

**Condensed Consolidated** 

Quarterly Financial Information (Unaudited) Mizzen Mezzco Limited

Quarter and nine month period ended September 30, 2015

**Premium Credit is the No.1 Insurance Financing Company** 

**Mizzen Mezzco Limited** 

Registered Number: 08179245

# **Annual Financial Statements**

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## **General and Recent Developments**

# **Recent Developments**

On January 13, 2015, GTCR LLP, the ultimate controlling party at December 31, 2014, announced its intention to dispose of its entire stake in the Group to Cinven Partners LLP ("Cinven") for £462 million. The deal completed on February 27, 2015, the date at which Cinven Partners LLP is determined by the Board to be the ultimate controlling party.

Following the acquisition by Cinven, a corporate restructuring was undertaken and the Board now considers the ultimate parent undertaking to be Pomegranate Topco Limited, which is incorporated in Jersey.

On May 28, 2015 the business submitted its application for full membership to the Financial Conduct Authority ("FCA"). The business is currently waiting for the FCA to review its application for authorisation.

On June 30, 2015 the securitisation facility was extended and amended, reducing the facility from £1.15bn to £1.05bn by the exit of Deutsche Bank and extending the maturity date to September 25, 2018.

A new chairman, Colin Keogh, was appointed Chairman of the group on October 28, 2015. His biography is included later on in the report.

## **Use of Non-GAAP Financial Measures**

#### **EBITDA**

EBITDA-based measures are non-U.K. GAAP measures. The Group uses EBITDA-based measures as internal measures of performance to benchmark and compare performance, both between its own operations and as against other companies. EBITDA-based measures are measures used by the Group, together with measures of performance under U.K. GAAP, to compare the relative performance of operations in planning, budgeting and reviewing the performances of various businesses. The Group believes EBITDA-based measures are useful and commonly used measures of financial performance in addition to operating profit and other profitability measures under U.K. GAAP because they facilitate operating performance comparisons from period to period and company to company. By eliminating potential differences in results of operations between periods or companies caused by factors such as depreciation and amortisation methods, financing and capital structures, taxation positions or regimes and exceptional items, the Group believes EBITDA-based measures can provide a useful additional basis for comparing the current performance of the underlying operations being evaluated. For these reasons, the Group believes EBITDA-based measures and similar measures are regularly used by the investment community as a means of comparison of companies in the Group's industry. Different companies and analysts may calculate EBITDA-based measures differently, so making comparisons among companies on this basis should be done very carefully. EBITDA-based measures are not measures of performance under U.K. GAAP and should not be considered in isolation or construed as substitutes for operating profit or net profit as an indicator of the Group's operations in accordance with U.K. GAAP.

EBITDA represents profit for the period before taxation, interest payable and similar charges, depreciation and amortisation, goodwill amortisation and amortisation of Securitisation Facility refinancing fees. EBITDA is not specifically defined under, or presented in accordance with, UK GAAP or any other generally accepted accounting principles and you should not consider it as an alternative to profit for the period or any other performance measures derived in accordance with UK GAAP.

Adjusted EBITDA represents EBITDA as adjusted for certain transaction costs, pro forma standalone expenses and one-time information technology and other expenses identified in the tables on page 19 and 20. In evaluating Adjusted EBITDA, we encourage you to evaluate each adjustment and the reasons we consider it appropriate as a method of supplemental analysis. You should be aware that, as an analytical tool, Adjusted EBITDA is subject to all of the limitations applicable to EBITDA. You should be aware that we may incur expenses similar to the adjustments in this presentation in the future and that certain of these items could be considered recurring in nature. Our presentation of Adjusted EBITDA should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items.

Adjusted EBITDA Margin represents Adjusted EBITDA divided by turnover.

Adjusted Post-Securitisation EBITDA represents Adjusted EBITDA as adjusted to exclude any add-back to profit for the period before taxation of interest expense related to the Securitisation Facility. In evaluating Adjusted Post-Securitisation EBITDA, we encourage you to evaluate each adjustment and the reasons we consider it appropriate as a method of supplemental analysis. You should be aware that, as an analytical tool, Adjusted Post-Securitisation EBITDA is subject to all of the limitations applicable to EBITDA and Adjusted EBITDA.

Adjusted Post-Securitisation EBITDA Margin represents Adjusted Post Securitisation EBITDA divided by turnover.

Cash conversion represents EBITDA less capital expenditure as a percentage of EBITDA.

## **Use of Non-GAAP Financial Measures (continued)**

#### Other

In addition to EBITDA-based measures, the Group has included other non-U.K. GAAP financial measures in this report, some of which the Group refers to as "key performance indicators". The Group believes that it is useful to include these non-U.K. GAAP measures as they are used by the Group for internal performance analysis and the presentation by its business divisions of these measures facilitates comparability with other companies in the Group's industry, although the Group's measures may not be comparable with similar measurements presented by other companies. These other non-U.K. GAAP measures should not be considered in isolation or construed as a substitute for U.K. GAAP measures in accordance with U.K. GAAP. For a discussion of certain of the Group's key performance indicators, see "Overview for the Quarter".

Pro forma net debt (excluding securitisation) represents pro forma total corporate borrowings less cash on the balance sheet excluding SPV cash from the Securitisation Facility ("PCL Cash").

Pro forma cash interest expense represents cash interest expense excluding interest payable to SPV under the Securitisation Facility and certain associated interest rate hedges. Pro forma cash interest expense (excluding securitisation), has been presented for illustrative purposes only and does not purport to represent what our interest expense would have actually been had the issue of the Notes occurred on the date assumed, nor does it purport to project our interest expenses for any period or our financial condition at any future date.

#### **Notice**

These quarterly accounts have been prepared at the level of Mizzen Mezzco Limited.

## **Business**

The Mizzen Mezzco Group (the "Group") trades as Premium Credit in the UK and Ireland. Premium Credit Limited ("PCL"), the Group's primary operating subsidiary, has been trading since 1988. In February 2015, the Group was acquired by funds affiliated with Cinven Partners LLP, a UK private equity firm. The current group structure following the acquisition is detailed below.



## **Business (continued)**

#### WHAT WE DO

Premium Credit provides instalment finance and payments services via our network of introducers to over 2 million individuals and SME businesses in the UK and Ireland. The network consists of firms who typically charge for their services on an instalment basis such as insurance brokers, membership organisations and leisure facility providers.

We provide advances to our end-customers which they use to pay insurance premiums and other service fees such as school, professional membership, sports and leisure fees. We receive payments on these advances from our end-customers on a monthly basis. Our size and long operational history allowed us to develop an advanced and scalable information technology system which allows us to provide our intermediaries and other clients with a critical service as we are able to service a high volume of payments and collect amounts outstanding on our advances on a reliable and continual basis. We work with a diverse network of over 3,000 leading brokers, insurers and other intermediaries who offer our financing products to end-customers, and we believe we have strong and resilient relationships with our key intermediaries.

## **HOW WE GENERATE INCOME**

Our income stream derives from a combination of interest income on amounts we have advanced to our mutual customers and fees receivable for services we deliver.

#### **OUR MARKET POSITION**

We are a UK leader in the processing and financing of instalment services. We have an unrivalled foothold in the insurance industry, a sector that is characterised by stable and regular annual payments profiles. We believe our competitive advantage lies with our technology offering that integrates seamlessly with our network of introducers.

## Our unique selling points include:

- Long term strategic partnerships our relationship with 12 of our top 15 network partners has spanned more than 10 years;
- Platform technology and network our information technology platform enables point of sale financing and
  is fully integrated into the business of our network partners;
- Scale our systems process over 29 million direct debit transactions a year on behalf of over 2 million customers;
- Multiple layers of credit protection our credit loss rate in 2015 to date has averaged 0.16% of our net advances in the year (0.21%: 9 months to September 30, 2014). These loss rates are significantly lower and less volatile than other forms of consumer finance.

## **Business (continued)**

#### **GROUP STRATEGY**

The Group's mission is to be the leading provider of instalment credit in its chosen markets, acting responsibly in our relationships and creating competitive advantage for our network partners. To deliver our mission, we have embedded a number of core values into the business. These values help our employees to run our business in a sustainable, responsible way, for the benefit of network partners and our mutual customers. To deliver our mission, we have four broad strategic aims:

- 1. Act responsibly in our relationships with customers ensuring fair outcomes;
- 2. Deliver high quality returns on capital employed;
- 3. Generate consistent shareholder returns;
- 4. Maintain a secure, diverse and stable funding structure.

# Act responsibly in our relationships with our network partners and their customers ensuring fair outcomes

Our network partners are at the heart of our business and our financing solution is such that we can only maintain a sustainable business model if the interests of our customers are at the forefront of our business processes. The concepts of customer fairness are embedded in our business and that of our network partners.

We monitor the actions of our network partners via a dedicated team to ensure dealings with our customers are ethical, in compliance with applicable regulatory requirements and of a consistently high standard.

