MMS Group FY17
Half Year Presentation

Presenters
Mike Salisbury, CEO
Mark Blackburn, CFO

McMillanShakespeareGroup

Overview

Key initiatives for building long term shareholder value

- Broad suite of high quality products and industry leading service to drive organic growth
- Investment in technology resulting in productivity gains and margin growth
- Synergy benefits from a fully integrated business
- Improved return on capital employed through a more flexible approach to funding
- Selective approach to acquisitions to complement organic growth

Driving full value from our integrated model

Segment	Stated strategy	1H17 impact
Group Remuneration Services	> Continue organic growth > Margin improvement via technology advancements > Broaden product suite	> Salary packages up 7.6%, novated leasing units up 6.6% > Margin improvement of 1.7% > Partnering with EML to deliver customers an improved card program > Maxxia Plus gaining market acceptance > Successful launch of the bus travel pass benefit
Asset Management	> Disciplined approach to growth > Develop capital light business model > Leverage UK asset finance platform to grow market share	> Total AM UNPATA up 18.8% > Australia / New Zealand UNPATA up 6.3%, ROA up 7.5%, P&A funding of $4.4m > UK UNPATA up 144.8%, NAF up 72.8% > Acquired two UK asset finance businesses providing geographic and product expansion (upfront consideration £5.9m)[1]
Retail Financial Services	> Partner of choice > Continue integration of acquired businesses > Capture identified synergies > Broaden asset class	> NAF up 22.3%, warranty units stable > New leadership in place > Multi-funder portal launched > Net margins lower than expected > Remain focused on core business

1 Upfront consideration net of cash retained on the balance sheet

Key Financial Metrics
Solid 1H17 performance despite interruptions

Segment Revenue up 2.9% to
$250.4 million

Segment EBITDA up 1.8% to
$66.4 million

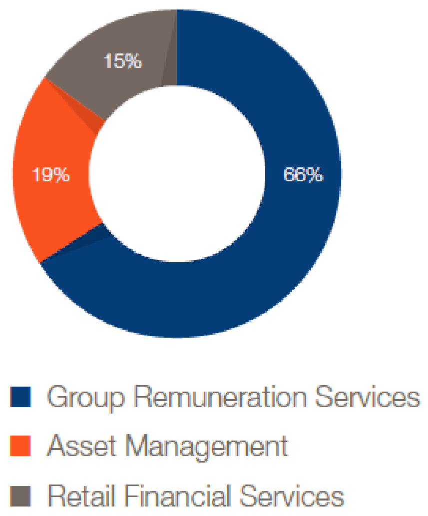
UNPATA up 0.8% to
$42.1 million

Underlying EPS unchanged at
50.6 cents/share

Fully franked dividend up 6.9%
31.0 cents/share

Compared to previous corresponding period (pcp)

1H17 UNPATA breakdown



Key Operating Metrics

Continued growth in customers and assets

297,100
Salary packages
Increase of 7.6%

56,900
Novated leases
Increase of 6.6%

38,400
Assets managed
Decrease of 1.8%

$460m
Asset managed – WDV
Increase of 4.8%

$1,130m
Net amount financed
Increase of 24%

39,300
Warranty policies written
Decrease of 0.3%

1,180
Employees
Increase of 1.0% on pcp

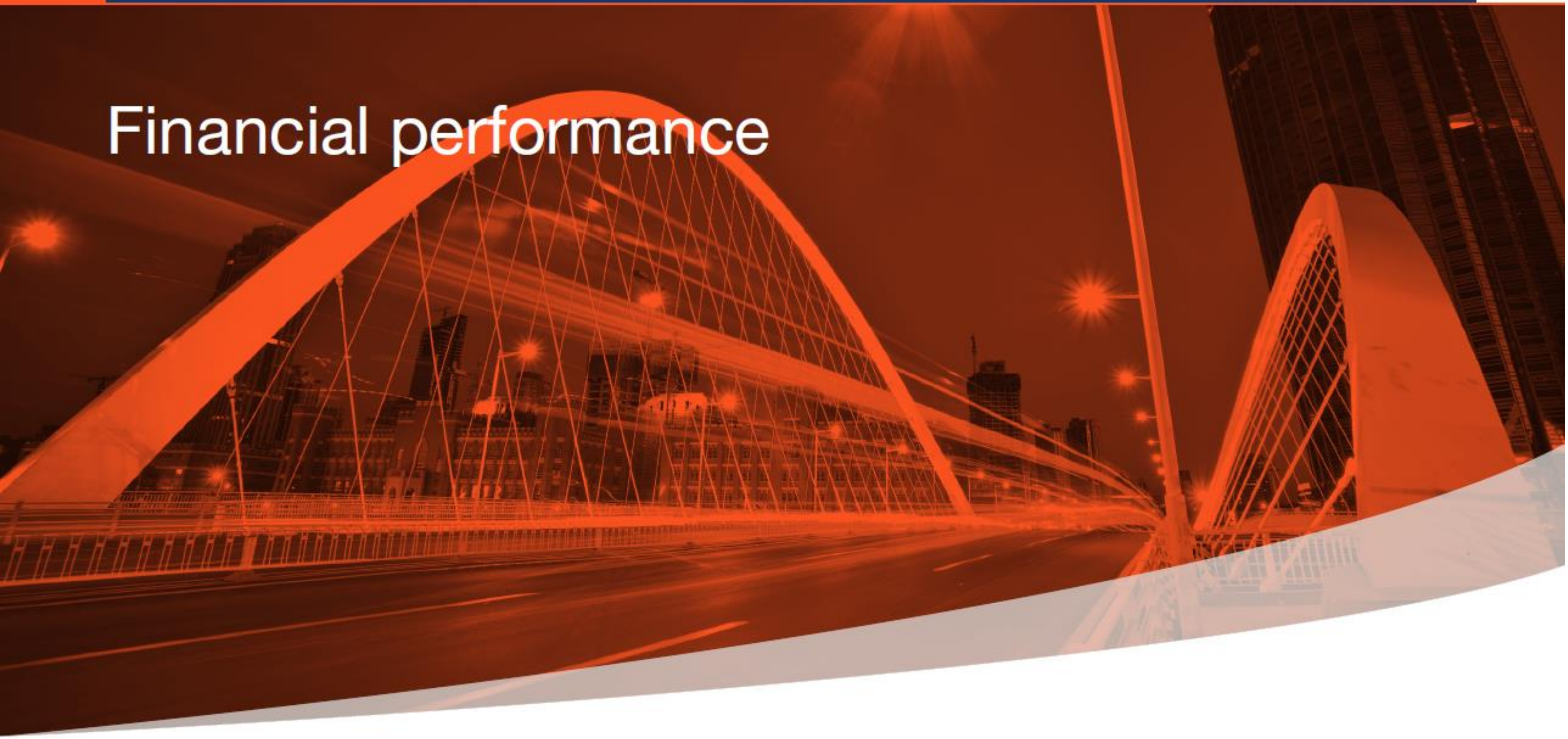
53
Net Promoter Score
Average monthly score for 1H17

