# goeasy WHEN YOU CHANGE TODAY. YOU BETTER TOMORROW.

**INVESTOR PRESENTATION Q1 2020** 

# CONTENTS

**03.** ABOUT GOEASY **20.** MARKET OVERVIEW **25.** PRODUCTS & CUSTOMERS **34.** RISK MANAGEMENT **40.** FINANCIAL PERFORMANCE **46.** FUNDING, LIQUIDITY & CAPITAL 52. APPENDIX



# ABOUT GOEASY



## **WHO IS GOEASY**

### LENDING AND LEASING TO THE NON-PRIME CANADIAN CONSUMER

#### VISION

# PROVIDE **EVERYDAY** CANADIANS **A PATH TO** A BETTER **TOMORROW.** TODAY

#### **QUICK FACTS**



**10 PROVINCES** NATIONAL FOOTPRINT



\$4.2B<sup>(2)</sup> LOAN ORIGINATIONS

**OUR CUSTOMERS** 

Over 230.000 total active



**CUSTOMER** SATISFACTION

#### \$1.4B<sup>(2)</sup> **TOTAL ASSETS**

#### WHAT MAKES US UNIQUE

#### **OUR HISTORY**

 29 years of industry leading experience

• 13.1% revenue and 30.1% diluted earnings per share CAGRs since 2001

4.4 star rating on glassdoor<sup>(2)</sup>

#### **OUR COMMITMENT TO OUR COMMUNITIES**

- Over \$3.0 million donated to the Boys and Girls Clubs of Canada and Habitat for Humanity since 2004
- easybites program launched in 2014 with a commitment to build • 100 new kitchens in Boys and Girls Clubs across Canada. We reached the halfway mark in 2019 with the 50<sup>th</sup> kitchen build.

customers<sup>(2)</sup>

- Omnichannel approach optimizes • 34% lower debt to income levels than average Canadians
  - customer lifetime value versus online only lending model

**OUR OMNICHANNEL MODEL** 

• 45 housing solutions built through Habitat for Humanity Global Village



- **OUR PEOPLE** • Over 2,000 employees (51% female)
- Over 40 nationalities represented by our employees

## **COVID-19 RESPONSE**

#### SWIFT ACTION AND RESPONSE PLAN TO PROTECT EMPLOYEES AND SUPPORT CUSTOMERS

#### **COVID-19 RESPONSE PLANNING**

- Assembled COVID-19 task force
- Developed 4 Phase COVID-19 response plan with specific trigger points

#### **REMOTE WORK STRATEGY**

- Remote network access upgraded
- All head office employees moved to a remote model
- Distributed Call Centre Operations across multiple sites
- One-third of Call Centre employees moved to a remote working model

#### COMMUNICATIONS

- Set up external COVID-19 information page
- Shareholder Press Release on March 23, 2020
- Created dedicated COVID-19 internal employee communications portal

#### **CREDIT AND UNDERWRITING**

- Implemented additional risk-based employment verification & underwriting procedures
- Digital lending enabled across all channels/customer segments

#### **EXPENSE MANAGEMENT**

- Reduced marketing and advertising spend by >50%
- · Hiring freeze put into effect
- Paused all inventory purchases
- Renegotiated several vendor/supplier agreements
- Paused all new contracts with medium-large financial commitments

#### **COLLECTIONS AND CUSTOMER SUPPORT ACTIVITIES**

- Assembled a dedicated team to support customer's Loan Protection Insurance claims
- Created digital insurance claim portal for customers
- Enhanced existing Customer Assistance Program with additional tools



# **COMMITTED TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES DURING COVID-19**

#### **OUR CUSTOMERS**

#### **HEALTH AND SAFETY PROTOCOLS**

- Intensified cleaning/sanitization
- Introduced a "Customer Disclosure Questionnaire"
- In-store/in-branch social distancing

#### **OPEN FOR BUSINESS**

- Pro-active closure to the public with branches and stores open for employees to virtually service our customers
- Contactless delivery model for easyhome

#### **CUSTOMER ASSISTANCE PROGRAM**

• Term extensions, payment deferrals and the use of Loan Protection Insurance for customers requiring short term relief

#### **COVID-19 RESOURCE CENTRE**

 Resource center to help customers navigate the financial complexities of COVID-19

#### **OUR EMPLOYEES**

#### **JOB SECURITY AND FINANCIAL SUPPORT**

- Committed to retaining all staff without layoffs
- Expanded employee loan program
- Income supplement for team members displaced by COVID-19

#### **HEALTH AND WELLNESS**

- · Introduced free virtual healthcare to all employees
- Created a centralized platform of resources to support remote leadership and mental well being

#### **OUR COMMUNITIES**

#### **BOYS AND GIRLS CLUBS OF CANADA**

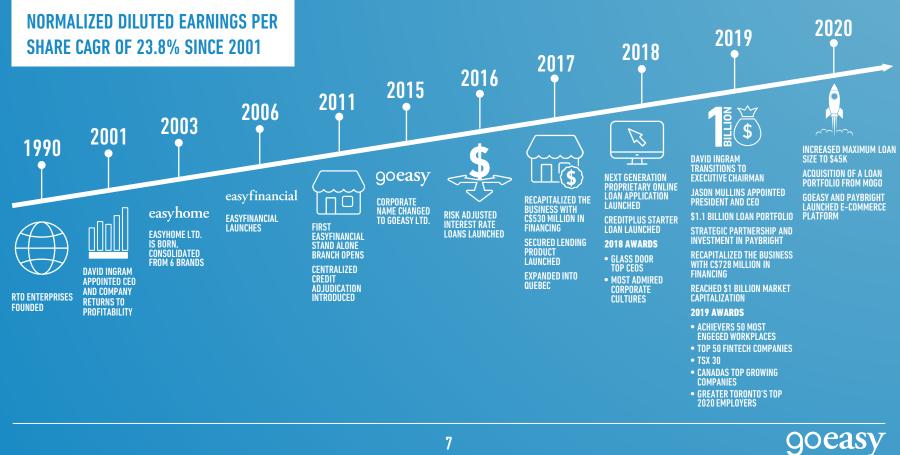
- \$150,000 donation to the Boys and Girls Clubs emergency response fund
- Local community outreach through the use of easyhome delivery trucks and drivers to deliver essential goods to families in need

#### **HABITAT FOR HUMANITY**

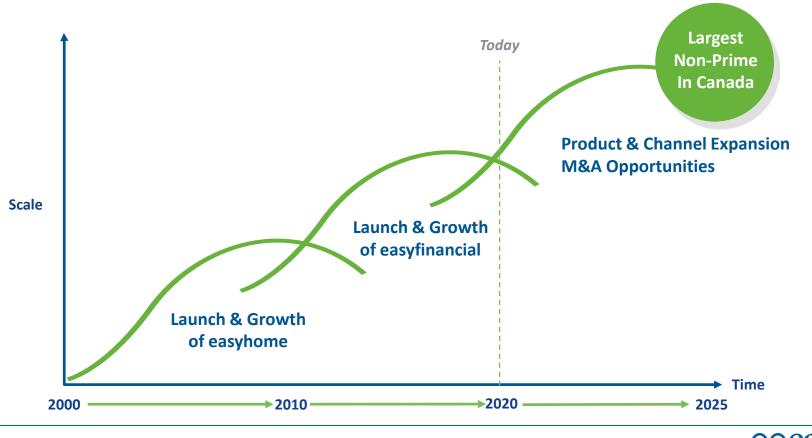
• \$10,000 corporate donation to Habitat for Humanity plus more than \$10,000 raised by employees