Premium Credit Limited currently has interim permission from the Financial Conduct Authority ("FCA") and our expectation is that we will receive full permission to carry on our regulated consumer credit activities in 2016.

# Delivering high quality returns on equity capital employed in non-standard lending markets

Our focus is on providing instalment credit to help individuals and SME's smooth cash flows during the year. We believe this area of the market offers reasonable margins and sustainable returns. Our lending to a wide ranging customer base means that our credit risk is diversified.

Moreover, we have multiple layers of credit protection available to us. These protections arise as our earnings stream derives predominantly from the financing of cancellable and rebateable services. As a result our loss rates are low and show little volatility through the economic cycle (0.16% of net advances in 2015 for the year to date and 0.21% for the 9 months to September 30, 2014).

# Generate consistent shareholder returns

We aim to generate sustainable growth in profits and to continue to deliver attractive shareholder returns.

The majority of our earnings stream originates from the financing of insurance premiums. Insurance is an essential product for many borrowers, and is often a legal requirement. Our point-of-sale lending services are highly integrated with our introducers systems resulting in low cost credit.

# Maintaining a secure, diverse and stable funding structure

Funding is provided from a £1.05 billion securitisation facility, together with £189.4 million of senior notes. As at September 30, 2015, £960.5 million (91.5%) was drawn on the securitisation facility.

#### Management

## **Board of Directors (for Mizzen Mezzco Ltd and Mizzen Bondco Ltd)**

Name Title

Andrew Doman\* Director and Chief Executive Officer

Colin Keogh Chairman (appointed October 28, 2015)

Peter Catterall\* Director

Maxim Crewe\* Director

Anthony Santospirito\* Director

Laurel Powers-Freeling Non-executive Director (resigned October 28, 2015)

John Reeve Non-executive Director
Chris Burke Non-executive Director

## **Directors for Mizzen Bondco Ltd only**

Name Title

Nayan V. Kisnadwala Director and Group Chief Financial Officer

Robert Allan Chief Financial Officer

Set out below is a brief description of the business experience and qualifications of the individuals who serve as members of the Board of Directors of the issuer, Mizzen Bondco Limited.

## Andrew Doman - Director and Chief Executive Officer

Andrew Doman was appointed Director and Chief Executive Officer of Mizzen Mezzco Limited in October 2012. Previously, Andrew served as Chairman and Chief Executive Officer of Russell Investments, a global investment consultant, from 2009 to 2012 and, prior to this, worked at McKinsey & Co. for over 20 years, where he served as a Director from 1999. Andrew holds a Bachelor of Medicine from the University of Adelaide, a Bachelor of Economics from Ottawa University and an MBA from the University of New South Wales, Australia.

# Colin Keogh - Non-executive Chairman

Colin Keogh was appointed as Non-executive Chairman of the group on October 28, 2015. He brings a wealth of experience to the role having spent his career in financial services, principally at Close Brothers where he worked for 24 years. During that time he held a number of senior management and board positions and was Chief Executive Officer from 2002 until 2009. He has an MA in Law from the University of Oxford and an MBA from INSEAD. Since leaving Close Brothers he has held a number of non-executive directorships in a wide range of sectors, including Virgin Money the London listed retail bank and Brait SE, a specialist investment company listed in Johannesburg and Luxembourg.

## Peter Catterall - Non-executive Director and representative of Cinven Partners LLP

Peter joined Cinven Partners LLP ("Cinven") in 1997 and is a Partner in the Finance Services and Consumer sector teams. He has been involved in numerous transactions at Cinven, including Partnership Assurance Group plc, Avolon Aerospace Leasing Limited and The Gondola Group Limited.

<sup>\*</sup>Director of Mizzen Bondco Ltd

## **Management (continued)**

#### **Board of Directors (continued)**

# Maxim Crewe - Non-executive Director and representative of Cinven Partners LLP

Maxim joined Cinven in 2006 and is a member of the Consumer sector team and the UK and Ireland regional team. He has been involved in a number of transactions, including Avolon, Guardian Financial Services, Gala Coral, Partnership and Premium Credit Limited. Previously he worked at Citigroup where he was involved in corporate finance within the European Retail and Consumer Group. Maxim has an MA in Politics, Philosophy and Economics from Oxford University.

## Anthony Santospirito - Non-executive Director and representative of Cinven Partners LLP

Anthony joined Cinven in 2011 and is a member of the Business Services sector team and the UK and Ireland regional team. Previously, Anthony was an Associate at Morgan Stanley in the Investment Banking Division, working across a range of sectors including media, mining, financial services, retail and utilities. Anthony graduated from Oxford University with an MA in Mathematics.

# Nayan V. Kisnadwala - Group Chief Financial Officer

Nayan V. Kisnadwala was appointed as Group Chief Financial Officer of PCL on July 22, 2015. Nayan has had divisional, geographic and group Finance leadership roles in the Financial Services/Payments Industries for the last 3 decades in USA, UK and Asia. A common theme in his background has been strategic partnership with the business leaders to transform the businesses, and execute initiatives to enhance revenue, reengineer costs, manage credit and/or optimise capital. He has worked in world class companies including Citigroup, American Express, RBS and most recently, Barclays. He is a Chartered Accountant from India and has an MBA in Finance from Stern Business School, NYU.

### **Robert Allan**

Robert Allan joined Premium Credit Limited in 2004 and currently holds the position of Chief Financial Officer. Prior to that Robert served as European Finance Director with Equifax, a Global consumer credit reporting agency, from 1993 to 2004. He is a graduate of the University of Leeds and is a Fellow of the Institute of Chartered Accountants in England and Wales.

## John Reeve - Independent non-executive Director

John Reeve was appointed independent Director of PCL in 2012. Prior to joining the Company, John served as Chairman and Chief Executive Officer of Willis Group Holdings, a multinational risk advisor, insurance brokerage and reinsurance Brokerage Company with its headquarters in London. John completed a five year tenure at Willis Group Holdings from 1995 to 2000, during which a consortium of investors (including six insurance carriers) led by private equity sponsor Kohlberg Kravis Roberts acquired the company in a leveraged buyout. John retired from his executive functions in the year 2000. John is a Chartered Accountant and a Companion of the Chartered Management Institute. John is also Chairman of Temple Bar Investment Trust PLC and was formerly CEO of Sun Life Assurance Society PLC between 1997 and 2005. He was also a Board member of the Association of British Insurers and International Insurance Society Inc.

# Chris Burke – Independent non-executive Director

Chris Burke is a former Managing Director of Research in Motion across Europe, Middle East and Africa. Chris has had a distinguished career in telecommunications and technology. From 2001 to 2004 he held the position of Chief Technology Officer at Vodafone UK, responsible for all Vodafone's technology and product architecture. He is currently chairman of

MusicQubed and Navmii and holds board positions with Dialog Semiconductor, Dtex and Fly Victor. Chris graduated from Acadia University with Bachelor's degree in Computer Science.

## **Management (continued)**

#### Key members of senior management

The following individuals form the key members of our senior management:

Name	litie
Andrew Doman	Director and Chief Executive Officer
Nayan Kisnadwala	Group Chief Financial Officer

Simon Moran Head of Insurance and Chief Marketing Officer

Robert Allan Chief Financial Officer
Gopinath Chelliah Chief Operating Officer
Roger Brown Head of New Markets
Jasan Fitzpatrick General Counsel

Set out below is a brief description of the business experience and qualifications of other key members of senior management of the Group not already described above:

#### Simon Moran

Simon Moran joined Premium Credit Ltd in 1998. He currently holds the position of Head of Insurance and Chief Marketing Officer. Prior to that, Mr. Moran held senior positions in Underwriting and Sales, and previously with Transamerica Insurance Finance Company.

# Gopinath ("Gopi") Chelliah

Gopi Chelliah joined Premium Credit Limited in October 2012. He currently holds the position of Chief Operating Officer. Prior to that Gopi served as global Head of Technology and Operations at Russell Investments, a global investment consultancy, from 2010 to 2012 and Chief Operating Officer for the wholesale banking division of ING from 2008 to 2010. He graduated from the University of Surrey and holds a Bachelors Degree in Electronic Engineering and is Chartered Management Accountant.

#### Roger Brown

Roger Brown joined Premium Credit Limited in January 2013. He holds the position of Head of New Markets. Roger has held senior positions at various companies across the insurance industry, including the position of Divisional Finance Director at Capita's General Insurance Division, Finance Director at Cullum Capital Ventures, and Director at Close Premium Finance. He graduated from UCE in Birmingham and holds a BA in Economics and post graduate qualified as Fellow of the Chartered Institute of Management Accountants (CIMA).

#### Jasan Fitzpatrick

Jasan Fitzpatrick joined Premium Credit Limited in April 2013. He currently holds the position of General Counsel and Company Secretary. Prior to that Jasan served as Director of Legal and Group Company Secretary at Virgin Money and General Counsel and Company Secretary at Northern Rock. He graduated from Manchester University and holds a Bachelor's Degree in Law.

