



**Full-Year Results Presentation 2013**

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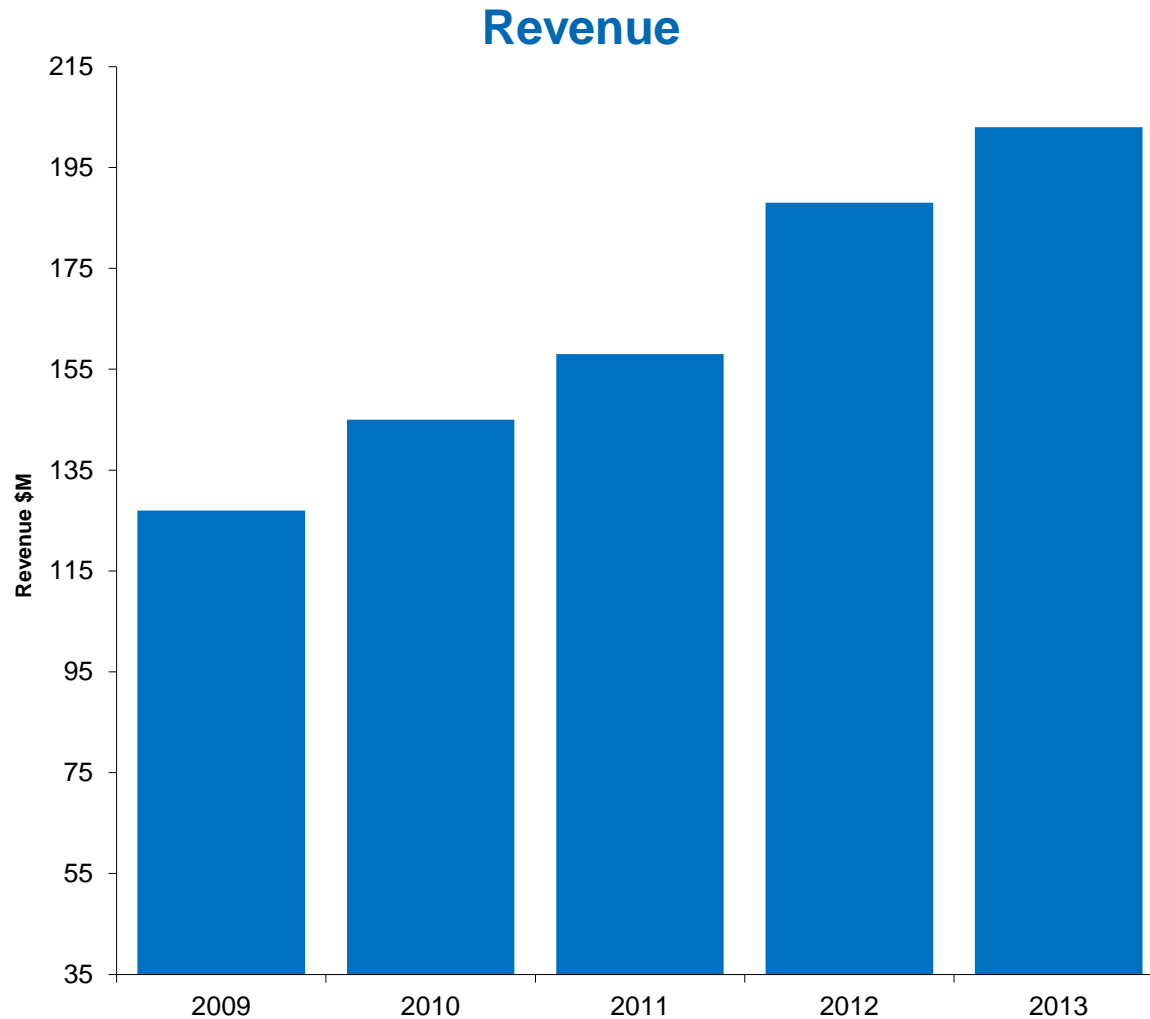
## *Group*

