

A family is moving into a new home. In the foreground, a young girl with brown hair, wearing a white long-sleeved shirt and blue jeans, is smiling and holding a white pot containing a green plant with red and yellow flowers. Behind her, a woman and a boy are also smiling and carrying cardboard boxes. The scene is set in a bright, modern interior with large windows and a staircase in the background. A teddy bear is visible on top of a box on the right side.

# Pepper Money Limited

INVESTOR DAY PRESENTATION

November 25<sup>th</sup> 2021

## AGENDA

Topic	Presenter	Time
1. About Pepper Money	Mario Rehayem	10.05am - 10.30am
Break		
2. Product & Distribution	Barry Saoud & Ken Spellacy	10.40am - 10.50am
3. Operations & Service	Matthew Tinker	10.50am - 11.00am
4. Digital & Technology	Steven Meek	11.00am - 11.15am
5. Customer Experience & Brand	Sarah Pikardt	11.15am - 11.20am
Break		11.20am - 11.30am
6. Funding	Anthony Moir	11.40am - 11.50am
7. People & Diversity	Sue Kent & Michael Vainauskas	11.50am - 12.00pm
8. Closing Remarks	Mario Rehayem & Therese McGrath	12.00pm - 12.10pm
9. Q&A	Executive team	12.10pm - 12.30pm

# About Pepper Money

Mario Rehayem, Chief Executive Officer





# One of Australia's leading non-bank lenders with a mission to help people succeed.

- **A leader** in non-bank finance with an established and **proven track record through-the-cycle**
- Strong **growth record** and **underlying momentum** in a **\$2.4 trillion<sup>1</sup>** total addressable lending market
- 20+ years of **purpose-built historical data** provides **insights** from which the business has grown
- **Digitally-enabled distribution tools**, allowing brokers to help people succeed with confidence
- Strong **through-the-cycle** credit performance, underpinned by a robust risk framework and **20+ years** of loan performance data that drives **disciplined returns**
- Robust funding, **significant warehouse capacity** provided by **15+ funders** across a deep global investor base of **100+ investors**
- Clear path for continued **organic growth** through extension of products, asset classes and geographies
- **Strong, experienced, tenured management team** with proven record of success



# Pepper's mission is to help people succeed

This is possible because of the core values at the heart of our brand:



## CAN DO



We are ambitious and entrepreneurial, so we look for opportunities. We think outside of the box when it comes to developing solutions for our customers and our teams. We leverage the power of teamwork to deliver. Our ability to be decisive drives our effectiveness.

## BALANCED



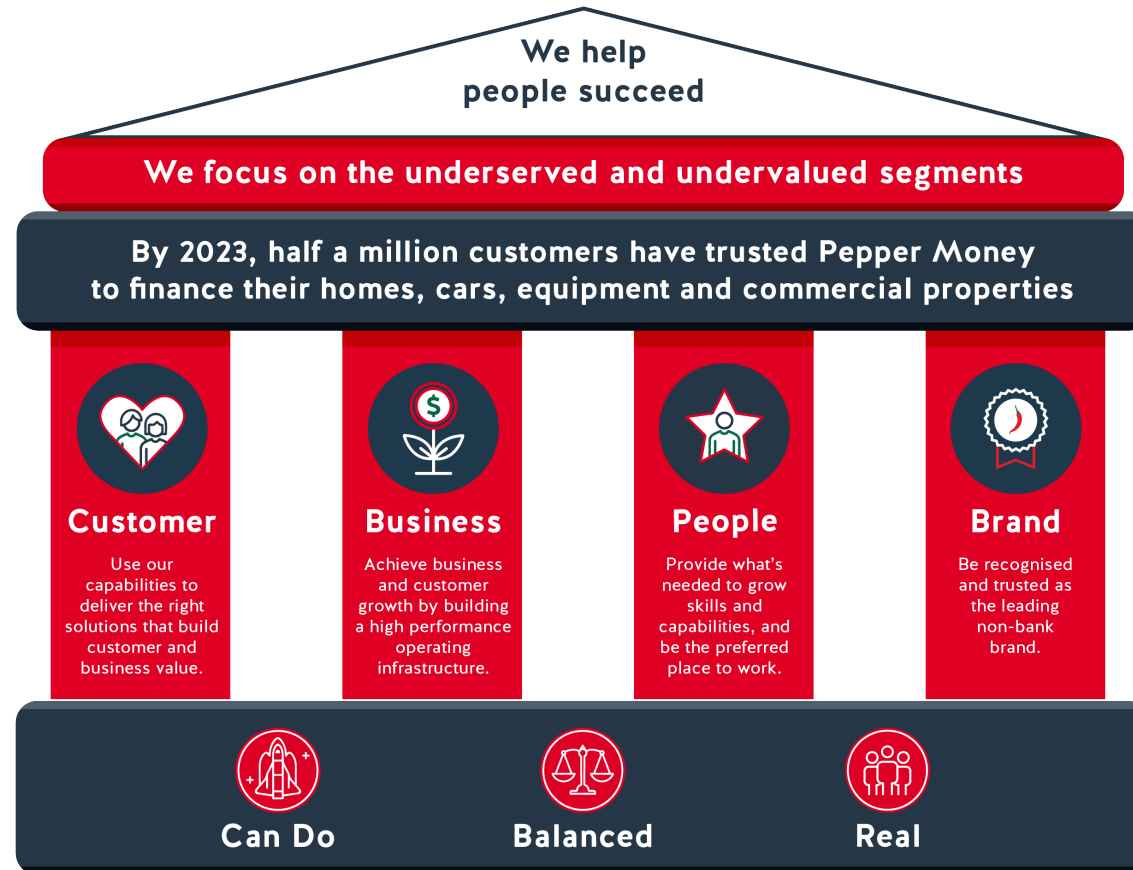
We come with considerable experience; we know how to handle the relationship between opportunity and risk. We understand how to create situations that can set people up for success – and that even in adversity producing a win-win is both human and profitable.

## REAL



We respect people and are totally honest with them. If we can help we will. If we can't, we'll say so. People want you to be straight with them and they like to understand how things are going – so we tell them. Trust is built by acting with integrity, by doing what you said you'd do. And understanding what people need.

# Pepper Money's strategy



Pepper Money's strategy is to be one of Australia and New Zealand's leading non-bank lender by living by its mission: **to help people succeed**. Pepper Money has four key pillars to support its strategy focused on **Customer, Business, People and Brand**.