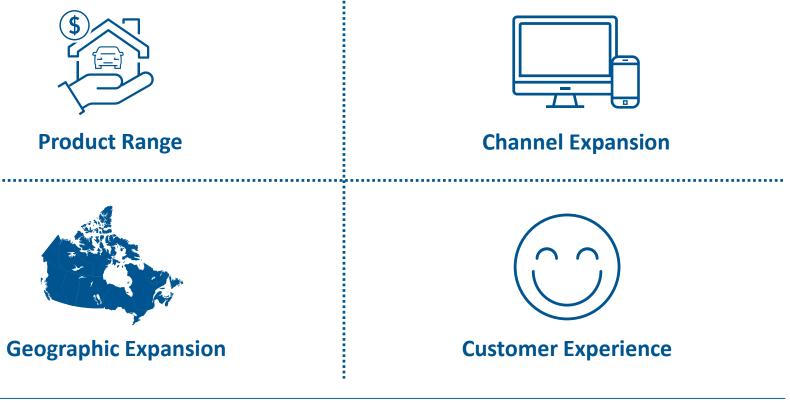
## **A HISTORY IN THE MAKING**



## **EARLY STAGE OF WAVE 3**

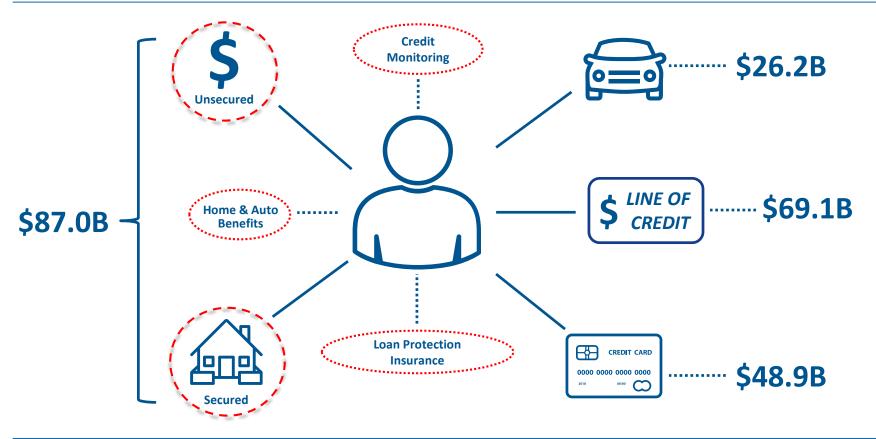


## **STRATEGIC PILLARS**





## **PRODUCT RANGE**





10

## **OMNICHANNEL EXPANSION**



- Expand easyfinancial locations from 256 to 300+
- Increase easyhome lending from 110 to 120 locations
- Redesign the retail experience
- Explore alternative forms of retail distribution



DIGITAL

- Redesign the core websites
- Drive funnel optimization
- Develop mobile app
- Enhance MyAccount portal
- Reduce friction through greater automation



- Completed PayBright eCommerce integration and onboarded several major retailers
- Continue merchant business
   development efforts
- Develop new third-party partnership and referral models



## **GEOGRAPHIC EXPANSION**

# WITHIN CANADA **29.2M** CANADIANS<sup>1</sup> 9.4M NON-PRIME<sup>1</sup> QUEBEC , GVA GTA

# **...AND BEYOND**





### THE CUSTOMER EXPERIENCE



#### **Customer Graduation**



#### **Omnichannel Engagement**



Full Suite of Credit Products and Services



**Trusted Customer Relationships** 



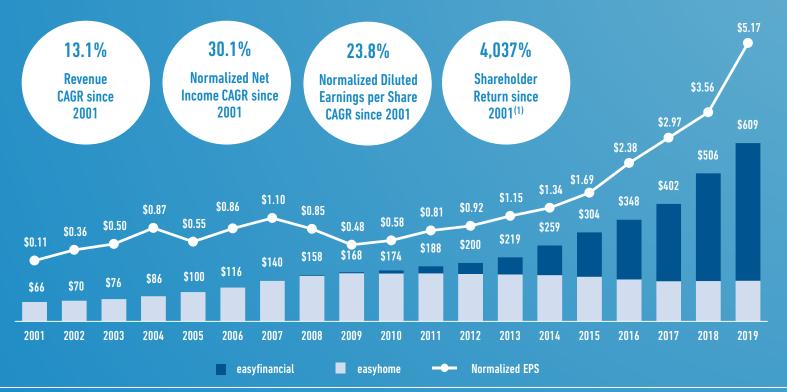
## **OUR AWARD WINNING CULTURE**





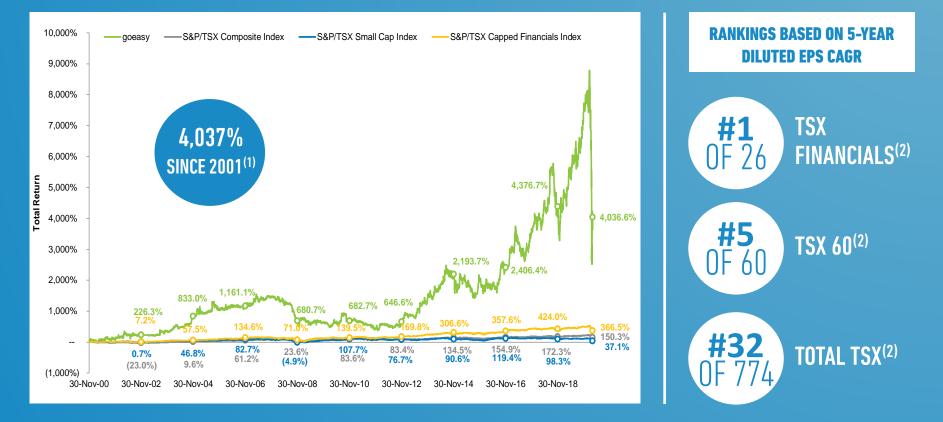
## **18 CONSECUTIVE YEARS OF REVENUE GROWTH AND PROFITABILITY**

Revenues (C\$M) and Earnings per Share (C\$)





## **SHAREHOLDER RETURN OF 4,037%**





# **A BUSINESS WORTH INVESTING IN**

SIZABLE AND UNDERSERVED MARKET WITH OPPORTUNITIES FOR GROWTH	• High growth business in Canada's \$231 billion non-prime consumer lending market following the exit of several large banks and online only lenders
STABLE REGULATORY Environment in Canada	<ul> <li>Unchanged Federal interest rate cap of 60% since 1980</li> <li>Active engagement with government through a leading industry association</li> </ul>
HISTORY OF EXECUTION AND PROFITABILITY	<ul> <li>75 consecutive quarters of positive EPS and a CAGR of 23.8% since 2001</li> <li>Total shareholder return of 4,037%<sup>(1)</sup> since 2001</li> </ul>
DIVERSIFIED SOURCES OF REVENUE	<ul><li>High growth lending operation complemented by a mature leasing business</li><li>Opportunities for new revenue sources from a large non-prime consumer credit market</li></ul>
STRONG CULTURE OF RISK MANAGEMENT	<ul> <li>Robust risk management framework with centralized lending decisions</li> <li>Stable net charge-offs of between ~12% to 15% since 2012</li> </ul>
WELL CAPITALIZED AND CONSERVATIVE BALANCE SHEET	<ul> <li>Healthy net debt to capital ratio of 72%<sup>(1)</sup></li> <li>Available cash and borrowing capacity to fund growth through to the fourth quarter of 2021</li> </ul>
EXPERIENCED LEADERSHIP TEAM WITH ALIGNED INTERESTS	<ul> <li>Board and management own 28.0% of the Company<sup>(1)</sup></li> <li>Maximum compensation for management earned at 30%+ EPS CAGR (3 Years)</li> </ul>

goeasy

### **COMPLEMENTARY BUSINESS SEGMENTS**





ESTABLISHED	2006	1990	
OFFERING	Unsecured personal loans of \$500 to \$15,000, payable in regular installments over periods up to 60 months Secured personal loans of \$15,000 to \$45,000, payable in regular installments over periods up to 120 months	Brand name home entertainment products, computers, appliances and household furniture through leases, with an option to purchase	
OPERATING INCOME	\$199.3M	\$24.7M	
% OF REVENUE (LTM Q1 2020)	78%	22%	
KEY ASSETS (March 31, 2020)	Gross Consumer Loans Receivable: <b>\$1.17 Billion</b>	Lease Assets: <b>\$47.7 Million</b>	
LOCATIONS <sup>(1)</sup> (March 31, 2020)	256	162	



(1) easyhome locations include franchise stores. easyfinancial locations include 19 kiosks located within an easyhome store and 1 national loan office.

