Canada Investor Lunch

FINANCIAL INDUSTRY SOLUTIONS

$32B
Managed & Advised Credit Portfolios

90+
US Bank Partners

ECN CAPITAL

September 19, 2019

Disclaimer

Certain information in this presentation is forward-looking and related to anticipated financial performance, events and strategies. When used in this context, words such as "will", "anticipate", "believe", "plan", "intend", "target" and "expect" or similar words suggest future outcomes. Forward-looking statements relate to, among other things, ECN Capital Corp.'s ("ECN Capital") objectives and strategy; future cash flows, financial condition, operating performance, financial ratios, projected asset base and capital expenditures; anticipated cash needs, capital requirements and need for and cost of additional financing; future assets; demand for services; ECN Capital's competitive position; expected growth in originations; and anticipated trends and challenges in ECN Capital's business and the markets in which it operates; and the plans, strategies and objectives of ECN Capital for the future.

The forward-looking information and statements contained in this presentation reflect several material factors and expectations and assumptions of ECN Capital including, without limitation: that ECN Capital will conduct its operations in a manner consistent with its expectations and, where applicable, consistent with past practice; ECN Capital's continued ability to successfully execute on its strategic transition; the general continuance of current or, where applicable, assumed industry conditions; the continuance of existing (and in certain circumstances, the implementation of proposed) tax and regulatory regimes; certain cost assumptions; the continued availability of adequate debt and/or equity financing and cash flow to fund its capital and operating requirements as needed; and the extent of its liabilities. ECN Capital believes the material factors, expectations and assumptions reflected in the forward-looking information and statements are reasonable but no assurance can be given that these factors, expectations and assumptions will prove to be correct.

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Disclaimer

ECN Capital's audited consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board and the accounting policies we adopted in accordance with IFRS. In this presentation, management has used certain terms, including adjusted operating income before tax, adjusted operating income after tax, adjusted operating income after tax EPS and managed assets, which do not have a standardized meaning under IFRS and are unlikely to be comparable to similar measures presented by other organizations. ECN Capital believes that certain non-IFRS Measures can be useful to investors because they provide a means by which investors can evaluate ECN Capital's underlying key drivers and operating performance of the business, exclusive of certain adjustments and activities that investors may consider to be unrelated to the underlying economic performance of the business of a given period. Throughout this presentation, management used a number of terms and ratios which do not have a standardized meaning under IFRS and are unlikely to be comparable to similar measures presented by other organizations. A full description of these measures can be found in the Management Discussion & Analysis that accompanies the financial statements for the quarter ended June 30, 2019. ECN Capital's management discussion and analysis for the three-month period ended June 30, 2019 has been filed on SEDAR (www.sedar.com) and is available under the investor section of the ECN Capital's website (www.ecncapitalcorp.com).

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Lunch Agenda

INTRODUCTION

SERVICE FINANCE

TRIAD FINANCIAL SERVICES

KESSLER GROUP

CONCLUSION

Q&A

Introduction

Presenter: Steve Hudson

Business Overview

ECN CAPITAL

Origination & Management Services for Financial Institutions

30+ YEARS COMMERCIAL FINANCE EXPERIENCE

$32B+ MANAGED CREDIT PORTFOLIOS

90+ FINANCIAL INSTITUTION PARTNERS

INVESTMENT GRADE RATED

SERVICE FINANCE COMPANY, LLC

Home Improvement Loans

2004 FOUNDED

$2B+ MANAGED CREDIT PORTFOLIOS

20+ BANK AND LIFE INSURANCE PARTNERS

10,000+ NETWORK OF HOME IMPROVEMENT DEALERS

ECN CAPITAL OPERATING PARTNER

TRIAD FINANCIAL SERVICES since 1959

Manufactured Housing Loans

1959 FOUNDED

$2B+ MANAGED CREDIT PORTFOLIOS

50+ BANK AND CREDIT UNION PARTNERS

3,000+ NETWORK OF MANUFACTURED HOUSING DEALERS

ECN CAPITAL OPERATING PARTNER

KESSLER | GROUP

Credit Card Portfolios

1978 FOUNDED

$28B MANAGED CREDIT CARD PORTFOLIOS

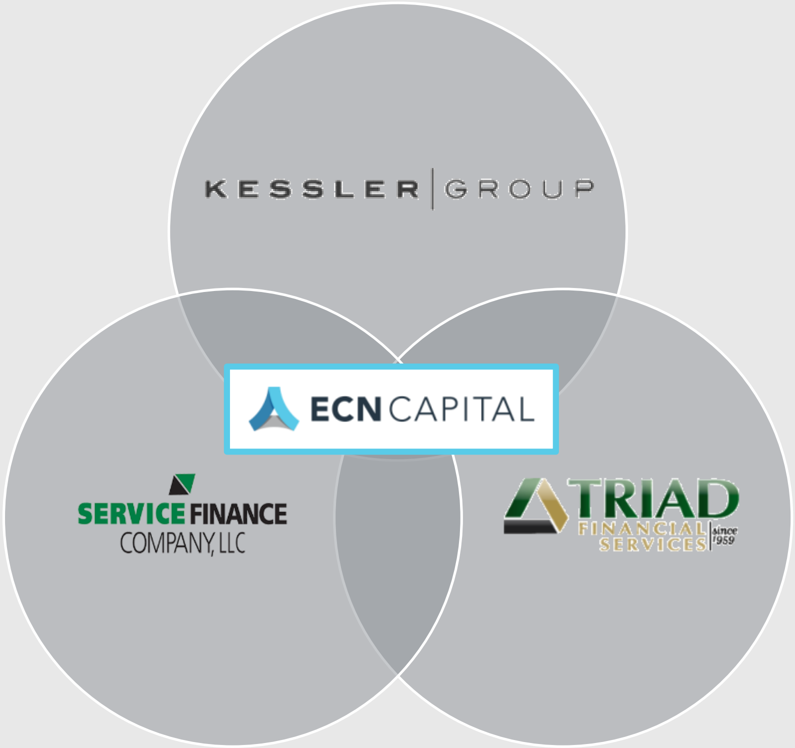
25+ FINANCIAL INSTITUTION PARTNERS

6,000+ CREDIT CARD PARTNERSHIPS CREATED

ECN CAPITAL OPERATING PARTNER

Business Description

- Over the last 3+ years, ECN has divested or wound down its legacy portfolio assets and invested in three asset light services companies
- Today, ECN is a business services provider operating fee-based, asset-light models through which it originates, manages and advises on prime credit portfolios for its bank customers ("Partners")
- **ECN originates and services for its Partners credit assets that require highly specialized expertise, industry knowledge and relationships, which provide significant barriers to entry**



Investment Highlights

1 Value Add Solutions Provider to the US Financial Industry

- Generates high quality prime assets for banks
- Drives attractive portfolio yields with embedded risk diversifications
- Manage assets and advise top-tier financial institutions on prime consumer assets

2 Large Identifiable Market Opportunity

- Large and growing client base: 90+ financial institution customers – over 10k to target
- $400BN+ market for home improvement lending
- MH increasing share of US housing market
- $40-$60B of credit card assets in play annually

3 High Barriers to Entry

Difficult to replicate business model

- Specialized industry knowledge
- Bank partnerships difficult and time consuming to establish
- National regulatory licensing footprint
- Vetted 12k+ origination network of dealers (SFC + Triad)

4 Seamless, Technology-Enabled Dealer to Consumer Experience

- Superior consumer experience at POS, featuring digital application and near-instant decisioning
- Valuable tool to dealers in sale process

5 Attractive Financial Profile – Visible Growth and Profitability

- Asset-light, fee-driven business model
- Diversified, highly scalable origination channels
- Strong forecasted growth and profitability in core segments

6 Top Flight, At-Risk Management Team

- Significant management equity ownership
- Deeply experienced operating management
- Aligned interests between ECN and business heads
- Experienced risk & liquidity management culture rooted in specialty finance

Service Finance Company

Presenter: Mark Berch

Service Finance - Leadership

Mark Berch
President

- Mark Berch is the Founder and President of Service Finance
- 30+ years of home improvement industry experience
- Prior to founding Service Finance Company, Mr. Berch spent more than 20 years as a principal founder and operator in several home improvement companies
- Previous management positions at San Diego Carpet Care, International Chemical and Supply, and United Restoration, LLC
- Member of the executive advisory board of the National Association of Professionally Accredited Contractors (NAPAC)

Business Overview

SERVICE FINANCE COMPANY, LLC

- Founded in 2004, Service Finance Company (SFC) utilizes a **technology-driven platform** to originate prime & super-prime loans to finance home improvement projects
- Fully-licensed sales finance company and third-party servicer in all 50 states and D.C.
- **~10K relationships** with major dealers, manufacturers and trade associations across the US
- **$4B+ originated to date** with a keen focus on safe and sound lending practices and compliance
- SFC has sold loans to 21 FDIC insured institutions & a life insurer - **zero objections or negative comments during formal examinations**

Zero objections
or negative comments in regulatory exams

~10K
network of dealer relationships nationally

$4B+
loans originated to date

22
partnerships with financial institutions

Note: Use of the term "Loan" and "Borrower" in this presentation is for ease of reference only. Financings are in the form of retail installment contracts ("RIC")