# Our core competencies

## UNDERSERVED CUSTOMER SEGMENTS

**6 in 10**

eligible non-conforming borrowers did not get a loan<sup>1</sup>

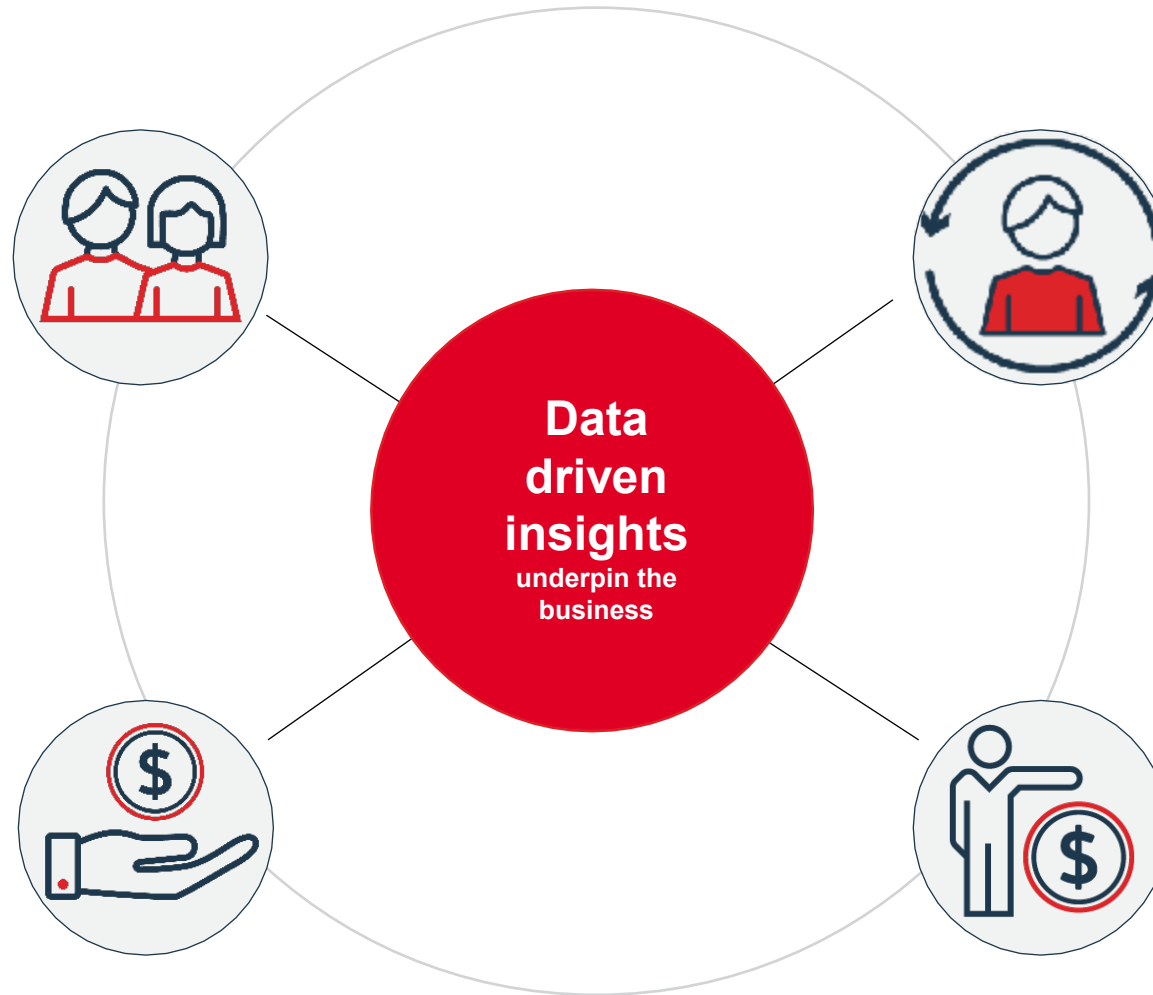
Product proposition designed for underserved and undervalued customer sections

## FUNDING CAPABILITIES

**100+**

Investors<sup>2</sup>

Diversified funding strategy, leveraging long-term relationships with a broad array of funders



## CREDIT EXPERTISE

**20+ years**

Underwriting history

Comprehensive understanding of consumer credit risk

## DISTRIBUTION

**6,210+**

Active brokers<sup>3</sup>

Multi-channel distribution network, with a focus on embedded, scalable and automated distribution processes

Note: 1. Independent research conducted for Pepper Money in 2021 by Fifth Dimension Research and Consulting. Non-conforming Market Size survey. Research conducted and published in March 2021. Total sample size n=903. 2. Refers to securitised term details. 3 Active brokers defined as: for Mortgages brokers submitting an application within 12 months to 30 June 2021 and for Asset Finance: brokers who have settled at least one deal 12 months to 30 June 2021. Includes New Zealand (343).

# Large addressable market

Pepper Money has significant headroom in its core markets, and the proven track record to deliver profitable growth



## MORTGAGES<sup>1</sup>



## ASSET FINANCE

September 2021

**Total Addressable Market (AUM)**

**\$2,280bn<sup>1</sup>**

88% Conforming  
12%<sup>2</sup> Non-Conforming

**\$186bn**

Consumer: \$59bn<sup>4</sup>  
Commercial: \$127bn<sup>5</sup>

**Pepper Money's Market Share (closing AUM)**

**~0.5%<sup>3</sup>**

**~1.7%<sup>6</sup>**

Consumer: ~3.0%  
Commercial: ~1.1%

**Targeted Customer Segments**

- First home buyers
- SME/self employed (e.g. including casual and gig economy)
- Minor adverse credit event in history (e.g. late utilities bill)
- Credit history impacted by "life event" (e.g. divorce)

- Used cars
- Caravans
- Commercial vehicles
- Novated lease
- Small to medium business equipment

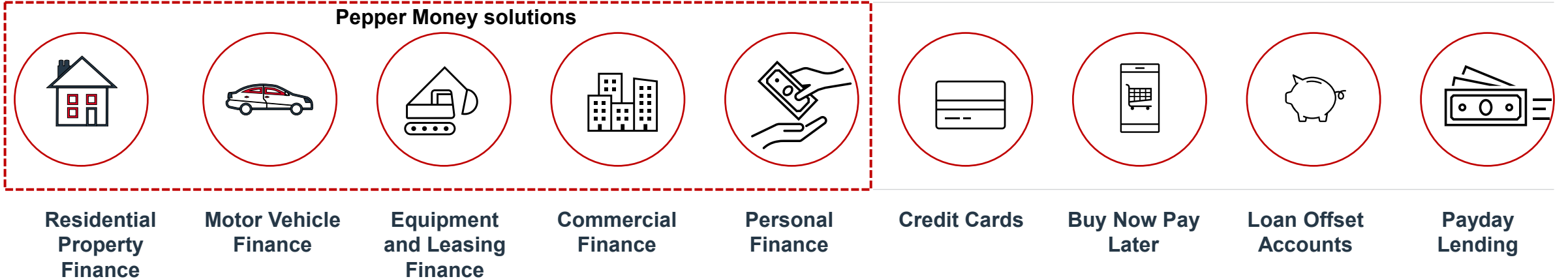
Note: 1. Combination of Australia and New Zealand mortgage markets as at September 2021 (Total housing credit, RBA D2 Lending and credit aggregates (including owner-occupier housing credit and investor housing credit)); Housing, RBNZ C5 Sector lending (registered banks and non-bank lending institutions), September 2021, converted at an assumed exchange rate of NZD:AUD = 0.9331). 2. Independent research conducted by Fifth Dimension Research and Consulting in March 2021. 3. Represents Pepper Money's Mortgages AUM as at 30 September 2021 (closing) as a proportion of Total housing credit. 4. New household loan commitments for purchase of road vehicles, other transport vehicles and equipment, New household loan commitments, ABS 5601.0 Lending Indicators Table 27, October 2020 – September 2021 (published November 2021). Assumes market size is approximately 4x lending commitments for last 12 months. 5. New business loan commitments, finance lease and fixed term, purchase of vehicles, plant and equipment, ABS 5601.0 Table 29, 21 and 33, October 2020 – September 2021 (published November 2021). Assumes market size is approximately 4x lending commitments for last 12 months. 6. Represents Pepper Money's Asset Finance AUM as at 30 September 2021 (closing) as a proportion of total consumer and commercial motor and equipment financing.



# Australia's non-bank lending sector

Pepper Money provides **flexible financial solutions** across property, asset finance and personal lending in a growing market sector

## Pepper Money solutions



OVER 600 NON-BANK LENDERS AND FINANCIERS OPERATE IN THE AUSTRALIAN MARKET PROVIDING A RANGE OF SERVICES<sup>1</sup>

- Non bank lending sector annual growth 2014-2019 - **3.6%**<sup>2</sup>
- Projected annual growth 2019-2024 - **9.6%**<sup>3</sup>
- Sector total assets - **\$356bn**<sup>4</sup>
- Accounts for **7%**<sup>1</sup> of debt financing in Australia and **5%**<sup>5</sup> of Mortgage lending

Notes. 1.Source: AUSTRAC Australia Non-Bank Lending and Financing Sector (2021) Reserve Bank of Australia, Financial Stability Review, April 2019 page 51 2. IBISWorld Industry Report K6230 Non-Depository Financing in Australia, October 2018, page 4. March 2019, rba.gov.au/fin-stability/fin-inst/main-types-of-financial-institutions.html. 12 Reserve Bank of Australia 5. MFAA Industry Intelligence Service, 11th Edition September 2020

# Our focus for delivering growth

## CUSTOMER & BRAND

Enriching the **customer experience** through **product design** and **engagement**, helping them succeed and making a real-life difference



## DIGITAL & TECHNOLOGY

Accelerating our **digital strategy** using our strengths in data insights & automation, **making it easier to do business with us**

## PRODUCT & DISTRIBUTION

Expanding our **distribution footprint** and exploring **new market segments** to grow market share