Note: Movement compared to previous corresponding period

MMS Key Topics
Well placed for growth

Key Topic	MMS View
Queensland Government contract	> Strong performance for the first two months of the new Queensland Government contract > Rational competition from panel participants > Pricing in line with expectations
Regulatory challenges	> No heightened area of risk regarding FBT > Insurance risk products subject to ASIC review represent a small component of the RFS business > Flex commission review ongoing with the financial and operating impact unable to be quantified at this time
Acquisitions	> Significant scope for organic growth, however disciplined, strategic and accretive acquisitions that enhance scale and leverage core competencies remain a priority > Interested participant in driving industry consolidation
UK performance post Brexit	> No discernible impact on business activities in the UK post Brexit > Broker consolidation strategy continues
Organic growth	> Significant new business wins across all market segments > Increased penetration from existing clients > Maxxia Plus and bus travel benefit gaining market traction

Financial performance



Results Summary

$m	1H17	1H16	Variance
Segment revenue	250.4	243.5	*2.9%*
Segment EBITDA	**66.4**	**65.2**	***1.8%***
EBITDA margin (%)	*26.5%*	*26.8%*	
Segment NPBT	60.4	59.2	*2.0%*
NPAT	40.4	38.9	*3.8%*
Underlying NPATA	**42.1**	**41.8**	***0.8%***
Basic earnings per share (cents)	48.6	47.1	*3.2%*
Underlying earnings per share (cents)	50.6	50.6	-
Dividend per share (cents)	31.0	29.0	*6.9%*
Payout ratio (%)[1]	*61.3%*	*57.4%*	
Free cash flow[2]	**34.2**	**53.9**	***(36.5%)***
Return on equity (%)[3]	*21.6%*	*23.0%*	
Return on capital employed (%)[3]	*20.1%*	*20.5%*	

1 Payout ratio calculated by dividend per share (cents) divided by underlying earnings per share (cents)
2 Free operating cash flow before investing, financing activities and fleet increases
3 Return on equity and capital employed has been adjusted to reflect six months trading for acquisitions made in the first half

Balance Sheet
Strong balance sheet to fund growth and shareholder returns

$m	Dec 16			Jun 16
	AM	Other	Group	Group
Cash at bank	6.9	50.6	57.5	95.6
Other current assets	3.5	51.4	54.9	47.3
Total fleet funded assets	457.1	-	457.1	435.7
Goodwill / intangibles	42.7	214.6	257.3	254.6
Other non-current assets	5.4	5.6	11.0	12.2
Total Assets	**515.6**	**322.2**	**837.8**	**845.4**
Borrowings (current)	1.6	11.5	13.1	12.9
Other current liabilities	36.9	73.3	110.2	116.9
Borrowings (non-current)	284.4	35.8	320.2	332.6
Other non-current liabilities	11.2	3.3	14.5	12.5
Total Liabilities	**334.1**	**123.9**	**458.0**	**474.9**
Net Assets	**181.5**	**198.3**	**379.8**	**370.5**

Net cash positive[1]
$8.4 million

Debt to funded fleet WDV[2]
63% vs 67% pcp

Group gearing[3]
42% vs 40% pcp

Interest times cover[4]
13.2x vs 11.9x pcp

Compared to previous corresponding period (pcp)

1 Other cash ($50.6m) less corporate debt ($47.3m) excludes fleet funded net debt, however includes $5.1m of cash held on deposit for the Capex Asset Finance acquisition completed in January 2017
2 AM borrowings (current and non-current) / total fleet funded assets
3 Group net debt / equity
4 Net interest (expenses less income) / EBIT

Funding Overview
Significant funding capacity to drive growth

- Initiated capital-light funding model for Asset Management in Australia, with the introduction of Principal and Agency (P&A) funding arrangements post 30 June 2016
- Post 31 December 2016, MMS entered into a new five year, £5.9m floating rate amortising term loan facility ending on 31 December 2021 to facilitate 100% debt funding of the European Vehicle Contracts (EVC) and Capex Asset Finance (Capex) acquisitions

		Local Currency		Australian Dollars ($m)			
		Currency	Facility size	Facility size	Amount drawn	Amount undrawn	Duration
Asset Financing Australia	Revolving	A$	220.8	220.8	161.0	59.8	(A$165m) 31 March 2018 (A$75m) 31 March 2019
Asset Financing NZ	Revolving	NZ$	20.0	19.2	11.3	7.9	
Asset Financing UK	Revolving	GBP	42.0	71.5	70.4	1.1	31 March 2018
		GBP	35.0	59.6	35.4	24.2	31 March 2019
Purchase of Presidian	Amortising	A$	47.4	47.4	47.4	-	31 March 2020
Purchase of CLM UK	Amortising	GBP	4.8	8.1	8.1	-	31 March 2018