#### Management (continued)

#### **Executive Committees**

The Group's Board has delegated day to day running of the business to the Chief Executive who has established the Executive Committee (ExCo) to assist in the management of the business and deliver against the strategy in an effective and controlled way. The ExCo provides general executive management of the business and facilitates cross functional communication and liaison. The relevant ExCo member is responsible to the Chief Executive for managing performance in line with the Group's long-term plan, the strategy, the annual budget and the risk appetite.

In order to ensure that high level matters which require cross functional oversight and engagement are dealt with appropriately, the ExCo has established a series of subcommittees as detailed below, which report directly to ExCo.

#### a. Operational Risk and Compliance Committee

The Committee has responsibility for monitoring the management of Operational, Legal and Regulatory risk. This includes monitoring and reviewing all relevant policies and risk assessment procedures, including:

- · Reports of Regulatory Developments and any regulatory breaches
- Reports on Compliance Monitoring and actions therefrom
- Reports on Operational Incidents and subsequent actions
- Breaches of the Data Protection and Information Security policies
- Emerging legal developments
- Annual Anti Money Laundering (AML) self-assessment
- Annual Business Continuity testing
- Annual Operational Risk Control Self- Assessment

## b. Asset and Liability Committee

The Asset and Liability Management Committee ("ALCO") is responsible for implementing, making decisions on, reviewing and monitoring all matters relating to the Financial Risk Management Policy of the Company, incorporating:

- Capital Planning
- Interest Rate Risk
- Foreign Exchange Rate Risk
- Funding
- Liquidity

ALCO will report key recommendations and provide information to the Exco.

# c. Credit and Counterparty Risk Committee

The Committee has responsibility for the monitoring of credit and counterparty risk, including monitoring:

- Broker Exposure levels
- Borrower affordability and credit worthiness policy and statistics
- Management information that tracks compliance with the:
  - i. Affordability and Credit Worthiness Policy

- ii. Credit Policy Manual
- iii. Producer Commercial Terms Policy
- iv. Financial Crime Policy

## **Management (continued)**

# **Executive Committees (continued)**

# d. Profitability and Pricing Committee

The Committee has responsibility for the monitoring of partner profitability, pricing and new business initiatives. Specific responsibilities of the committee include:

- Receiving proposals and progress reports on new product initiatives
- · Monitoring compliance with the
  - i. Producer pricing policy
  - ii. Strategic product approval policy
- · Reviewing and monitoring fees and charges

## e. Customer Committee

The Committee has responsibility for the monitoring customer metrics to ensure that PCL is meeting its regulatory requirements. Specific responsibilities of the committee include:

- · Receiving reports monitoring the management of complaints
- · Receiving reports monitoring performance against the FCA's 6 outcomes for Treating Customers Fairly
- Monitoring compliance with
  - i. Treating Customers Fairly policy
  - ii. Arrears collections and debt recovery policy
  - iii. Vulnerable customers policy
  - iv. Complaints policy

# f. Ireland Committee

The Committee has responsibility for the monitoring the sales, financial and operational performance of PCL Ireland. Specific responsibilities of the committee include:

- · Receiving reports monitoring
  - i. Sales volumes and profitability in Ireland
  - ii. Defaults and cancellations
  - iii. Operational risk incidents
  - iv. Management of complaints
  - v. Compliance monitoring reports, including Anti Money Laundering Compliance

#### **Risk Factors**

#### **RISK MANAGEMENT**

## Risk management approach

The Board has overall responsibility for determining the Group's strategy and related risk. In conjunction with the Executive Committees, the Board determines the type and extent of risks that are acceptable to the Group in achieving the successful delivery of its strategic business objectives. The Board is also responsible for overall corporate governance, which includes ensuring there is a robust and effective system of risk management and the level of capital and liquidity held is adequate and consistent with the risk profile of the business.

To support this, the Group maintains a Risk Management Framework and a formal governance structure to identify, monitor and manage risks across its operations. The Group is exposed to a variety of risks through its day to day operations. The 7 principal risks and how they are managed are set out below.

The Group has a robust risk management framework that is overseen by the Risk Committee on behalf of the Board. The Committee is required to consider the nature and extent of the risks facing the Group, keep them under review, review the framework to mitigate such risks and notify the Board of changes in the status and control of risks. The Risk Committee reviews the operational risk report quarterly and reports to the Board quarterly.

The Group faces a number of business risks mainly due to external factors detailed below:

#### Credit risk

The risk that the Group suffers unexpected losses due to default by network partners or our mutual customers. The Group has appropriate credit risk policies in place and credit checks are performed prior to extension of lending facilities.

## Regulatory risk

The risk of loss arising from a breach of existing regulation or the imposition of adverse future regulatory changes in the markets within which the Group operates. The Group currently has interim permission from the FCA following the transfer of powers from the OFT. The Group expects to receive full FCA permission in the first half of 2016.

## Business risk

The risk of loss arising from the failure of the Group's strategy or management actions over the planning horizon. The business faces competition from other providers of insurance premium and service fees financing in the UK and Ireland as well as from providers of alternative forms of credit. Deteriorating economic conditions may adversely affect demand for our advances or the products for which we provide advances, which may materially and adversely affect our financial condition and results of operations. We depend on our network of intermediaries to sell advances, and any changes to our relationships with intermediaries could materially adversely affect our business, results of operations and financial condition.

## Operational risk

The risk of loss arising from IT systems failure, the loss or abuse of confidential data or systems, the loss of key management or reduction in staff morale impacting business performance. These risks are managed by adhering to an established business model; following a risk management approach and maintaining clear limits and metrics.

## **Risk Management (continued)**

#### Risk management approach (continued)

## Reputational risk

The risk that an event or circumstance could adversely impact on the Group's reputation, including adverse publicity from the activities of legislators, pressure groups and the media. Our reputation, customer relationships and results of operations may be negatively impacted by the actions of our intermediaries. If our outside service providers and vendors are unable to or do not fulfil their obligations, our operations could be disrupted and our operating results could be harmed.

#### Financial risk

The risk that the group suffers a loss as a result of unexpected tax liabilities or losses on financial instruments. Examinations and challenges by tax authorities, or changes in tax laws or regulations or the application thereof, could materially and adversely affect our reputation, financial condition, financial returns and results of operations. We also use interest rate swaps to adjust interest rate exposures in order to guarantee fixed interest payments where payments are variable and hence exposed to interest rate movements. Whilst we monitor the interest rate environment and employ hedging strategies designed to mitigate the impact of increased interest rates, we cannot assure you that hedging strategies will fully mitigate the impact of changes in interest rates.

## · Liquidity and interest rate risk

The risk that the Group will have insufficient liquid resources available to fulfil its operational plans and/or meet its financial obligations as they fall due. The Group funds its activities via a securitisation facility which is due to expire on September 25, 2018. The rate of interest paid by the securitisation vehicle is variable. Interest rate swaps are used to hedge this interest rate risk. The Group has a history of extending its lending facilities with banking counterparties. However, there is a remote risk that the Group would not be able to extend banking facilities in an economic crisis.

# Risk management framework

The scope of the Risk Management Framework extends to all major risk categories faced by the Group and is underpinned by governance, controls, processes, systems and policies within the second-line risk function and those of the first-line business areas. The key components of the Risk Management Framework are as follows:

#### Risk governance structure

The Board is the key governance body and is responsible for the overall strategy, performance of the business and ensuring appropriate and effective risk management. It has delegated responsibility for day to day running of the business to the Chief Executive Officer.

The Board has established Board Committees and senior management committees to:

- Oversee the risk management process;
- Identify the key risks facing the Group; and
- Assess the effectiveness of the risk management actions.

## **Risk Management (continued)**

## Risk management approach (continued)

#### The Board

The Board has overall responsibility for the business. It sets the strategic aims for the business, in line with delegated authority from the shareholder and in some circumstances subject to shareholder approval, within a control framework, which is designed to enable risk to be assessed and managed. The Board satisfies itself that financial controls and systems of risk management are robust. In order to support effective governance and management of the wide range of responsibilities, the Board has established the following two risk related sub-committees:

#### a. Audit Committee

The role of the Audit Committee includes: reviewing and recommending to the Board for approval of financial statements; monitoring accounting policies and practices for compliance with relevant standards; reviewing the scope and results of the annual external audit; maintaining a professional relationship with the external auditors; examining arrangements in place to enable management to ensure compliance with requirements and standards under the regulatory system; and overseeing the internal audit function and the internal audit programme.

Further detail on the Audit Committee is included within the Audit Committee section of the Directors' Report in the Annual Report and Financial Statements.

#### b. Risk Committee

The role of the Risk Committee includes, the oversight and challenge of the Group's risk appetite and the recommendation to the Board of any changes to risk appetite, the assessment of any future risks, the review and challenge, where appropriate, of the outputs of the various sub committees and to oversee that a supportive risk culture is appropriately embedded in the business.