## PEOPLE & DIVERSITY

**Engaging our people**, providing the right environment and tools to grow their capabilities to deliver

# Experienced Executive Team

Pepper Money has a dedicated, focused executive team with the experience and proven track record, both at Pepper Money and externally, to continue to grow and drive the business



**Mario Rehayem**  
Chief Executive Officer  
20+ years | 11 years

Industry Years | Pepper Years



**Therese McGrath**  
Chief Financial Officer

25+ years | 4 years



**Anthony Moir**  
Treasurer

25+ years | Feb 2021



**Barry Saoud**  
General Manager  
Mortgages &  
Commercial Lending

25+ years | Jul 2021



**Ken Spellacy**  
General Manager,  
Asset Finance

25+ years | 6 years



**Sarah Pikardt**  
General Manager,  
Marketing & Brand

14 years | 10 years



**Steven Meek**  
Chief Information  
Officer

23+ years | Oct 2021



**Matthew Tinker**  
Chief Service  
Officer

15 years | 10 years



**Michael Vainauskas**  
Chief Risk Officer

30+ years | 1 year



**Sue Kent**  
Chief Human  
Resources Officer

25+ years | 12 years



**John Williams**  
General Counsel &  
Company Secretary

15+ years | 9 years

# Product & Distribution

**Barry Saoud, General Manager Mortgages & Commercial Lending**

**Ken Spellacy, General Manager Asset Finance**

2

# Enabling customers and partners to succeed

## CUSTOMER EXPERIENCE & BRAND

- Award winning non-bank lender across multiple categories<sup>1</sup>
- Cascading credit model – single application three different credit policies
- Partner of choice for Brokers & Aggregators
- Market leading credit decisioning: within 1 business day
- **NPS 19+** compared to 3+ total market<sup>2</sup>

## BUSINESS

- CY2021 Year to October originations of **\$5.1bn**
- Strong application pipeline continues
- Appointed to **Aussie Home Loans** Commercial panel
- Launched “**Near Prime Clear**” promotional product



## DIGITAL & TECHNOLOGY

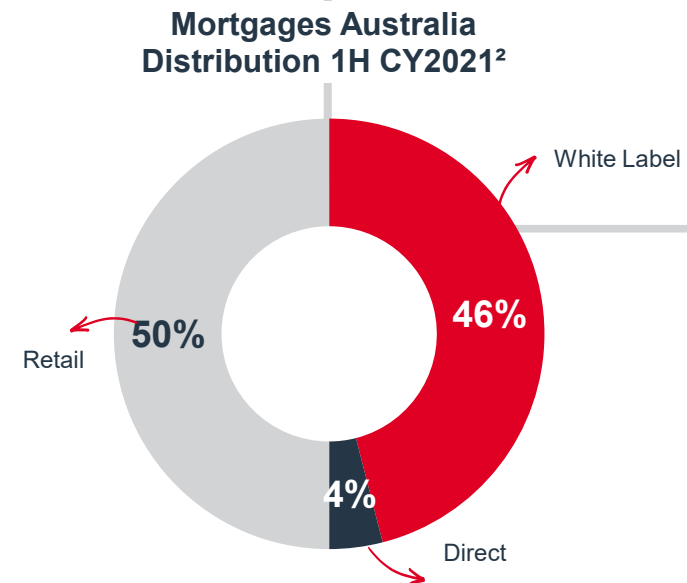
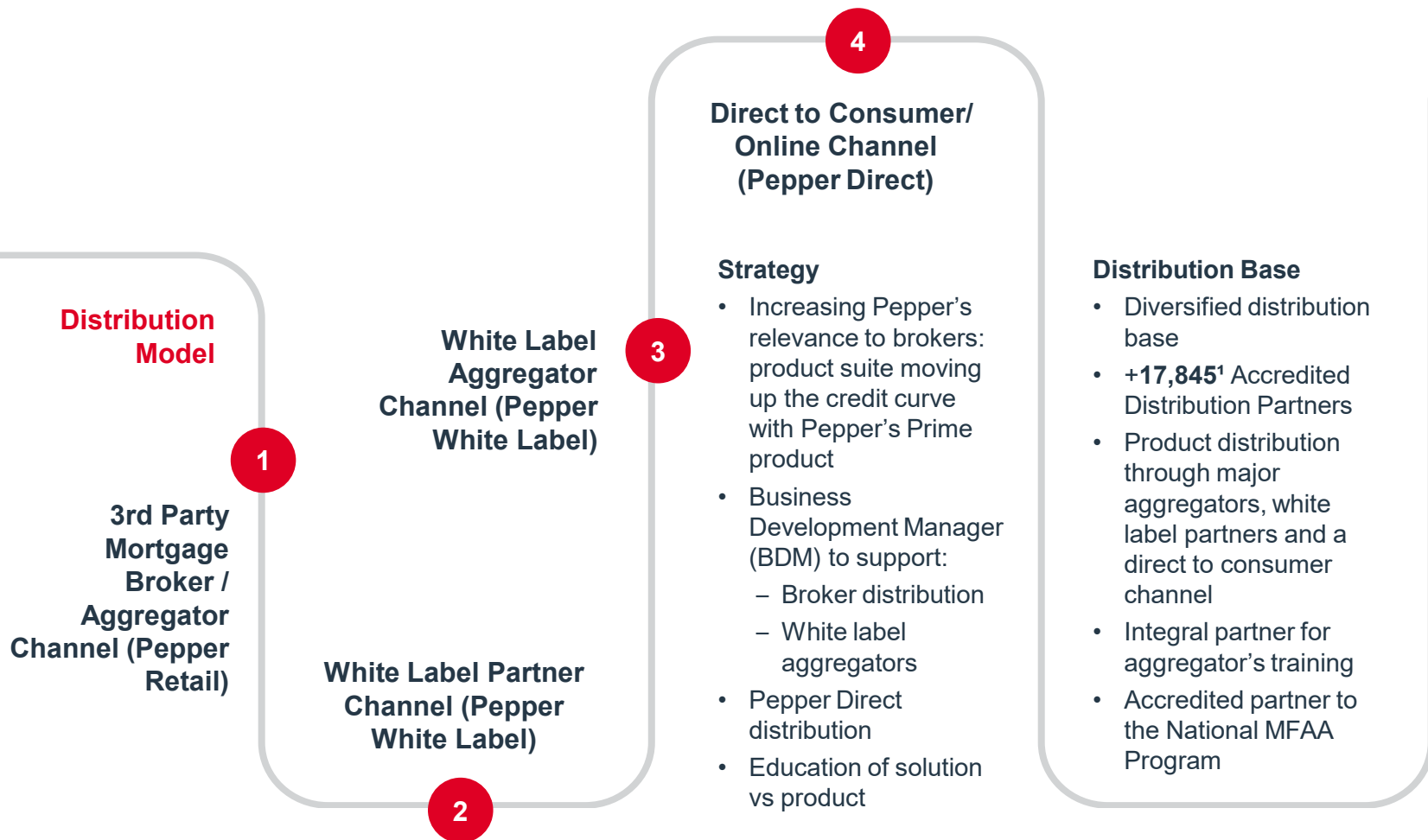
- **13,206** customers offered a solution through **PPS**<sup>4</sup>
- Data driven insights and decisions
  - Product design
  - New customer segment / market
  - Connecting brokers to customers
- Launching a real time credit decisioning digital solution in 2021

## PEOPLE & DIVERSITY

- **92% completion** rate and engagement score of 80<sup>5</sup>
- Market leading lender for **BDM support**
- **Industry leading training** and development of BDMs



# Design and distribution



# Product offering

Finance for a range of asset types for consumer, commercial and novated customers:



**Motor Vehicle**



**Motor Bike**



**All-Terrain Vehicles / Off-road Bikes**



**Caravan**



**Marine**



**Light Commercial Vehicles**



**Primary Equipment**

Yellow/Green Goods, Material Handling, Trailers, Construction Wheels/Tracks, Rigid Trucks



**Secondary Equipment**

Prime Movers, Non-Wheel and Non-Track, Plant & Equipment



**Tertiary Equipment**

Computer Systems, Photocopiers, Solar, Business Fit-outs, Telecommunications

## Why do introducers choose Pepper Asset Finance?



### Relationship

Pepper Asset Finance knows the network and is seen as a specialist asset financier filling niches unsupported by banks