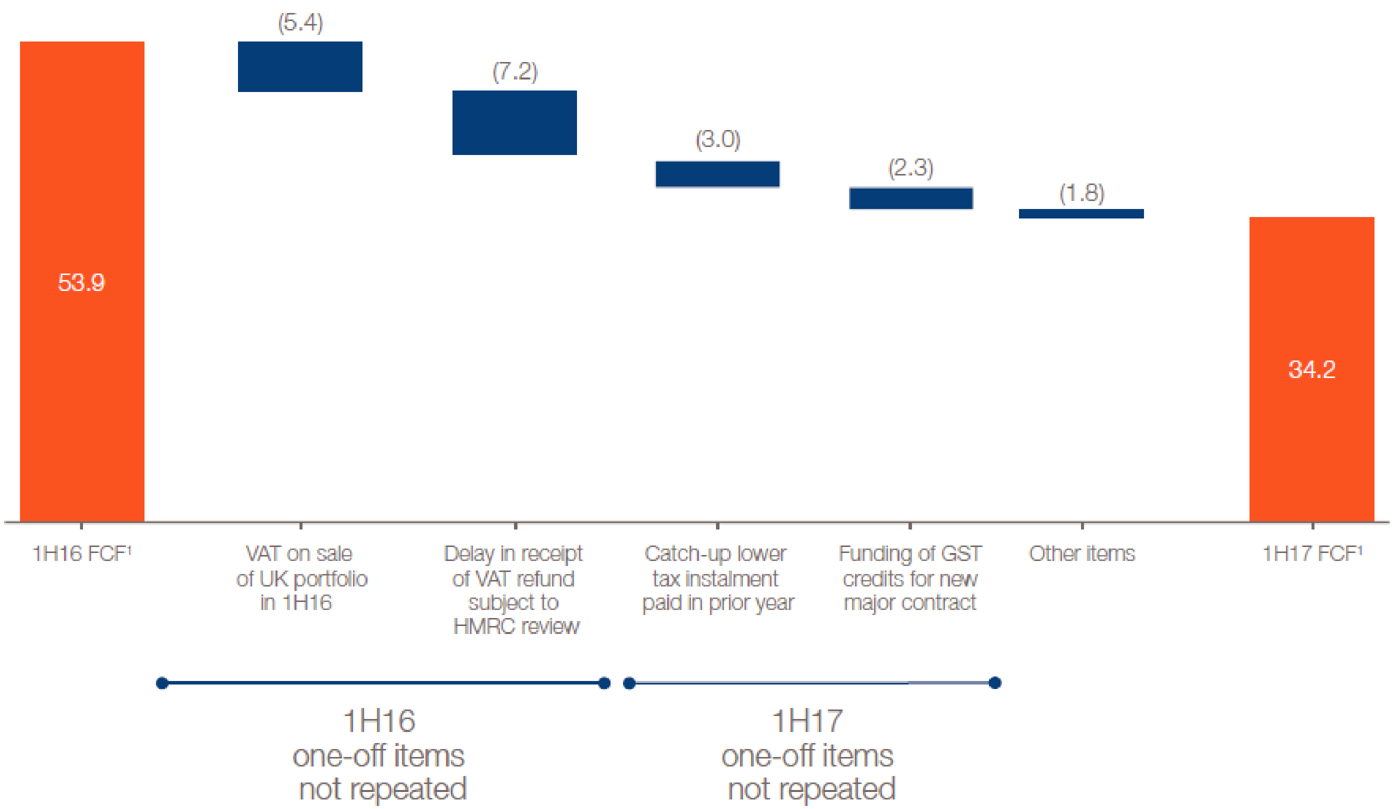
Cashflow

Capital light, cash generative business model

$m	1H17 Group Remuneration Services	1H17 Asset Management	1H17 Retail Financial Services	1H17 Unallocated / parent co.	1H17 MMS Group Total	1H16 MMS Group Total
Segment NPAT	28.2	7.9	5.3	(1.0)	40.4	38.9
Non-fleet depn/amort, reserves and other non-cash items	2.5	2.9	2.0	-	7.4	9.7
Capex (non fleet) and software upgrade	(3.1)	(0.3)	(0.3)	-	(3.7)	(3.5)
Tax payments in excess of tax expense	(1.2)	(1.2)	(0.6)	-	(3.0)	(0.3)
Working capital inflow / (outflow)	(2.1)	(4.0)	(0.8)	-	(6.9)	9.1
Free cashflow before investing activities and fleet increase	24.3	5.3	5.6	(1.0)	34.2	53.9
Investing activities and fleet increase:						
Net growth in Asset Management portfolio	-	(28.2)	-	-	(28.2)	(37.3)
Sale of fleet portfolio	-	-	-	-	-	27.4
Investment in acquisitions (net of cash acquired)	-	(3.3)	-	-	(3.3)	(35.7)
Other	-	(0.5)	-	-	(0.5)	(0.2)
Free cashflow	24.3	(26.7)	5.6	(1.0)	2.2	8.1
Financing activities:						
Equity contribution (exercise of options)	-	-	-	-	-	5.4
Intercompany funding	(18.9)	24.6	(0.8)	(4.9)	-	-
Cash on deposit for future acquisition	-	(5.1)	-	-	(5.1)	-
Debt borrowings (repayments)	-	(20.2)	-	(5.8)	(26.0)	(36.5)
New borrowings	-	19.1	-	-	19.1	27.0
Dividends paid	-	-	-	(28.3)	(28.3)	(22.5)
Net cash movement	5.4	(8.4)	4.8	(40.0)	(38.1)	(18.5)
Opening cash (June)					95.6	85.7
Closing cash (December)					57.5	67.2

Cashflow Bridge

FCF impacted by the timing of a number of one-off items, expect FCF to revert to normal levels



1 Free cashflow before investing activity and fleet increase

Performance Ratios

Consistent delivery of earnings growth over a 10 year period

		Ten year historical performance										
		1H08	1H09	1H10	1H11[1]	1H12	1H13	1H14[2]	1H15	1H16	1H17	CAGR
Segment Revenue	$m	31.5	37.7	43.7	136.3	143.0	160.2	161.5	181.2	243.5	250.4	25.9%
Segment EBITDA	$m	11.8	13.6	17.0	35.4	38.9	44.7	32.6	47.4	65.2	66.4	21.1%
EBITDA margin	%	37.5%	36.2%	38.8%	26.0%	27.2%	27.9%	20.2%	26.2%	26.8%	26.5%	
UNPATA	$m	7.9	9.5	11.2	20.5	24.9	29.7	19.3	31.3	41.8	42.1	20.4%
UNPATA margin	%	25.1%	25.2%	25.6%	15.0%	17.4%	18.5%	11.9%	17.3%	17.2%	16.8%	
Underlying earnings per share	cents	11.8	14.1	16.6	30.2	36.3	33.9	25.8	41.4	50.6	50.6	17.6%
Dividend per share	cents	7.5	8.5	10.0	16.0	22.0	24.0	21.0	25.0	29.0	31.0	17.1%
Payout ratio (UNPATA)	%	63.6%	60.3%	60.2%	53.1 %	60.6%	60.2%	81.3%	60.4%	57.4%	61.3%	
ROE	%	33.0%	38.0%	38.0%	43.0%	40.0%	34.0%	19.0%	26.6%	23.0%	21.6%	
Free cash flow (FCF)	$m	8.2	11.3	13.2	15.4	25.5	27.4	26.6	32.2	53.9	34.2	17.2%
FCF as % of UNPATA	%	103.8%	118.9%	117.9%	75.1%	102.4%	92.3%	137.8%	102.9%	128.9%	81.2%	

1 Completed the acquisition of Interleasing (Australia) Ltd
2 Negatively impacted by the former government's proposed changes to novated leasing