- ❑ NPAT steady at \$28m
- ❑ Cash NPAT<sup>1</sup> consistent at \$29.8m
- ❑ Revenue up 8% to \$203m
- ❑ Average ROCE continues strongly at 24.8%
- ❑ Basic EPS of 19.11 cents
- ❑ Operating cash grew to \$93m
- ❑ Gearing levels remain conservative at 19%
- ❑ Final dividend up 9% to 6 cents; distribution up to 55%

## *By Division*

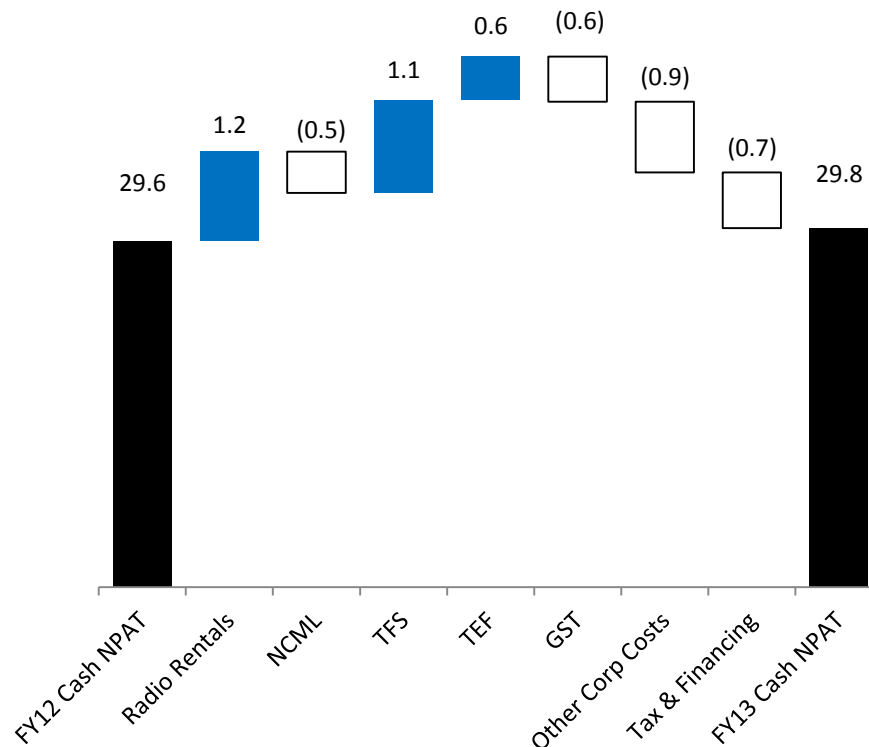
- ❑ Radio Rentals – record installations and earnings
- ❑ Cashfirst – loan book beyond \$20m
- ❑ Thorn Equipment Finance (TEF) – strong book build to \$36m
- ❑ NCML – strong second half customer generation
- ❑ Rent Drive Buy – trial commenced

<sup>1</sup> Cash NPAT is calculated as NPAT adjusted for the amortisation expense of NCML customer relationship intangible asset



- ❑ Radio Rentals grew earnings contribution to a new record
- ❑ NCML earnings impacted by lower PDL revenue
- ❑ Cashfirst improved with loan book growth
- ❑ TEF book growth yet to fully convert to earnings
- ❑ One-off costs:
  - GST issue expensed
  - Tax structure and consulting fees
  - New finance facilities

Cash NPAT<sup>1</sup> Bridge FY12 – FY13 (\$m)