### Ease of doing business

Pepper Asset Finance's underwriters are more commercial and flexible in their approach and more accessible to introducers



### Consistency

Introducers know what sort of loans Pepper Asset Finance will approve creating confidence in the outcome



### Technology

Pepper Asset Finance has developed its technology stack to better provide its customers and the latest API technology delivers an optimal customer experience. It leverages AI and predictive analytics to facilitate collections

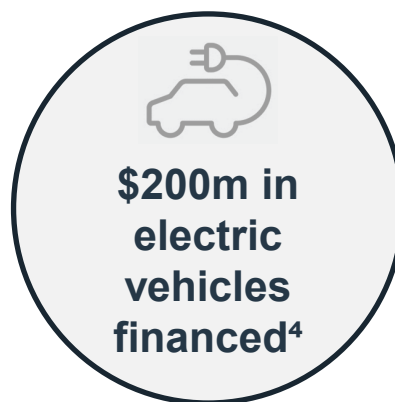
# Making it easier to do business with us

## CUSTOMER EXPERIENCE & BRAND

- Product **NPS 38+** compared to 22+ total market<sup>1</sup>
- **81%** of customers satisfied versus 72% total market<sup>1</sup>
- Leading provider of finance options for **electric vehicles**
- **35% auto approval**<sup>2</sup> reducing time to yes

## BUSINESS

- CY2021 Year to October Originations of **\$1.6bn**
- Strategic partnership with **dL** - leading wholesale provider
- **39% increase in productivity**<sup>3</sup> across credit and settlements



## DIGITAL & TECHNOLOGY

- Platform supporting **all products and originations**
- **Full suite of API** developed for seamless **integration** with introducers' CRMs
- Application entry by introducers **reduced to 3 minutes**
- **Real time payment**

## PEOPLE & DIVERSITY

- **92% completion** rate and engagement score of 80<sup>5</sup>
- Member of Electric Vehicle Council supporting the electrification of road transport

Notes 1. RFI Group Pepper Money NPS Measurement and Benchmarking 2021 – September 2021 2. Pepper Internal. As at 31 October 2021. 3. Pepper Internal . January 2021 – October 2021. Applications assessed and settled per Credit and Settlement agent. 4. Pepper Internal. Originations: May 2019 to October 2021. 5 . Pepper Employee Engagement Survey undertaken September 2021 by Customer Insights.

# Distribution

## Online Auto Brokers

Support for brokers needing an easy online finance solution

**29%**

1H CY2021 originations<sup>1</sup>

## Commercial Brokers

Services for SME brokers, focused on equipment solutions

**26%**

1H CY2021 originations<sup>1</sup>

## Car Dealerships

Options typically leveraged by large used car dealer operations

**19%**

1H CY2021 originations<sup>1</sup>

## OEM

Bespoke finance solutions for Asset Manufacturers and Distributors

**10%**

1H CY2021 originations<sup>1</sup>

## Mortgage Brokers

Providing diversity of offer for car loans alongside mortgages

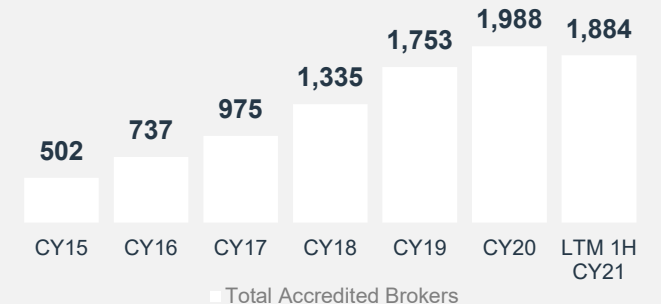
**16%**

1H CY2021 originations<sup>1</sup>

**Key Strengths of Distribution:** Relationships across a broad set of introducers

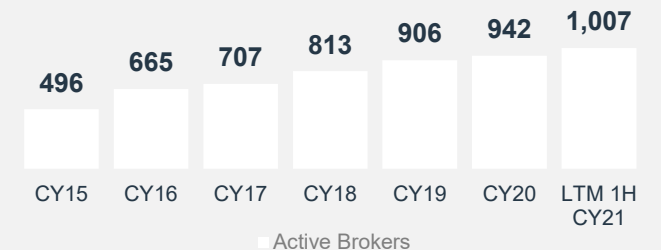


## Accredited<sup>2</sup> Brokers



■ Total Accredited Brokers

## Active<sup>3</sup> Brokers



■ Active Brokers

# Strategic partnership with **dL** - increases market opportunities

Expands distribution



Better for Dealers



Better for Customers



Two leading finance companies joining forces to solve for a genuine gap in the asset finance market

- ✓ Creates comprehensive wholesale & retail offering targeting manufacturers, distributors and dealers
- ✓ Reinforces Pepper Money's capability in market, partnerships, product & promotional activity
- ✓ Provides dealer finance market<sup>1</sup> with a transparent, multi-channel solution
- ✓ Complimentary service value propositions, both partners are market leaders for their respective products

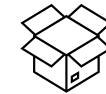
Partnership creates comprehensive wholesale & retail offering

peppermoney

**dL**<sup>2</sup>  
financial solutions  
partner



Retail



Wholesale



Motor Vehicle



Light Commercial



Motor Cycle



Caravan & RV



Marine





# Operations & Service

Matthew Tinker, Chief Service Officer



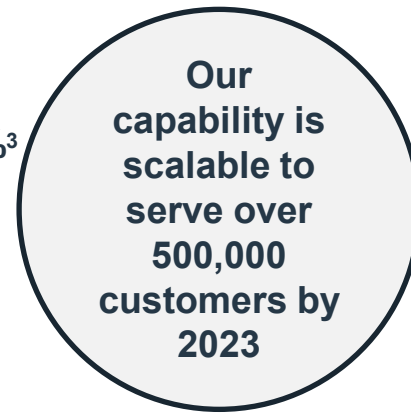
# Equipping our people to help our customers succeed

## CUSTOMER & BRAND

- Customer Effort Score **improvement to +58**<sup>1</sup>
- **NPS** improvement across all our product platforms of between **2 and 22 points**<sup>2</sup>
- **Customer Satisfaction** across all our products up by **6%**<sup>2</sup>
- Customer Review Platform score increases across all main platforms including an improvement of **over 90%**<sup>3</sup>

## BUSINESS

- Simplified customer interactions through consolidating our telephony so that we now only have **1** Customer phone number
- Calls per Customer Service team member increase of over **27%**<sup>4</sup>



## DIGITAL & TECHNOLOGY

- New automated communication strategies have saved over **280 hours per month**<sup>5</sup>
- Pilot launch of **my.peppermoney**

## PEOPLE & DIVERSITY

- People Engagement improvement of **+3** in our Australian Team and **+8** in our Manila Service Team<sup>6</sup>
- Participation rate of **98%**<sup>6</sup>
- Increased our cross-skilled workforce to over **70%** of our service team<sup>7</sup>

Notes: 1. Pepper Money Internal - Customer Survey, as at 31 October 2021. 2. RFI Group Pepper Money NPS Measurement and Benchmarking 2021 – September 2021 3. Google Review at at 31 October 2021 4. Pepper Internal - based on the number of calls per month divided by number of agents available (December 2020 – October 2021). 5. Pepper Internal -average time per call multiplied by the number of loans served through automated channels. 6. Pepper Employee Engagement Survey undertaken September 2021 by Customer Insights . 7. Pepper Internal - Operations Training Records – per cent of agents trained in more than one skill set as at 31 October 2021

# Reimagining customer experiences connected by Apollo



**A servicing system built for service, scale and future ambition**

## Customer Solutions

Improving customers experience by simplifying interactions

- **280 hours<sup>1</sup>** per month saved on average
- **50k+ transactions<sup>2</sup>** processed automatically