Management Depth

Overview

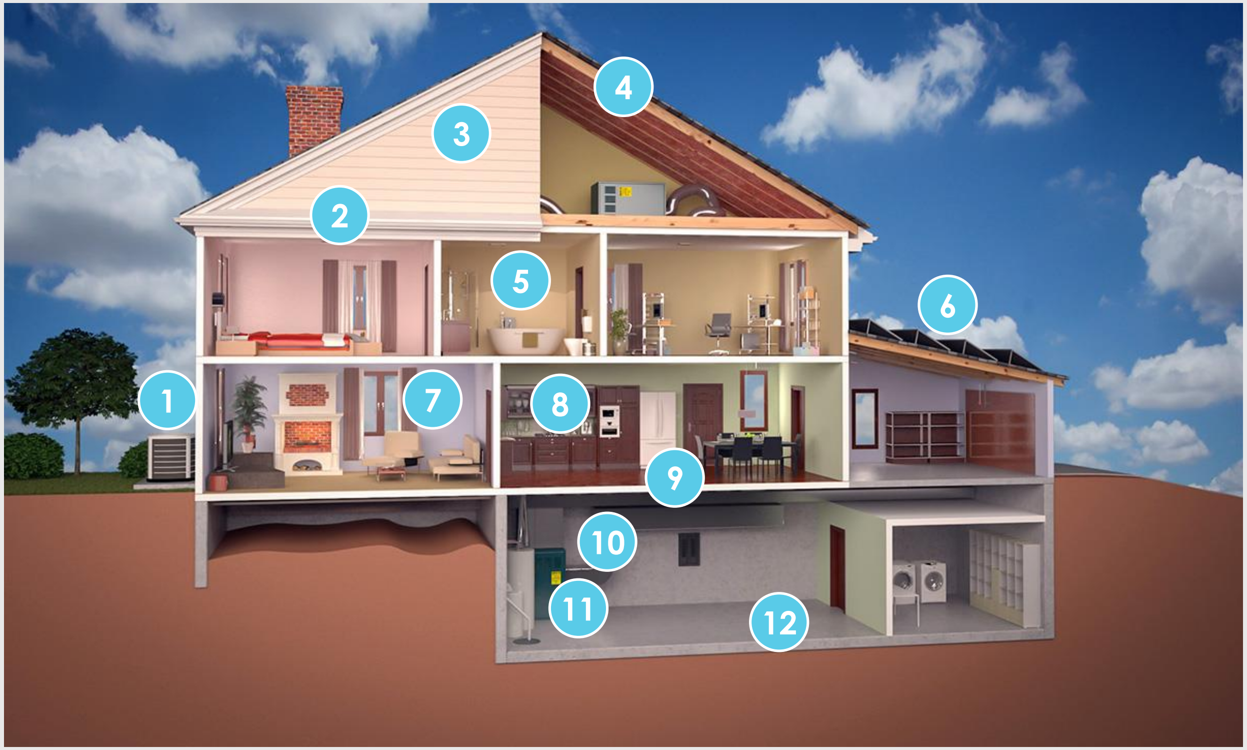
- Experienced, cohesive management team with average industry tenure of 20+ years
- Headquartered in Boca Raton, FL
- Fully licensed consumer lender in all 50 states
- In-house servicing team achieving industry leading performance
- Infrastructure built to scale

Experienced Leadership and Proven Management Team

Name/Title	Industry Experience	SFC Experience
Mark Berch President	35 years	14 years
Ian Berch COO	33 years	14 years
Steven Miner Legal & Compliance	10 years	10 years
Eric Berch CFO	33 years	14 years
Gary Lobban VP Servicing	30 years	14 years
Chuck Upshur VP Business Dev	15 years	7 years
Gilbert Rosario VP IT Infrastructure	15 years	5 years

"One-Stop" Shop for Dealers and Homeowners

1. HVAC
2. Gutters
3. Paint / Siding / Stucco
4. Roofing / Insulation
5. Bathroom Remodels
6. Solar Equipment
7. Windows / Doors Shutters
8. Kitchen Remodels
9. Flooring
10. Duct Work
11. Water Heaters
12. Basement Refinishing



Origination Model

Business Flowchart

Consumer contacts dealer → Dealer provides an estimate and facilitates credit application process → SFC underwrites the credit application → Retail installment contract ("RIC") docs executed → Job completion and customer satisfaction verified → Financial Institution purchases (Buyer) RIC from SFC → SFC funds Contractor → SFC services the RIC for the buyer

Origination

- Exclusive manufacturer/ vendor sales finance programs and continuously adding new partners
- Strong origination growth without sacrificing the quality of the portfolio
- Each dealer is fully vetted prior to submitting credit applications, continuously monitored and annually renewed, including credit reports, financial statements and manufacturers warranty

Underwriting

- SFC performs credit underwriting on each applicant
- Underwriting loans on behalf of US Financial Institution Partners via pre-determined credit criteria and master loan purchase agreement
- Strict compliance standards and underwriting practices
- All bank counterparties have been formally examined by state and federal regulators without objection or negative comment

RIC Purchase & Management

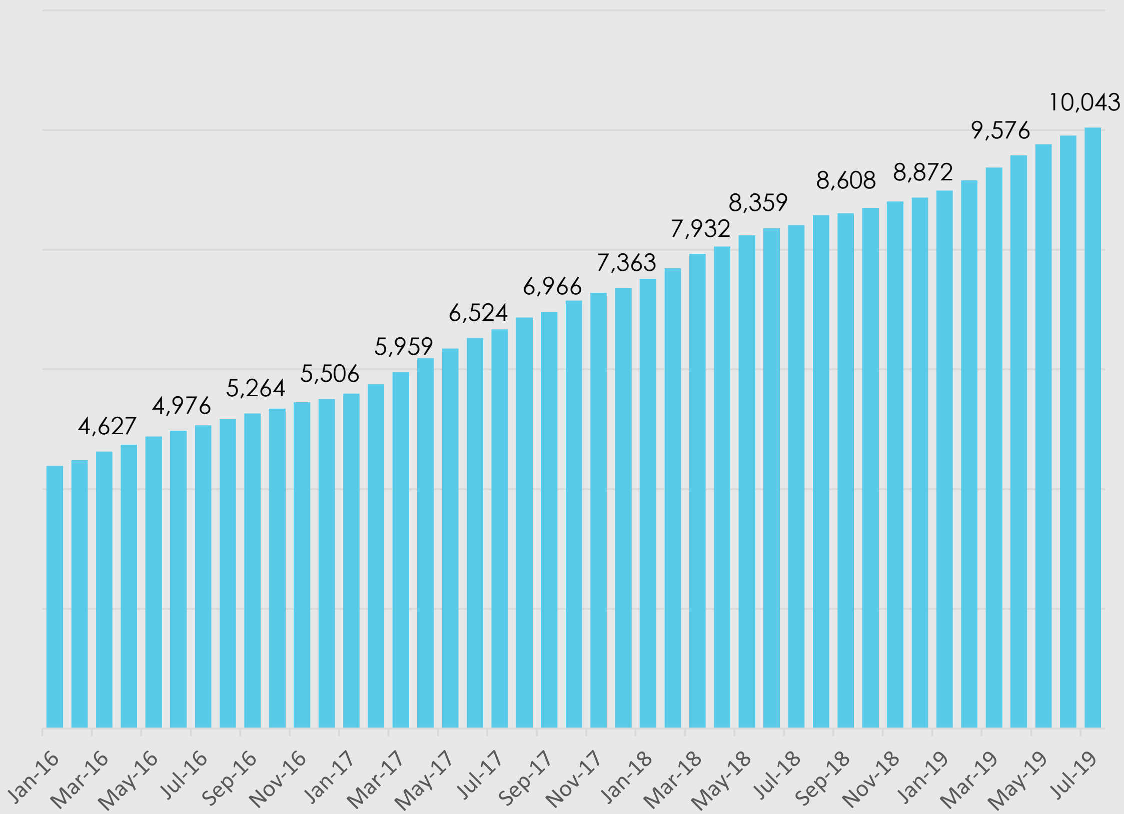
- 22 current partnerships with US financial institutions
- Servicing is retained by SFC's best-in-class servicing operation
- Technology platform integrates loan origination, servicing, payment processing, asset management and reporting
- Turnkey servicing and portfolio management

Capital Reinvested

Why Dealers Choose SFC

Process, Price & Platform

Total Dealers



Why Dealers Choose SFC

- ✓ Proven platform capable of driving higher sales finance volume **with no hidden fees**
- ✓ Increases sales by facilitating credit in real-time at the point-of-purchase
- ✓ Diverse product offerings that are compelling to consumers
- ✓ Unique payment process provides staged funding and faster payment
- ✓ Focus on superior customer service
- ✓ Consultative approach to help dealers grow their business
- ✓ Seamless, efficient online dealer enrollment; zero integration required

Unique and Attractive Solutions for Financial Partners…

	Partner Challenges	Service Finance Solutions
Attractive Yields	• Partners need attractive yields to drive risk adjusted returns • Assets need to be of high quality to meet regulatory requirements	• Attractive yields drive strong risk-adjusted ROA • Originates prime and super-prime assets with average FICO score of ~766 • Consistent underwriting practices
Compliance	• Compliance culture must be of the highest standards • Loans need to meet diversity requirements	• Compliance culture drives all business decisions at Service Finance • Assets highly diversified across category, geography & multiple top-tier vendor partners
Safety & Soundness	• Banks/insurance cos subject to continual regulatory review • Can only partner with those able to meet strict regulatory requirements	• Zero objections or negative comments during formal examinations • Fully licensed lender / servicer in all 50 states • Routinely examined by state regulators • Registered with CFPB • Approved FHA Title 1 lender