#### **Management Discussion and Analysis**

## **Principal Activities**

We believe we are the leading independent provider of insurance premium and other service fees advances in the UK and Ireland, excluding insurers and independent brokers. We believe we accounted for a majority of total Net Advances excluding advances made by insurers and independent brokers. For the twelve months ended September, 2015, the company had 2.2 million customers and achieved gross advances of £3.8 billion, processing 29.1 million direct debits.

The company's principal objective is to provide the best service to its customers and its partners by providing efficient, profitable and successful business solutions. The company aims to achieve sustainable organic growth through offering new products and utilising new technologies, deepening its intermediary relationships and developing opportunities in new markets.

Our results are largely driven by the size of our advances portfolio, the margin between the interest rate at which we make our advances and our cost of borrowing the funds for our advances, our ability to collect amounts due under the advances we make, and, to a lesser extent, our administrative and overhead costs. Our loss rates have historically been low and generally have not had a significant impact on our results. The size of our advances portfolio is primarily driven by our relationships with intermediaries, competition in the insurance premium and service fees market in which we operate, demand for insurance and other services and the availability of funds for the advances.

## Highlights for the quarter ended September 30, 2015

The key trading highlights for the Continuing Operations for the quarter ended September 30, 2015 were as follows.

- We have increased the overall size of our net advances by 4.6%, from £946 million for the quarter ended September 30, 2014 to £990 million for the quarter ended September 30, 2015, due to the combination of relationships established with new intermediaries and greater penetration with our existing intermediaries.
- Group turnover increased by £1.0 million, or 3.3%, from £30.6 million for the quarter ended September 30, 2014 to £31.6 million for the quarter ended September 30, 2015. This increase is due to increased net advances of 4.6%.
- Administrative expenses increased by £0.4 million, from £14.9 million (£1.1 million bad debts / £13.8 million other expenses) for the quarter ended September 30, 2014 to £15.3 million (£0.5 million bad debts / £14.8 million other expenses) for the quarter ended September 30, 2015. This increase is primarily driven by change of ownership cost and our investment in growth with emphasis on enhancing our Information Technology infrastructure and Sales Organisation.
- Securitisation funding cost decreased by £2.4 million, or 37.0%, from £6.6 million for the quarter ended September 30, 2014 to £4.2 million for the quarter ended September 30, 2015, as we extended and amended the term of our securitisation facility; with effect from 1 July 2015 the facility has been reduced from £1.15 billion to £1.05 billion following the exit of Deutsche Bank and has been extended to September 25, 2018.

## **Management Discussion and Analysis (continued)**

## Highlights for the nine month period ended September 30, 2015

The key trading highlights for the Continuing Operations for the nine month period ended September 30, 2015 were as follows.

- We have increased the overall size of our net advances by 4.5% from £2,512 million for the nine month period ended
   September 30, 2014 to £2,624 million for the nine month period ended September 30, 2015, due to the combination of relationships established with new intermediaries and greater penetration with our existing intermediaries.
- Group turnover increased by £6.3 million, or 7.3%, from £87.0 million for the nine month period ended September 30, 2014 to £93.3 million for the nine month period ended September 30, 2015. This increase is due to increased net advances of 4.5%.
- Administrative expenses increased by £13.3 million, from £43.0 million (£4.0 million bad debts / £39.0 million other expenses) for the nine month period ended September 30, 2014 to £56.3 million (£3.5 million bad debts / £52.8 million other expenses) for the nine month period ended September 30, 2015. This increase is primarily driven by change of ownership cost and our investment in growth with emphasis on enhancing our Information Technology infrastructure and Sales Organisation.
- Securitisation funding cost decreased by £5.8 million, or 29.8%, from £19.3 million for the nine month period ended September 30, 2014 to £13.5 million for the nine month period ended September 30, 2015, as we extended and amended the term of our securitisation facility; and with effect from 1 July 2015 the facility has been reduced from £1.15 billion to £1.05 billion following the exit of Deutsche Bank and the facility has been extended to September 25, 2018.

# **Key Financial Results**

The tables below shows the Group's key consolidated financial results for the quarters and nine month periods ended September 30, 2015 and September 30, 2014:

# **Non-GAAP Measures**

Financial Data	For the quarter ended September 30, 2015	For the quarter ended September 30, 2014	Increase / (Decrease)
(£ in millions, except percentages and ratios)	(unaudited)	(unaudited)	(unaudited)
Turnover	31.6	30.6	1.0
EBITDA	18.1	17.2	0.9
Adjusted EBITDA <sup>(a)</sup>	20.8	18.7	2.1
Adjusted EBITDA Margin <sup>(a)</sup>	66.0%	61.1%	4.9%
Adjusted Post-Securitisation EBITDA <sup>(b)</sup>	16.7	12.1	4.6
Adjusted Post-Securitisation EBITDA Margin <sup>(b)</sup>	52.8%	39.6%	13.2%
Cash Conversion <sup>(c)</sup>	98.4%	98.3%	0.1%

a. Adjusted EBITDA represents EBITDA as adjusted for certain transaction costs, one-time information technology and other expenses, Adjusted EBITDA margin as a % of Turnover.

b. Adjusted Post-Securitisation EBITDA adjusted for funding costs; Adjusted Post-Securitisation EBITDA margin as a % of Turnover.

c. Free Cash Flow represents Adjusted Post-Securitisation EBITDA – CapEx; Cash conversion as % of Adjusted Post-Securitisation EBITDA.

# **Management Discussion and Analysis (continued)**

## **Non-GAAP Measures (continued)**

Financial Data	For the nine months ended September 30, 2015	For the nine months ended September 30, 2014	Increase / (Decrease)
(£ in millions, except percentages and ratios)	(unaudited)	(unaudited)	(unaudited)
Turnover	93.3	87.0	6.3
EBITDA	47.5	48.6	(1.1)
Adjusted EBITDA <sup>(a)</sup>	59.7	54.7	5.0
Adjusted EBITDA Margin <sup>(a)</sup>	64.0%	62.9%	1.1%
Adjusted Post-Securitisation EBITDA <sup>(b)</sup>	46.1	35.4	10.7
Adjusted Post-Securitisation EBITDA Margin <sup>(b)</sup>	49.4%	40.8%	8.6%
Cash Conversion <sup>(c)</sup>	95.6%	95.0%	0.6%

The table below shows the Group's key other financial metrics for the quarters and nine month periods ended September 30, 2015 and September 30 2014:

Key Performance Indicators  (in millions)	For the quarter ended September 30, 2015	For the quarter ended September 30, 2014	Increase / (Decrease)
Net Advances <sup>(a)</sup>	£989.8	£946.2	£43.6
Number of non-cancelled Agreements <sup>(b)</sup>	0.60	0.59	0.01
Number of direct debits processed <sup>(c)</sup>	7.49	6.99	0.50

<sup>(</sup>a) Represents gross advances net of loans for policies or services that have been cancelled by end customers, or which have been cancelled by the insurance policy or service

provider
Consists of loan agreements which are expected to complete to term.
Represents the number of direct debit transactions that we processed during the period.

(in millions)	For the nine months ended September 30, 2015	For the nine months ended September 30, 2014	Increase / (Decrease)
Net Advances <sup>(a)</sup>	£2,623.8	£2,511.8	£112.0
Number of non-cancelled Agreements <sup>(b)</sup>	1.70	1.63	0.07
Number of direct debits processed <sup>(c)</sup>	21.73	20.26	1.47

<sup>(</sup>a) Represents gross advances net of loans for policies or services that have been cancelled by end customers, or which have been cancelled by the insurance policy or service provider
Consists of loan agreements which are expected to complete to term.
Represents the number of direct debit transactions that we processed during the period.

The table below shows the Group's other pro-forma financial data for the twelve months ended September 30, 2015 and September,30 2014:

	For the twelve months ended September 30, 2015	For the twelve months ended September 30, 2014	Increase / (Decrease)
(£ in millions, except percentages and ratios)	(unaudited)	(unaudited)	(unaudited)
Adjusted Post-Securitisation EBITDA (Last 12 months)	60.8	47.9	12.9
Net debt (a)	167.2	168.9	(1.7)
Cash interest expense (excluding securitisation)	13.3	14.0	(0.7)
Ratio of net debt to Adjusted Post-Securitisation EBITDA	2.7x	3.5x	(0.8x)
Ratio of Adjusted Post-Securitisation EBITDA to cash interest expense (excluding securitisation)	4.6x	3.4x	1.2x

Net debt (excluding securitisation) represents gross debt less Cash & cash equivalents as of the last day of the mentioned period.