## Customer Assist

Digitising access for operational efficiency

- Up to **30% reduction<sup>3</sup>** in cost to serve

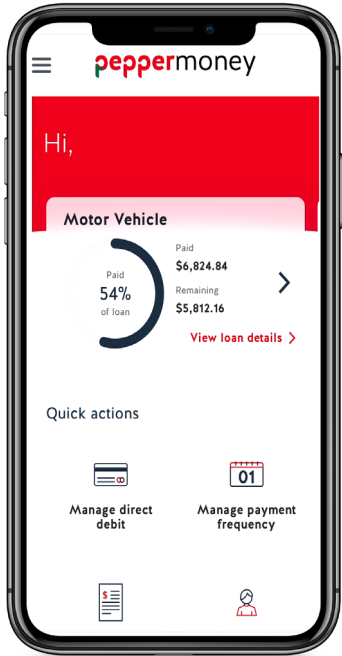
## Customer Retention

Digitising and automating the engagement program

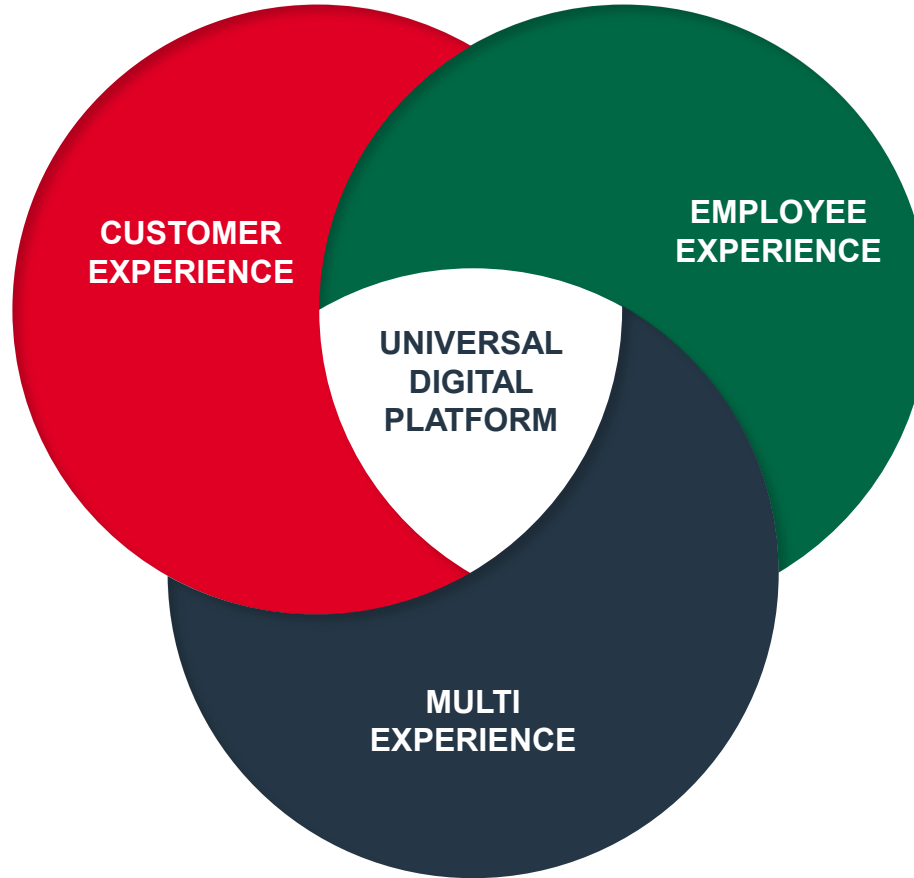
- **100% increase<sup>4</sup>** in contact coverage with no increase in cost

Notes. 1. Pepper Internal -average time per call multiplied by the number of loans served through automated channels. 2. Pepper Internal - based on total number of loan payments processed through the automated channels for 12 months to 31 October 2021. 3. Pepper Internal - based on the number of files managed divide by the number of agents for 12 months to 31 October 2021. 4. Pepper Internal- based on the average contacts per month September 2021 to October 2021

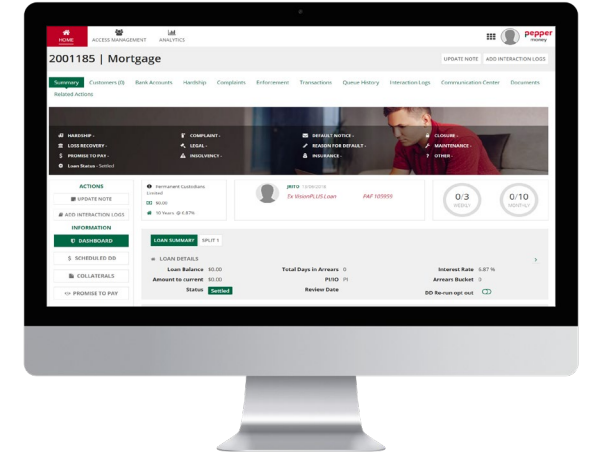
# Creating a universal digital platform



Increased self-service capabilities for our customers



Increased channel capability



Increased automation and a simplified platform for our people

# Digital & Technology

Steven Meek, Chief Information Officer





# Our technology continues to enable scalable efficient growth

**MORTGAGES**

## Pepper Product Selector

**13,206**

Customers offered a solution<sup>1</sup>

**A\$21.7bn volume<sup>2</sup>**

## Pepper Resolve

**5,320**

Customers provided a solution who would have been declined<sup>3</sup>

**A\$6.6bn volume<sup>4</sup>**



**MORTGAGES**

## Pepper Sage – Underwriting

**21%** application<sup>6</sup> flow through new system

System embedded **Serviceability Calculator**

**Automation** of simple solicitor instructions

**ASSET FINANCE**

## Pepper Solana – API Connect

**Full suite of API** delivering seamless integration

**Real time payments**

**39% increase in productivity<sup>5</sup>** for Credit & Settlement Officers to process Consumer Loans

**OPERATIONS**

## Pepper Apollo – Operations

**50k+ transactions** automatically processed<sup>7</sup>

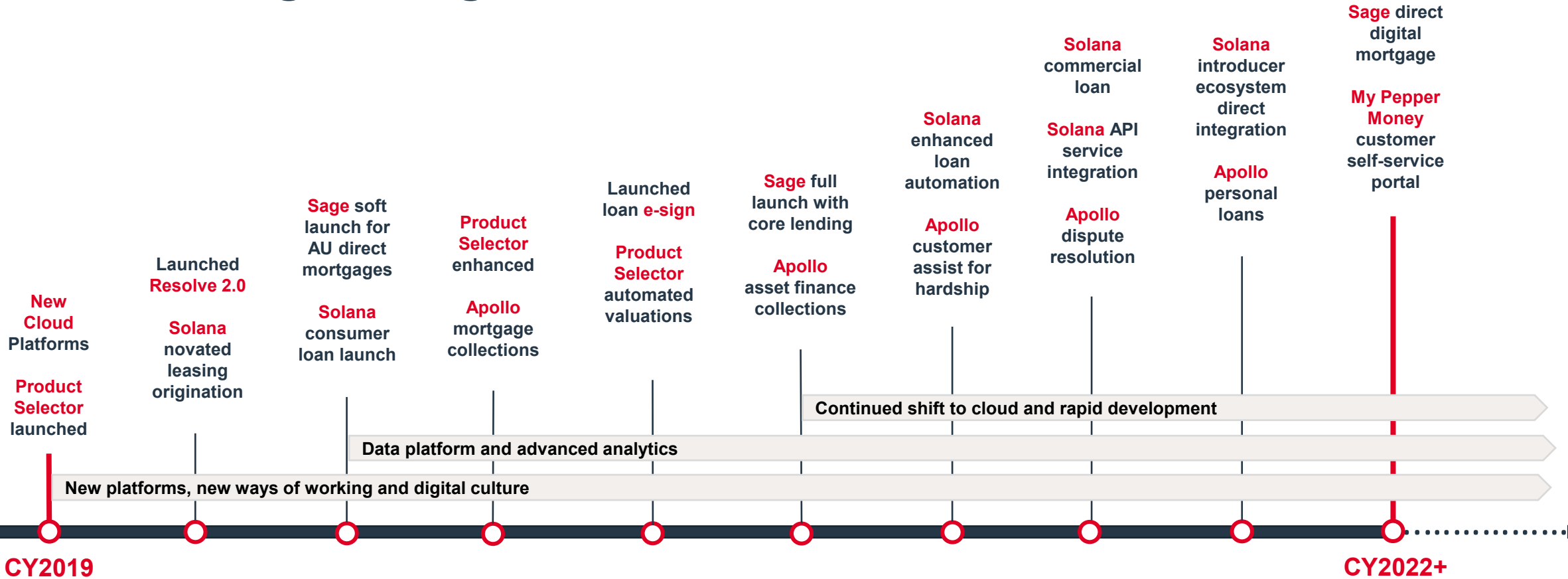
**280 hours per month saved<sup>8</sup>** in collector activity