…Defended by a Model that is Difficult to Replicate

Exclusive manufacturer agreements that drive network of ~10,000+ dealers built over 10+ years is a paramount barrier to entry

To replicate SFC's network would be time consuming and costly

Origination Power of the Network

- Exclusive manufacturer agreements drive access to dealer networks
  - Manufacturer buy-down support & promotion
  - Low cost of customer acquisition
- Banks work with partners that can deliver large-scale, diverse loan originations at a low cost
- SFC's origination network drives the sourcing of significant portfolios of highly attractive loan originations

Dealer Underwriting and Monitoring

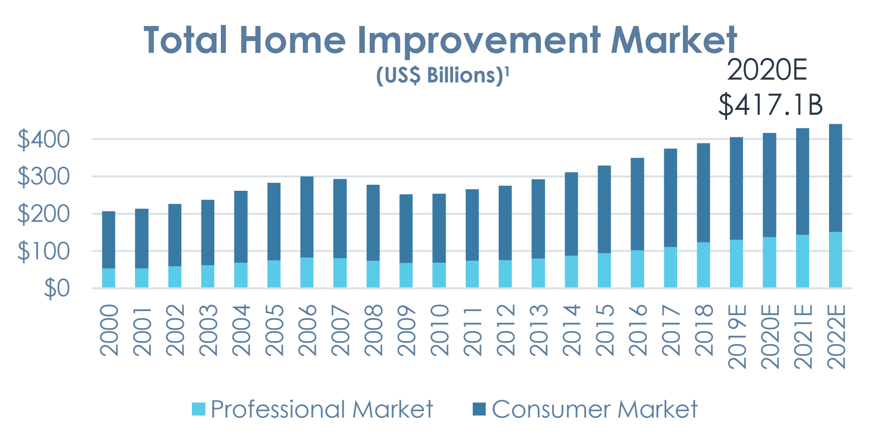
- Banks' main concerns when coming into partnerships are credit losses and regulatory risk
- SFC's extensive dealer underwriting process and ongoing dealer monitoring ensures loans are suitable for banks
- Multi-point dealer underwriting model with continuous review and annual renewal ensures high-quality dealer base

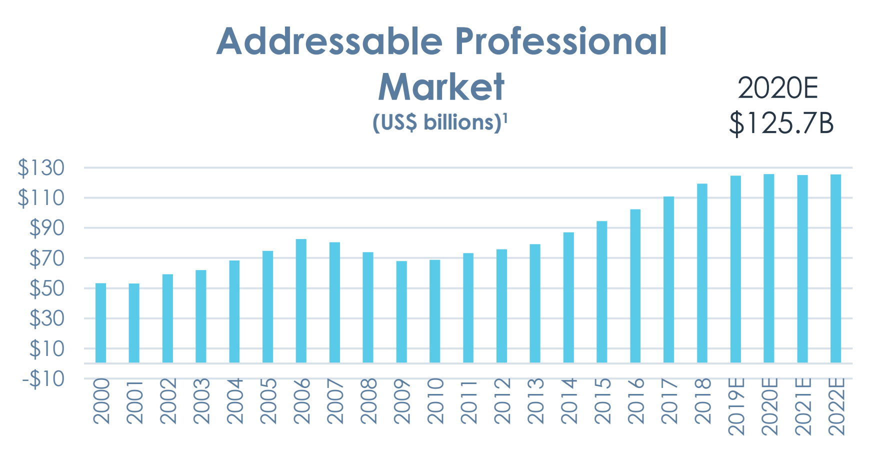
Superior Competitive Position

	Wells Fargo	Synchrony Bank	EnerBankUSA	GreenSky	Service Finance
Consistent Dealer Fees[1]	✗	✗	✗	✗	✓
Hidden Fees[2]	✓	✓	✓	✓	✗
Wide Selection of Finance Options[3]	✗	✗	✗	✗	✓
True No Interest/No Payment Options	✗	✗	✓	✗	✓
Application via Mobile App	✗	✓	✗	✓	✓
Online Consumer Application[4]	✓	✓	✓	✓	⊖
Loan Terms up to 20 Years	✗	✗	✓	✓	✓
No dealer fee loans	✗	✗	✗	✓	✓
No Paperwork/Sales Slips Required[5]	✗	✗	✗	✓	✓
Progress Payments Available	✗	✗	✓	✓	✓
Direct Pay to Manufacturer Available	✗	✗	✓	✓	✓
Dedicated Dealer Concierge	✗	✗	✗	✓	✓
24/7 In-Season Hours	✓	✓	✗	✗	✓

1 Consistent pricing – having no changes in dealer fees over the last 12 months
2 Hidden fees can include but are not limited to interchange, card activation, minimum volume, ACH etc.
3 Options available for most every consumer credit type – no menus and no limitations
4 All providers have online consumer credit applications, however SFC's trails in functionality and user friendliness
5 SFC's new requirements, effective October 15, 2018, requires no work order, verification, and/or proof of ownership

Market Opportunity



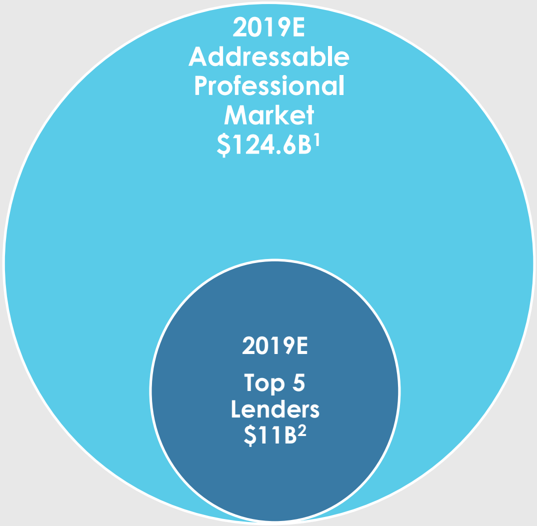


- 58% of US homeowners (87 million+ in total) plan to make home improvements; ~50% of those homeowners spend $5,000 or more[2]
- 70% of homeowners are considering financing for their home improvement project[3]
- HIRI estimates the home improvement market will surpass $415B in 2020 & continue to grow thereafter[1]
- The professional home improvement market, Service Finance's addressable market, is estimated at $125.7B in 2020[1]
- Addressable professional market has grown at a CAGR of ~5% since 1992[1]

1 Source: Home Improvement Research Institute Forecast Update September 2019; Does not include Labor costs
2 Source: US Census, 2018 Lightstream Home Improvement Survey
3 Source: Modernize Homeowner Survey Index: Q4 2018

Addressable Market with Low Penetration

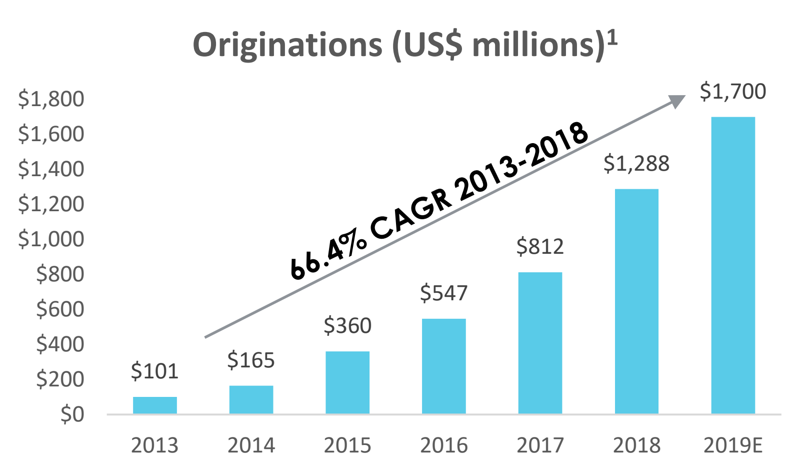
- 2019 est. addressable market of ~$125B
- Top five originators account for an est. $11B or ~9% of the available market[2]
- $100B+ of potential market currently financed with cash, credit cards and/or HELOC's
- Installment credit is the fastest growing segment; expected grow to up to 20% market share within the next five years
- Service Finance is well positioned

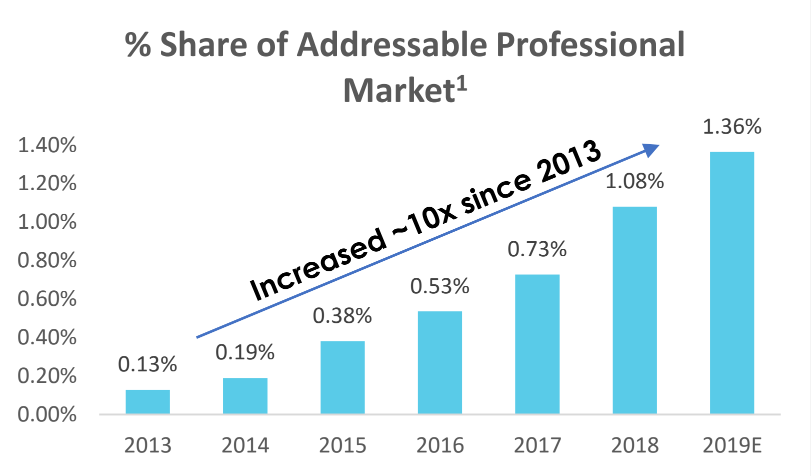


2019E Top 5 Originations ($B)[2]	
Service Finance	$1.7
Greensky	$5.0
Wells Fargo	$2.5
Synchrony	$1.0
EnerBank	$0.8
Total	$11.0
2019 Estimated Addressable Market	
Total Addressable Market	$124.6
Top 5 Est Originations	$11.0
Additional Opportunity	**$113.6**