Segment performance

Segment Review
Solid operating result

$m	Group Remuneration Services			Asset Management[1]			Retail Financial Services			Total		
	1H17	1H16	%	1H17	1H16	%	1H17	1H16	%	1H17	1H16	%
Segment Revenue	90.5	91.4	*(1.0%)*	104.0	97.4	*6.8%*	55.9	54.6	*2.3%*	250.4	243.5	*2.9%*
Expenses	47.2	49.2	*(4.0%)*	90.9	85.7	*6.1%*	45.9	43.4	*5.8%*	184.1	178.3	*3.2%*
Segment EBITDA	**43.3**	**42.3**	***2.6%***	**13.1**	**11.7**	***11.8%***	**10.0**	**11.2**	***(11.2%)***	**66.4**	**65.2**	***1.8%***
EBITDA margin (%)	*47.9%*	*46.2%*		*12.6%*	*12.0%*		*17.8%*	*20.6%*		*26.5%*	*26.8%*	
Depreciation and amortisation	2.0	2.1	*(4.5%)*	1.5	1.7	*(11.8%)*	0.8	0.6	*35.0%*	4.3	4.4	*(2.3%)*
Amortisation of intangibles	-	-	-	0.4	0.3	*30.0%*	1.3	1.3	*(1.9%)*	1.7	1.6	*4.3%*
Segment NPBT	**41.4**	**40.2**	***2.9%***	**11.1**	**9.6**	***15.5%***	**7.9**	**9.4**	***(15.4%)***	**60.4**	**59.2**	***2.0%***
Tax	13.1	11.9	*10.5%*	3.2	3.0	*9.0%*	2.7	3.2	*(15.5%)*	19.0	18.0	*5.7%*
Segment NPAT	**28.2**	**28.3**	***(0.3%)***	**7.9**	**6.7**	***18.4 %***	**5.3**	**6.2**	***(15.3%)***	**41.4**	**41.2**	***0.5%***
Segment UNPATA	**28.2**	**28.3**	***(0.3%)***	**8.2**	**6.9**	***18.8%***	**6.2**	**7.1**	**(13.6%)**			
Unallocated items												
Net interest income / (expense)										-	(0.2)	
Public company costs										(0.7)	(0.6)	
Acquisition expense										(0.6)	(2.3)	
Tax on unallocated items										0.3	0.8	
NPAT										**40.4**	**38.9**	***3.8%***
UNPATA										**42.1**	**41.8**	***0.8%***

1 Asset Management expenses includes the share of the UK JV loss of $0.7m (1H16: $0.6m)

Group Remuneration Services (GRS)
Momentum building after interruption

$m	1H17	1H16	Variance
Revenue	**90.5**	**91.4**	***(1.0%)***
Employee expenses	34.3	36.8	*(7.0%)*
Property & other expenses	12.9	12.3	*5.0%*
EBITDA	**43.3**	**42.3**	***2.6%***
EBITDA margin	*47.9%*	*46.2%*	
Depreciation	2.0	2.1	*(4.5%)*
Tax	13.1	11.9	*10.5%*
UNPATA[1]	**28.2**	**28.3**	***(0.3%)***
UNPATA margin	*31.2%*	*31.0%*	
Key metrics			
Salary packages (units)	297,100	276,000	*7.6%*
Novated leases (fleet units)	56,900	53,400	*6.6%*
Direct employees (FTE's)[2]	548	559	*(2.0%)*
Key financials excluding impact of interest[3]			
Revenue	85.8	86.6	*(0.9%)*
EBITDA	38.6	37.5	*3.1%*

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

Commentary

- GRS delivered a consistent headline result with a reduction in revenue of 1% compared to pcp, while UNPATA remained at similar levels
- Queensland Government marketing restrictions prior to the appointment on 7 November 2016 affected novated leasing volume, however volumes are recovering, with yields in line with expectations, validating strength of the RemServ brand
- Consistent margin improvement underpinned by ongoing productivity and technology advancements
- Multiple new client wins in the half; Maxxia Plus gaining market traction via enhanced customer offering

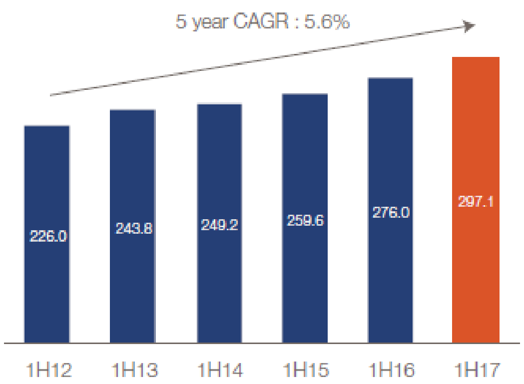
Outlook

- Continue organic growth (new business and increased penetration) evidenced by 10,000+ new salary packages due to transition in April 2017
- Ongoing productivity and technology improvements underpin margin
  - New salary packaging card offering to commence April 2017
  - Commenced new automated on-boarding process for salary packaging

GRS

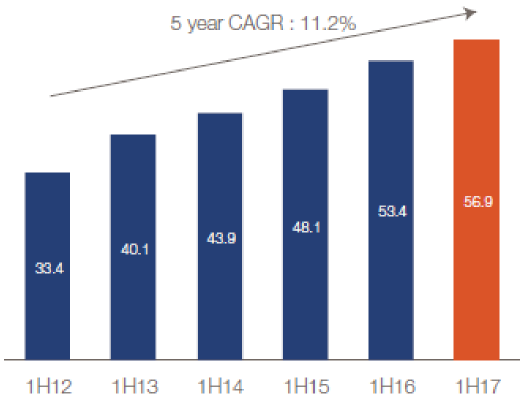
Continuing organic growth in customer and asset bases

Salary packages (000)[1]



- Net new clients: 3,600 packages
- Increased participation: 17,500 packages

Novated vehicles (000)[2]



- Net new clients: 300 novated vehicles
- Increased participation: 3,200 novated vehicles

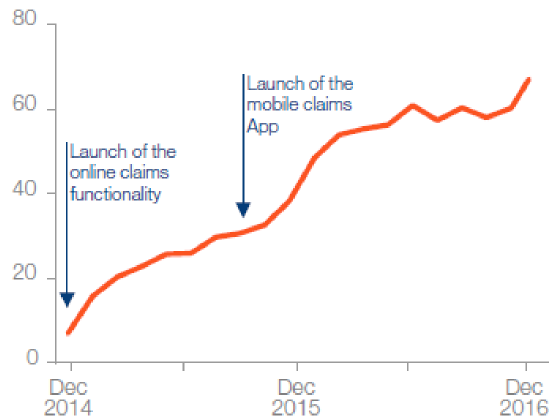
1. Total number of salary packages at period end
2. Novated leases under management at period end

Note: New clients are organisations who commenced during the period

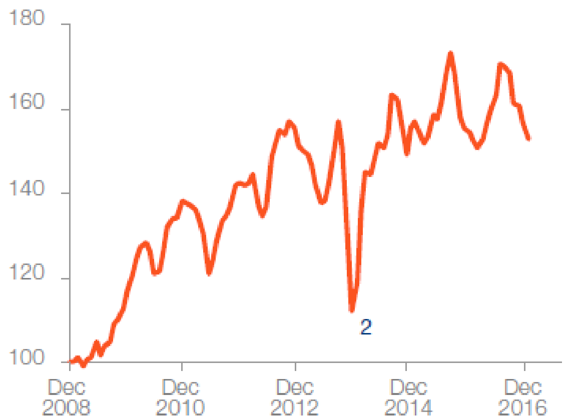
GRS

Combined approach of people & technology drives productivity & customer satisfaction