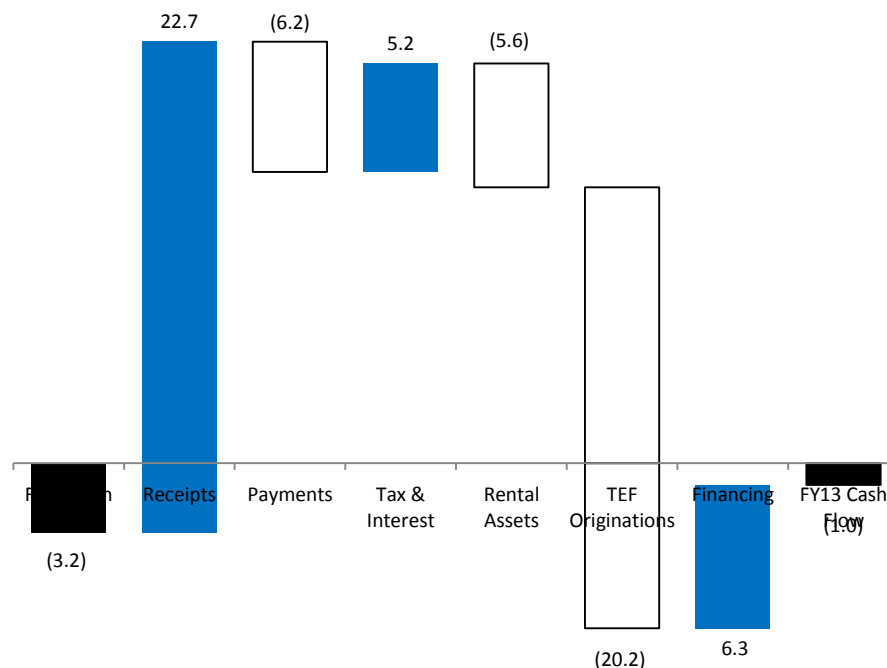
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- ❑ Consumer Leasing
  - Losses well maintained in a tightening market
  - Finance lease provision impacted by the popularity of Apple products
- ❑ Cashfirst
  - Losses reduced to 8.9%
  - Provisioning revised favourably
- ❑ Regular debt sale process initiated

<i>In thousands of AUD</i>	FY12	FY13
<b>Consumer Leasing</b>		
– Provisioning	6,272	7,112
– Asset losses	2,594	2,699
– Net Debt	1,490	1,784
<b>Cashfirst</b>		
– Provisioning	589	293
– Net Debt	1,293	1,779
<b>TEF</b>		
– Net impairment losses	568	1,832

- ❑ Receipts increased 11% driven by Radio Rentals, TEF and Cashfirst
- ❑ Payments increased \$6.2m, \$2.1m due to Cashfirst settlements
- ❑ Tax favourable due to the deferred tax gain re NCML acquisition
- ❑ Increase in Rental Asset expenditure due to furniture demand and introduction of Apple
- ❑ TEF settlements 2.5 times prior year
- ❑ Financing favourably impacted by the introduction of the DRP
- ❑ Increased debt used to fund TEF settlements

Cash Flow Bridge FY12 – FY13 (\$m)



## Continued key asset growth

	31 Mar 13	Movement	
		\$m	%
<b>Radio Rentals</b>			
Leases *	95,707	6,375	7
Rental Assets	52,929	4,451	9
<b>Thorn Equipment Finance*</b>			
Leases	46,521	30,978	99
<b>Thorn Financial Services (Cashfirst)</b>			
Loan Book	21,754	4,430	26
<b>NCML</b>			
PDLs	8,295	1,592	24

\* Consumer and Commercial lease book disclosed on a gross basis, inclusive of interest due