1 Source: Home Improvement Research Institute Forecast Update September 2019; Does not include Labor costs
2 ECN estimates; SFC origination estimate at the midpoint of 2019 guidance range of $1.6 Billion - $1.8 Billion

Originations Market Share





Origination growth without changing credit profile; consistent underwriting profile drives continued funding partner acceptance

- Consistent Weighted Avg FICO of 760+
- Originations CAGR of 66.4% 2013-2018
- 2019 estimated origination growth of ~32% Y/Y[1]

Huge market opportunity - taking share from cash, credit cards & HELOCs

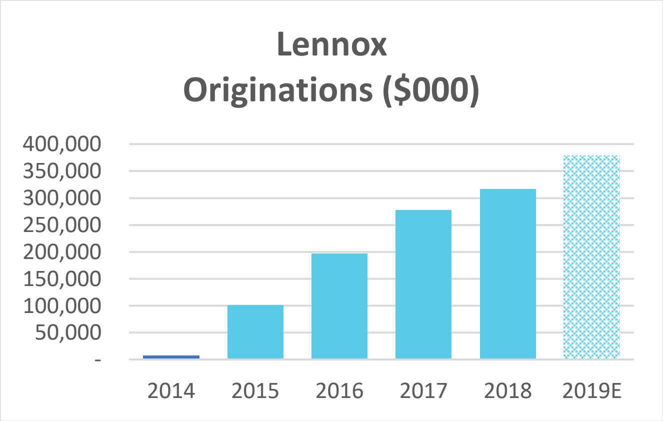
- Origination growth is not dependent on taking share from existing competitors
- Only ~8% of the addressable market represented by top 5 competitors (slide 7)
- SFC originations represent ~1.4% of its addressable market in 2019[1]

1. SFC origination estimate at the midpoint of 2019 guidance range of $1.6 Billion - $1.8 Billion

Take Share/Make Share

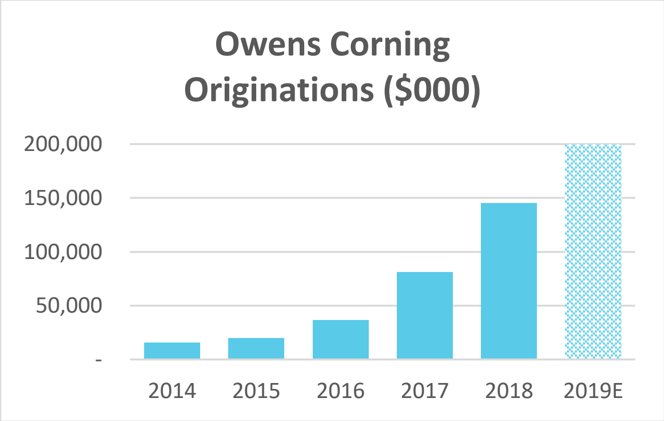
Take Share - Lennox

- Demonstrated success in taking market share by displacing competing financing solution providers
- SFC displaced a competing provider and earned an exclusive contract to offer installment financing to the Lennox dealer network
- Service Finance has more than tripled financed volume for Lennox and increased the average ticket size by almost 2x



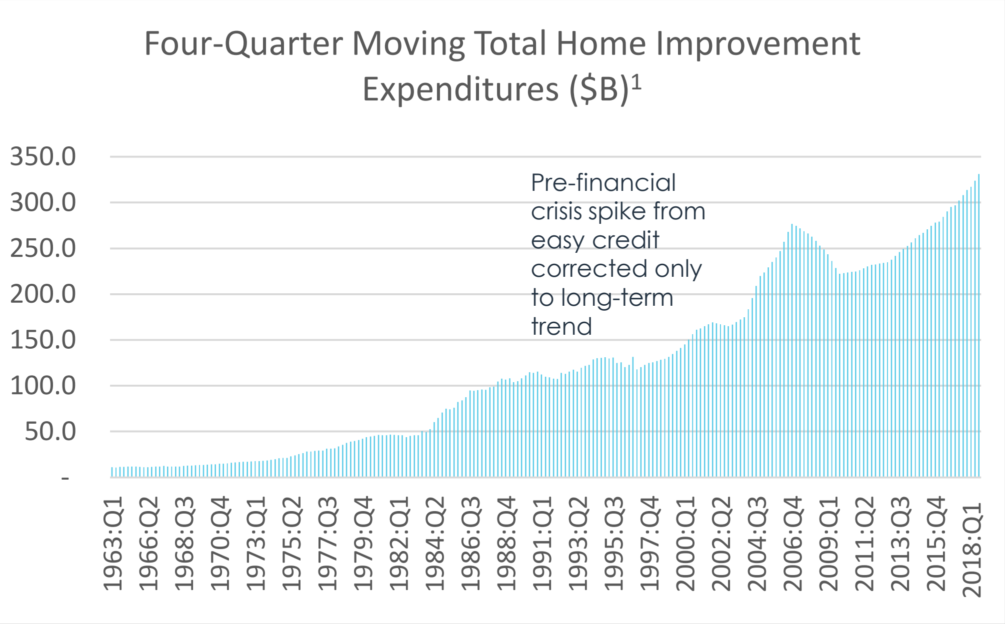
Make Share – Owens Corning

- Demonstrated its ability to design and launch programs and make market share
- Owens Corning did not offer dedicated financing solutions through its dealer network
- SFC successfully designed, launched and grew a financing program for Owens Corning which has seen tremendous growth
- 2019 volumes on pace to grow ~40% Y/Y



Resilient Long-Term End Market

The home improvement market has demonstrated resilience through economic conditions, as expenditures have increased steadily even through most recessionary periods



Recession Start[2]	Recession End[2]	Total Expenditures Start ($B)	Total Expenditures End ($B)	% Change
1969:Q4	1970:Q4	13.5	14.8	9.1%
1973:Q4	1975:Q1	18.5	21.3	15.1%
1980:Q1	1980:Q3	43.8	45.4	3.7%
1981:Q3	1982:Q4	46.8	45.3	-3.2%
1990:Q3	1991:Q1	114.2	112.2	-1.7%
2001:Q1	2001:Q4	162.7	169.1	4.0%
2007:Q4	2009:Q2	266.3	236.4	-11.2%
Average Growth (Excluding Great Recession)				***4.5%***
Average Growth (Including Great Recession)				***2.3%***

The only material correction occurred during the Financial Crisis, which was preceded by a well above trend spike in volume as a result of easy housing credit

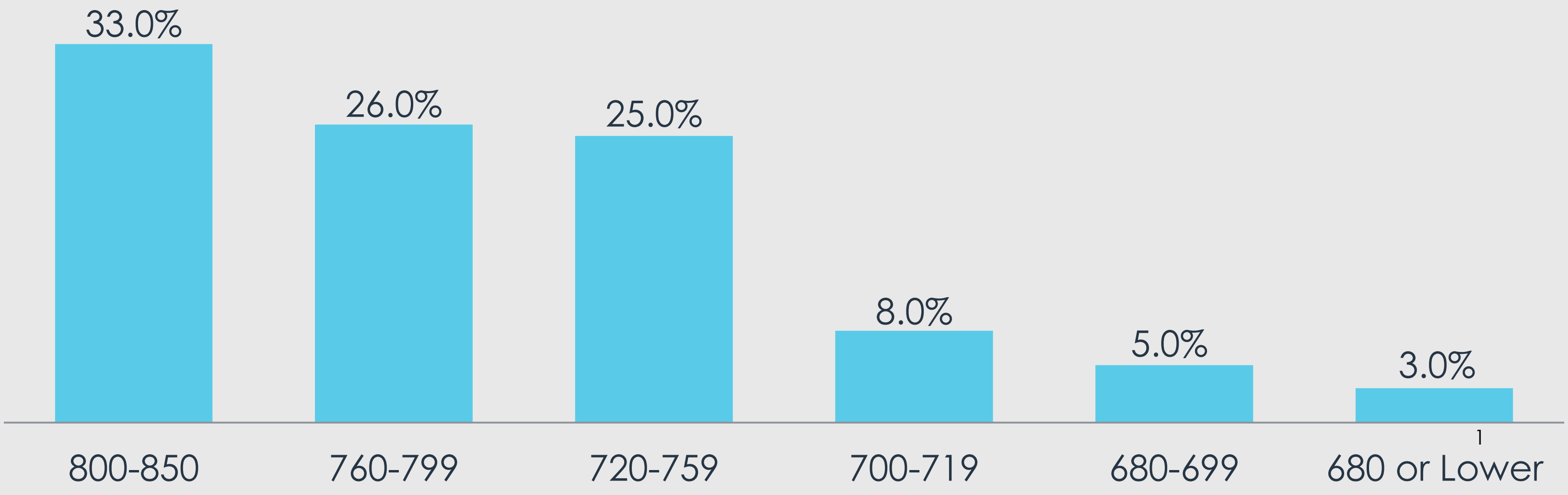
Even so, the home improvement market only fell to trend and then resumed growth