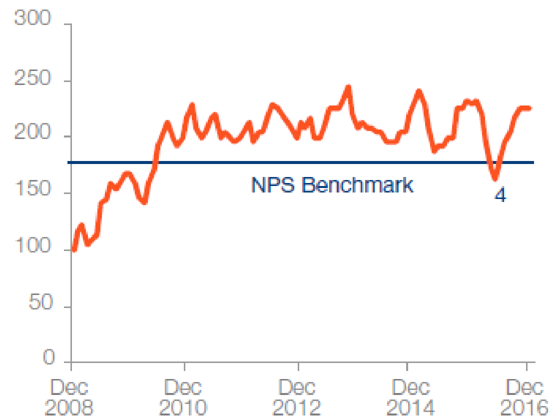
On-line claims take-up rate (%)



Productivity index[1]



Customer satisfaction index[3]

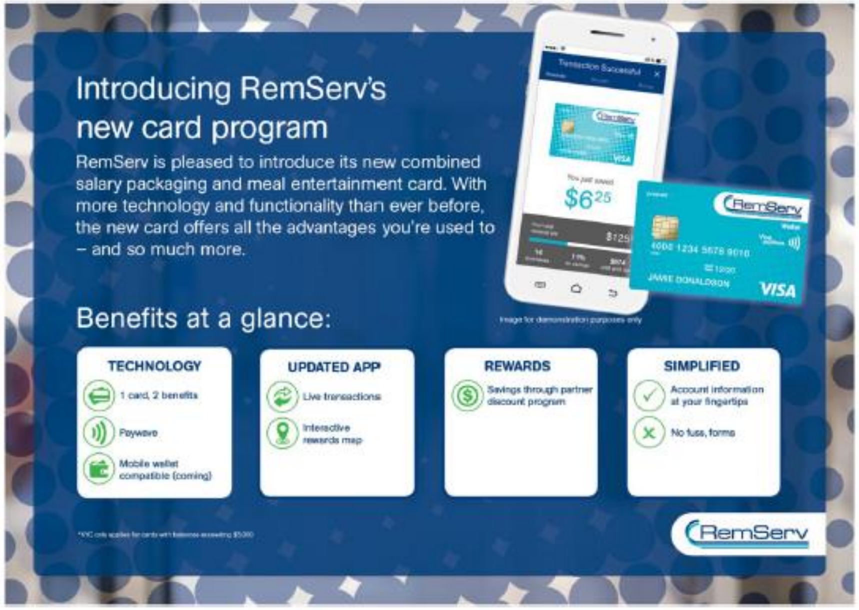


1 Rolling three month revenue (ex SP interest) / FTE
2 Negatively impacted by proposed changes to novated leasing
3 Based on net promoter score
4 Annual meal entertainment and venue hire capping introduced from 1 April 2016 resulted in one-off spike in call volumes leading to a temporary decline in service standards

GRS

New salary packaging card program to commence April 2017

- Partnering with Emerchants Limited to provide customers the latest in salary packaging technology



Asset Management (AM) – Australia / New Zealand

Disciplined approach generating improved returns

$m	1H17	1H16	Variance
Revenue	**90.2**	**87.0**	**3.6%**
Fleet depreciation	38.3	39.4	*(2.8%)*
Lease and vehicle management expenses	29.6	25.0	*18.5%*
Employee expenses	6.3	6.2	*1.6%*
Property and other expenses	5.1	5.8	*(12.1%)*
EBITDA	**10.9**	**10.5**	**3.2%**
EBITDA margin	*12.0%*	*12.1%*	
Depreciation	1.2	1.5	*(16.8%)*
Tax	2.9	2.7	*6.4%*
UNPATA[1]	**6.7**	**6.3**	**6.3%**
NPAT margin	*7.4%*	*7.2%*	
Key metrics			
Return on assets (%)	*4.3%*	*4.0%*	*7.5%*
Assets managed (units)[2]	22,000	24,000	*(8.3%)*
Assets managed WDV ($m)	321.2	311.9	*3.0%*
– On balance sheet ($m)	316.8	311.9	*1.6%*
– Off balance sheet ($m)	4.4	-	*100%*
Employees (FTE's)	82	77	*6.5%*

1 Segment NPAT and UNPATA are the same

2 Assets managed comprises operating and finance leases and fleet managed vehicles

Commentary

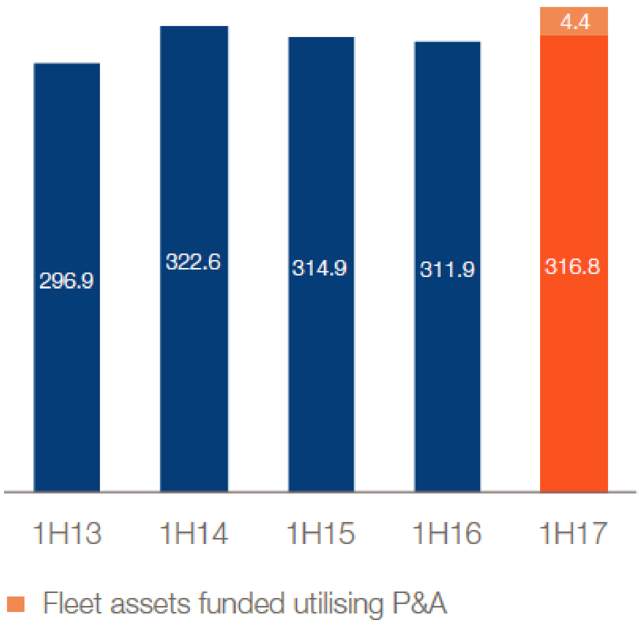
- New contract wins in first half of calendar 2016 including NSW Government contributed to increasing portfolio
- Off balance sheet funding commenced 1 August 2016 and WDV was $4.4m at 31 December 2016
- ROA increased by 0.3% to 4.3% based on a disciplined and selective approach to capital allocation and risk
- Just Honk Used Cars commenced trading on 1 December 2016. Business profitable in January 2017