## **OVERVIEW OF EASYHOME**

#### DESCRIPTION

- In operation since 1990
- Allows consumers to lease household furnishings, appliances, and electronic products, for weekly or monthly payments
- Option to purchase without an initial down payment or credit check, can cancel lease at any time without penalty
- Introduced consumer lending to easyhome stores in 2017



#### **REVENUE** (C\$ in millions)



LEASE TERM AT ORIGINATION

AVERAGE LEASE TERM 10 Months<sup>(1)</sup>

LEASED ASSETS \$47.7M<sup>(2)</sup>

APR

29.9%

25 Months

#### **OPERATING INCOME** (C\$ in millions)



goeasy

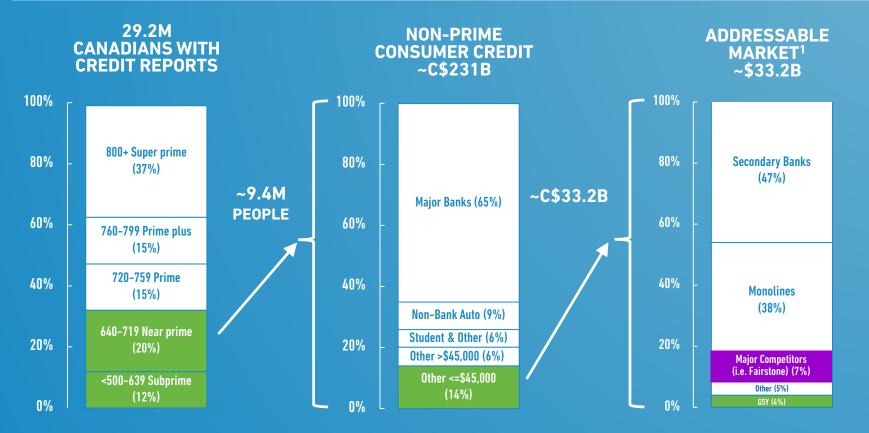


19

# MARKET OVERVIEW



## **\$231B NON-PRIME CONSUMER CREDIT MARKET IN CANADA**

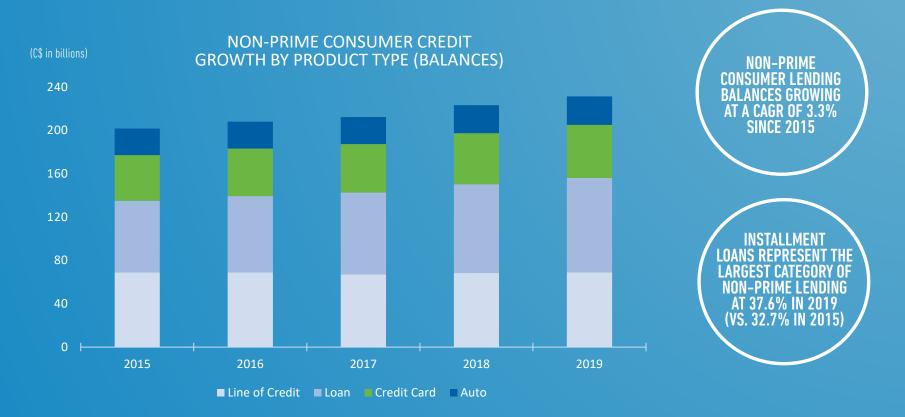


Source: goeasy and TransUnion as of December 31, 2019. Data based on TransUnion's Credit Vision Risk Score. Balances include those held by coborrowers. (1) Excludes credit held by major banks, non-bank auto, student & other and balances greater than \$45K

21

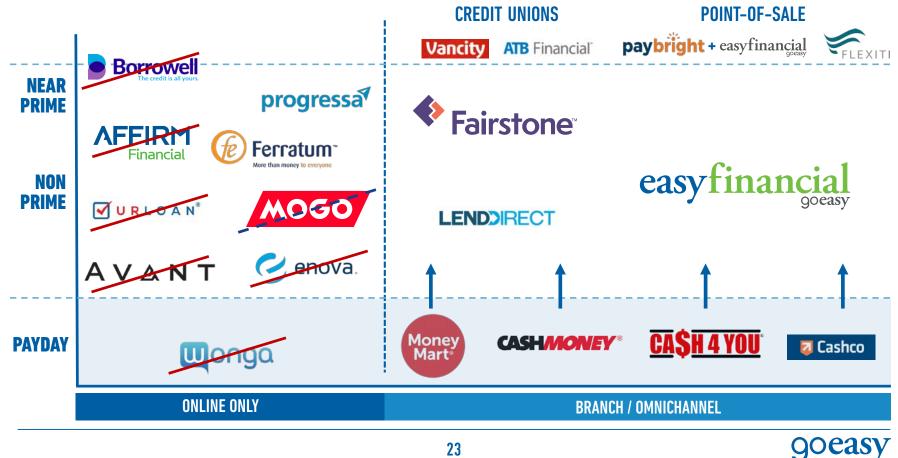


## **STRONG MARKET GROWTH AND STABLE CREDIT PERFORMANCE**



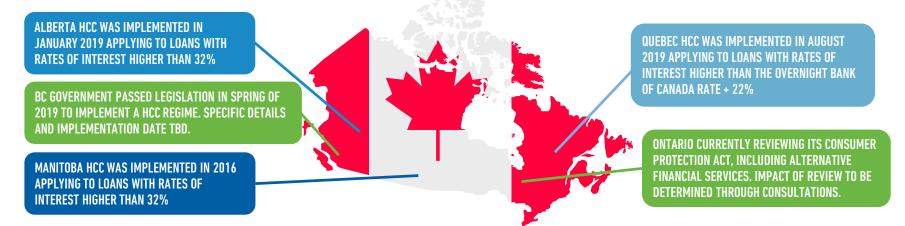


## **EVOLVING COMPETITIVE LANDSCAPE**



# **CANADA'S CURRENT LEGISLATIVE LANDSCAPE**

- Canada's non-bank lenders are governed by both federal and provincial law
  - Payday lenders have a separate legislative framework
- The Federal Criminal Code (Section 347) dictates that 60% is the maximum annual rate of interest that can be charged. Periodically this rate has been reviewed, however it has remained consistent and stable since 1980.
- All provinces have consumer protection legislation for disclosure and advertising requirements
- Several Canadian provinces have implemented high-cost credit (HCC) regulations, which require additional disclosure and licensing requirements for lenders, but are not intended to limit the consumer's access to credit



GOEASY REMAINS ACTIVELY INVOLVED IN CONSULTATIONS WITH ALL LEVELS OF GOVERNMENT, AS WELL AS ENGAGING THROUGH INDUSTRY ASSOCIATIONS, INCLUDING THE CANADIAN LENDERS ASSOCIATION



# PRODUCTS & CUSTOMERS



# **PRODUCTS THAT MEET THE NEEDS OF OUR CUSTOMERS**

	\$			
	Unsecured Personal Loan	Secured Personal Loan	Creditplus – Secured Savings Loan	Lease-to-own
LOAN/LEASE TYPE	Personal loan with no collateral	Personal loan secured by real estate	Secured savings loan	Lease of merchandise
AVG. LOAN/LEASE SIZE (\$)	\$5,535	\$28,840	\$1,700	\$1,164 <sup>(1)</sup>
AVG. INTEREST RATE (%)	42.8%	24.0%	9.9%	29.9%
AVG. TERM (MONTHS)	33	106	48	26
AVG. TU RISK SCORE	569	597	No Credit Check Required	No Credit Check Required
% OF LOAN PORTFOLIO (\$) (March 31, 2020)	89.5%	10.5%	N/A	N/A
ANCILLARY PRODUCTS	Loan Protection Plan, Home & Auto Benefits, Credit Monitoring			Liability Damage Waiver, TPC, & Club
Based on originations over the last 12 months ending March 31, 2020 (1) Average monthly lease payments calculated on an annualized basis	26			goeasy

## **ANCILLARY SERVICES**

LOAN

PLAN

PROTECTION

#### DESCRIPTION

Creditor insurance that offers customers payment protection in the event of injury, critical illness, involuntary job loss or death. Six consecutive months of full loan payment with a \$2,000 lump sum payment in the case of involuntary job loss.

