Insurance brokers      | Insurance brokers                                   | Private schools, clubs, accountancy firms   |
| Number of intermediaries                       | 806                    | 567   | 1,760   |
| Number of loan agreements originated per annum | 199k                   | 1,856k  | 112k  |
| Average loan size <sup>3</sup>                 | £9,844                 | £593  | £3,992  |
| Net interest margin <sup>4</sup>               | 8.6%                   | 10.3%   | 13.7%   |
| Average loss rate⁵                             | 0.30%                  | 0.02%   | 0.12%   |

Source: Data as of 30 September 2019

Note: <sup>1</sup> Relates to business line income; <sup>2</sup> Business line income per annum; <sup>3</sup> Net advances against number of loan agreements per annum; <sup>4</sup> Net interest income against average funded principal balance; <sup>5</sup> Against net advances



### Low risk driven by multiple layers of credit protection

### Customers unlikely to default

- Non-discretionary monthly spend items: mandatory / essential (for insurance) or high-priority (school fees, memberships)
- Short tenor: insulated from risks associated with the need to take a long-term view on creditworthiness, as remaining weighted average life of portfolio is 3.5 months
- **FCA authorisation:** carriers and brokers are separately authorised and scrutinised by the FCA, ensuring probity and accountability
- Efficiency of collection: direct debit and strong internal collections function facilitates an efficient collection process
- **Cancellable:** the service ends in most cases if the customer stops paying

### In case of early customer default (1-2 months), we are usually protected

- For insurance, we do not fund advances to brokers until on average 1-2 payment installments have been received
- In almost all situations, an initial deposit is received by the intermediary for new business

### In case of later defaults, we have multiple options for recovery

- We fund services that in most cases can be cancelled with the intermediary, who is then obliged to return the upfront payment
- We have contractual recourse to the intermediary in the Personal Line business and a large proportion of the Specialist Lending business
- We have ultimate recourse to the end-customer in all cases
- FSCS<sup>1</sup> provides support in the event of carrier insolvency in respect of premium finance lending



### Our 2015-2017 UK Commercial Lines Insurance Premium Finance delinguencies management



The same analysis for Personal Lines results in a loss rate of 1-2bps

Source: Data as of 30 September 2019 Note: <sup>1</sup> Against net advances





### Long-tenure, contractual relationships with staggered renewal dates

### Top 10 partners: Long term 10+ years relationships

| Intermediary    | Receivables principal<br>balance (£m) | Portfolio total<br>(%) | Intermediary<br>tenure |
|-----------------|---------------------------------------|------------------------|------------------------|
| Intermediary 1  | 81.4                                  | 7.6%                   | 10+ years              |
| Intermediary 2  | 67.1                                  | 6.3%                   | 10+ years              |
| Intermediary 3  | 44.4                                  | 4.1%                   | 10+ years              |
| Intermediary 4  | 42.9                                  | 4.0%                   | 9+ years               |
| Intermediary 5  | 30.7                                  | 2.9%                   | 10+ years              |
| Intermediary 6  | 27.1                                  | 2.5%                   | 10+ years              |
| Intermediary 7  | 21.7                                  | 2.0%                   | 10+ years              |
| Intermediary 8  | 16.9                                  | 1.6%                   | 10+ years              |
| Intermediary 9  | 15.8                                  | 1.5%                   | 10+ years              |
| Intermediary 10 | 14.5                                  | 1.4%                   | 10+ years              |
| Total (Top 10)  | 362.5                                 | 33.8%                  |                        |
| Other           | 711.5                                 | 66.2%                  |                        |
| Portfolio Total | 1,074.0                               | 100.0%                 |                        |

### **Broker relationships**

- Long-tenure, contractual broker relationships, with high switching costs and disruption for intermediary partners, due to:
  - Integration of our IT systems into intermediary partner systems e.g. through custom built API's via individual software houses
  - Trust built through successful partnerships with specific individuals spanning many years
- We have relationships with c.3,000 intermediary partners, and the breadth and number of such relationships protects us from excessive dependency on individual intermediaries
- Significant recent intermediary wins across all three business lines
- We renew our contracts with our intermediaries long before their contractual end date

Source: Data as of 30 September 2019





### Significant embedded value from contractual intermediary relationships

Cumulative run-off total income<sup>1</sup> (£m)