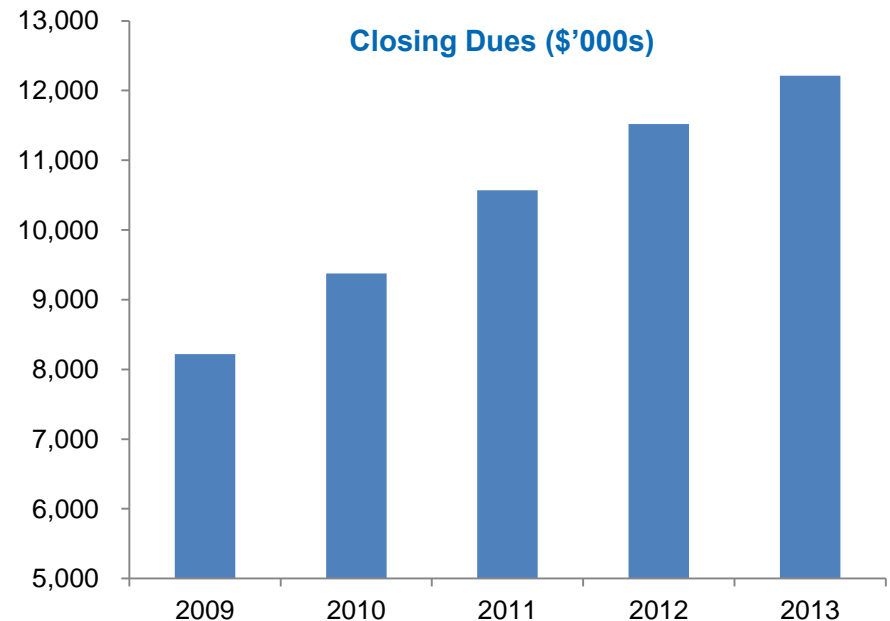
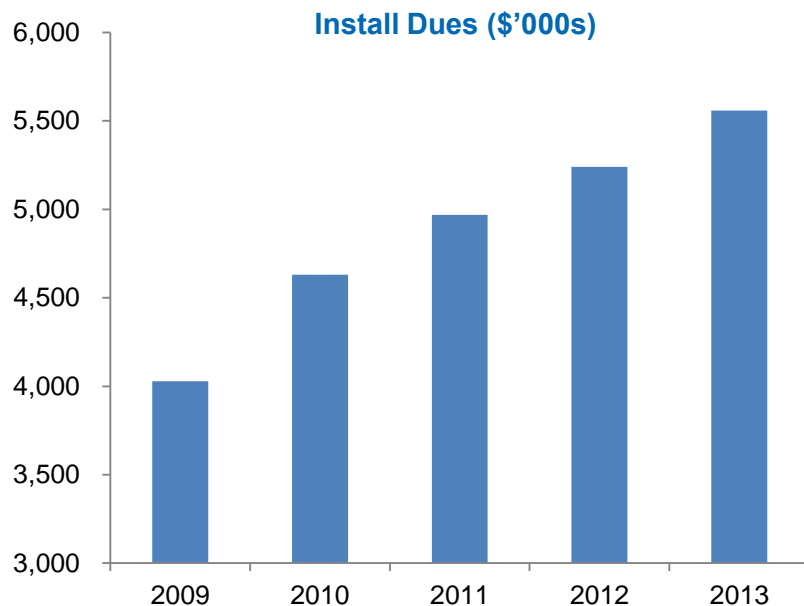
## Additional debt facilities to fuel growth

- ❑ Corporate debt facility
  - Increased by \$20m to \$50m
  - Extended to July 2016
- ❑ Securitisation facility
  - \$50m to fund TEF growth
  - Funding to commence June 2013

As reported Mar-13			
Facility	Limit	Drawn	Headroom
Corporate	\$50.0m	\$28.9m	\$21.1m
Expected Jun-13			
Facility	Limit	Drawn	Headroom
Corporate	\$50.0m	\$8.9m	\$41.1m
Securitised	\$50.0m	\$20.0m	\$30.0m
Total	\$100.0m	\$28.9m	\$71.1m