#### **THIRD-PARTY PROVIDER**





Benefit plan that includes coverage for roadside assistance, locksmith services, legal and financial advice and much more.



Canada's only creditoptimizer service that provides simulator tools to create customized action plans to help customers improve their credit scores.



TransUnion.



# THE EASYFINANCIAL CUSTOMER IS THE AVERAGE CANADIAN

- - -AGE **40 YEARS OLD DEPENDENTS 1.5 CHILDREN MARITAL STATUS** <50% MARRIED **EDUCATION** 80% HIGH SCHOOLOR COLLEGE **OWN VS. RENT** ~20% HOMEOWNERS **BORROWING PROFILE** 72% HAVE A CREDIT CARD





**PAYDAY LOANS** 54% OF CUSTOMERS HAVE USED **PAYDAY LOANS** 

**OCCUPATION/INDUSTRY** WIDE VARIETY OF INDUSTRY SECTORS



**AVERAGE TIME AT RESIDENCE 4.7 YEARS** 



?56% OF CUSTOMERS REPORT HAVING NO **OPTION OTHER THAN TO BORROW** FROM EASYFINANCIAL J 78% OF CUSTOMERS HAVE BEEN DENIED CREDIT BY A BANK OR CREDIT UNION 80% OF CUSTOMERS STRUGGLE WHEN A FINANCIAL EMERGENCY COMES UP AS MANY CUSTOMERS BELIEVE THEIR FINANCIAL SITUATION IS **BETTER THAN IT WAS 12 MONTHS** AGO VERSUS THE CANADIAN **AVERAGE** 

OAN 01 BILL PAYMENT 7 ח DEBT CONSOLIDATION 2 03 AUTOMOTIVE REPAIR ()4 HOME REPAIR 05 UNEXPECTED **EXPENSES** 



(1) https://www.huffingtonpost.ca/2017/05/09/consumer-debt-canada-mnp-sentiment-survey\_n\_16510320.html Source: goeasy customer loan data and goeasy non-prime research (February 2020)

HALF OF ALL CANADIANS HAVE \$200 OR LESS IN SAVINGS<sup>(1)</sup>

## ...BUT WITH MUCH LOWER LEVELS OF DEBT





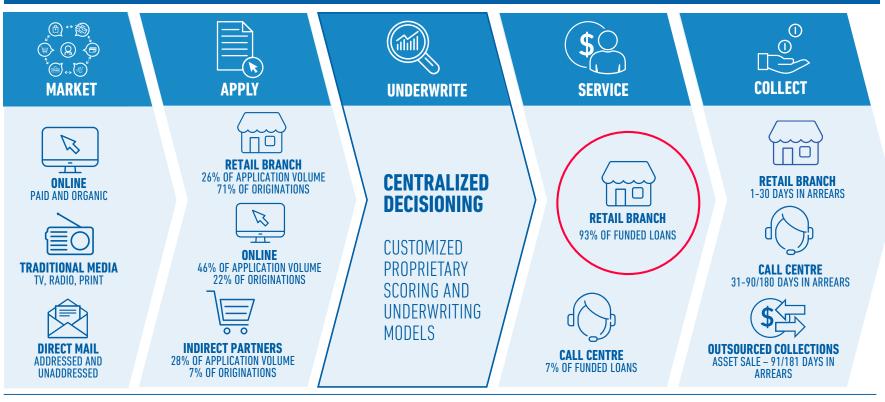


goeasy

	AVERAGE	AVERAGE
AVERAGE INDIVIDUAL INCOME <sup>(1)</sup>	\$46,700	\$47,119
AVERAGE DISPOSABLE (AFTER TAX) INCOME <sup>(2)</sup>	\$36,934	\$37,229
AVERAGE MORTGAGE DEBT <sup>(3)</sup>	\$43,437	\$15,470
AVERAGE NON MORTGAGE DEBT <sup>(3)</sup>	\$21,024	\$27,533
AVERAGE DEBT PER CONSUMER <sup>(3)</sup>	\$64,461	\$43,003
DEBT TO DISPOSABLE (AFTER TAX) INCOME	175%	115%

## **OUR OMNICHANNEL LENDING MODEL**

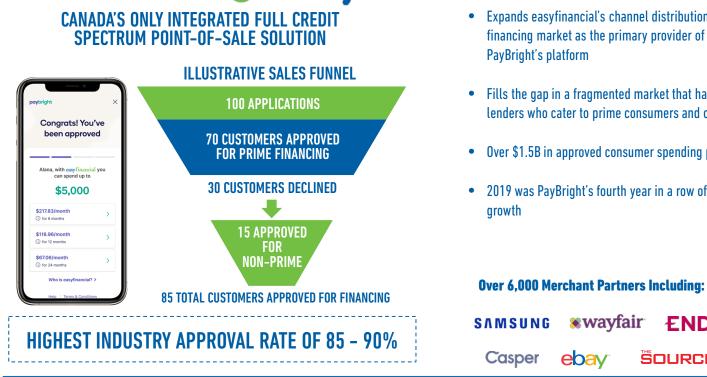
#### MULTIPLE ACQUISITION CHANNELS INCLUDING ONLINE, IN-BRANCH AND INDIRECT WITH ~93% MANAGED AT LOCAL BRANCHES



 Based on originations from January 1 – March 31, 2020
 The Company charges off receivables at the earlier of 90 days and 180 days contractual arrears or notification of bankruptcy / CCAA for unsecured loan and secured loan, respectively

30

## **PAYBRIGHT AND GOEASY'S STRATEGIC PARTNERSHIP**

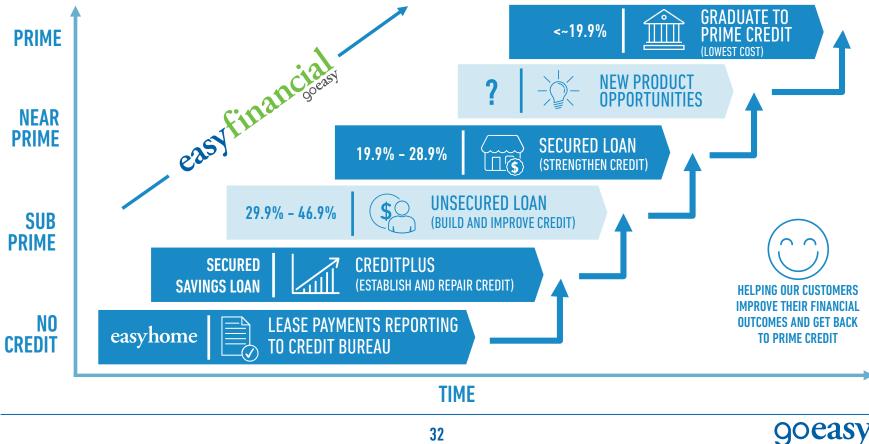


paybright + 90easy

- \$34.3M minority equity investment in PayBright
- Expands easyfinancial's channel distribution into the \$30B Point-of-Sale financing market as the primary provider of non-prime financing within PayBright's platform
- Fills the gap in a fragmented market that has traditionally been served by lenders who cater to prime consumers and only serve specific industries
- Over \$1.5B in approved consumer spending power to date
- 2019 was PayBright's fourth year in a row of >100% volume and revenue growth