### Cumulative net interest income from 2020

#### Source: Data as of 30 September 2019

Note: This information does not reflect any future costs, expenses or cash flows, and does not reflect our ability to service our debt obligations in 2023 or any prior period; <sup>1</sup> Total income consists of net interest income and net fee & commission income; <sup>2</sup> Run-off profile for our top 20 intermediaries taken as proxy for all of our c.3,000 intermediaries

### Assumptions

- On the left is an indicative representation of our cumulative run-off total income (£m) for the period from 2020 to 2023 that is based on our actual portfolio of financing contracts with intermediary partners as of September 30, 2019, but assumes that none of those intermediary partners renew their contracts at their next contract renewal date and also includes the additional assumptions set out below
- Net advances assumed to decline based on intermediaries churning at their contract renewal date<sup>2</sup>; advances for each intermediary assumed to remain flat until renewal date
- Interest income is deduced as a % of net advances, spread over 10 months post-origination
- Rates for interest expense, fee & commission income and fee & commission expense relative to net advances are all assumed to remain flat at 2018 levels





|                                     | Barriers to entry   | Our advantage  |
|-------------------------------------|---|--|
| Regulatory<br>oversight<br>required | <ul> <li>Regulated by FCA – market participants need to maintain strong relationship</li> <li>Increased focus on customer protection and affordability, particularly mis-selling, increasing the volume of paperwork and initiatives required to achieve regulatory compliance</li> </ul> | <ul> <li>Proactive dialogue as market leader</li> <li>Management team very experienced in navigating regulatory environments</li> <li>Trend for smaller, self-funded operators (brokers, insurers) to turn to us as provider to avoid regulatory burden driving new business wins</li> </ul> |
| Benefits of<br>scale                | <ul> <li>High direct fixed costs for new entrants</li> <li>Need for large experienced sales, IT and compliance headcount, and highly sophisticated payment processing technology from day 1, integrated in to software houses system (see below)</li> </ul>                               | <ul> <li>Benefits of economies of scale – cost of capital inefficient for small players</li> <li>Operating leverage from established operations, financing structure and relationships</li> </ul>  |
| Tech<br>development<br>+ investment | <ul> <li>Payment and credit checking technology alone is not enough</li> <li>Integration effort across software houses developing unique API's for individual brokers</li> </ul>  | <ul> <li>Established track record of investment in broker and consumer technology</li> <li>Specific technology for insurance software providers and for brokers</li> </ul>   |
| Relationships                       | <ul> <li>Most intermediary partners tied into long contracts</li> <li>Relationship model built on trust</li> </ul>  | <ul> <li>Established relationships with long-standing contracts</li> <li>Strong renewal track record</li> </ul>  |



### **Compelling deterrents to potential entrants**

#### Insurers

- Few insurers have necessary expertise of technology to handle the large payment volumes
- Cost of compliance and regulatory oversight has historically deterred insurers from providing direct lending themselves and has only increased in recent years
- Solvency II capital treatment unfavourable for unsecured loans
- Premium financing through a broker, rather than direct through insurer, provides customers with flexibility to finance multiple policies through single monthly payment

### Fintech / InsurTech players

- Focus is typically on controlling the end customer and improving their journey whereas PCL's relationship is with the intermediaries
- Onboarding of customers and signing of credit agreements not a priority

### New consumer finance providers

Recent evidence shows more exits than entries to the premium finance market, e.g. Macquarie Bank; RBS; Kaupthing, Singer & Friedlander; Skipton Building Society





### **Embedded robust technology**

Simplified journey means better conversion rate and lower servicing costs

DEDSON

#### Delivers better customer outcomes and increases conversion:

- Credit agreement set up as part of the insurance sale
- All regulatory disclosures are at point of sale
- Real time affordability and AML checks
- Clearer process for customers leads to fewer cancellations
- Consistent customer approach with clear audit trail