**\$15m collected<sup>9</sup>**

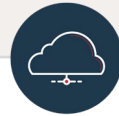
**54% kept promise rate<sup>10</sup>**

Notes: 1. Number of leads generated (approved enquiries) for Pepper Product Selector for 10 months to 31 October 2021. 2. Volume of leads generated (approved enquiries) since PPS inception (April 2017) to 31 October 2021. 3. Number of leads generated (approved enquiries) for Pepper Resolve for 10 months to 31 October 2021. 4. Volume of leads generated (approved enquiries) since Pepper Resolve inception (March 2018) to 31 October 2021. 5. Pepper Internal, January 2021 – October 2021. Applications assessed and settled per agent. 6. Since launch - March 2021 to October 2021. 7. Based on total number of loan payments processed through the automated channels for 12 months to 31 October 2021. 8. Average time per call times the number of loans served through automated channels. 9. Based on the total value of kept payments processed through the automated channels for the 12 months to 31 October 2021. 10. Based on the percentage of the value of successful payments out of the total number of payments processed through the automated channels for 12 months to 31 October 2021.

# Accelerating our digital transformation



Paperless Workflow



Service Integration



Intelligent Automation



Data Analytics



Artificial Intelligence

# Purpose built, scalable and secure

## PLATFORMS

Leveraging an industry leading rapid development ecosystem

Appian

MuleSoft

OutSystems



92%

Lending solutions built in-house, enabling customer digital experience autonomy and agility



## METHODS AND CULTURE

By pivoting to new ways of working and rapid platform development we have achieved **77%** reduction in lead times.



22%<sup>1</sup>

Pepper-wide productivity uplift from automation initiatives



82%<sup>2</sup>

IT employee engagement sustained during COVID-19



86%

Of our platforms are cloud hosted



## Controls and protection

Positive uplift in cyber security over the last 12 months including achievement of **ISO27001** certification.

## EASIER TO DO BUSINESS

Well positioned to continue meeting broker and customer demand



# Customer Experience & Brand

Sarah Pikardt, General Manager Marketing & Brand

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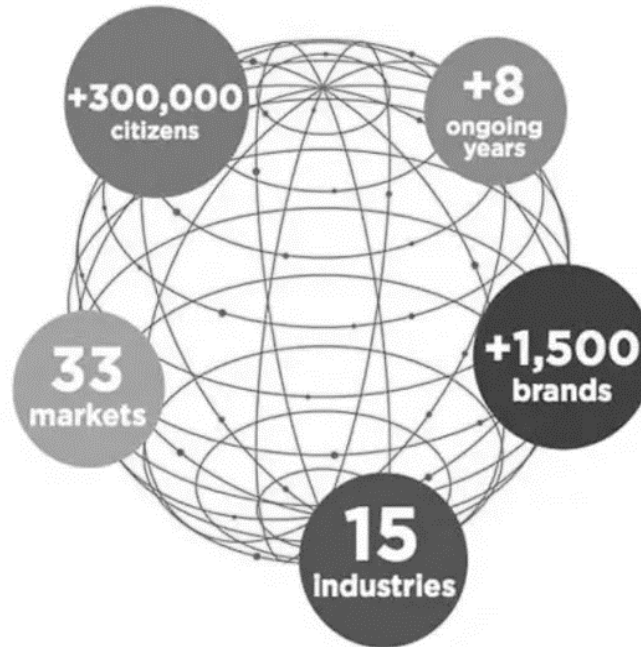
# Purpose-driven brands impact profitability



- **73% think brands** must act NOW for the good of society and planet
- **53% are ready to pay more** for a brand that takes a stand on environmental and social issues
- **64% of citizens** prefer to buy from companies with a reputation for having a **purpose other than just profits<sup>1</sup>**

Purpose-driven brands impact profitability, help grow sales, improve brand loyalty, and provide a competitive advantage—all of which are critical for making a difference in the competitive marketplace today.

## Impacts Profitability



outperforming the market by **206%**

Meaningful Brands have outperformed the stock market by a staggering 206% over a ten-year period between 2006 and 2016.

**9x** increase in share of wallet

Meaningfulness in brand marketing can increase share of wallet by up to nine times.

**137%** KPI increase

Meaningful Brands can increase their KPIs by up to 137%.

Brand Purpose

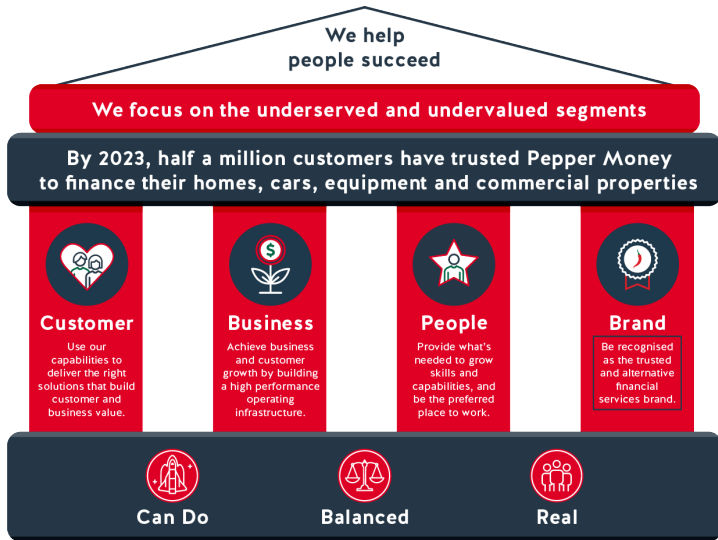
[Havas Meaningful Brand Report](#) published a 2021 report with several key findings.



- Purpose driven brands **outperform the market**
- Purpose is a core differentiator that means something to all people – **employees, customers and investors**
- **Purpose is who we are** and can serve as the beacon for all decision-making



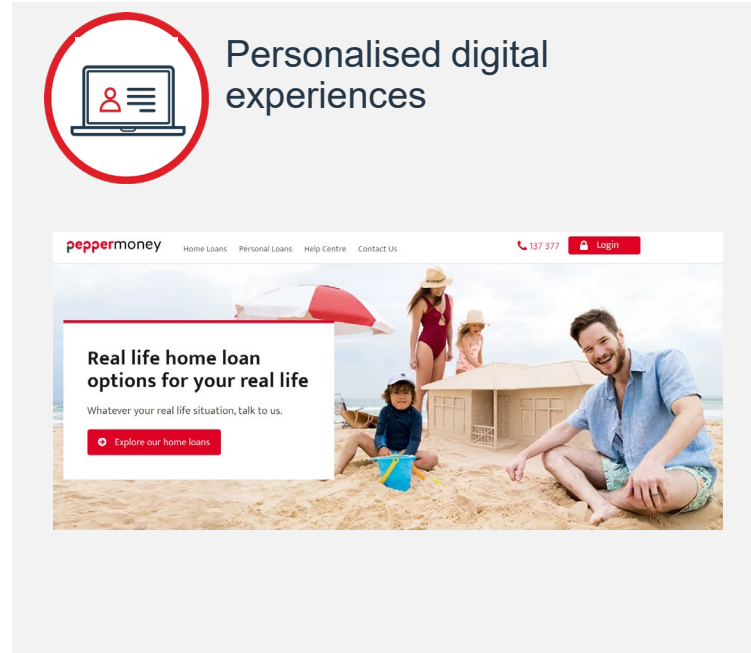
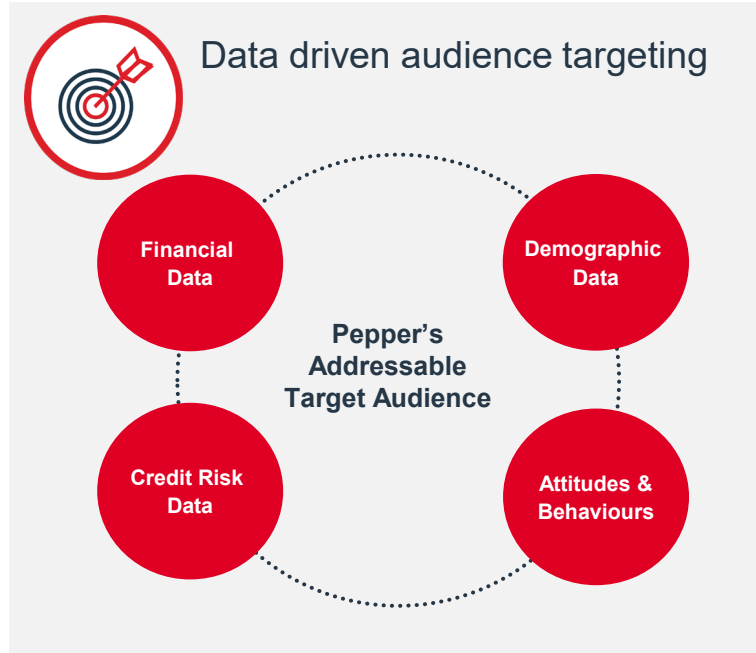
# Activating our mission to help people succeed matters