## THE PATH TO A BETTER TOMORROW



## **MEASURING SUCCESS**

# **1IN 3** CUSTOMERS GRADUATE TO

**PRIME CREDIT**<sup>1</sup>

60% OF CUSTOMERS IMPROVE THEIR

**CREDIT SCORE<sup>2</sup>** 

Prime credit is defined as opening a trade with a prime lender within 12 months of borrowing from easyfinancial
 As measured by an increase in TransUnion Risk Score within 12 months of borrowing from easyfinancial

33





# RISK MANAGEMENT

## **STABLE AND CONSISTENT PATTERN OF CREDIT PERFORMANCE**





- Proven track record of managing credit performance over many periods of high growth
- Large underwriting volume has led to the accumulation of customer demographic, borrowing, repayment and banking data
- Proprietary customer scoring models built using machine learning and advanced analytical tools have improved the accuracy of predicting default risk for the non-prime customer



# **DURABLE BUSINESS ABLE TO WEATHER INCREASED RATE OF CHARGE-OFFS**

#### **INCOME STATEMENT EXPRESSED AS % OF AVERAGE LOAN PORTFOLIO**

	Q1 2020	BREAKEVEN	% CHANGE
REVENUE (TOTAL YIELD INCLUDING Ancilliary products)	47.7%	47.7%	0.0%
NET CHARGE-OFF	(13.2%)	(32.3%)	144.7%
OPERATING EXPENSES <sup>(1)</sup>	(15.4%)	(10.4%)	(32.5%)
FINANCE COSTS	(5.0%)	(5.0%)	0.0%
PRE-TAX INCOME	14.1%	0.0%	(100.0%)
INCOME TAXES	(3.7%)	0.0%	(100.0%)
NET INCOME (RETURN ON RECEIVABLES)	10.4%	0.0%	(100.0%)

STRENGTH OF RISK-ADJUSTED MARGINS CAN SUPPORT SIGNIFICANT INCREASE IN LOAN LOSSES

SEVERAL LEVERS TO REDUCE OPERATING EXPENSES IN TIMES OF ECONOMIC STRESS<sup>2</sup>

NET CHARGE-OFF RATE CAN MORE THAN DOUBLE (TO ~32.5%) BEFORE THE COMPANY WOULD HIT THE BREAKEVEN POINT

(1) Operating expenses exclude provision for credit losses and are net of the Company's easyhome operating income (2) Includes reduction in administrative expenses, marketing expenses, salaries, bonuses and incentives



# **ESTABLISHED UNDERWRITING PRACTICES TO MANAGE RISK**



PRE-QUALIFICATION

- Knock-out rules determine initial eligibility
- No additional credit granted to customers in arrears/former charge-offs



- Application information combined with underlying data from credit report and banking history
- Proprietary custom risk models based on historical analysis of thousands of attributes unique to the easyfinancial customer



#### AFFORDABILITY

- Detailed debt to income calculation
- Establishes a maximum loan amount based on ability to repay

### REPAYMENT

- Payments set up via electronic pre-authorized debit from the customer's bank account
- Loan repayment schedule set up to align with customer's payroll cycle



- Custom loan document generation including optional ancillary product enrollment
- Centralized funding controls
- Application to funding in as little as 1 hour

### VERIFICATION

- Supporting electronic documentation validation including identity, credit report, banking, residency and income
- Performed by a central loan approval office



## **ROBUST DATA INFRASTRUCTURE AND ADVANCED ANALYTICS**



#### EASYFINANCIAL DATA REPOSITORY<sup>(1)</sup>

- 10.4 TB of data
- 52,000 unique data points
- 4.04 million applications
- 477,413 unique customers



#### CUSTOMER DATA INTERACTIONS

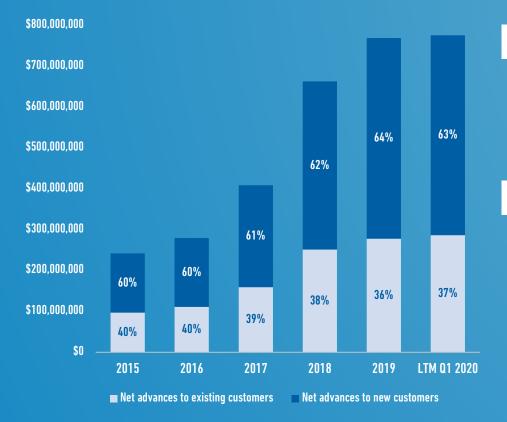
- Customer web analytics
- Machine/Device fingerprinting
- Customer income and liabilities
- Customized credit report characteristics and spending/payment algorithms
- Banking and credit card transaction history (up to 1 year)
- easyfinancial lifetime borrowing and repayment history
- easyfinancial collection and customer contact history



- Eligibility and pre-qualification rule sets
- Proprietary customer adjudication and behavioral risk scores
- Comprehensive affordability assessment
- Price elasticity testing and optimization
- Fraud and document verification screening
- Proprietary collection scores and treatment optimization



# **OVER 60% OF NET ADVANCES EXTENDED TO NEW CUSTOMERS**



#### **CUSTOMER ORIGINATION**

- Business has a healthy organic growth funnel with the majority of originations coming from new customers
- Advances to new customers represented 63% of net principal written in the last 12 months

#### EXISTING CUSTOMER UNDERWRITING STANDARDS

- Full credit underwriting performed to ensure that the borrower has the ability to re-pay the entire principal advanced
- No delinquent loans are advanced any additional credit
- No restructured loans are included in loan originations to existing customers
- The net charge-off rate of existing customers has been 300 to 400 bps below the rate generated by new customers



# FINANCIAL PERFORMANCE

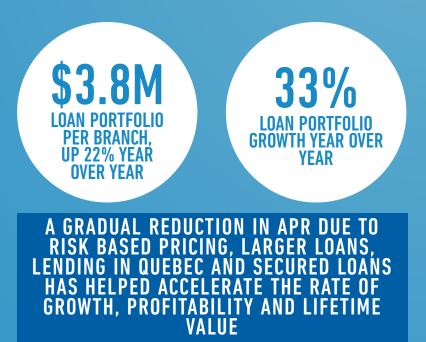


## **ACCELERATING LOAN PORTFOLIO GROWTH**

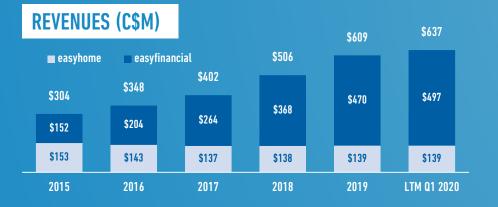
### EASYFINANCIAL LOAN PORTFOLIO GROWTH (C\$M)



#### LOAN PORTFOLIO CAGR OF 39% SINCE 2015<sup>(1)</sup>



### **STRONG TRACK RECORD OF DELIVERING RESULTS**



#### ADJUSTED EPS AND ADJUSTED ROE<sup>(1)</sup>



#### TOTAL REVENUE DRIVEN BY THE GROWTH OF THE CONSUMER LOAN PORTFOLIO

THE ADDITION OF CONSUMER LENDING AT EASYHOME HAS RESULTED IN GROWING REVENUE AND OPERATING INCOME OF THIS MATURE BUSINESS