| Home and Military<br>hsurance  |  | ✓ □ ○ * № № ← T123456DE234           |
|--|--|--------------------------------------|
| Your Cover Insurer Questions Your Quete  | Additional Details Review Payment Denimation   | AGREEMENT                            |
| lymen.   |  | AGREEMENT DETAI                      |
| Total:   | 881:14<br>View Pienkam Dreakdown   | NEXT PAYMENT<br>£52.13 on 02/05/2017 |
|  | like to pay Yearly or Monthly?   | OUTSTANDING BALAN<br>£521.30         |
| Yearly Premium<br>£81.14   | Monthly Premium 0<br>£7.17   | STATUS                               |
| Includes:<br>Promum E60.13<br>Insurance Premium Tax (IPT) E0.01<br>Ann Administration Fee E15.00 | Total Acruai Pormum E31.14 (rotation Insuran Pormum Tax Admn Fai)     Transaction Feor X.87     Startial Annal Pormany     Total Annal Pormany     Total Annal Pormany     Total Annal Pormany | PRODUCER DETAILS                     |
|  | vere (110)<br>→ Fisk Instalment 87.14<br>→ Remaining Instalment Amount E7.17   | ABC BROKERS                          |
| Pay Now  | Pay Now.   | REFERENCE<br>DDE1234RET5             |
|  |  | BANK DETAILS                         |
|  |  | NAME                                 |





#### Action based dashboard for brokers

- The dashboard quickly shows the status of all agreements
- Highlight which require attention or action by the customer

#### Summary screen

- Review the various payment options offered prior to emailing the customer
- Option to print off the payment options to include within the invoice/renewal packs



### A variety of instruments, investors and maturity profiles recently refinanced

### **Overview of facilities**

| Principal | balance | funding |
|-----------|---------|---------|
|-----------|---------|---------|

- Principal balance is funded by Master Trust, which in turn is funded by a bank facility (VFN) and two ABS issues
- We have carried operational third-party debt since 2012 in the form of the bank facility
- Public ABS first issued in June 2017 to further diversify funding base
- At 30 September 2019 the Master Trust had £1,083.2m of funded receivables financed by £1,001.4m of aggregate operational debt drawn plus £81.8m of equity from PCL

#### VFN

Bank facility historically well in excess of £1bn

Source: Data as of 30 September 2019

- Good level of interest displayed by the market at attractive margins
- Asset-backed bank committed facility increased from £519m to £826m in October 2019, with reinvestment period end-date extended from June 2021 to October 2022
  - Intended to support receivables growth and to reduce our reliance on the public asset-backed securities market in the near term
  - £438m drawn with further undrawn capacity of £388m providing flexibility for redemption of 2020 ABS maturities
- Lending bank relationships (includes banks that no longer fund<sup>4</sup>):



|                               | £m                      | Issued / last<br>renewed | Blended<br>margin | Revolves<br>until | Matures | LTV                         |
|-------------------------------|-------------------------|--------------------------|-------------------|-------------------|---------|-----------------------------|
| ABS due June 2020             | <b>282</b> <sup>1</sup> | Jun-17                   | 0.87%             | Jun-20            | 2022    | 94.0%                       |
| ABS due June 2021             | 2831                    | Nov-17                   | 0.74%             | Jun-21            | 2023    | 94.5%                       |
| VFN                           | 826²                    | Oct-19                   | 0.89%             | Oct-22            | 2024    | Up to<br>94.5% <sup>3</sup> |
| Excess concentration facility | 40                      | Oct-19                   |                   | Oct-22            | 2024    |                             |
| Revolving credit<br>facility  | 7                       |                          |                   |                   | 2020    |                             |

#### **Excess concentration facility**

- Matures 2024
- Never drawn to date
- Provides additional coverage allowing us to finance receivables representing an excessive portion from a single insurer or intermediary
- Facility providers are Bank of America and Lloyds

#### Revolving credit facility

- Matures 2020
- Never drawn to date
- Provides buffer for general corporate purposes and managing liquidity. Not to fund ineligible assets of the asset-backed funding
- Facility provider is HSBC

Note: 1 Excludes portion held by PCL; 2 £438m drawn with further £388m undrawn capacity; 3 Depending on drawn amount; 4 Historical relationships include Barclays, Citi, Deutsche Bank, HSBC, Natixis and RBS

PREMIUM

# Stable and diversified operational funding (cont'd)

### All asset-backed monitoring indicators are green

Since inception the assets have continuously performed with significant cushion to the transactions' stop-purchase triggers



Source: Data as of 31 October 2019



# Steady financial performance through the cycle





Source: Data as of 30 September 2019

Note: <sup>1</sup> Calculated using net advances; <sup>2</sup> Cash conversion represents adjusted post-securitisation EBITDA minus capex as a percentage of post-securitisation EBITDA