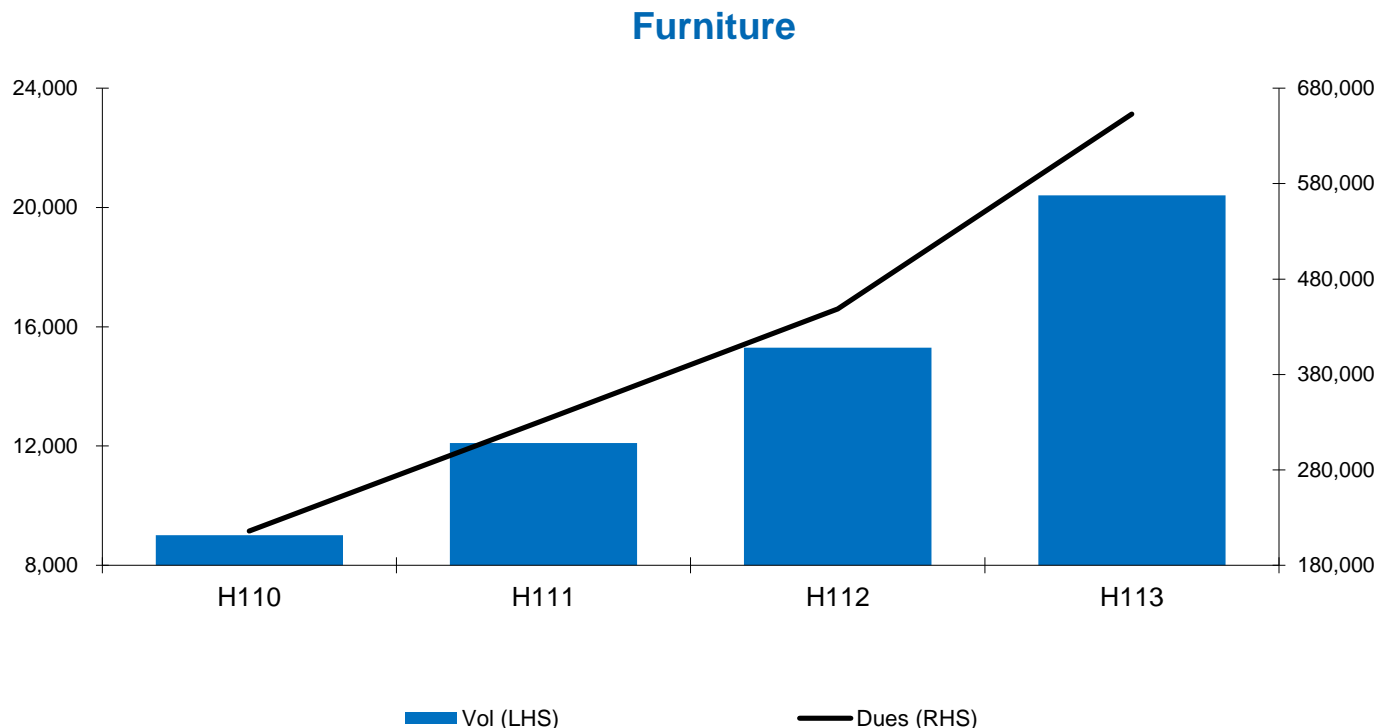
# radio rentals Another record result

- EBITDA \$48.1m, 3% up on prior year
- Total installation revenue grew 6%
- AUR (average price per unit) increased 3% to \$49.18
- Customer retention improved from 44% to 48%
- Disconnections dues grew 12% in-line contract maturity profile