# **Management Discussion and Analysis (continued)**

The following table reconciles profit for the period to EBITDA to Adjusted EBITDA and to Adjusted Post Securitisation EBITDA for the quarters and nine month periods ended September 30, 2015 and September 30, 2014:

	For the quarter ended September 30, 2015	For the quarter ended September 30, 2014	Increase/ (Decrease)
(£ in millions)	(unaudited)	(unaudited)	(unaudited)
Profit for the period before taxation	7.2	4.1	3.1
Interest payable and similar charges <sup>(a)</sup>	9.0	11.6	(2.6)
Depreciation and amortisation	0.4	0.2	0.2
Securitisation fees	0.1	0.1	-
Currency gain / loss	(1.1)	0.5	(1.6)
Goodwill amortisation	0.7	0.7	-
VCP Project	1.7	-	1.7
EBITDA	18.0	17.2	0.8
Transaction costs <sup>(b)</sup>	0.1	0.3	(0.2)
One-time information technology and other expenses <sup>(c)</sup>	2.7	1.1	1.6
Adjusted EBITDA	20.8	18.6	2.2
Securitisation interest expense <sup>(d)</sup>	(4.2)	(6.6)	2.4
Adjusted Post-Securitisation EBITDA	16.6	12.0	4.6

Includes financing costs of £1.2 million with respect to the Securitisation Facility for the quarter ended September 30, 2014, whereas quarter ended September 30, 2015 includes £1.2 million with respect to the Securitisation Facility and £3.3 m with respect to Bond financing cost.

Represents interest expense payable to SPV under the Securitisation Facility and is presented on an actual basis.

<u> </u>			
(£ in millions)	For the nine months ended September 30, 2015	For the nine months ended September 30, 2014	Increase / (Decrease)
(E III IIIIIIIOIIS)	(unaudited)	(unaudited)	(unaudited)
Profit for the period before taxation	7.1	4.3	2.8
Interest payable and similar charges <sup>(a)</sup>	29.9	39.8	(9.9)
Depreciation and amortisation	1.2	0.6	0.6
Securitisation fees	4.3	0.6	3.7
Currency gain / loss	1.3	1.3	-
Goodwill amortisation	2.0	2.0	-
VCP Project	1.7	-	1.7
EBITDA	47.5	48.6	(1.1)
Transaction costs <sup>(b)</sup>	4.4	0.6	3.8
One-time information technology and other expenses <sup>(c)</sup>	7.8	5.5	2.3
Adjusted EBITDA	59.7	54.7	5.0
Securitisation interest expense <sup>(d)</sup>	(13.5)	(19.3)	5.8
Adjusted Post-Securitisation EBITDA	46.2	35.4	10.8

Includes financing costs of £4.5 million with respect to the Securitisation Facility and £7.6 million relating to the Mezzanine Finance for the nine months ended September 30, 2014, whereas nine months ended September 30, 2015 includes £4.5 million with respect to the Securitisation Facility and £10.1m with respect to Bond financing cost. Represents costs relating to the Acquisition, including consultancy, accounting and legal, other advisory fees and Sponsor expenses. Represents one-time and IT project change costs.

Represents interest expense payable to SPV under the Securitisation Facility and is presented on an actual basis.

Represents costs relating to the Acquisition, including consultancy, accounting and legal, other advisory fees and Sponsor expenses.

Represents one-time and IT project change costs.

c. d.

## **Management Discussion and Analysis (continued)**

#### **Net Debt**

Net debt (excluding securitisation) of £167.2 million represents pro forma total corporate borrowings (Senior Notes) of £189.4 million, less £22.2 million of Cash & Cash equivalents as of September 30, 2015. This shows a decrease of £1.5 million, against £168.9 million as of September 30, 2014 due to lower Cash by £10.8 million and increased liquidity reserve of £1.6 million under the newly extended securitisation facility. In addition on February 27, 2015, £10.6 million of the Senior Notes were redeemed at a premium of 7%.

The net debt to Adjusted Post-Securitisation EBITDA ratio improved to 2.7x for the twelve months ended September 30, 2015 from 3.5x for the twelve months ended September 30, 2014, due to 29%, or £13.7 million increase in Adjusted Post-Securitisation EBITDA. Also the proforma net debt has decreased by £1.7 million as explained above.

Cash interest expense represents cash interest expense excluding interest payable to SPV under the Securitisation Facility and certain associated interest rate hedges. Pro forma cash interest expense for the twelve months ended September 30, 2015 was at £13.3 million which is the interest on the bond.

The cash interest expense to Adjusted Post-Securitisation EBITDA ratio has increased to 4.6x for twelve months ended September 30, 2015 against 3.4x for the twelve months ended September 30, 2014 driven by increased Adjusted Post-Securitisation EBITDA.

# **Consolidated Income Statement**

	For the quarter ended September 30, 2015	For the quarter ended September 30, 2014	Increase/ (Decrease)
(£ in millions, except percentages)	(unaudited)	(unaudited)	(unaudited)
Group Turnover	31.6	30.6	1.0
Administrative expenses.	(15.3)	(14.9)	(0.4)
Group Operating profit	16.3	15.7	(0.6)
Interest receivable and similar income	_	_	
Interest payable and similar charges (a)	(9.1)	(11.6)	2.5
Profit (loss) on ordinary activities before taxation	7.2	4.1	3.1
Tax on profit on ordinary activities	(1.6)	(1.3)	(0.3)
Profit / (loss) for the quarter	5.6	2.8	2.8

a. Includes amortisation of the securitisation facility fees of £0.4 million for the quarter ended September 30, 2015, and £1.2m for quarter ended September 30, 2014.

	For the nine months ended September 30, 2015	For the nine months ended September 30, 2014	Increase/ (Decrease)
(£ in millions, except percentages)	(unaudited)	(unaudited)	(unaudited)
Group Turnover	93.3	87.0	6.3
Administrative expenses	(56.3)	(43.0)	(13.3)
Group Operating profit	37.0	44.0	(7.0)
Interest receivable and similar income	_	_	_
Interest payable and similar charges (a)	(29.9)	(39.7)	9.8
Profit / (loss) on ordinary activities before taxation	7.1	4.3	2.8
Tax on profit on ordinary activities	(1.9)	(1.9)	-
Profit / (loss) for the period	5.2	2.4	2.8

a. Includes amortisation of the securitisation facility fees of £3.6 million for the period ended September 30, 2015, and £3.6m for period ended September 30, 2014.

#### **Consolidated Balance Sheet**

nsolidated Balance Sheet			
	As at September 30, 2015	As at September 30, 2014	Increase/ (Decrease)
(£ in millions)	(unaudited)	(unaudited)	
Fixed assets			
Intangible assets	7.3	8.1	(0.8)
Tangible assets	3.5	2.2	1.3
Total fixed assets	10.8	10.3	0.5
Current assets			
Debtors	1,528.6	1,446.2	82.4
Cash at bank and in hand	24.3	33.0	(8.7)
Deferred tax	0.4	0.4	-
Total current assets	1,553.3	1,479.6	73.7
Creditors: amounts falling due within one year	(1,039.1)	(963.5)	(75.6)
Of which:			
Trade creditors	(450.9)	(435.0)	(15.9)
Securitisation notes	(556.9)	(500.3)	(56.6)
Amounts owed to group undertakings	(9.3)	(9.3)	-
Corporation Tax	(1.1)	(3.1)	2.0
Other taxation and other social security	(0.5)	(0.6)	0.1
Other creditors	(0.7)	(0.4)	(0.3)
Accruals and deferred income	(19.7)	(14.8)	(4.9)
Creditors: amounts falling due after more than one year	(581.5)	(590.9)	9.4
Of which:			
Securitisation notes	(400.0)	(400.0)	-
Senior notes	(181.5)	(190.9)	9.4
Total assets less total liabilities	(56.5)	(64.5)	8.0
Capital & Reserves			
Share capital	(22.0)	(22.0)	
Profit & loss	(32.9) 89.4	(32.9) 97.4	(8.0)
Total Observational Francis			. ,
Total Shareholders' Funds	56.5	64.5	(8.0)

# Intangible Assets

Intangible assets consist of i) Goodwill at a net cost of £5.5 million as at September 30, 2015 and £8.1 million as at September 30, 2014. Goodwill of £13.2 million arose on the acquisition of PCL by GTCR in October 2012 and is being amortised over five years starting from November 2012; and ii) Capitalised software costs of £1.7 million relating to various change projects in the quarter and previous year where we have internally generated software. Projects include Channel Experience, Payments Platform and MyCommute4Less.

## **Consolidated Balance Sheet (continued)**

#### Tangible Assets

Tangible fixed assets are stated at cost less accumulated depreciation and any provision for impairment in value. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. All tangible fixed assets are depreciated on a straight-line basis by reference to their estimated useful life. Leasehold improvements are written off over the period of the lease. Tangible assets were at a net cost of £2.2 million as at the September 30, 2014, and increased to £3.5 million as at September 30, 2015. The increase of £1.3 million is driven by non-recurring upgrades and investments to our existing information technology infrastructure platform.

#### **Debtors**

Debtors consist of trade debtors after deduction of provision for irrecoverable debts, unearned income and adding back prepayments. Debtor balance as of September 30, 2014 was at £1,446.2 million (Trade debtors £1,438.8 million/Loan Loss (£3.0 million) /Prepayments £10.4) which has increased by £82.4 million to £1,528.6 million (Trade debtors £1,526.2 million/Loan Loss (£3.1 million) /Prepayments £5.5 million) as of September 30, 2015. This increase is mainly related to higher trade debtors.