INCREASED EARNINGS AND FINANCIAL LEVERAGE HAS DRIVEN HIGHER LEVELS OF RETURN ON EQUITY



# **Q1 2020 FINANCIAL RESULTS**

(C\$ IN THOUSANDS EXCEPT FOR EARNINGS PER SHARE AND PERCENTAGES)	Q1 2020	Q1 2019	VAR (\$/BPS)	VAR (%)
REVENUE	167,202	139,860	27,342	20%
EXPENSES BEFORE DEPRECIATION, AMORITIZATION, NET CHARGE-OFF AND				
PROVISION	58,460	50,333	8,127	16%
NET CHARGE-OFF	37,902	28,343	9,559	34%
PROVISION	10,716	6,051	4,665	77%
DEPRECIATION AND AMORTIZATION	15,905	16,323	(418)	(3%)
OPERATING INCOME	44,219	38,810	5,409	14%
FINANCE COSTS <sup>(1)</sup>	14,344	13,501	843	<b>6</b> %
INCOME TAXES <sup>(1)</sup>	7,896	7,036	6,617	<b>94</b> %
NET INCOME <sup>(1)</sup>	21,979	18,273	3,706	20%
DILUTED EARNINGS PER SHARE (EPS) <sup>(1)</sup>	1.41	1.18	0.23	1 <b>9</b> %
GROSS CONSUMER LOANS RECEIVABLE	1,166,055	879,370	286,685	33%
GROWTH IN CONSUMER LOANS RECEIVABLE	55,422	45,591	9,831	22%
NET CHARGE-OFFS AS A PERCENTAGE OF				
AVERAGE GROSS CONSUMER LOAN	<b>13.2%</b>	<b>13.1%</b>	10 bps	1%
OPERATING MARGIN	<b>26.4</b> %	27.7%	(130 bps)	(5%)
RETURN ON EQUITY	25.8%	24.4%	140 bps	<mark>6</mark> %

#### Q1 2020 HIGHLIGHTS (COMPARED TO PRIOR YEAR)

- Loan Portfolio of \$1.17 billion, up 33%
- Revenue of \$167 million, up 20%
- Net charge-off rate of 13.2% (within targeted range of 11.5% to 13.5%)
- Net income of \$22.0 million, up 20%
- Diluted EPS of \$1.41, up 19%
- Return on equity of 25.8% (up from 24.4% in Q1 2019)
- In Q1 2020, the Company increased its provision rate for future credit losses from 9.64% to 10.10%, recording an additional \$5.1 million before-tax provision expense, or approximately \$0.23 in diluted EPS, based on the economic conditions generated by the COVID-19 pandemic and modest shifts in the risk of its consumer loan portfolio at quarter-end



43

# **DETAILED REVIEW OF HISTORICAL FINANCIAL PERFORMANCE**

(C\$ IN MILLIONS EXCEPT FOR EARNINGS PER SHARE AND PERCENTAGES)	FY2015	FY2016 <sup>(3)</sup>	FY2017 <sup>(4)</sup>	FY2018 <sup>(1)</sup>	FY2019 <sup>(1)(5)</sup>	LTM Q1 2020 <sup>(1) 5)</sup>
KEY INCOME STATEMENT ITEMS						
REVENUE	304.3	347.5	401.7	506.2	609.4	636.7
ADJUSTED OPERATING INCOME	48.1	65.9	87.4	119.7	168.8	174.2
ADJUSTED NET INCOME	23.7	33.2	42.2	53.1	80.3	84.0
ADJUSTED EBITDA	56.7	76.0	98.4	131.6	195.8	201.4
ADJUSTED DILUTED EPS	1.69	2.38	2.97	3.56	5.17	5.40
KEY BALANCE SHEET ITEMS						
CASH	11.4	24.9	109.4	100.2	46.3	34.3
GROSS CONSUMER LOANS RECEIVABLE	289.4	370.5	526.5	833.8	1,110.6	1,166.1
LEASE ASSETS	60.8	55.3	54.3	51.6	48.7	47.7
TOTAL ASSETS	418.5	503.1	749.6	1,055.7	1,319.2	1,407.7
EXTERNAL DEBT	211.7	263.3	449.2	691.1	859.1	943.6
SHAREHOLDERS' EQUITY	176.1	196.0	228.2	301.5	332.4	349.7
KEY PERFORMANCE METRICS						
NET ISSUANCE OF CONSUMER LOANS RECEIVABLE	132.8	135.7	226.8	405.8	415.1	434.4
NET CHARGE-OFFS AS A PERCENTAGE OF AVERAGE GROSS CONSUMER LOANS	14.8%	15.4%	<b>13.6%</b>	12.7%	13.3%	13.2%
ANNUALIZED VIELD (INCLUDING ANCILLIARY PRODUCTS)	64.2%	<b>62.0%</b>	<b>60.4</b> %	54.2%	<b>50.1%</b>	47.7%
GROWTH IN CONSUMER LOANS RECEIVABLE	97.2	81.1	156.0	307.2	276.9	286.7
SAME STORE REVENUE GROWTH	<b>16.3%</b>	12.1%	18.3%	25.7%	19.5%	<b>19.6%</b> <sup>(6)</sup>
SAME STORE REVENUE GROWTH EXCLUDING EASYFINANCIAL	4.7%	(1.1%)	(0.7%)	6.4%	4.3%	<b>4.5%</b> <sup>(6)</sup>
OPERATING MARGIN	15.8%	19.0%	21.8%	23.7%	27.7%	27.4%
ADJUSTED RETURN ON EQUITY	14.4%	17.9%	19.8%	21.8%	25.3%	25.6%
NET EXTERNAL DEBT TO NET CAPITALIZATION <sup>(2)</sup>	0.53x	0.55x	0.60x	0.66x	0.71x	0.72x

(1) Includes the impact of the adoption of IFRS 9 beginning in 2018. Prior years were not restated. (2) Net external debt is calculated as external debt less cash. Net external debt to net capitalization is net external debt divided by the sum of net

external debt and shareholders' equity.

(4) Adjusted for the one-time \$6.1 million after-tax charge associated with the refinancing of the Company's term loan in 2017

(5) Adjusted for the one-time \$16.0 million after-tax charge associated with the refinancing of the Company's notes payable in Q4 2019 (6) Growth reflects YTD Q1 2020 as compared with YTD Q1 2019.

(3) Adjusted for the impact of one-time \$3.0M proceeds received on sale of minority interest and \$6.4M advisory costs incurred on potential acquisition in 2016



## **CONSISTENT TRACK RECORD OF MEETING TARGETS**

#### THE COMPANY MET ALL STATED TARGETS FOR 2019

KEY PERFORMANCE INDICATOR	UPDATED TARGETS	ACTUAL RESULTS	OUTCOME
GROSS CONSUMER LOANS RECEIVABLE PORTFOLIO AT YEAR END	\$1.1 TO \$1.2 BILLION	\$1.1 BILLION	TARGET ACHIEVED
EASYFINANCIAL TOTAL REVENUE YIELD	49% TO 51%	50.1%	TARGET ACHIEVED
NEW EASYFINANCIAL LOCATIONS TO BE OPENED IN YEAR	10 TO 20	15	TARGET ACHIEVED
NET CHARGE-OFFS AS A PERCENTAGE OF AVERAGE GROSS CONSUMER LOANS RECEIVABLE	11.5% TO 13.5%	13.3%	TARGET ACHIEVED
EASYFINANCIAL OPERATING MARGIN <sup>(1)</sup>	40% TO 42%	40.2%	TARGET ACHIEVED
TOTAL REVENUE GROWTH	20% TO 22%	20.4%	TARGET ACHIEVED
RETURN ON EQUITY (ACTUAL/ADJUSTED) <sup>(2)</sup>	24%+	20.2% / 25.3%	TARGET ACHIEVED

(1) easyfinancial operating margin target for 2019 was updated as outlined in the Company's MD&A for the quarter ended June 30, 2019 (along with an explanation for the change)
 (2) Adjusted for the one-time \$16.0 million after-tax charge associated with the refinancing of the Company's notes payable in 04 2019