1 Data from 1962-1996 from American Housing Survey; data from 1997 and beyond from Harvard Joint Centre for Housing Studies LIRA Index
2 Recessions as defined by the National Bureau of Economic Research

Attractive Prime and Super-Prime Consumers

- Service Finance focuses on originating prime & super-prime installment loans
  - 100% of originations sold with no recourse
  - High FICO borrowers; averaging ~766 FICO
  - Register a UCC lien on the home when account goes into arrears

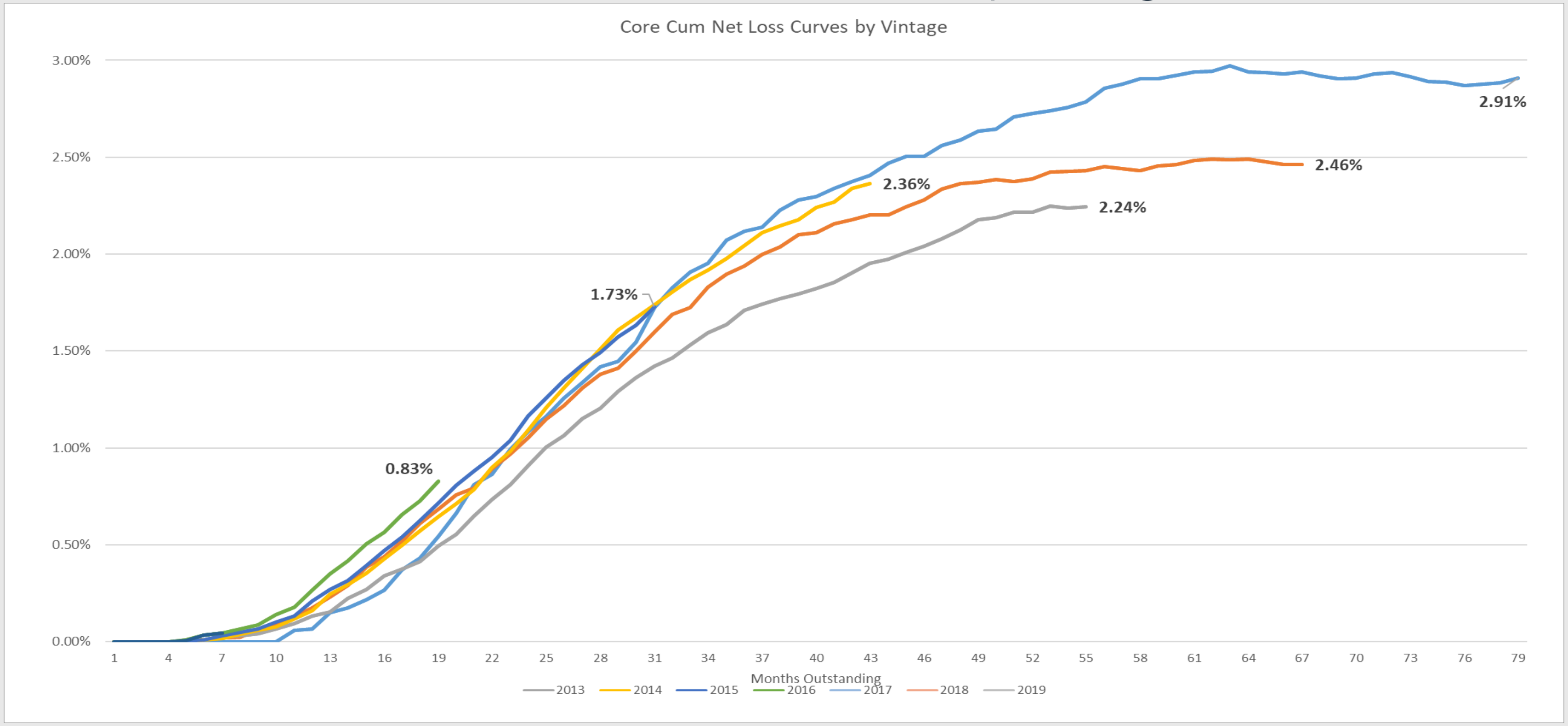
SFC FICO DISTRIBUTION



1. Sold to non-FDIC insured institutions

Results in Low & Consistent Losses for Partners

Cumulative Net Loss Curves by Vintage[1]



Consistent underwriting profile focused on prime & super prime lending results in low absolute losses for financial partners

Note: Data for Core loans only; Loans are sold to funding partners without recourse

Purchase Commitments

Top 10 Partners	Purchase Commitments Jan 2019 Inv Day	Purchase Commitments Today	% Change
Top 10	$1,330MM	$2,250MM	**~+70%**

- Top-10 partner purchase commitments increased by ~70% since ECN's January Investor Day
- Several existing bank partners increased commitments in 2019
- Added large life insurance partner in 1Q 2019
- Added a new bank partner in 3Q 2019
- Pension plan funding initiatives continue

Total Loan Portfolio

Servicing Assets $2.0BN[1]

Avg. FICO 766

Avg. Customer Balance Funded ~$10,977

W.A. Life ~30 months

Current Partners

Banks
Life Insurance Cos

Possible Partners

Pension Plans

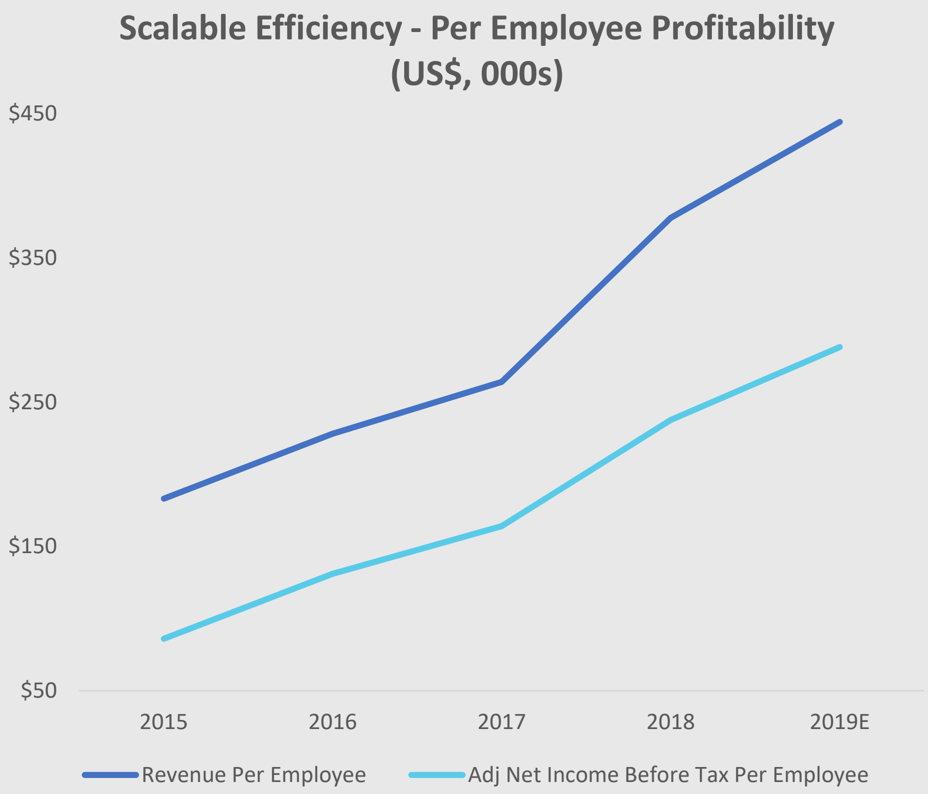
Originations & Managed Portfolio Performance

SFC Performance vs. Original Investment Projections (US$, millions)

	Original Projection[1] 6/8/2017	**Actual/Forecast**	
	Originations		Outperformed by %
2017	$740	$818	+10.5%
2018	$1,111	$1,288	+15.9%
2019E	$1,407	$1,600 - $1,800	+13.7% - 27.9%
	Managed Portfolio		Outperformed by %
2017	$1,040	$1,122	+7.9%
2018	$1,400	$1,768	+26.3%
2019E	$1,780	$2,500 - $2,700	+40.4% - 51.7%

1. *Original projection provided in Service Finance Acquisition presentation dated 6/8/2017* *https://www.ecncapitalcorp.com/content/uploads/ECN-Capital-Acquisition-of-Service-Finance.pdf*

Other Performance Highlights



Other Highlights:

- ✓ Originations, revenue, and adj op income before tax up in excess of 20% 2019 YTD[1]
- ✓ Profitability – Expected EBITDA margins of ~69% in 2019
- ✓ Recurring revenues – long-term servicing revenue now ~50% of total revenues
- ✓ Efficiency - Revenue and Adj oper income before tax per employee continues to scale (left chart)
- ✓ Financial partner commitments +~70% in 2019
- ✓ Rolling out new national manufacturer partners – Take Share & Make Share

1.Through Q2 2019

SERVICE FINANCE COMPANY, LLC

2019 Guidance

KEY HIGHLIGHTS

- Reiterate guidance from 2019 Investor Day
- Forecast 2019 total originations to increase ~32% at the midpoint
  - 2019 addressable home improvement market ~$125B
  - 2019 expected originations at the midpoint represents ~1.4% of the addressable market
  - Top 5 originators, including SFC represent just ~8% of the addressable market; enormous market opportunity
- 2019 adjusted operating earnings before tax forecast increase by ~25% at the midpoint

Select Metrics (US$ millions)	2018	2019 Forecast Range	
Originations	1,288	1,600	1,800
Managed & advised portfolio (period end)	1,768	2,500	2,700
Income Statement (US$ millions)	**2018**	**2019 Forecast Range**	
Revenues	82.0	96	101
EBITDA	56.1	66	70
Adjusted operating income before tax	51.3	62	66
EBITDA margin	69%	~69%	~69%

Triad Financial Services

Presenter: Don Glisson, Jr.