Outlook

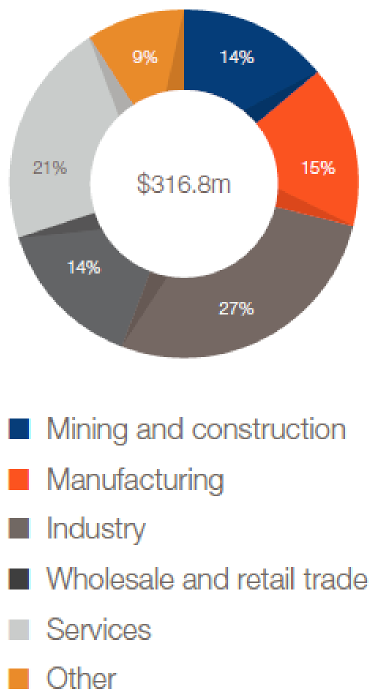
- Expand Daimler Fleet Management offering to Daimler Heavy Vehicle range
- Enhance digital presence in the small to medium market segment

AM – Australia / New Zealand
Diversified model with strong controls

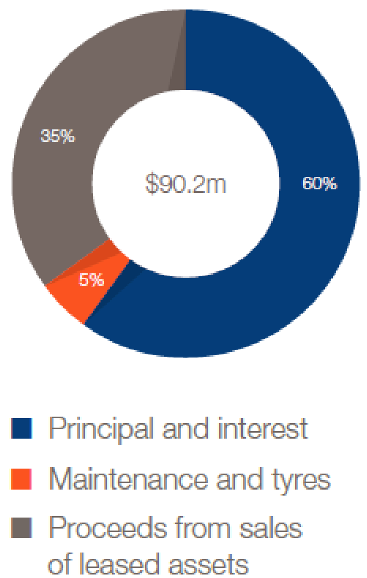
Fleet assets written down value ($m)[1]



1H17 WDV breakdown



1H17 Revenue breakdown



1 Assets written down value in FY15 restated from $311.0m to $313.5m

AM – United Kingdom
Improved profit performance and margin expansion

$m	1H17	1H16	Variance
Revenue	**13.8**	**10.4**	**32.9%**
Lease and vehicle expenses	4.2	0.6	*>100.0%*
Employee expenses	3.9	3.4	*15.7%*
Property and other expenses[1]	3.5	5.2	*(32.6%)*
EBITDA	**2.2**	**1.2**	***89.4%***
EBITDA margin	*16.1%*	*11.3%*	
Depreciation	0.3	0.2	*20.5%*
Amortisation of intangibles	0.4	0.3	*30.0%*
Tax	0.4	0.3	*36.1%*
NPAT	**1.2**	**0.4**	***>100.0%***
NPAT margin	*8.5%*	*3.5%*	
UNPATA	**1.5**	**0.6**	***>100.0%***
UNPATA margin	*10.9%*	*5.9%*	
Key metrics			
Assets managed (units)	16,400	15,100	*8.6%*
Assets written down value ($m)[2]	137.7	125.9	*9.4%*
Net amount financed ($m)	197.1	114.1	*72.8%*
– On balance sheet ($m)[3]	42.0	60.2	*(30.2%)*
– Off balance sheet ($m)	155.1	53.9	*>100.0%*
Employees (FTE's)	185	132	39.8%

1 Property and other expenses includes the share of the UK JV loss of $0.7m (1H16: $0.6m)
2 On MMS balance sheet
3 Included in assets written down value

Commentary

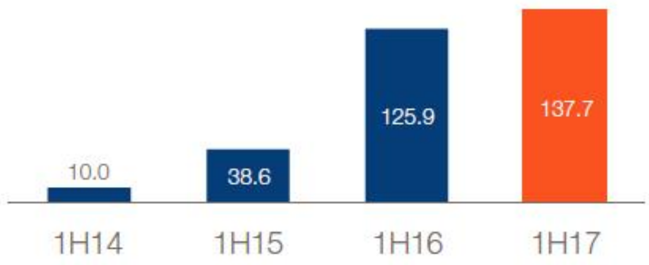
- Broker aggregation strategy progressing and enhanced through acquisitions of EVC and Capex in December and January respectively
- Sterling revaluation impacted first half UNPATA by $400,000. On a like for like currency basis, UNPATA increase was 217% over the prior half
- Review of car salary sacrifice by HMRC announced 10 August 2016 impacted the delivery of vehicles to Lifestyle Lease customer programs. HMRC clarified rules on 23 November 2016 (effective from 6 April 2017) and sales and marketing activity recommenced

Outlook

- EVC and Capex acquisitions enhance the regional presence and product offerings of group. Further growth into other key UK regions via a stronger broker presence
- Deliver first Lifestyle Lease vehicles to customers post 6 April 2017

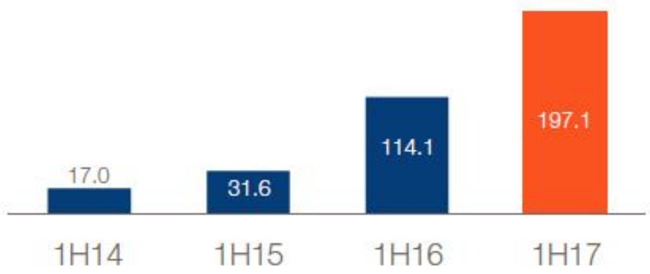
AM – United Kingdom
Strong growth in net amount financed - positive lead indicator

Assets written down value ($m)[1]

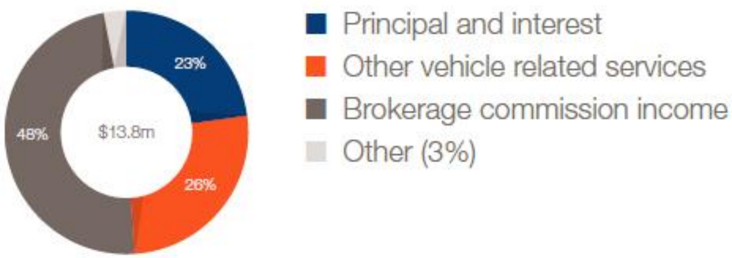


1H17 WDV breakdown

Net amount financed ($m)



1H17 Revenue breakdown



1 An additional $27.4m was moved off balance sheet in FY16 as part of P&A funding arrangement

Retail Financial Services (RFS)

Leveraging scale and technology to drive performance

$m	1H17	1H16[1,2]	Variance
Revenue	**55.9**	**54.6**	**2.3%**
Net claims and brokerage commissions	28.7	25.5	12.7%
Employee expenses	12.1	13.2	(8.3%)
Property and other expenses	5.2	4.8	8.8%
EBITDA	**10.0**	**11.2**	**(11.7%)**
EBITDA margin	*17.8%*	*20.6%*	
Depreciation	0.8	0.6	35.0%
Amortisation of intangibles	1.3	1.3	(1.9%)
Tax	2.7	3.2	(15.5%)
NPAT	**5.3**	**6.2**	**(15.3%)**
NPAT margin	*9.4%*	*11.4%*	
UNPATA	**6.2**	**7.1**	**(13.6%)**
UNPATA margin	*11.0%*	*13.0%*	
Key metrics			
Net amount financed ($m)	551.0	450.7	22.3%
Warranty policies written (units)	39,300	39,400	(0.3%)
Employees (FTE's)	167	186	(10.1%)