# Steady financial performance through the cycle



### Adjusted post-securitisation EBITDA LTM has increased c.£7.1m year over year



Source: Data as of 30 September 2019 Note: Scale of graph is not a true depiction of the absolute amounts



### Experts in consumer finance, insurance and regulation

|      | Tara Waite<br>CEO   | <ul> <li>Background</li> <li>Group CEO at Wonga, MD SMEs at RSA, MD at RSA Latvia</li> <li>Also held positions at Andersen and EY</li> <li>20 years of experience in financial services in the UK and internationally</li> </ul> |
|------|---|--|
|      | James Radford<br>COO  | <ul> <li>Background</li> <li>CEO at Cheque &amp; Clearing Company</li> <li>COO at Aldermore, MD at Bank of<br/>Scotland branch network</li> <li>Broad operational and leadership<br/>experiences in consumer finance</li> </ul>  |
|      | Roger Brown<br>Chief Commercial<br>Officer, Specialist<br>Lending | <ul> <li>Background</li> <li>25 years experience in premium finance and broking</li> <li>Operations Director at TIFCO, Finance Director at Cullum Capital Ventures</li> </ul>  |
| (act | Duncan Gray<br>CIO  | <ul> <li>Background</li> <li>CIO at BCA Marketplace</li> <li>Group Tech Director at Leisure Link, IT Director at Selfridges Group</li> <li>Leading transformation of digital</li> </ul>  |

| Andrew Chapman<br>CFO                           | <ul> <li>Background</li> <li>15 years experience at Premium Credit as Head of FP&amp;A and Head of Treasury prior to becoming CFO in September 2018</li> <li>25 years experience in financial services</li> </ul> |
|---|---|
| Owen Thomas<br>Chief Sales Officer              | <ul> <li>Background</li> <li>Head of Strategy and Engagement for global brokers at RSA</li> <li>Leading sales and relationship functions at Aviva</li> </ul>  |
| Jon Howells<br>Chief Commercial<br>Officer, IPF | <ul> <li>Background</li> <li>Commercial Director at Close Brothers<br/>Premium Finance</li> <li>Led premium finance and pricing<br/>functions at Premium Choice,<br/>Hastings, Swinton and GE Money</li> </ul>    |
| Josie Pileio<br>HR Director                     | <ul> <li>Background</li> <li>HR Director at Office Shoes, HR<br/>Director at C&amp;A</li> <li>20 years experience working in<br/>complex, fast-paced and multi-site<br/>international organisations</li> </ul>    |



# 2020 Strategy and beyond

### **Strategic priorities**

6



Source: Company information

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# This is Premium Credit



## 6

# Strong management developing growth strategy

- Seasoned management team with direct industry expertise across insurance and payments businesses
- Strong track record of working with regulators to meet their objectives whilst continuing to drive growth

Diversified and stable operational funding

Conservative, diversified and efficient operational funding

Current and historic funding provided by a broad base of

Since inception the assets have continuously performed

Further funding headroom established in October 2019

with significant cushion to the transactions' stop-purchase

excess concentration facilities

international banks

triggers

through a combination of bank securitisation, term ABS and

### Leader in a large addressable market

- Market leader in insurance premium finance, with c.44% market share
- Well established UK market, growing in line with demand for insurance and upside potential from both increased penetration of premium finance and outsourcing from insurers that currently undertake this in-house
- Consistent growth in net advances through-cycle, largely providing credit for a mandatory or essential service



### 4 Generating strong recurring cash flows

- Strong financial performance with stable earnings from a high quality and diversified asset base
- Contractual interest rate ratchets and short loan durations protect against margin compression in a rising rate environment
- High cash conversion<sup>3</sup>, c.94% as of LTM Q3'19

# A portfolio of attractive, low risk credit products

Multilayered recourse to insurance carrier

2

- Advances funded after, on average 1-2 payment installments are received, reducing first payment default risk
- Short remaining weighted average life of the portfolio of 3.5 months (as of 30 September 2019)
- Direct debit payments to facilitate account identification and stability of collections
- Credit protection drives extremely low loss rates (64bps<sup>1</sup> and 19bps<sup>2</sup> p.a. losses on average 2016-LTM Q3'19) and low loss volatility, leading to superior risk-adjusted returns