Triad Financial Services - Leadership

Don Glisson Jr.
CEO

- Don Glisson Jr. is Chief Executive Officer of Triad Financial Services.
- 30+ years of manufactured housing industry experience
- Under Don's leadership, Triad has been honored with a number of industry and community awards during the last ten years, including being named by The Manufactured Housing Institute (MHI) as the National Lender of the Year
- Former Executive Chairman of the Jacksonville Bank, a NASDAQ publicly traded Bank and the largest community Bank in Northeast Florida.
- Don was given the Chairman's Award from MHI in 2010 for his efforts on behalf of the Manufactured Housing Industry.

Business Overview

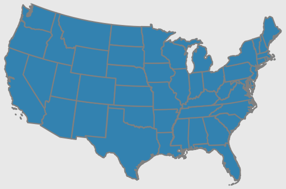
TRIAD FINANCIAL SERVICES since 1959

- Triad is **the oldest manufactured** housing finance company; 1959
- Headquartered in Jacksonville, FL; operates in 47 states providing primarily prime and super-prime loans to consumers for manufactured homes
- Triad sells loans to an established network of **over 50 banks and credit unions**
- Originations are sourced through long established national network of dealers and manufacturers
  - Continued mid-teen % growth in originations in 2019
  - ECN has proven ability to **unlock additional growth** potential
  - Significant growth of managed portfolio given longer duration asset and increased servicing penetration

Longest Tenured US MH Finance Company

3,000K+

network of dealer relationships nationally



47 States

active today

50+

partnerships with financial institutions

Management Depth

Overview

- Experienced, cohesive management team with average tenure of 25 years with Triad
- Headquartered in Jacksonville, FL
- 3 office locations strategically located across the country
- 13 regional managers spread between offices
- In-house servicing team achieving industry leading performance
- Infrastructure built to scale

Experienced Leadership and Proven Management Team

Name/Title	Industry Experience	Triad Experience
Don Glisson CEO	35 years	35 years
Michael Tolbert Executive Vice President	23 years	13 years
Seth Deyo Chief Financial Officer	29 years	18 years
Danielle Howard Chief Compliance Officer	29 years	18 years
Ross Eckhardt President Midwest	43 years	43 years
Anthony Glass SVP-Servicing	20 years	20 years

Manufactured Homes: The "What" and "Why"

What are manufactured homes?

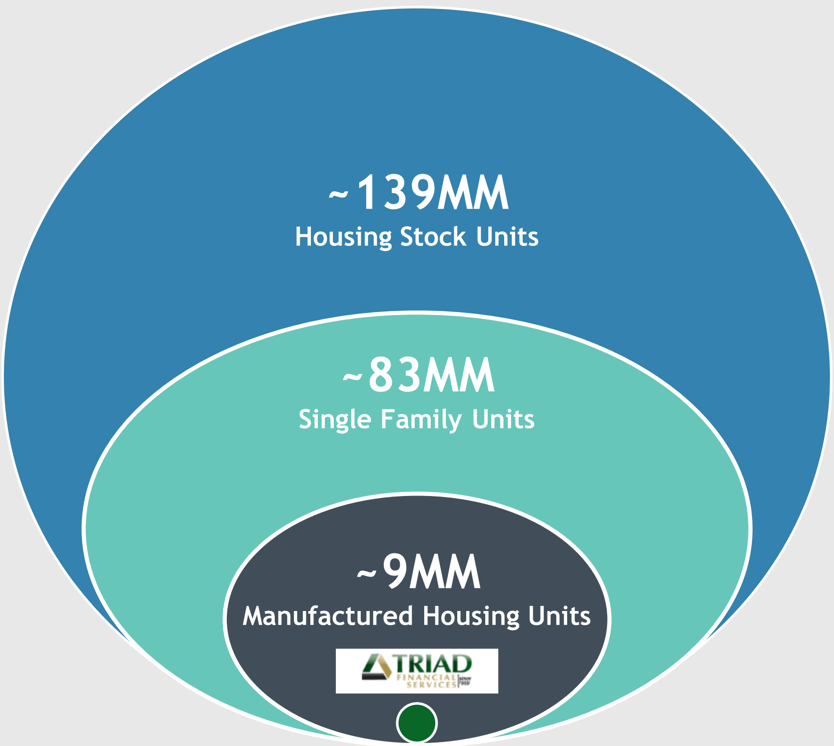
- Manufactured homes are prefabricated houses that are constructed in a factory and then assembled at the building site in sections
- There are **8.6 million manufactured homes nationwide**, representing **~10% of the single family housing stock**

Why are manufactured homes appealing?

- Manufactured homes are attractive relative to site-built homes because:
  1. The cost of construction is considerably less
     - ~55% cheaper per square foot
  2. The time to construct is usually considerably less
     - 8 to 12 weeks from order to finished product
     - Currently seeing backlogs – not enough manufacturing capacity to meet demand
- While just like site-built homes, they are:
  - Customizable with a variety of designs, floor plans and amenities
  - Often indistinguishable from site-built homes and fully compatible with neighborhood architectural styles
  - Conforming to federal and local building codes – HUD-certified upon leaving factory

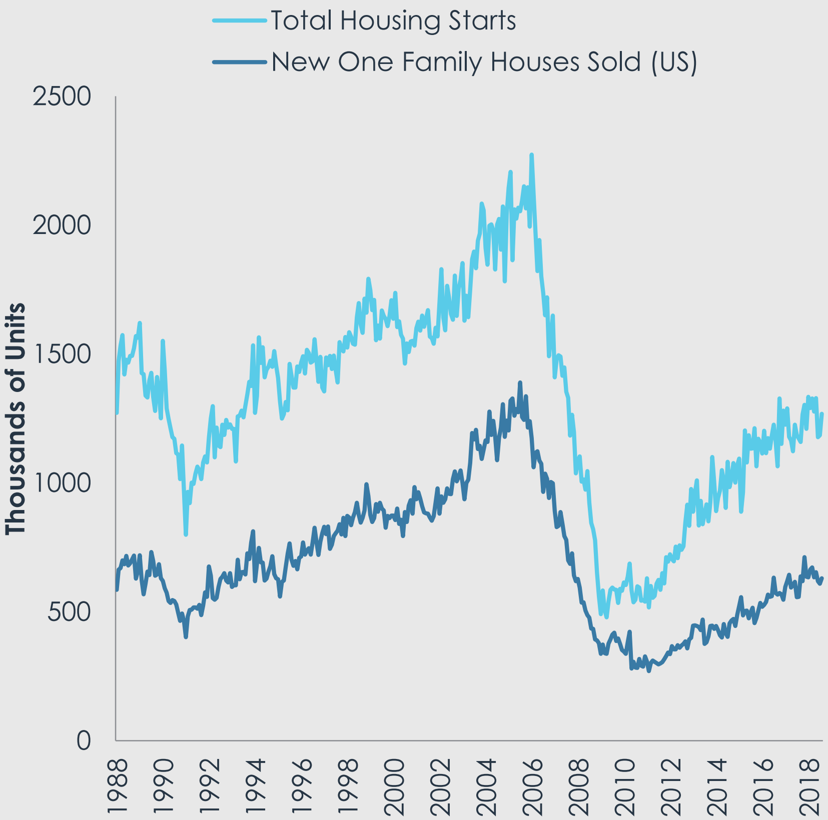
Large US Housing Market

US Residential Housing Market[1]



Total US housing stock value of ~$33TN[2]