# FUNDING, LIQUIDITY & CAPITAL

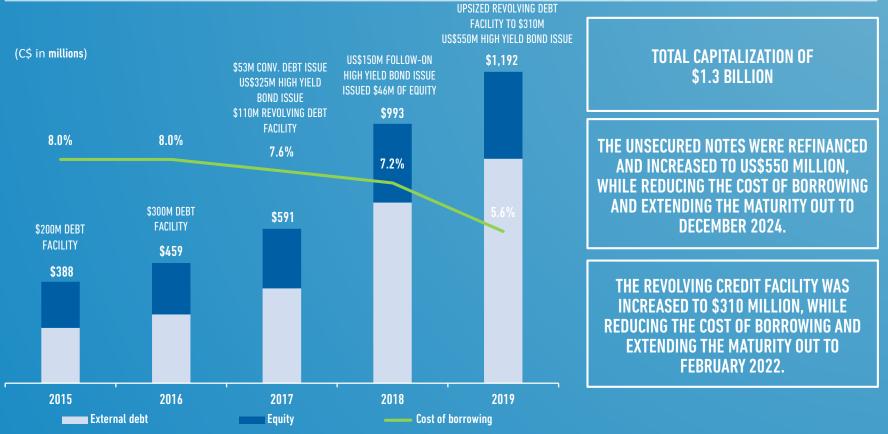


# **CONSERVATIVE CAPITAL STRATEGY**

ACCESS TO Capital	<ul> <li>In Q4 2019, the Company expanded its secured revolving line of credit to \$310 million provided by a bank syndicate with a borrowing cost of ~507 bps (BA based) and a \$75 million accordion feature</li> <li>Accessed US debt markets by issuing US\$550 million denominated 5.375% senior unsecured notes payable issued in 2019</li> <li>Issued 920,000 in shares generating net proceeds of \$44.3 million in October 2018</li> <li>Moody's corporate rating Ba3 (stable outlook) / Standard &amp; Poor's corporate rating BB- (stable outlook)</li> </ul>
LIQUIDITY	<ul> <li>\$214 million of cash and borrowing capacity as of March 2020</li> <li>Adequate capital to meet expected growth plans through fourth quarter of 2021</li> <li>Both consumer loan and leasing portfolios generate strong cash flows even in stress conditions</li> <li>On a run-off basis, the Company's loan and lease portfolios will generate approximately \$2.3 billion in cash</li> </ul>
CAPITAL STRATEGY	<ul> <li>Proven track record of balancing yield, growth and credit risk to achieve stated targets and secure enhanced funding capabilities</li> <li>Conservative capital strategy with net debt to capitalization of 72% (in line with the target of 70%)</li> <li>Consistent dividend policy and history of dividend growth</li> <li>Expanding market capitalization will lead to inclusion in select indices</li> </ul>

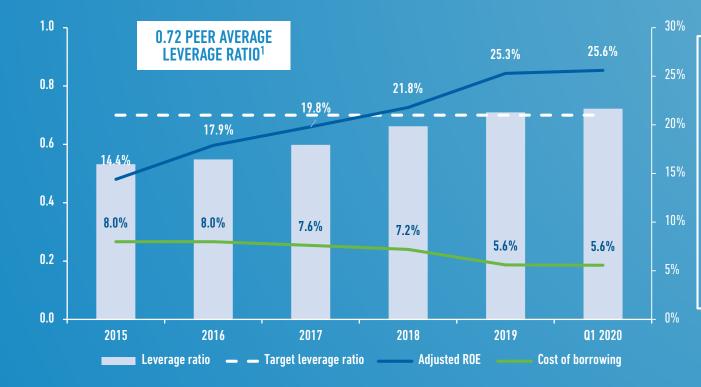


## **HISTORY OF SUCCESSFUL CAPITAL RAISING**



goeasy

### **IMPROVING RETURN ON EQUITY**



IN Q1 2020, THE COMPANY'S FULLY DRAWN WEIGHTED AVERAGE COST OF BORROWING REDUCED TO 5.4%, DOWN FROM 6.8% IN THE PRIOR YEAR, WITH INCREMENTAL DRAWS ON ITS SENIOR SECURED REVOLVING CREDIT FACILITY BEARING A RATE OF APPROXIMATELY 4.3%, DUE TO THE LOWER INTEREST RATE ENVIRONMENT



(1) Includes OneMain Holdings Inc, Credit Acceptance Corporation and Regional Management

### **STRONG CAPITAL POSITION**





# **Q1 2020 BALANCE SHEET AND FINANCING OVERVIEW**

(C\$ IN THOUSANDS)	MAR 31, 2020	MAR 31, 2019
ASSETS		
NET CONSUMER LOANS RECEIVABLE	1,088,157	824,747
CASH	34,252	74,740
INVESTMENT	34,300	-
LEASE ASSETS	47,711	49,229
RIGHT-OF-USE ASSETS	46,610	41,756
PROPERTY AND EQUIPMENT	24,076	22,155
GOODWILL	21,310	21,310
DERIVATIVE FINANCIAL ASSET	56,637	16,706
INTANGIBLE ASSETS	19,991	14,740
OTHER ASSETS	34,625	35,628
TOTAL ASSETS	1,407,669	1,101,011
LIABILITIES		
LEASE LIABILITIES	<b>53,029</b>	47,408
REVOLVING CREDIT FACILITY	130,000	-
CONVERTIBLE DEBENTURES	41,141	40,237
NOTES PAYABLE	772,414	648,758
OTHER	61,376	63,055
TOTAL LIABILITIES	1,057,960	799,458
SHAREHOLDERS' EQUITY	349,709	301,553
TOTAL LIABILITIES & EQUITY	1,407,669	1,101,011
NET EXTERNAL DEBT TO NET CAPITALIZATION	0.72	0.67

#### **FINANCING OVERVIEW**

#### **REVOLVING LINE OF CREDIT**

In Q4 2019, the Company expanded its secured revolving line of credit to \$310 million provided by a bank syndicate with a borrowing cost of ~504 bps (BA based) and a \$75 million accordion feature. The facility matures in February 2022. As at March 31, 2020, \$130 million was drawn on this facility.

#### **CONVERTIBLE DEBENTURES**

• Issued \$53 million of 5.75% convertible unsecured subordinated debentures in June 2017 with a \$44 conversion price maturing on July 31, 2022

#### **NOTES PAYABLE**

- Issued US\$550 million denominated 5.375% senior unsecured notes payable. The principal and interest payments were fully hedged to C\$. The notes mature on December 1, 2024.
- The notes were issued in November 2019 at par with a C\$ interest rate of 5.65%
- In November 2019, the US\$475 million of US\$ denominated 7.875% senior unsecured notes payable was extinguished





# **NON-PRIME SEGMENT MOST STABLE DURING ECONOMIC SHOCKS**

#### **CANADIAN HISTORICAL ANALYSIS**

• Recessions in the 1980s, 1990's and 2000s saw unemployment at 13%, 12% and 8.5%, respectively

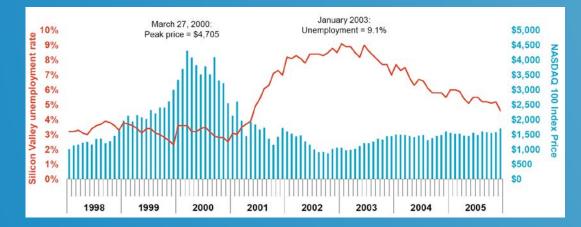


EXAMINED THREE REGIONALLY CONCENTRATED ECONOMIC SHOCKS WHERE <u>Unemployment increased by 2 x or greater</u>. Three comparisons to credit performance were made during these periods of shock and the subsequent impact on personal loans deliquencies, two based on transunion data and one based on internal data:

- 1. 2001 DOT.COM BUBBLE IN SILICON VALLEY
- 2. 2009 AUTO-MARKET COLLAPSE/FINANCIAL CRISIS IN DETROIT
- 3. 2015 OIL CRASH IN ALBERTA



# 2001 – DOT.COM BUBBLE IN SILICON VALLEY



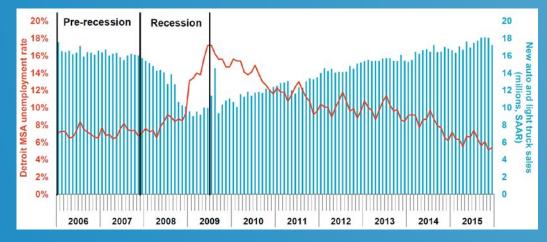
- Unemployment grew 2.6 x from ~3.5% to a peak of 9.1%
- Subprime delinquency declined -11%
- Largest impact felt in Prime segments (super prime, prime plus, prime)

ORIGINATING RISK TIER	PRE-DOWNTURN Originations (Jan. 2000-Feb. 2001)	DOWNTURN Originations (Mar. 2001–dec. 2002)
SUPER PRIME	0.3%	1.9%
PRIME PLUS	1.8%	4.3%
PRIME	3.2%	6.6%
NEAR PRIME	6.0%	8.9%
SUBPRIME	17.8%	15.7%
ALL PERSONAL LOANS	7.8%	8.9%

Delinquency rates of loans (90+ days past due, units (#) at month 24)



## **2009 - AUTO-MARKET COLLAPSE/FINANCIAL CRISIS IN DETROIT**



- Unemployment grew 2.4 x from ~7% to a peak of 16.5%
- Subprime delinguency was flat/stable
- Largest impact felt in Prime segments (super prime, prime plus, prime)

	PRE-RECESSION Originations (Jan. 2006–Nov. 2007)	RECESSION Originations (Dec. 2007–Jan. 2009)
SUPER PRIME	0.7%	0.9%
PRIME PLUS	1.5%	2.0%
PRIME	3.8%	4.3%
NEAR PRIME	6.4%	7.6%
SUBPRIME	15.2%	15.0%
ALL PERSONAL LOANS	7.5%	<b>7.9</b> %

goeasy

Delinquency rates of loans (90+ days past due, units (#) at month 24)

# **2015 – OIL CRASH IN ALBERTA**



- Unemployment grew 2 x from ~4.5% to a peak of 9%
- Subprime vintage delinquency increased 12%
- easyfinancial vintage loss rates saw a modest increase of 8%
- In period loss rates increased from 14% pre-recession to a peak of 16.5%

linquency rates of loans (90+ days past due, units (#) at	
onth 18)	

	(JAN. 2013-DEC. 2014)	(JAN. 2015-DEC. 2016)
SUPER PRIME	0.30%	0.37%
PRIME PLUS	0.64%	0.90%
PRIME	1.35%	1.80%
NEAR PRIME	3.68%	5.46%
SUBPRIME	<b>19.29%</b>	21.84%
ALL PERSONAL LOANS	<b>4.19</b> %	6.03%
EASYFINANCIAL PORTFOLIO	<b>16.13</b> %	17.55%

**PRE-OIL CRASH** 

ORIGINATIONS



**OIL CRASH** 

ORIGINATIONS

# **NON-PRIME SEGMENT MOST STABLE DURING ECONOMIC SHOCKS**

<b>1</b> LOWER LEVELS OF HOMEOWNERSHIP AND DEBT	HOMEOWNERSHIP CANADIAN POPULATION = 68% <sup>(1)</sup> VS. EASYFINANCIAL CUSTOMERS = ~20% Total debt to income Canadian Population = ~175% VS. EasyFinancial customers = ~115%
<b>2</b> SOLUTIONS TO SUPPORT BORROWERS	SUITE OF CUSTOMER ASSISTANCE TOOLS TO FACILITATE REPAYMENT DURING TIMES OF Difficulty including payment deferrals and loan modifications (term, APR)
<b>3</b> CREDIT AND UNDERWRITING FLEXIBILITY	PROPRIETARY CREDIT SCORING MODELS WITH AGILE CREDIT RISK TOLERANCE FLEXIBILITY Central Loan Approval Office Reviews all Direct-to-consumer Loans Based on Risk-based Underwriting Policies During Credit Crisis, prime Lenders Tighten Credit Requirements which push Loans Down to Non-Prime Lenders that End up generating better Loans
4 LOAN PROTECTION INSURANCE	MAJORITY OF CUSTOMERS HAVE LOAN PROTECTION INSURANCE THAT COVERS BORROWER'S Full Loan Payment for a period of 6 consecutive months in the event of Unemployment and a \$2,000 lump sum payment at the end
<b>5</b> GOVERNMENT SUPPORT	CANADIAN UNEMPLOYMENT INSURANCE COVERS APPROXIMATELY 60% OF OUR AVERAGE Customer's After-tax income

goeasy

### **RUN-OFF SCENARIO**

#### (C\$ in millions)



Total Loan Portfolio ——— Total Debt ——— Cash on Hand

Current loan portfolio is \$1.17 billion • as of Q1 2020

- goeasy's loan and lease portfolios generate an estimated \$2.3 billion of cash in a run-off scenario
- Current principal amount of debt • outstanding is C\$902.1 million
- In a run-off scenario, the Company would generate adequate cash flow to fully repay its debt in approximately 18 months



# MANAGEMENT AND SHAREHOLDER ALIGNMENT

- DIRECTORS AND OFFICERS HOLD 28.0%<sup>(1)</sup> OF GSY STOCK. ٠
- MANAGEMENT'S SHORT-TERM INCENTIVE PLAN (STIP) IS PAID IN CASH AND IS ٠ BASED ON THE FINANCIAL RESULTS OF THE COMPANY FOR THE YEAR COMPARED WITH AN INTERNAL EARNINGS TARGET. AS THE FINANCIAL PERFORMANCE INCREASES SO DOES THE STIP.
- MANAGEMENT'S LONG-TERM INCENTIVE PLAN (LTIP) IS PAID IN SHARE ٠ COMPENSATION. UNITS VEST ON THE THIRD ANNIVERSARY OF THE GRANT AND ON A PRO-RATA BASIS IN PROPORTION TO THE CUMULATIVE 3-YEAR ANNUAL GROWTH RATE (CAGR) OF THE COMPANY'S EARNINGS PER SHARE (EPS) AND ENTIRELY PERFORMANCE BASED WITH NO TIME VESTING. LTIP ALLOWS UP TO 200% VESTING AS FOLLOWS.

MINIMUM		MINIMUM TARGET		МАХІМИМ		
EPS CAGR %	VESTING RATE %	EPS CAGR %	VESTING RATE %	EPS CAGR %	VESTING RATE %	
10%	80%	20%	100%	30%	200%	

THE COMPANY HAS A SHARE OWNERSHIP GUIDELINE (SOG) FOR ITS • EXECUTIVES. WHEREBY WITHIN 5 YEARS THE EXECUTIVES MUST MEET A MINIMUM COMMON SHARE OWNERSHIP BASED ON A MULTIPLE OF THEIR BASE SALARY - 1.5X FOR SVP; 2.5X FOR EVP; 5X FOR THE CEO.

#### COMPOSITION OF MANAGEMENT COMPENSATION

#### CHIEF EXECUTIVE OFFICER

FIXED	TARGET	VARIABLE	TARGET
REMUNERATION	STIP	COMPENSATION	LTIP
34%	33%	66%	33%

#### **EXECUTIVE VICE PRESIDENT**

TARGET	VARIABLE	TARGET
STIP	COMPENSATION	LTIP
27%	54%	27%

#### SENIOR VICE PRESIDENT

TARGET	VARIABLE	TARGET	
STIP	COMPENSATION	LTIP	
22%	44%	22%	



FIXED

REMUNERATION 46%

FIXED

REMUNERATION

56%