#### Cash at Bank and in Hand

Cash at bank and in hand of £24.3 million represents SPV cash from the Securitisation Facility of £12.1 million (which includes £2.2 million of other servicing fees/interest, £10 million of liquidity reserve) and remaining cash of £12.2 million as at September 30, 2015, against £33.0 million as at September 30, 2014 represented by SPV cash of £8.9 million (which includes £2.8 million of prefunding, £0.9 million of other servicing fees/interest, £8.1 million of liquidity reserve) and remaining cash of £24.1 million.

#### Deferred Tax

Deferred Tax was £0.4 million as of September 30, 2014 and 2015. Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

# **Trade Creditors**

Trade Creditors of £435.0 million as of September 30, 2014 increased by £15.9 million to £450.9 million as of September 30, 2015. This increase is mainly due to the increase in business volumes originated.

#### Securitisation Notes

Securitisation notes relate to external variable rate funding provided to the group through a Special Purpose Vehicle, PCL Funding I Limited. The SPV has a Sterling denominated Variable Note Issuance Programme in place. The notes are repaid or issued as the underlying assets decrease or increase. The note holders receive interest and receive or pay principal on a weekly basis. The variable drawdown amount on the Securitisation facility was at £556.9 million as at September 30, 2015, against £500.3 million as at September 30, 2014. The upward movement of £56.6 million primarily relates to the movements in the underlying assets.

## **Consolidated Balance Sheet (continued)**

#### Amount owed to group undertakings

The amounts owed to group undertakings as at June 30, 2015 and June 30, 2014 represent the outstanding interest due to Mizzen Topco S.C.A., which is being transferred to Pomegranate Acquisitions Limited as part of the liquidation of the Luxembourg based group companies.

# **Corporation Tax**

Corporation tax of £3.1 million as of September 30 2014 has reduced to £1.1 million as of September 30, 2015. Tax computations for 2014 have been drafted and will be submitted shortly.

# Other taxation and other social security

Other taxation and other social security consist of other taxes payable mainly including payroll related taxes, and decreased from £0.5 million to £0.6 million.

#### **Other Creditors**

Other creditors as of September 30, 2015 were £0.7 million, against £0.4 million as at September 30, 2014. Other creditors consist of other accounts payable and other current liabilities.

#### Accruals and deferred income

Accruals and deferred income balance as of September 30, 2014 was £14.8 million, which increased by £4.9 million to £19.7 million as of September 30, 2015. This increase relates to additional overhead accruals related to ongoing consultancy work and investment in software development.

# Creditors: amounts falling due after more than one year

Creditors falling due after more than one year consist of Securitisation Notes of £400 million and new Senior Notes for £189.4 million as at September 30, 2015 which are stated as £181.5 million after netting the unamortised bond set up costs of £7.9 million. The Securitisation notes relate to external funding provided to the group through a Special Purpose Vehicle, PCL Funding I Limited. The SPV has a Sterling denominated term note which is fixed up to 25<sup>th</sup> September 2018.

#### **Consolidated Cash Flow Statement**

Consolidated Cash Flow Statement	For the quarter ended September 30, 2015	For the quarter ended September 30, 2014	Change
(£ in millions)	(unaudited)	(unaudited)	
Net cash (outflow) from operating activities	(77.2)	(52.4)	(24.8)
Net cash (outflow) from returns on investments and servicing of finance	(4.5)	(6.7)	2.2
Taxation	-	(0.9)	0.9
Net cash (outflow) for capital expenditure and financial investment	(0.2)	(0.2)	-
Acquisitions and disposals		-	-
Net cash (outflow) before use of liquid resources and financing	(81.9)	(60.2)	(21.7)
Net cash inflow/ (outflow) from management of liquid resources	-	-	-
Net cash inflow from financing activities	64.7	61.3	3.4
Effects of foreign exchange	(0.3)	0.3	(0.6)
(Decrease)/Increase in cash	(17.5)	1.4	(18.9)
	For the nine months ended September 30, 2015	For the nine months ended September 30, 2014	Change
(£ in millions)	(unaudited)	(unaudited)	
Net cash (outflow) from operating activities	(34.1)	(12.8)	(21.3)
Net cash (outflow) from returns on investments and servicing of finance	(38.5)	(126.5)	88.0
Taxation	(0.8)	(0.9)	0.1
Net cash (outflow) for capital expenditure and financial investment	(1.7)	(1.8)	0.1
Acquisitions and disposals		-	-
	(=F 4)	(142.0)	66.9
Net cash inflow/ (outflow) before use of liquid resources and financing	(75.1)		
	(75.1)	-	-
Net cash inflow/ (outflow) before use of liquid resources and financing	(75.1) - 44.0	133.8	(89.8)
Net cash inflow/ (outflow) before use of liquid resources and financing  Net cash inflow/ (outflow) from management of liquid resources	-	133.8 (0.7)	(89.8) (1.0)

# Cash inflow/(outflow) from operating activities

Cash outflow from operating activities for the quarter ended September 30, 2015 decreased by £24.8 million, from £52.4 million outflow for the quarter ended September 30, 2014 to £77.2 million outflow for the quarter ended September 30, 2015, primarily as a result of seasonal change in the loan book. Cash outflow from operating activities for the nine months ended September 30, 2015 increased by £21.3 million, from £12.8 million outflow for the nine months ended September 30, 2014 to £34.1 million outflow for the nine months ended September 30, 2015, primarily as a result of seasonal change in the loan book.

## **Consolidated Cash Flow Statement (continued)**

#### Cash inflow/(outflow) from returns on investments and servicing of finance

Cash outflow from returns on investments and servicing of finance for the quarter ended September 30, 2015 was at £4.5 million, which is £2.2 million lower than the quarter ended September 30, 2014. Cash outflow from returns on investments and servicing of finance for the nine months ended September 30, 2015 was at £38.5 million, which is £88.0 million lower than the quarter ended September 30, 2014, mainly due to the payment of a dividend in May 2014 of £91.8m.

#### **Taxation**

Cash outflow from taxation for the quarter ended September 30, 2015 decreased by £0.9 million due to higher payments being made in 2014. Cash outflow from taxation for the nine months ended September 30, 2015 decreased by £0.1 million.

# Cash inflow/(outflow) for capital expenditure and financial investment

Cash outflow for capital expenditure and financial investment for the quarter ended September 30, 2015 was at £0.2 million against £0.2 million for the quarter ended September 30, 2014. Cash outflow for capital expenditure and financial investment for the nine months ended September 30, 2015 was at £1.7 million against £1.8 million for the nine months ended September 30, 2014.

## Cash inflow/(outflow) from financing activities

Cash inflow from financing activities increased by £3.4 million, from the inflow of £61.3 million for the quarter ended September 30, 2015. The inflow in 2014 included £200 million raised from the issuance of the High Yield Bond in May 2014, offset by the repayment of the £42.4 million Mezzanine Finance loan and £50.7 million repayment of the intercompany loan principal with Mizzen Topco. Cash inflow from financing activities decreased by £89.8 million, from the inflow of £133.8 million for the nine months ended September 30, 2014 to £44.0 million inflow for the nine months ended September 30, 2015. The main reason is as above together with the redemption of £10.6 million of the High Yield Bond in May 2015.

## **Description of Certain Financing Arrangements**

# 1. Securitisation Facility

PCL entered into a series of agreements on October 31, 2012 (the "Securitisation Closing Date"), as amended from time to time thereafter, to establish a securitisation facility (the "Securitisation Facility") backed by amounts owing to PCL by its customers ("Receivables") in respect of certain of its insurance premium and service fee payment products.

#### **General overview**

Pursuant to the Securitisation Facility, certain Receivables and any related rights (the "Securitised Assets") are sold and assigned to SPV, a special purpose vehicle established for the purposes of the Securitisation Facility.

The SPV funds its purchase of the Securitised Assets with the proceeds from the issuance of Term Notes and VFNs (together, the "Securitisation Notes") to certain bank lenders (the "Securitisation Note Purchasers") pursuant to a note purchase agreement. Following an amendment on 30 June 2015, the Securitisation Facility (if fully drawn) now has an aggregate limit of £1.05 billion consisting of Term Notes with outstanding note balance of £400 million and VFNs have a note balance of £650 million, which has reduced from the previous limit of £1.15 billion (£400 million Term Note and £750 million VFN). The final legal maturity date of the Securitisation Notes falls in September 2018. As security for the payment of its obligations in respect of the Securitisation Notes, the SPV has granted security over all of its assets including all of its rights in the Securitised Assets and the SPV Accounts (as defined below).

PCL (acting in its capacity as the "Servicer") provides certain collection, administration and reporting services in relation to the Securitised Assets and certain cash management and bank account operation services.

The cash flows generated by the Securitised Assets (the "Collections") are initially collected in bank accounts held by PCL (the "Collection Accounts") and, on a daily basis, the amounts standing to the credit of the Collection Accounts are transferred into accounts held by the SPV (the "SPV Accounts"). On a weekly basis, the SPV (or the Servicer on its behalf) then applies the amounts standing to the credit of the SPV Accounts pursuant to a priority of payments waterfall, to pay or provide for the payment of any interest, principal, fees and other amounts that are due and payable on such date with any surplus Collections being repaid to PCL as deferred purchase price.