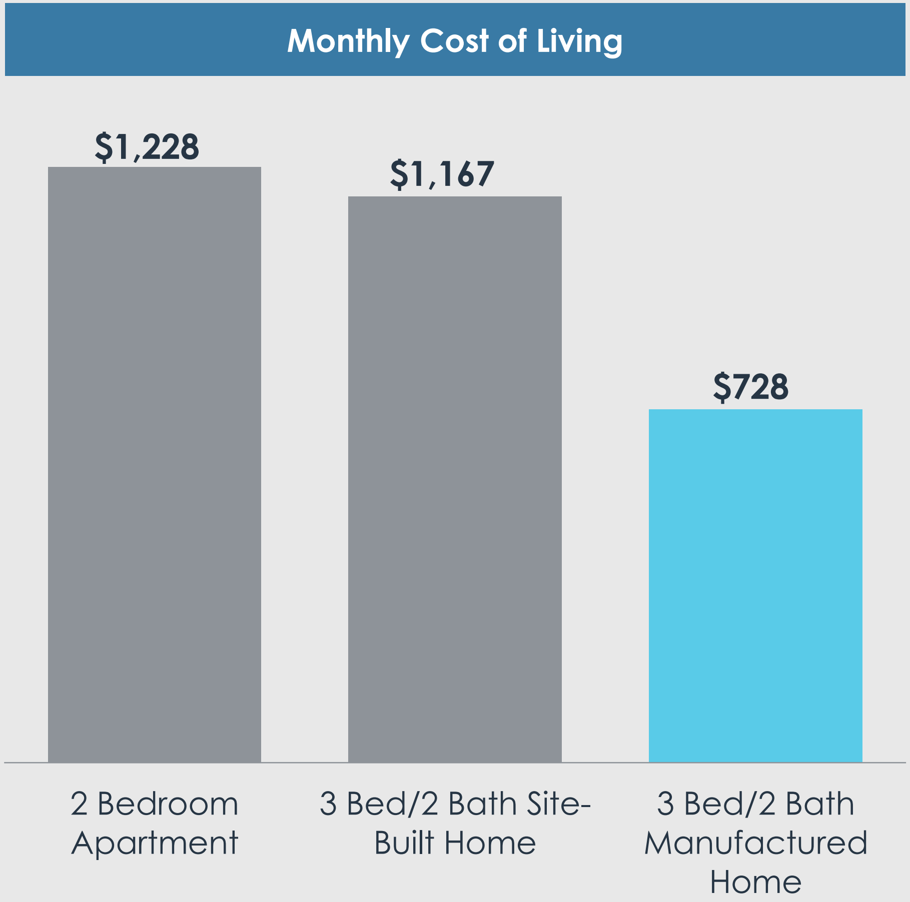
Total US Housing Starts and Sales[1]



1. Federal Reserve Economic Data – St. Louis Fed as of Q2 2019
2. Zillow Research

MH is an Affordable, Attractive Alternative

- Manufactured housing is far cheaper on a monthly basis than alternatives
  - Typical monthly cost **~40% less** than equivalent site-built housing or apartment rental
  - Site-built closing costs are **double MH closing costs** at an average of $2,500 vs. $1,250
  - Unique, unsubsidized affordable housing
- Durability – MH homes adhere to both federal and state regulation
  - HUD Building Code Certification required prior to shipment



Entrenched MH Finance Ecosystem

Origination

- Originations sourced through national network of dealers and manufacturers
- Originations of $525MM in 2018; ~$610MM in 2019

Under-writing

- Prime credit with weighted average FICO of 749
- Strict credit criteria including FICO, income and DTI
- Average realized duration ~93 months
- Net charge-offs ~0.4% annually
- No recourse to Triad beyond initially established reserve account

Sale + Servicing

- Partnership with over 50 banks and credit unions
- Fee for originating and underwriting
- Ongoing fee for servicing
- ~$2.3BN outstanding at 6/30/19
- Separate fee for business servicing third-party MH portfolios

TRIAD FINANCIAL SERVICES since 1959

Creating value for consumers, dealers and bank partners with MH finance

Business Verticals

Three Business Verticals

Manufactured Housing Loans	Managed Only	Floorplan
High credit quality secured consumer loans	**Assist third parties in Servicing/Originating**	**Provide dealers with floorplan financing**

Description
• Agreements with over 50 banks and credit unions for the sale of originations
• Triad is not directly exposed to credit risk, however, they establish a reserve account with the lending partner as a first-loss pool
• No recourse beyond reserve account
 	
Statistics (average 2018)
• FICO 749
• Loan Rate 6.9%
• Down Payment 18.2%
• Term 230-months
• Chattel 86.6%
	Description
	• Assist third-parties in servicing, underwriting, and originating MH loans
	• 100% funded by third-party with NO RECOURSE
	• Triad services all loans for an ongoing servicing fee and completes underwriting / origination services for a flat fee
	
	Statistics (average 2018)
	• FICO 609
	• Loan Rate 8.7%
	• Down Payment 11.4%
	• Term 210-months
	• Chattel 99.9%
		Description
		• Provide financing to dealers for manufactured homes
		• Financing used for:
		  • Display Inventory (~2-year duration)
		  • Homes completed by manufacturer awaiting final onsite completion (<30-days duration)
		• Offered only to established dealers to drive additional MH Loan growth
		  • Dealers using floorplan are growing 3x faster than dealers not using floorplan
		  • Floorplan resulting in increased market share
		• Average Loan Rate: 7.8%

~70% of Originations	**~30% of Originations**	

Origination Model

Business Flowchart

Consumer selects a home from a retailer → Consumer submits loan application to Triad → Triad underwrites the credit application → Loan documents executed → Job completion and customer satisfaction verified → Funds disbursed to retailer → Triad services the loan for the buyer

Origination

- Originations sourced through long established network of dealers and manufacturers
- Partnerships strengthened with Floorplan Finance and being a neutral partner
- Stringent underwriting criteria maintaining Safe and Sound Lending Practices
- Sample of Policies-Procedures, Training, and Collection practices available in Appendix

Underwriting

- TFS performs credit underwriting on each applicant
- Underwriting loans on behalf of US Financial Institution Partners via pre-determined credit criteria
- Strict compliance standards and underwriting practices
- All counterparties have been formally examined by state and federal regulators without objection or negative comment

Loan Purchase & Management

- Turnkey servicing and portfolio management
- 50+ US financial institutions
- Best-in-class servicing operation focused on MH niche asset
- Collection practices are FDCPA compliant
- Monthly reporting consisting of Trial Balance, Transaction Register, Delinquent Summary, and more

Capital Reinvested

Diversified Manufacturer Base

Manufacturers

- Triad has been a consistent financing partner for the manufactured housing industry since 1959
- Highly diversified and well-penetrated network of manufacturers across the industry
- Manufacturer network produces the full range of available product options for consumers nationwide
- Collectively the manufacturers build homes coast to coast in the continental U.S.
- Floorplan program further builds manufacturer loyalty and drives additional growth in MH originations

Manufacturer	% of Total[1]
Manufacturer 1	10.9%
Manufacturer 2	10.7%
Manufacturer 3	9.7%
Manufacturer 4	7.1%
Manufacturer 5	5.0%
Manufacturer 6	4.6%
Manufacturer 7	3.7%
Manufacturer 8	3.6%
Manufacturer 9	3.6%
Manufacturer 10	2.6%
Manufacturer 11	2.4%
Manufacturer 12	2.2%
Manufacturer 13	2.2%
Manufacturer 14	1.7%
Manufacturer 15	1.6%
Manufacturer 16	1.5%
Manufacturer 17	1.2%
Manufacturer 18	1.1%
Manufacturer 19	1.0%
Manufacturer 20	1.0%
All Other Manufacturers	22.6%
Total	**100.0%**

1. 2018, not including Managed Only

Diverse, Well-Capitalized Funding Partners

Funding Partner	% of Total[1]	Length of Relationship (Years)
A – Bank	14.6%	14
B – Credit Union	7.2%	9
C – Credit Union	6.4%	4
D – Bank	5.7%	2
E – Credit Union	5.5%	5
F – Credit Union	4.5%	13
G – Credit Union	4.4%	13
H – Bank	3.5%	14
I – Bank	2.9%	6
J – Credit Union	2.4%	3
K – Credit Union	2.3%	13
L – Credit Union	2.3%	13
M – Credit Union	2.1%	7
N – Bank	2.1%	19