1 1HY16 represents six months trading for Presidian and five months trading for UFS
2 Excludes acquisition associated costs and interest costs on debt associated with the acquisition of Presidian

Commentary

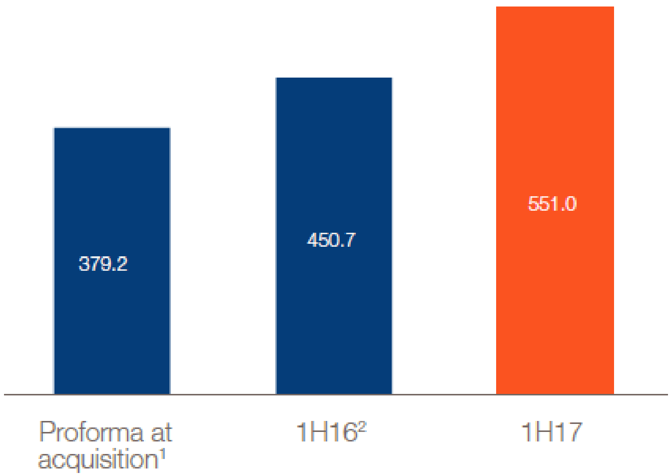
- Net amount financed grew by circa $100m or 22% compared to pcp
  - Growth skewed towards aggregation vs. retail branch network
- Commissions paid by funders reduced compared to pcp
  - Funder appetite has changed
- Launched Horizon 2 platform which directly interfaces with a number of funders
- Prudent focus on expense reduction

Outlook

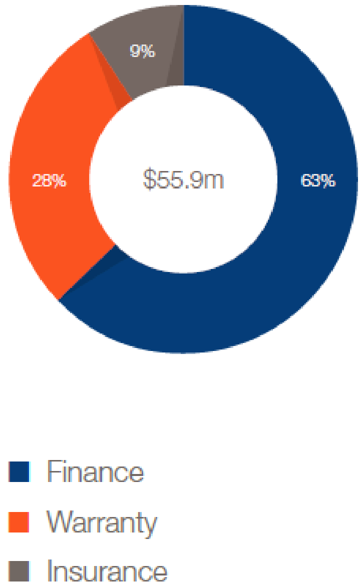
- New leadership team across both the finance and risk (warranty and insurance) businesses focused on leveraging scale and technology to drive performance
- Monitor ASIC regulatory environment to ensure operating model adapts to any changes

RFS
Growth in net amount financed

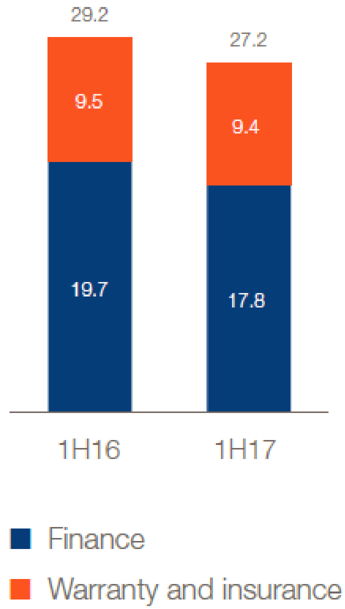
Net amount financed ($m)



1H17 Revenue breakdown



1H17 Gross Margin breakdown ($m)



1 1H15 represents the six months of the Presidian run rate at acquisition and five months of UFS run rate at acquisition
2 1H16 represents six months trading for Presidian and five months trading for UFS

Summary

Summary

Results demonstrate MMS' strength, building momentum

- Solid operating metrics with revenue of $250.4m (+2.9%) and UNPATA of $42.1m (+0.8%)
  - GRS: Appointed to Queensland Government novated leasing panel. Key revenue drivers increasing, improving margins, record new clients
  - AM: Improved profitability, initiated capital light funding model in Australia, continued broker consolidation strategy in UK
  - RFS: Significant increase in NAF, launched Horizon 2, installed new leadership team
- Underlying EPS of 50.6 cents, with a 31 cent fully franked interim dividend (represents payout ratio of 61.3%)
- Remain focused on stated strategies to drive growth in revenues and returns, deliver synergies and improve productivity across the integrated group
  - Cross sell into significant distribution footprint
  - Competitive strengths of people, processes and technology
  - Leverage financial scale and expertise

Appendix

Complementary diversification across the MMS Group

	Group Remuneration Services	Asset Management	Retail Financial Services
Brands	Maxxia RemServ	CLM Holden Leasing Maxxia Eurodrive Interleasing AngloScottish	Presidian United Financial Services nfc money now
Primary service	– Salary packaging – Novated leases	– Vehicle fleet leasing and management – Used vehicle retail sales	– Vehicle finance, insurance and warranty broking
Customers	– Hospitals, health & charity workers – Public and private sector	– Predominantly corporate customer base	– Retail customer base – Dealer, broker and retail network
Distribution	– Over 800 customers – Circa 1.0 million employees	– Over 450 customers – Select brokers	– 5,200+ active dealers – 200 finance brokers
Key operating statistics	– 297,100 salary packages – 56,900 novated leases	– 38,400 total assets managed – $460m total assets funded[1] – $197m net amount financed (UK)	– $550m net amount financed – 39,300 warranty products sold
Growth strategy	– Target organic growth via existing clients and new business – Broaden product suite (Maxxia Plus) – Consider strategic acquisitions	– Continue P&A funding arrangements ("capital light" business model) – Consider selective acquisitions in the UK	– Organic growth and capture of all identified synergies (revenue and cost) – Invest in brokers within existing network – Broaden asset class

1 Total Assets funded on and off balance sheet

European Vehicle Contracts Limited acquisition

- MMS acquired EVC on 1 December 2016
- EVC (trading as Eurodrive) is a UK leader in the point of sale (POS) provision of motor vehicle finance utilising an advanced online quotation system which has been developed in-house
- The business operates through a network of 400 franchised and independent new and used car dealers, providing an interface between dealers and leaders
- The business, is based in the north of England and operates mainly from Central Scotland to South Yorkshire
- Originates loans of circa £50.0 million per year
- Normalised EBITDA of £800,000
- Established in 2008 by Stephen Dixon and Derek Goodsir. Both founders and an additional Director, Kristie Tyson, will remain with the business post acquisition
- Upfront purchase price of £2.9m, represents 3.6x normalised EBITDA
- Deferred consideration of up to £3.1m over 4 year period depending on the achievement of EBITDA growth rates