### High barriers to entry

- Entrenched relationships with insurance brokers driven by service oriented focus, with touchpoints across the firm and integrated technology capabilities
- Sticky relationships with insurance brokers, currently have relationships with c.3,000 intermediaries
- Significant embedded value for contractual intermediary relationships

Note: <sup>1</sup> Calculated using average principal funded balance; <sup>2</sup> Calculated using net advances; <sup>3</sup> Calculated using adjusted post-securitisation EBITDA minus capex as a percentage of post-securitisation EBITDA



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# Positive trend continuing in Q3 2019



### 

### Net advances (£m)

# Adjusted post-securitisation EBITDA (£m)



### LTM Q3'19 EBITDA increased 15% year over year

Note: <sup>1</sup> Free cash flow represents adjusted post-securitisation EBITDA minus capex

### Total income (£m)

### Total income consistently increasing year over year



### Free cash flow<sup>1</sup> (£m)

### Cumulative free cash flow above £100m since 2018



Source: Data as of 30 September 2019

# Overview of our capital structure



### Conservative net leverage of 2.2x

### PCL capital structure evolution

|  | At bond issu | uance (Apr'14) <sup>2</sup> | Latest rep | orted (Q3'19) |        |          |
|--|--------------|-----------------------------|------------|---------------|--------|----------|
| (£m)                                   | £m           | x EBITDA                    | £m         | x EBITDA      | Coupon | Maturity |
| Corporate debt <sup>1</sup>            |              |                             |            |               |        |          |
| Cash and equivalents                   | (17)         |                             | (42)       |               |        |          |
| Senior notes                           | 200          |                             | 189        |               | 7.000% | May-21   |
| Total corporate debt                   | 200          | 4.3x                        | 189        | 2.8x          |        |          |
| Net corporate debt                     | 184          | 3.9x                        | 148        | 2.2x          |        |          |
|  |              |                             |            |               |        |          |
| LTM Adj. PF Post-Securitisation EBITDA | 47           |                             | 68         |               |        |          |



Source: Data as of 30 September 2019

Note: <sup>1</sup> Excludes securitization facility and related SPV cash. Group capital structure includes a £7mm Revolving Credit Facility borrowed by Premium Credit Limited, fully undrawn as of 30 September 2019; <sup>2</sup> Bond priced in Apr'14, based on Dec'13 financials



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### Key Balance Sheet and P&L items

| £mm  | 2016A  | 2017A  | 2018A  | LTM<br>Q3'19 |
|--|--------|--------|--------|--------------|
| Balance Sheet                                      |        |        |        |              |
| Loans to customers                                 | 1,497  | 1,421  | 1,401  | 1,520        |
| Securitisation notes                               | 989    | 1,000  | 974    | 1,001        |
| Profit & Loss                                      |        |        |        |              |
| Interest income                                    | 120.1  | 119.1  | 112.9  | 116.1        |
| Interest expense (securitisation & derivatives)    | (20.4) | (17.5) | (19.0) | (19.0)       |
| Net interest income                                | 99.7   | 101.7  | 93.9   | 97.1         |
| Fee and commission income                          | 18.7   | 16.2   | 15.0   | 17.6         |
| Fee and commission expense                         | (6.1)  | (3.8)  | (4.1)  | (5.5)        |
| Gain/(loss) on derivative financial<br>instruments | 1.5    | -      | -      | -            |
| Total income                                       | 113.8  | 114.1  | 104.8  | 109.2        |
| Administrative expenses                            | (52.1) | (65.9) | (71.5) | (67.0)       |
| Operating profit before taxation                   | 61.7   | 48.2   | 33.3   | 42.3         |
| Financing expense (senior secured loan notes)      | (14.7) | (14.7) | (14.7) | (14.9)       |
| Profit before taxation                             | 47.1   | 33.5   | 18.6   | 27.4         |
| Income tax expense                                 | (3.3)  | (4.4)  | (1.7)  | (2.3)        |
| Yearly profit attributable to shareholders         | 43.8   | 29.1   | 16.9   | 25.0         |