The SPV has no business operations or significant assets or sources of income other than the cash flows of the Securitisation Facility and as such the ability of the SPV to make any payments to the holders of the Securitisation Notes will be dependent upon payments the SPV receives from the Securitised Assets.

#### 2. Senior Notes

The issuer of the 7% Senior Notes is the group company Mizzen Bondco Ltd, an exempted company incorporated with limited liability under the laws of the Cayman Islands. 7% Senior Notes totalling £200 million in aggregate were issued on 8th May 2014 (the "Notes), with a maturity date of 1st May 2021. On February 27, 2015, £10.6 million of the Senior Notes were redeemed at a premium of 7%.

The Notes are fully and unconditionally guaranteed on a senior basis by the Parent Guarantor and the Subsidiary Guarantor.

# **Consolidated Financial Statements**

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# **Mizzen Mezzco Limited**

Report and Financial Statements
Period ended September 30, 2015

Registered number - 08179245

# Consolidated profit and loss account

		Nine months ended	Nine months ended	Year ended
	Note	September 30,	September 30,	December 31,
		2015	2014	2014
		(unaudited)	(unaudited)	(audited)
		£'000	£'000	£'000
Group turnover		93,294	86,960	118,376
Administrative expenses		(56,286)	(42,955)	(61,318)
Group operating profit		37,008	44,005	57,058
Interest receivable and similar income		-	-	-
Interest payable and similar charges	2	(29,884)	(39,694)	(50,009)
Profit on ordinary activities before taxation		7,124	4,311	7,049
Tax on profit on ordinary activities		(1,851)	(1,889)	(572)
Profit/(loss) for the financial year		5,273	2,422	6,477

There is no material difference between the above results and their historical cost equivalents.

Results relate to continuing operations.

# Consolidated statement of group total recognised gains and losses

	Nine months ended September 30, 2015 (unaudited)	Nine months ended September 30, 2014 (unaudited)	Year ended December 31, 2014 (audited)
	£'000	£'000	£'000
Profit for the financial year	5,273	2,422	6,477
Foreign currency translation difference	1,748	(668)	(166)
	7,021	1,754	6,311

# **Consolidated balance sheet**

		September 30, 2015 (unaudited) £'000	September 30, 2014 (unaudited) £'000	December 31, 2014 (audited) £'000
Fixed assets				
Intangible assets	3	7,303	8,115	9,469
Tangible assets	4	3,468	2,198	2,967
		10,771	10,313	12,436
Current assets				
Debtors	5	1,528,978	1,446,599	1,390,617
Cash at bank and in hand		24,343	32,953_	57,185
		1,553,321	1,479,552	1,447,802
Creditors: amounts falling due within one year	6	(1,039,065)	(963,546)	(929,183)
Net current assets		514,256	516,006	518,619
Total assets less current liabilities		525,027	526,319	531,055
Creditors: amounts falling due after more than one year	7	(581,491)	(590,865)	(591,044)
Net (liabilities)/ assets		(56,464)	(64,546)	(59,989)
Capital and reserves				
Called up share capital		32,921	32,921	32,921
Profit and loss account		(89,385)	(97,467)	(92,910)
Total shareholders' (deficit)/funds	8	(56,464)	(64,546)	(59,989)

The notes on pages 31 to 39 form part of these financial statements.

# **Consolidated cashflow statement**

Consolidated cashilow statement	Note	September 30, 2015 (unaudited) £'000	September 30, 2014 (unaudited) £'000	December 31, 2014 (audited) £'000
Net cash (outflow)/inflow from operating activities		(34,091)	(12,780)	12,523
Returns on investments and servicing of finance				
Interest received		-	-	-
Interest paid		(26,880)	(34,690)	(47,838)
Equity dividends paid to shareholders		(11,581)	(91,841)	(91,841)
Net cash outflow from returns on investments and servicing of finance		(38,461)	(126,531)	(139,679)
Taxation		(813)	(915)	(2,607)
Capital expenditure and financial investment				
Purchase of tangible fixed assets		(1,691)	(1,765)	(2,828)
Expenditure to acquire intangible assets		-	-	(2,025)
Net cash outflow for capital expenditure and financial investment		(1,691)	(1,765)	(4,853)
Management of liquid resources		-	-	-
Net cash inflow from management of liquid resources		-	-	-
Financing				
Issue of ordinary share capital		11,581	-	-
Increase in borrowings		32,381	133,754	250,187
Repayments		-	-	(100,077)
Net cash inflow from financing		43,962	133,754	150,110
Effects of foreign exchange		(1,748)	(668)	(166)
(Decrease)/Increase in cash		(32,843)	(8,905)	15,328
Reconciliation to net debt				
Net debt as at 1 January		(1,058,033)	(923,251)	(923,251)
(Decrease)/Increase in net cash		(32,844)	(8,905)	15,328
Movement in borrowings		(32,381)	(133,754)	(150,110)
Exchange adjustments		(26)	(1,627)	-
Net debt at 30 September		(1,123,284)	(1,067,537)	(1,058,033)

# Notes forming part of the unaudited report and financial statements

## 1 Accounting policies

A summary of the principal accounting policies, which have been applied consistently, is set out below:

#### Basis of preparation

These financial statements are prepared on the going concern basis, under the historical cost convention, and in accordance with the Companies Act 2006 and applicable accounting standards in the United Kingdom. The principal accounting policies, which have been applied consistently throughout the period, are set out below.

#### Going concern

The directors have assessed the ability of the group to operate as a going concern based on the conclusions drawn with respect to financial, interest rate, credit, liquidity, foreign exchange, regulatory, compliance and operational risks and ability to generate future earnings, as outlined in the strategic report. As such, these financial statements have been prepared on the going concern basis.

#### Basis of consolidation

The financial information of the group incorporates the assets, liabilities and results of Mizzen Mezzco Limited and its subsidiary undertakings. The financial statements of subsidiaries have the same year end as the parent company, and have been prepared using accounting policies which are uniform across the group and any profits or losses on intra group transactions have been eliminated. The group has a Special Purpose Vehicle, PCL Funding I Limited, which is used to provide funding to the group. The assets, liabilities and results of PCL Funding I Limited are also incorporated as part of the Mizzen Mezzco group.

#### Turnover and revenue recognition

Turnover represents finance charge income earned during the year net of commissions and other incentives payable. Turnover was predominantly derived from activities in the European Union. The whole of the finance income of each finance agreement is recognised over the period of the underlying agreement using the sum of digits methodology. Income is deferred by reference to the number of days remaining outstanding on each agreement at the balance sheet date.

#### Interest receivable and payable

Interest receivable and payable is recognised in the profit and loss account on an accruals basis. Interest receivable represents amounts due from Mizzen Midco Limited on intercompany loans and from interest on bank balances. Interest expense is the amount due to Mizzen Topco S.C.A on intercompany loans. The interest costs incurred have been charged to the profit and loss account on an accruals basis.

# Bad and doubtful debts

The group maintains a provision for bad and doubtful debts at an amount sufficient to absorb losses inherent in the group's loans and advances to customers, based on a projection of net credit losses. The provision is calculated based upon the projected incurred losses from the extant book over the next 12 months. The model uses historic performance in three key areas to project future losses. These are defaults, write offs and recoveries.

#### Investments in subsidiary undertakings

Investments in subsidiary undertakings are recorded at cost plus incidental expenses less any provision for impairment. Impairment reviews are performed annually by the directors or where there has been an indication of potential impairment.

#### Intangible fixed assets

Intangible fixed assets are stated at cost less accumulated amortisation and any provision for impairment in value. Cost includes the original purchase price of the intangible asset and the costs attributable to bringing the intangible asset to its working condition for its intended use. Impairment reviews are conducted to ensure the recoverability of the carrying amount of the intangible assets. Intangible fixed assets are amortised on a straight line basis over the anticipated life of the underlying asset or rights acquired, presently 3-5 years.

# Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and any provision for impairment in value. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recovered. All tangible fixed assets are depreciated on a straight-line basis by reference to their estimated useful life. This is a period of 3 to 5 years for vehicles and other equipment. Leasehold improvements are written off over the period of the lease.

# Notes forming part of the unaudited report and financial statements (continued)

## 1 Accounting policies (continued)

#### Pension costs

The group participates in a defined contribution pension scheme operated by an independent fund manager. Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme. The assets of the scheme are held separately from those of the group.

#### **Taxation**

Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted as at the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax in the future, with the following two exceptions:

- Provision is made for deferred tax that would arise on remittance of the retained earnings of overseas subsidiaries, associates and joint ventures only to the extent that, at the balance sheet date, dividends have been accrued as receivable; and
- ii) Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be sufficient taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

#### Foreign currency

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All monetary assets and liabilities expressed in foreign currencies are translated into sterling at rates of exchange ruling at the end of the financial year. Differences between the translated transactions and subsequent cash settlements, or related translated balances, are taken to the profit and loss account.