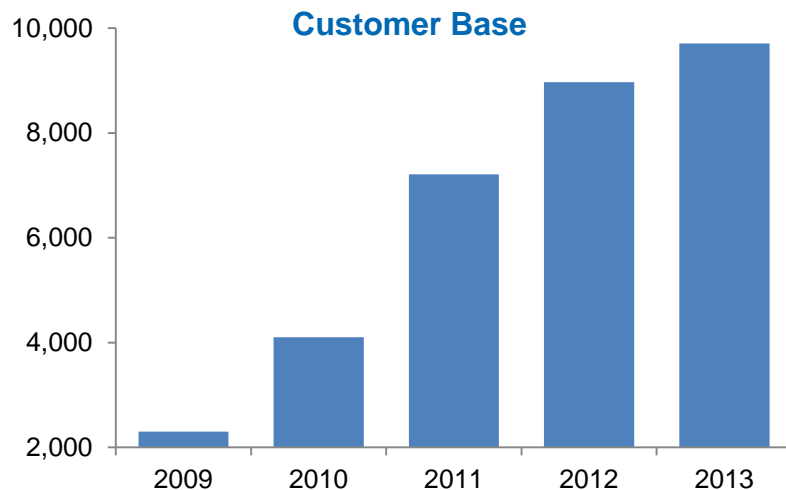
# radio rentals Furniture strength continues

- ❑ Furniture up 46% - increased demand for lounge and dining
- ❑ Technology products up 6% with Apple introduction
- ❑ Other categories steady



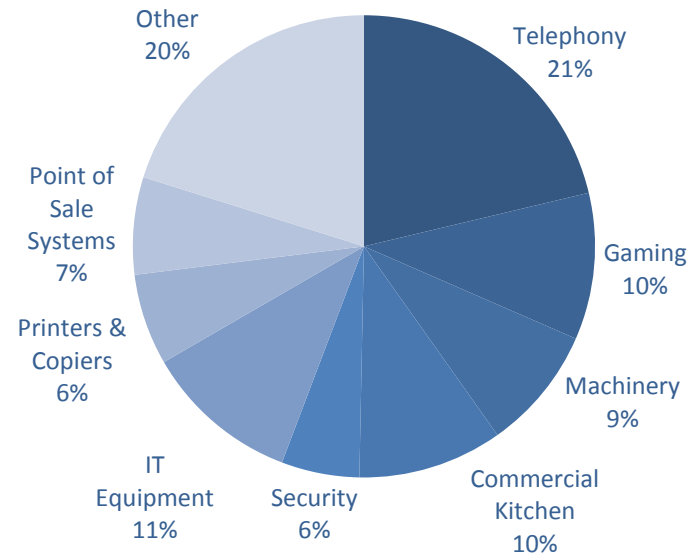
## Cashfirst Loan Book \$20m+

- ❑ Building the loan book is key priority
- ❑ EBITDA \$1.6m - up 62% and impacted by GST issue
- ❑ Normalised EBITDA \$2.2m
- ❑ New Business originations solid at \$9.6m & average loan \$2,400
- ❑ Refinancing increased to \$6.1m - up 67%
- ❑ Approval rates maintained at 15-20%
- ❑ Annualised write-off rate 8.9%



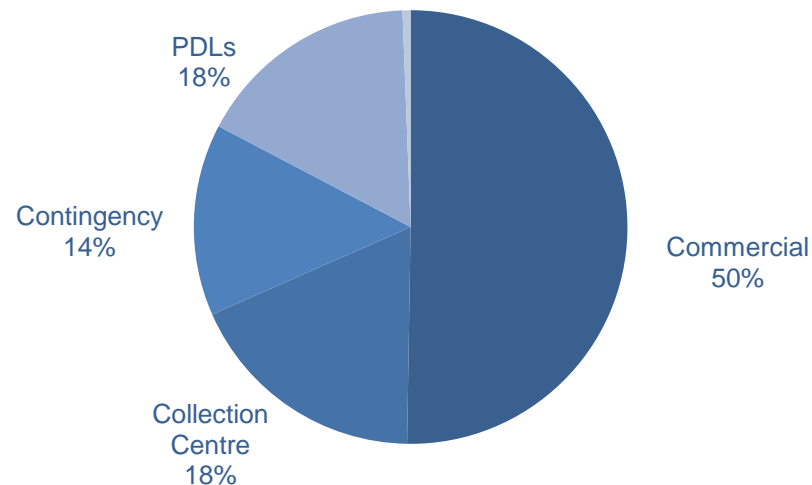
- ❑ Securitised \$50M facility being finalised
- ❑ EBITDA \$1,051k - up 142%
- ❑ Originations \$33.2m – up 155%
- ❑ Brokers and introducers remain key originators – diversified portfolio
- ❑ Arrears steady - sub 5%
- ❑ Average deal size \$22,000