| EBITDA and free cash flow           |        |        |        |              |  |  |
|-------------------------------------|--------|--------|--------|--------------|--|--|
| £mm                                 | 2016A  | 2017A  | 2018A  | LTM<br>Q3'19 |  |  |
| EBITDA                              | 79.9   | 71.3   | 60.4   | 69.4         |  |  |
| Transaction costs                   | 0.4    | 0.4    | 0.4    | 0.4          |  |  |
| One time IT and other expenses      | 5.2    | 13.7   | 14.1   | 13.4         |  |  |
| Adjusted EBITDA                     | 85.5   | 85.3   | 74.9   | 83.2         |  |  |
| Securitisation interest expense     | (16.7) | (13.7) | (14.3) | (15.4)       |  |  |
| Adjusted post-securitisation EBITDA | 68.7   | 71.7   | 60.6   | 67.8         |  |  |
| Сарех                               | (11.8) | (6.5)  | (7.3)  | (10.3)       |  |  |
| Free cash flow <sup>1</sup>         | 56.9   | 65.3   | 53.3   | 63.5         |  |  |

Source: Data as of 30 September 2019

Note: <sup>1</sup> Free cash flow calculated as adjusted post-securitisation EBITDA minus capex



# Summary historical financials





Source: Data as of 31 December 2018 Note: Scale of graph is not a true depiction of the absolute amounts

PREMIUM



# Simplified group structure



Note: <sup>1</sup> Entities collapsed under Pomegranate Topco Limited



# Comprehensive underwriting process along the whole journey



### Borrower

### Ultimate recourse for all sums

- Unregulated contracts (most Commercial Lines, some Specialist Lending)
  - Borrower underwriting is primarily based on the loan size and policy security i.e. whether the policy is cancellable or non-cancellable
  - Underwriting considers the borrowers industry sector, with particular regard to high risk industries. We mitigate risk by reducing the loan term, increasing the borrower deposit and delaying funding to the intermediary
- Limits
  - New Business <£30K: Any prior history with us is reviewed
  - Loans from £30K to £50K: Systematic rule based underwriting for renewals. Full underwriting for new business in which non-cancellable policies account for >30% of premiums
  - Loans >£50K: Full underwriting for all loans, including internal performance history, reviewing financials and Credit Reference Agency reports
    - Loans >£0.75m £5m require approval of Underwriting Manager and one of Head of Commercial Underwriting, CFO or CEO
    - Loans >£5m require approval of three of Underwriting Manager, CEO, CFO and Head of Commercial Underwriting
- Regulated contracts (most Personal Lines, some Specialist Lending)
  - All regulated agreements undergo a Public Record Check (bankruptcy, offences, IVA, CCJs) with those in excess of £650 having to go through an enhanced Assessment of Affordability (AOA) – Credit Reference Agency rating score

### Intermediary

### Recourse (where applicable)

- Internal and external data and reports are obtained as part of the underwriting process
- Intermediary funding limits are set, based on filed financial accounts returned, and in accordance with credit policy
- Exposure is limited to 6x commission income (adjusted for internal risk rating) for Commercial Lines, 3x commission income for Personal Lines and on a case-by-case basis for Specialist Lending
- Exposure to intermediaries is reviewed monthly (Commercial lines and Specialist Lending), or weekly (Personal Lines)
- Periodic review process, including updating FCA returns and credit checks
- Weekly review of intermediary regulatory status and permissions (quarterly review for accountants and solicitors of their membership with designated professional bodies)

#### Insurer

### Return of premium (where applicable)

- Must be authorised by the Prudential Regulatory Authority (PRA), or have European Economic Area (EEA) passported authority. This allows the company to benefit from the protections offered by the Financial Services Compensation Scheme (FSCS)
- Additionally
- For exposures in excess of £250k with rated entities:
  - Monitoring of credit ratings, together with analysis based on the latest filed accounts
- Review S&P monitoring report for any adverse indicators, and negative updates from other Credit Reference Agencies
- Internal guardrail analysis completed with a review by the Credit & Counterparty risk committee when three guardrail limits have been breached
- For exposures in excess of £250k with unrated entities:
- Analysis based on the latest filed accounts and other financial information obtained from time to time
- Internal guardrail analysis completed with a review by the Credit & Counterparty risk committee when two guardrail limits have been breached



# Sophisticated and automated arrears management



### Ensuring fast foreclosure and minimal leakage of insurance collateral