The balance sheets for foreign operations are consolidated at the rate of exchange ruling at the balance sheet date. The profit and loss accounts are consolidated using the average rate for the year. The exchange differences arising on the retranslation of opening net assets are taken directly to reserves.

## **Operating leases**

Operating lease costs are charged to the profit and loss account on a straight-line basis over the lease term.

#### Cash at bank

There are three elements within cash balances consisting of pre-funding cash, encumbered cash and free cash. Pre-funding cash in SPV is only available for the purposes of funding new assets. Encumbered cash of £10 million is included in SPV and PCL Limited cash balances to reduce the credit risk of loan note holders. Free cash is used for any other funding requirements, such as for the purposes of group companies. Cash at bank is held within Sterling bank accounts in SPV and Sterling, Euro, US dollar bank accounts in PCL.

# 2 Interest payable and similar charges

interest payable and similar charges			
	Period Ended	Period ended	Year ended
	September 30,	September 30.	December 31.
	2015	2014	2014
	(unaudited)	(unaudited)	(audited)
	£'00Ó	£'000	£'000
Interest payable to group undertakings	-	1,672	1,672
Interest payable to securitising banks	17,328	21,434	27,655
Interest payable on interest rate hedge	1,755	1,792	2,406
Interest payable on Mezzanine Finance	· -	9,235	9,215
Interest payable on corporate bond	10,801	5,561	9,061
	29,884	39,694	50,009

# Notes forming part of the unaudited report and financial statements (continued)

# 3 Intangible assets

ntangible assets	Goodwill	Assets under construction	Software licences	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 January 2015	13,158	2,025	1,164	16,347
Additions		573		573
Transfer to tangible assets	-	(777)	-	(777)
At 30 September 2015				
·	13,158	1,821	1,164	16,143
Accumulated amortisation				
At 1 January 2015	5,702	12	1,164	6,878
Amortised in period	1,974	-	1,121	1,974
Transfer to tangible assets	-	(12)	-	(12)
At 30 September 2015	-			
- 1.00 cop	7,676	-	1,164	8,840
Net book value at 30 September 2015	5,482	1,821	-	7,303
Net book value at 31 December 2014	7,456	2,013	-	9,469

	Goodwill	Assets under construction	Software licences	Total
	£'000	£'000	£'000	£'000
Cost At 1 January 2014 Additions	13,158 -	- -	1,164 -	14,322 -
At 30 September 2014	13,158	-	1,164	14,322
Accumulated amortisation				
At 1 January 2014	3,070	-	1,164	4,234
Amortised in period	1,973	-	-	1,973
At 30 September 2014				
•	5,043	-	1,164	6,207
Not be alcurate at 20 September 2014	0.445			0.445
Net book value at 30 September 2014	8,115	-	-	8,115
Net book value at 31 December 2013	10,088	-	-	10,088

Assets under construction relate to internally developed software. The directors do not consider there to be any evidence of impairment of the assets.

# Notes forming part of the unaudited report and financial statements (continued)

# 4 Tangible assets

	Vehicles and other equipment	Leasehold improvements	Total
	£'000	£'000	£'000
Cost	0.440	4.000	44.040
At 1 January 2015	9,412	1,830	11,242
Additions	1,118	-	1,118
Disposals	-	-	-
Transfer from intangible assets	777	-	777
Exchange difference	(2)	-	(2)
At 30 September 2015	11,305	1,830	13,135
Accumulated depreciation			
At 1 January 2015	6,538	1,737	8,275
Charged in period	1,297	85	1,382
Disposals	-	-	=
Transfer from intangible assets	12	-	12
Exchange difference	(2)	=	(2)
At 30 September 2015	7,845	1,822	9,667
Net book value at 30 September 2015	3,460	8	3,468
Net book value at 31 December 2014	2,874	93	2,967

	Vehicles and other equipment	Leasehold improvements	Total
	£'000	£'000	£'000
Cost			
At 1 January 2014	6,714	1,830	8,544
Additions	1,765	-	1,765
Disposals	(128)	-	(128)
Exchange difference	(2)	-	(2)
At 30 September 2014	8,349	1,830	10,179
Accumulated depreciation			
At 1 January 2014	5,848	1,644	7,492
Charged in period	547	72	619
Disposals	(128)	<del>-</del>	(128)
Exchange difference	(2)	-	(2)
At 30 September 2014	6,265	1,716	8,791
Net book value at 30 September 2014	2,084	114	2,198
Net book value at 31 December 2013	866	186	1,052

# Notes forming part of the unaudited report and financial statements (continued)

# 5 Debtors

Desicio	September 30,	September 30,	December 31,
	2015	2014	2014
	(unaudited)	(unaudited)	(audited)
	£'000	£'000	£'000
Loans and advances to customers	1,519,978	1,434,723	1,382,579
Other debtors	3,124	1,048	970
Deferred tax asset	352	435	352
Prepayments and accrued income	5,524	10,393	6,716
	1,528,978	1,446,599	1,390,617

# 6 Creditors: amounts falling due within one year

, , , , , , , , , , , , , , , , , , ,	September 30, 2015 (unaudited) £'000	September 30, 2014 (unaudited) £'000	December 31, 2014 (audited) £'000
Trade creditors	450,911	435,021	387,583
Securitisation notes	556,849	500,302	514,879
Amounts owed to group undertakings	9,285	9,322	9,322
Corporation tax	1,132	3,187	93
Other taxation and other social security	492	401	644
Other creditors	677	475	544
Accruals and deferred income	19,719	14,838	16,118
	1,039,065	963,546	929,183

Securitisation notes relate to external variable rate funding provided to the group through a Special Purpose Vehicle, PCL Funding I Limited. The SPV has a Sterling denominated Variable Note Issuance Programme in place. The notes are repaid or issued as the underlying assets decrease or increase. The note holders receive interest and receive or pay principal on a weekly basis. The amounts owed to group undertakings relate to a balance owed to Mizzen Topco S.C.A, the immediate parent company.

# 7 Creditors: amounts falling due after more than one year

	September 30,	September 30,	December 31,
	2015	2014	2014
	(unaudited)	(unaudited)	(audited)
	£'000	£'000	£'000
Corporate bond	181,491	190,865	191,044
Securitisation notes	400,000	400,000	400,000
	581,491	590,865	591,044

Securitisation notes relate to external funding provided to the group through a Special Purpose Vehicle, PCL Funding I Limited. The SPV has a Sterling denominated term note which is fixed for three years up to 25 September 2018.

As part of the refinancing of the group a secured corporate bond was issued by Mizzen Bondco Limited, a group subsidiary. The bond principal of £189.4 million is stated after amortised issuance costs of £7.9 million. The bond carries a fixed rate of interest of 7 percent and matures 1 May 2021.

# Notes forming part of the unaudited report and financial statements (continued)

# 8 Reconciliation of the movements in shareholders' funds

	September 30,	September 30,	December 31,
	2015	2014	2014
	(unaudited)	(unaudited)	(audited)
	£'000	£'000	£'000
Opening shareholders' funds at 1 January	(59,989)	25,541	25,541
Profit/(loss) for the financial period	5,273	2,422	6,477
Foreign currency translation movement	(1,748)	(668)	(166)
Dividend paid Capital contribution	(11,581) 11,581	(91,841) -	(91,841)
Closing shareholders' (deficit)/funds at 31 March	(56,464)	(64,546)	(59,989)

# 9 Reconciliation of operating profit to net cash flow from operating activities

	Group	•	ember 30, 2015 naudited) £'000	September 30, 2014 (unaudited) £'000	December 31, 2014 (audited) £'000
	Group Operating profit		37,008	44,540	57,058
	Depreciation charge		1,382	<sup>^</sup> 619	913
	Amortisation charge		1,974	1,974	2,644
	Increase in debtors		(138,362)	(130,459)	(76,159)
	Increase in creditors		63,90	70,546	28,067
	Net cash (outflow)/inflow from continuing operations		(34,091)	(12,780)	12,523
10	Analysis of net debt				
		As at 1	Cash	Exchange	As at 30
		January	flow	movements	September
		2015			2015
	Group	£'000	£'000	£'000	£'000
	Cash in hand and at bank	57,185	(32,843)	-	24,342
	Debt due after more than one year	(591,044)	9,553	-	(581,491)
	Debt due within one year	(524,174)	(41,934)	(26)	(566,134)
		(1,058,033)	(65,224)	(26)	(1,123,283)
		As at 1 January 2014	Cash flow	Exchange movements	As at 30 September 2014
	Group	£'000	£'000	£'000	£'000
	Cash in hand and at bank	41,857	(8,905)	_	32,952
	Debt due after more than one year	(440,800)	(150,065)	_	(590,865)
	Debt due within one year	(524,308)	16,311	(1,627)	(509,624)
		(923,251)	(142,659)	(1,627)	(1,067,537)