FY13 Deals split by product



- ❑ EBITDA generated \$3.7m – down on prior year
- ❑ Revenue impacted by lower PDL revaluations - age of portfolio
- ❑ Contingent collections performance a stand out
- ❑ Consumer collections steady with off-shore trial commenced
- ❑ Commercial collections impacted by tough conditions for clients
- ❑ Key personnel recruited during second half
- ❑ Major contract wins to boost 2014 earnings

FY13 Revenue Split



# Optimism for Proposed Legislative Changes

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## *Closing of NCCP licensing loophole re indefinite leases*

- ❑ Potential positive

## *Positive credit reporting – potential consumer benefits*

- ❑ Expected to commence in calendar year 2014

## *Enhancements to NCCP – potential benefits in positioning*

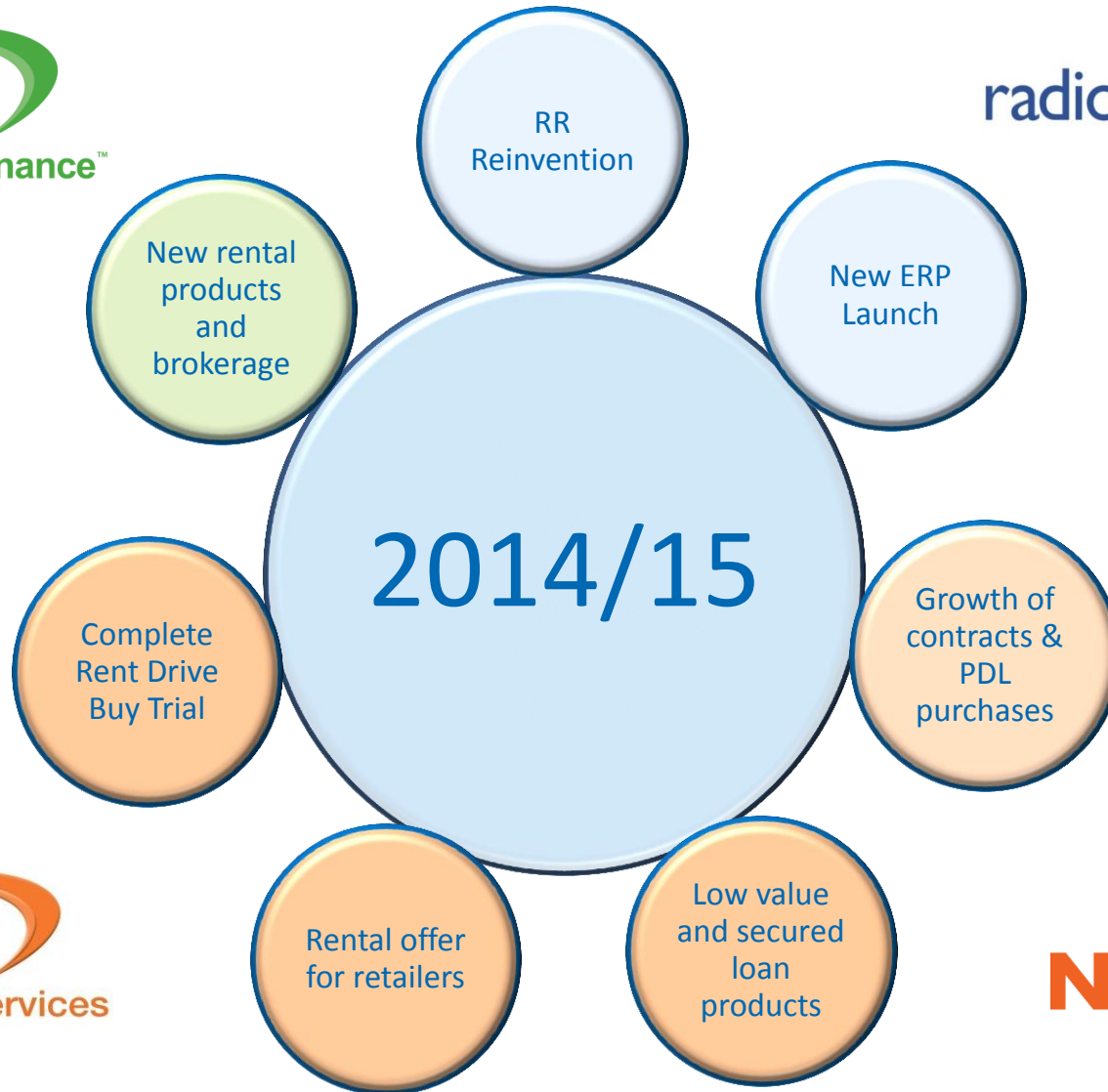
- ❑ A right to purchase goods under consideration
- ❑ Likely increased disclosures for consumer leases
  - Cash price equivalent;
  - Costs of additional services; and
  - Interest rate
- ❑ Limit on early termination fees proposed