Pepper Money has helped over 250,000 customers<sup>1</sup>

Our Brand can authentically activate our mission to continue to help people succeed beyond our loan options across whole-of-life customer journey and channel

# Delivering an integrated whole-of-life customer experience



Integrated brand and CX approach

- Strategic alignment across key business initiatives – B2B & B2C.
- Driving meaningful employee engagement.
- Authentic storytelling and real content.

Enabled by

- Easy access to 21 years of customer data and actionable insights
- Integrated delivery of end-to-end customer experience
- Cross team collaboration to deliver digital enablement and expertise

# Helping people succeed and making a real-life difference

## CUSTOMER & BRAND

- Increase brand awareness to be recognised as the trusted leading **non-bank lender**
- **Enrich customer experience** through product design and engagement in our key target audiences
- Deliver above industry average **customer and partner advocacy and satisfaction** results

## BUSINESS

- Deliver Integrated brand and **Customer experience** approach
- Deliver strong and **targeted campaigns**
- Support the business with retain and reward **customer loyalty initiatives**



## DIGITAL & TECHNOLOGY

- Accelerate roll out of **digital tools** to drive customer engagement
- **Direct Apply** go to market Q1 2022 to optimise the digital journey and improve conversion
- **Automated and personalised** email journeys

## PEOPLE & DIVERSITY

- Build **expertise, influence and collaborate** to deliver best in class marketing
- Increase cross department collaboration to improve **core digital and user experience** skills
- Maintain engagement and empower consistent delivery of '**on brand**' customer experiences

# Funding

Anthony Moir, Treasurer

6

# Diversified funding strategy supporting growth

## SECURITISATION PROGRAMME

- Most active non-bank issuer in 2021 raising \$4.0bn in 5 public transactions<sup>1</sup>
- Base of over 100 investors both locally and offshore
- Significant warehouse capacity of \$8.5bn<sup>2</sup> (up \$1.0bn over the year)
- Deep funding relationships with 3 out of the 4 major Australian banks

## GROWTH OPPORTUNITIES

- More warehouse capacity (from both senior & mezzanine lenders)
- Increased public issuance through:
  - Offshore issuance (USD, EUR & YEN)
  - New key investor relationships (domestically & offshore)
  - Building on ESG credentials



## ESG CREDENTIALS

- First non-bank lender to issue Green Bonds
- Leading Electric Vehicle originator



Energy Efficient Homes



Electric Vehicles



Solar Loans

## GOVERNANCE

- Significant warehouse capacity for market disruptions
- Proven experience to manage through significant market disruptions (COVID-19, GFC)
- Nimble business model to facilitate changes in funding demand

Notes : 1. Deals completed to 10 November 2021, excluding Sparkz 4 ABS transaction scheduled to launch on 29 November, 2021. 2. As at 31 October 2021, excluding Pepper Money

# People & Diversity

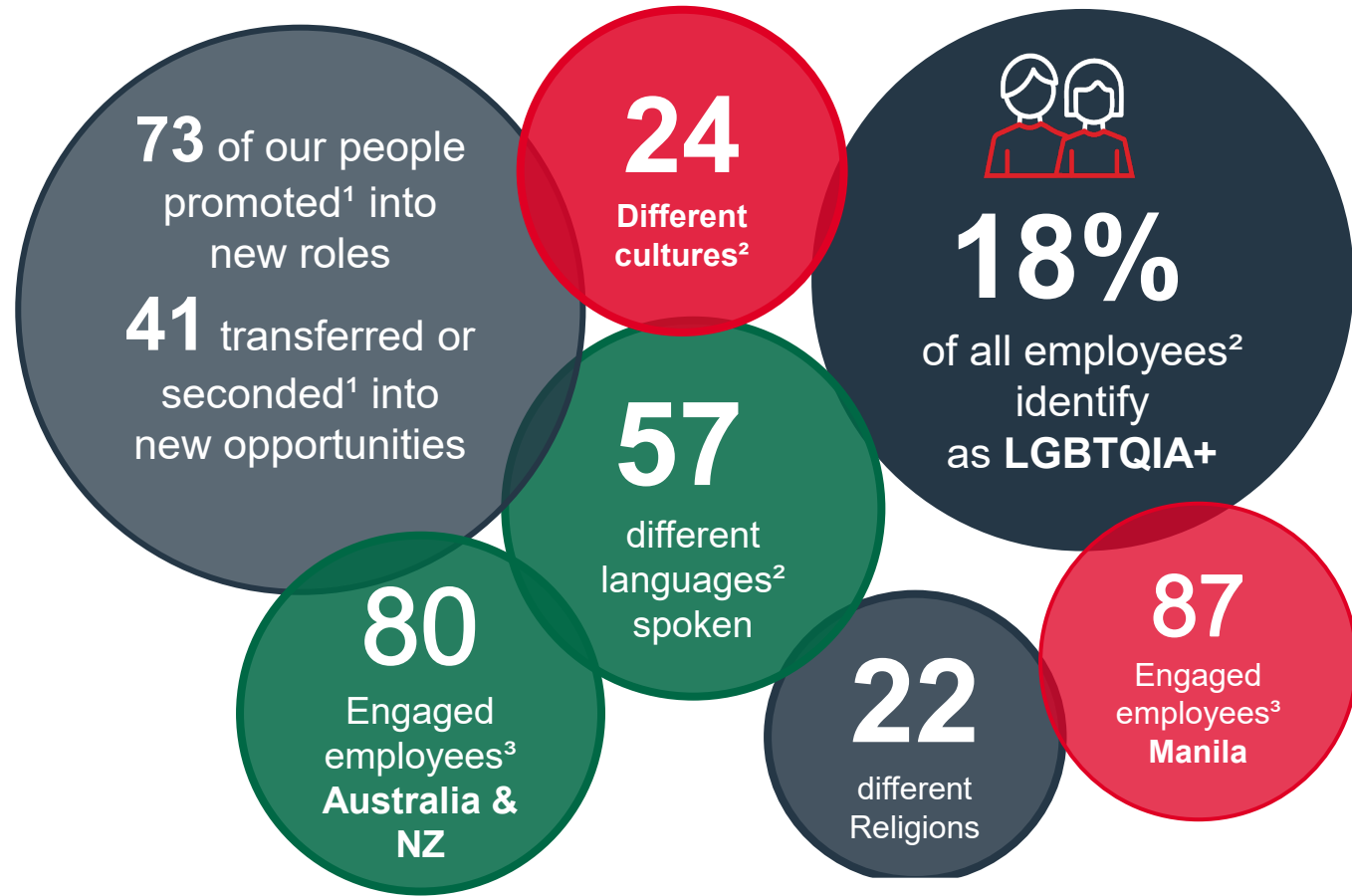
Sue Kent, Chief Human Resource Officer

Michael Vainauskas, Chief Risk Officer



# 2021 People & Diversity

 <p><b>Can do</b></p>	 <p><b>Balanced</b></p>	 <p><b>Real</b></p>
 <p><b>ALLYSHIP</b> Build relationships based on trust, consistency and accountability.</p>	 <p><b>CELEBRATION</b> Acknowledge and continue the things that support our existing diversity.</p>	 <p><b>EDUCATION</b> Identify and actively bridge and gaps in our Knowledge and actions.</p>