Provides product and channel diversification

Provides a foothold into the B2C market (through dealers), via a significant player in the specialised broker market

Synergies and cross sell benefits to be captured from the acquisition include increased scale (originations), increased panel of lenders, introduction of both B2B and B2C networks

Market	Channel to market	Company
B2B	Corporates Private Individuals	CLM, Maxxia, AngloScottish, CAPEX Finance
B2C	Dealers	Eurodrive Motor Finance

Capex Asset Finance Limited acquisition

- Acquired on 6 January 2017
- Capex provides an extensive portfolio of finance solutions to business customers in the asset finance and vehicle finance marketplace
- Located in Birmingham, the second largest city in the UK
  - Capex is the largest independent broker in Birmingham
- Originates loans of circa £50.0 million per year
- Normalised EBITDA of £650,000
- Established in 2003 by the directors, Julian Percival, Alan Hunt and Warren Badger, who will all remain with the business
- Upfront purchase price of £3.0m, represents 4.6x normalised EBITDA
- Deferred consideration of up to £3.7m over 5 year period depending on the achievement of EBITDA growth rates

Provides geographic diversification

The acquisition of Capex continues MMS's stated UK growth strategy and importantly provides geographic expansion to MMS's existing asset finance operations, Anglo Scottish.

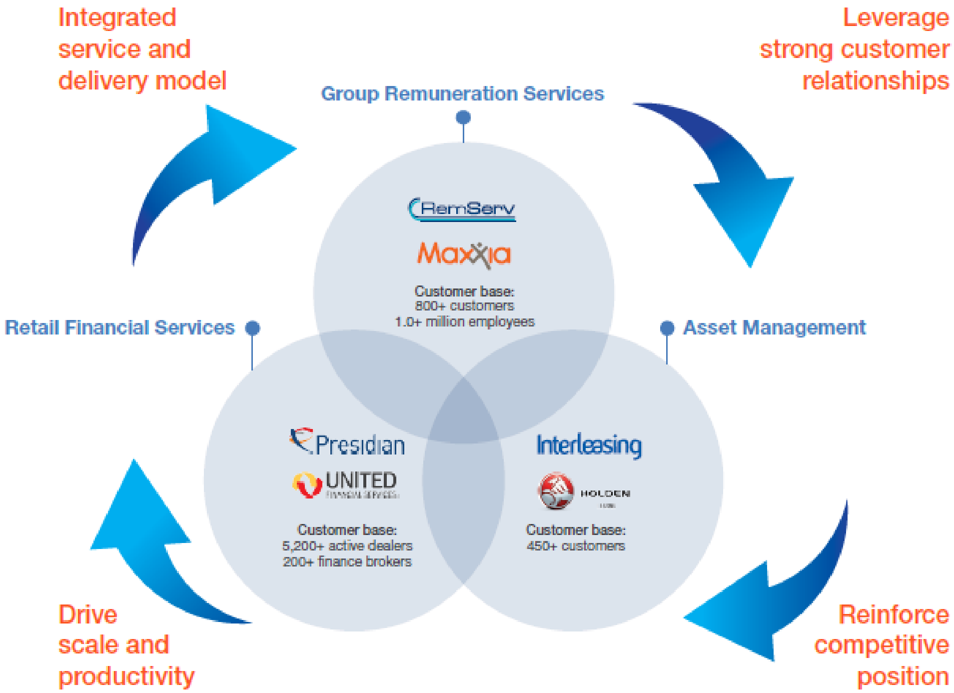
Risks and sensitivities

- Regulation of consumer insurance products[1]
- Regulation of consumer lending products[2]
- Acquisition and integration risk
- Second hand car prices (remarketing earnings)
- New and used car sales
- Interest rates (earnings on float)
- Loss or repricing of major customers
- Government policy development
- General economic conditions and consumer confidence

1 Consumer Insurance Products Include Underwritten Warranty, Guaranteed Asset Protection Insurance (GAP), Consumer Credit Insurance (CCI), Loan Termination Insurance (LTI), Comprehensive Motor Vehicle Insurance (CMV), Total Asset Insurance (TAI)

2 Consumer Lending Products includes the ability of the dealer or broker flex the interest rate above the based lending rate provided by the financier

Integrated model drives sustainable performance



Profitable growth and enhanced shareholder returns will be delivered by leveraging core strengths across the enlarged distribution footprint.

In addition to organic growth via client wins and retention of contracts, 3 key initiatives have been prioritised:

- Implementation of the Maxxia Plus employee benefits offering
- Enhanced technology drive
- Selective acquisitions that enhance the development of the existing businesses

Reconciliation between NPAT and UNPATA

$m	1H17	1H16	Variance
NPAT	40.4	38.9	*3.8%*
Acquisition transaction costs after tax	0.5	1.7	*(72.1%)*
Amortisation of intangibles from acquisitions after-tax	1.2	1.2	*5.0%*
EBITDA	42.1	41.8	*0.8%*

Disclaimer and important notice

This presentation has been prepared by McMillan Shakespeare Limited ABN 74 107 233 983 ("MMS"). It contains summary information about MMS and its subsidiaries and their activities current as at the date of this presentation. The presentation contains selected information and does not purport to be all inclusive or to contain information that may be relevant to a prospective investor. The information in this presentation should not be considered as advice or a recommendation to investors or potential investors and it does not take into account the investment objectives, financial situation and particular needs of any particular investor and each person is responsible for conducting its own examination of MMS and assessment of the merits and risks of investing in MMS' shares.

This presentation contains certain forward-looking statements. These statements are only predictions. Actual events or results may differ materially. Nothing in this presentation is a promise or representation as to the future. MMS does not make any representation or warranty as to the accuracy of such statements or assumptions.

The information in this presentation is for information purposes only and is not an offer of securities for subscription, purchase or sale in any jurisdiction. No representation or warranty, express or implied, is made as to the fairness, accuracy, reliability, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of MMS, its directors, employees, agents or advisers, nor any other person accepts any liability for any loss arising from the use of this presentation or its contents or otherwise arising in connection with it, including, without limitation, any liability arising from fault or negligence on the part of MMS or its directors, employees, agents or advisers.

An investment in MMS is subject to known and unknown risks, some of which are beyond the control of MMS, including possible loss of income and principal invested. MMS does not guarantee any particular rate of return or the performance of MMS, nor does it guarantee the repayment of capital from MMS or any particular tax treatment. Each person should have regard to MMS' other periodic and continuous disclosure documents when making their investment decision and should consult such advisers as they consider necessary before making an investment decision. Past performance information given in this presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

Financial data

All dollar values are in Australian dollars ($) unless stated otherwise.

Effect of rounding

A number of figures, amounts, percentages, estimates, calculations of value and fractions in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

MMS

McMillanShakespeareGroup