# The Future

## Strengthening and Diversifying



# Development Areas



# radio rentals<sup>™</sup> Reinventing and Refining an Icon

*Opportunity – a new invigorated look and offerings*

- ❑ Focus on penetrating the 'E' demographic who are rental averse
- ❑ Change from 'rental' to 'leasing'
- ❑ New products
  - Take home layby
  - Interest free
  - Savings Club
  - Extended length contracts
- ❑ New store design
- ❑ Name?



Access \$500m  
'E'  
demographic

## *Key elements*

- ❑ Specialist funding e.g. legal disbursements
  
- ❑ Rent Drive Buy
  - Positive results to-date
  - Potential full launch in 2<sup>nd</sup> half
  - Qualifies customers for finance
  - Average loan of circa \$12,000
  
- ❑ Secured lending
  
- ❑ Low value loans of \$1,000 to \$2,000



- ❑ Bricks & mortar trial
  - Store-in-store in selected RR outlets – leverage the strength
  - Stand alone locations
  - *easyfinancial* model in Canada
  
- ❑ Lease to own proposition in retailers
  - Aimed at rejected applicants for other finance offerings
  - RAC Acceptance and Sears models in USA – 50% success rate
  - \$200m market opportunity
  - Unique ability to re-rent product through RR network
  - Retailer network is key

Store-in-Store  
Leverages  
RR Network



Lease-to-Own  
\$200m  
opportunity

## 2013

- ✓ RTB
- ✓ Cash loans
- ✓ Commercial leasing
- ✓ Collection services

**New Products**

## 2014

- ✓ Savings club
- ✓ Take home layby
- ✓ Interest free
- ✓ Disbursement funding
- ✓ Low value loans
- ✓ Secured lending
- ✓ Brokerage
- ✓ Commercial Rental
- ✓ Rental offering for retailers
- ✓ Rent Drive Buy

## 2015

*Diversified financial services:*

- Sub/mid prime consumers
- Alternate commercial markets

Earnings payoff

## *Group*

- ❑ Strong core business
- ❑ Substantial recurring revenue streams generating significant operating cash
- ❑ Solid capital base to enable expansion & healthy ROCE

## *Outlook*

- ❑ Continued significant investment in strategic initiatives
- ❑ Organic development requires critical mass to be achieved
- ❑ Investment returns will be mid to long term