**WHAT WE DO WELL**

- People & culture
- Flexibility
- Communication
- Provide strong sense of belonging and inclusion

**POSITIVE RESPONSE TO**

- Trust in Executive team
- Autonomy and empowerment

Note 1: Pepper Internal as at 31 October 2021. 2. Pepper Internal - Diversity and Inclusion Survey conducted August 2021 3. Pepper Employee Engagement Survey undertaken in September 2021 by Custom Insight



For Pepper Money's 21st  
Birthday, **we're planting  
21 trees for every Pepper  
Money employee...**

# Closing Remarks

**Mario Rehayem, Chief Executive Officer**

**Therese McGrath, Chief Financial Officer**



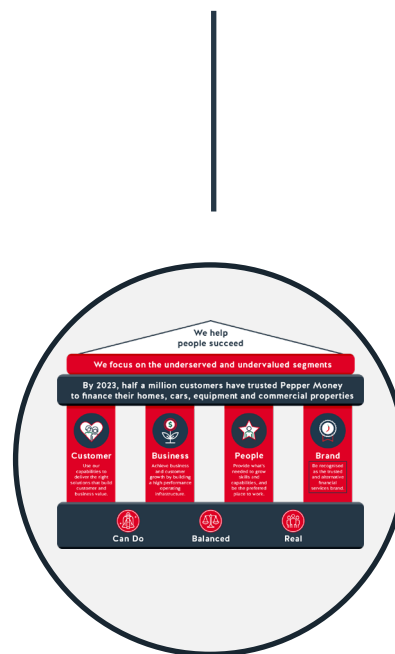
# Our strategic priorities to deliver long-term shareholder value

## CUSTOMER

- Accelerate product innovation
- Deliver product solutions that build customer value
- Drive our customer retention and loyalty initiatives
- Deliver integrated and aligned ESG framework

## BUSINESS

- Continue to grow in core segments
- Accelerate roll out of digital tools driving distribution and customer engagement
- Capitalise on market opportunities
- Optimise partnerships to support growth
- Continue to extend distribution network through new partnerships



## BRAND

- The trusted leading non-bank lender
- Deliver above industry average customer and partner advocacy and satisfaction results
- Demonstrate value creation and positive outcomes for our stakeholders via community programs

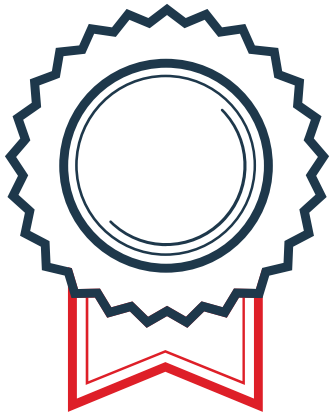
## PEOPLE & DIVERSITY

- Top quartile employee engagement
- Continue to support diversity
- Retain and attract talent
- Preferred place of work
- Respond to changing work environment

# Delivering on our commitments

Pepper Money expects Pro Forma NPAT of **\$135m - \$138m**, exceeding IPO Prospectus forecast for CY2021 Pro-forma NPAT of \$120.7 million

Our mission is to help people succeed



## ORIGINATIONS AS AT 31 OCTOBER 2021

**\$6.7bn** already

exceeds CY2021 IPO Prospectus forecast

## ORIGINATIONS ESTIMATE FOR CY2021

**\$8.0bn**

exceeds CY2018 record originations of \$6.5bn

## GROWTH EARNINGS

Positive momentum across all business segments



## CY2021 NIM

On track to achieve IPO Prospectus

Mortgage **2.3%**

Asset Finance **3.3%**

Pepper Money **2.5%**

Q & A

9



# THANK YOU

on behalf of all of Pepper Money



STAY  
SAFE

# Executive Team Bios



# Executive Team



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## Mario Rehayem

**Chief Executive Officer**

- Joined Pepper Money in 2011  
Appointed CEO of Pepper Money in 2017
- Over 18 years experience across banking and finance
- Previously held senior positions in APRA regulated entities and the non bank sector, including as State Manager, Mortgage Broker Distribution at Westpac



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## Therese McGrath

**Chief Financial Officer**

- Joined Pepper Money in 2018 as CFO
- Over 25 years of international experience in finance, strategic development and operations
- Previously held senior positions in finance, operations and strategy at Australia and New Zealand Banking Group, Thomson Reuters, Diageo, SAP and Microsoft

# Executive Team



## Barry Saoud

**General Manager –  
Mortgages & Commercial  
Lending**

- Joined Pepper Money in 2021
- Over 20 years' experience in the financial services industry in Sales, Product Management, Legal and Company Secretary roles.
- Previously held leadership roles at Aussie Home Loans, GE Capital, HSBC and Norton Rose Fulbright.



## Ken Spellacy

**General Manager – Asset  
Finance**

- Joined Pepper Money in 2015
- Over 25 years' experience in the asset finance industry,
- Previously held senior leadership roles across various financial institutions including Capital Finance, St. George Bank and Westpac.



## Matthew Tinker

**Chief Service  
Officer**

- Joined Pepper Money in 2011
- Over 15 years' experience in financial services in Operations and Project Management roles.
- Previously held leadership roles at the Commonwealth Bank of Australia and Woolworths Group.

## Executive Team



**Steven Meek**

**Chief Information Officer**

- Joined Pepper Money in October 2021
- Responsible for the leadership of Pepper Money's digital, technology, data and analytics capability.
- More than 23 years global experience with previously held senior positions in Macquarie Group and Coca-Cola Amatil.



**Sarah Pikardt**

**General Manager,  
Marketing & Brand**

- Joined Pepper Money in 2011
- Sarah leads the marketing effort and strategic development of the Pepper Money brand with a focus on improving customer experience.
- Previously managed workforce optimisation and customer loyalty programs for Synchro Marketing across financial services, telecommunications and automotive industries.



**Anthony Moir**

**Treasurer**

- Joined Pepper Money in 2021
- Anthony is responsible for the leadership of Pepper's treasury function including the strategic direction and execution of Pepper's multicurrency funding programs.
- More than 25 years of experience in treasury and debt capital markets, previously held positions at bank and non-bank lenders including Qudos Bank, GE Capital, AMP, CBA and Citigroup.

# Executive Team



**Sue  
Kent**

**Chief Human Resource  
Officer**

- Joined Pepper Money in 2009
- Sue leads the human resources team for Pepper Money and provides strategic and operational initiatives to support Pepper Money's people management practices.
- Previously held senior positions with Nestlé Australia, Philips Electronics and BHP.



**Michael  
Vainauskas**

**Chief Risk  
Officer**

- Joined Pepper Money in 2020
- Michael is responsible for ensuring that the Governance, Risk, Compliance and Control Strategies and Frameworks are designed and operating effectively.
- Previously held various senior roles at Perpetual Ltd, Commonwealth Bank of Australia and Westpac.



**John  
Williams**

**General Counsel &  
Company Secretary**

- Joined Pepper Money in 2012
- John advises senior management and the Board on legal matters, leads Pepper Money's legal and secretariat teams and manages the work of external legal advisors.
- Prior to joining Pepper Money, John worked as Legal Counsel for GE Capital and as a solicitor with Mallesons Stephen Jacques (now King & Wood Mallesons).

# Disclaimer

# Disclaimer

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## Investor Relations

### **Catherine Buckmaster**

T +61 2 7227 3879

E [cbuckmaster@pepper.com.au](mailto:cbuckmaster@pepper.com.au)



## Media Relations

Domestique Consulting

### **Helen Karlis**

M +61 (0) 419 593 348/

E [helen@domestiqueconsulting.com.au](mailto:helen@domestiqueconsulting.com.au)

### **Celia Moore**

M +61 (0) 432 344 069

E [celia@domestiqueconsulting.com.au](mailto:celia@domestiqueconsulting.com.au)

For more information visit  
[www.pepper.com.au](http://www.pepper.com.au)