Total Loan Portfolio

Loans Outstanding $2.3BN

Avg. Customer Balance Funded ~$50,000

W.A. Life 93 months

Current Funding Partners

Banks

Credit Unions

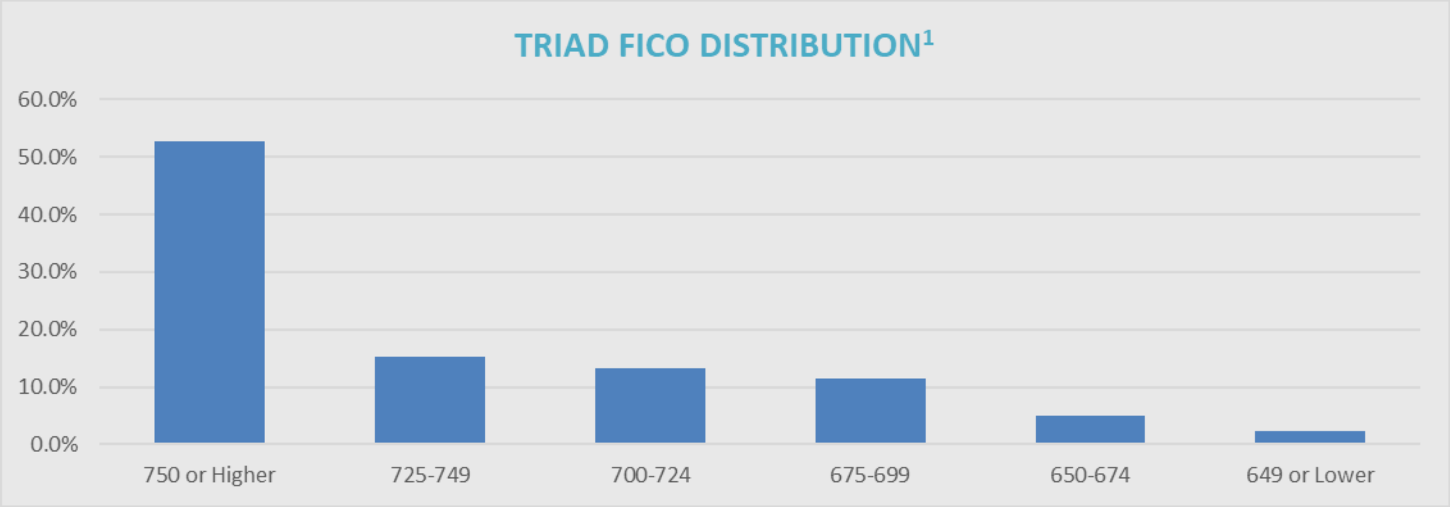
Additional Future Partners

Life Insurance Cos

1. 2018 Portfolio, not including Managed Only

Attractive Prime and Super-Prime Consumers

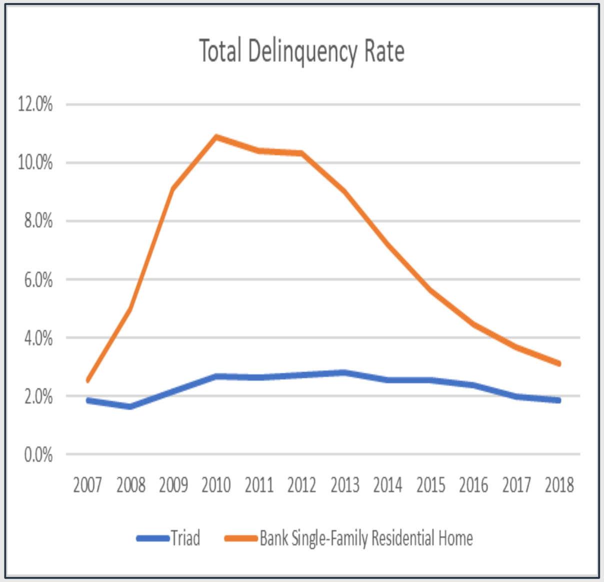
- Triad is the market leader originating and servicing prime & super-prime manufactured housing loans
  - Average FICO of 749
  - Annualized net charge-offs (NCOs) of ~0.4% for loans
  - Peak annualized NCOs 1.3% in 2010 – housing crisis & consumer recession
- Zero expected net losses to lending partners through reserve account established at funding
  - Triad recourse limited to reserve account
  - Excess reserves returned to Triad over time

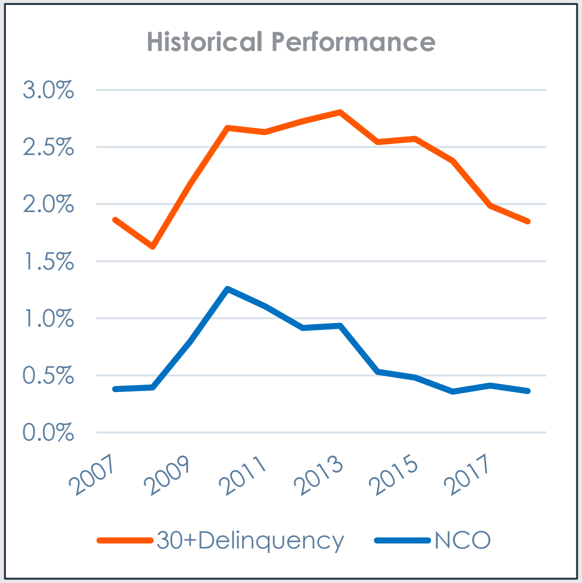


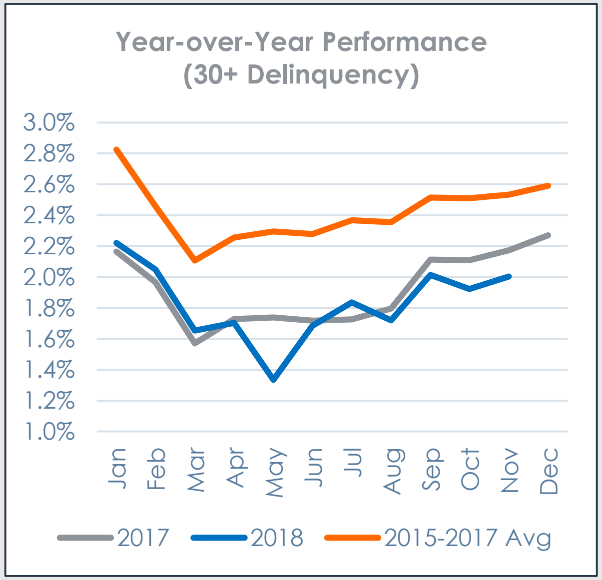
1. *Reflects MH Loan originations sold to bank network*

Economic Resilience

Time Tested Portfolio Performance







Credit Crisis peak annualized charge-offs of just 1.3% (after recovery)

Note: performance statistics measured in units

Triad- Performance Since Investment

Triad Performance vs. Original Projections (US$, millions)

	Projection from Original Deal 10/25/2017	**Actual/Forecast**	
	Adj Op Income		Outperformed by %
2018	$15.2	$19.9	+30.9%
2019E	$18.4	$22.0 - $25.0	+19.5 – 35.8%
	Originations		Outperformed by %
2018	$525	$525	-
2019E	$586	$600 - $620	+2.3% - 5.8%
	EBITDA Margin		Increased by %
2018	43.4%	44.2%	+0.8%
2019E	44.8%	~47% - ~50%	+2.2% - 5.2%

Other Highlights since the transaction:

- ✓ Broadly diversified funding model continues – 50+ active financial partners
- ✓ Built Floorplan business which is increasing MH market share
- ✓ Fully serviced assets have grown to ~40% from ~26% at the time of the transaction
- ✓ Adjusted operating income outperforming original forecast
- ✓ EBITDA margin outperforming original forecast

TRIAD FINANCIAL SERVICES since 1959

2019 Guidance

KEY HIGHLIGHTS

- Reiterate guidance from 2019 Investor Day
- Originations projected to grow ~16% in 2019 at the midpoint
- Floorplan initiative increasing MH market share
- Manufactured Housing Industry positioned for increasing shipment rates as an affordable housing solution
- Servicing penetration continues to rise leading to increased ongoing revenue streams
- Adjusted operating income growth of ~18% in 2019 at the midpoint
- Positioned to scale – margins continue to expand
- Financial partner demand continues to increase

Select Metrics (US$ millions)	2018	2019 Forecast	
Total originations	525	600	620
Floorplan line utilized	78	100	110
Managed & advised portfolio (period end)	2,166	2,500	2,600
Income Statement (US$ millions)	**2018**	**2019 Forecast**	
Revenue	49.6	55	60
EBITDA	21.9	26	30
Adjusted operating income before tax	19.9	22	25
EBITDA margin	44%	~47%	~50%

The Kessler Group

Presenter: Scott Shaw

The Kessler Group – Leadership

Scott Shaw
CEO and President

- 30+ years of industry experience; 27 years with KG
- Scott was instrumental in building all aspects of the business along-side Howard Kessler
- Responsible for the day to day management of KG
- Develops and manages new and existing client relationships across KG's business verticals
- Instrumental in the formation of new financial service partnerships creating a backlog of annuity income streams across the credit card, payments and related consumer finance businesses

Business Overview

KESSLER | GROUP

- The Kessler Group (KG) is a one-of-a-kind financial services industry leader that has shaped and transformed the payments industry
- Over the last ~35 years KG has grown to become the premier manager, advisor and structuring partner to credit card issuers, banks, credit unions and payment networks
- KG is not an investment bank nor a consultant – it is a business services platform with deep, long-term bank relationships
- Historically KG was best known for its credit card solutions, though its service offerings and expertise now include a full range of retail financial services products
- Performance-based revenue streams, capital-light model with repeat clients and long-term contracts
- KG provides significant opportunity to add bank partners to Service Finance / Triad

$28BN+
Managed & Advised Portfolio Assets

6,000+
Co-brand credit card partnerships created

70%
of total revenue made up of multi-year, contractual revenue streams

25+
financial institutions with credit card portfolios

Management Depth

Overview

- Experienced, cohesive management team with average tenure of ~20 years with KG
- Deep bench of mid-level management who have 15+ years experience (average tenure) working directly with clients across each business vertical
- Headquartered in Boston, MA

Experienced Leadership and Proven Management Team

Name/Title	Industry Experience	KG Tenure
Scott Shaw CEO & President	30+ years	27 years
Howard Kessler Chairman Emeritus	40+ years	40+ years
Dax Cummings Sr. EVP Business Dev	25+ years	10 years
Carl Erickson Sr. EVP Strategy	25+ years	14 years
Steve Eulie EVP Product Strategy	25+ years	2 years
Pat Burns EVP Credit	25+ years	<1 year

Business Verticals

Business verticals develop end-to-end solutions for bank clients

Strategic Partnerships	Portfolio Advisory & Investment	Risk-Based Marketing Advisory and Funding
Created over 6,000 partnerships with balances in excess of $150 billion	Brokered over 500 portfolios totaling over $50 billion in assets	Invested over $800 million generating 4 million+ new customer relationships
Long-term contracted relationships with major financial institutions to manage and advise on co-branded credit cards and partnership portfolios	**Advisory, transaction services and investment focused on co-brand and partnership credit card portfolios**	**At-risk investment, advisory and execution of direct marketing for credit cards, deposits, high-yield savings, unsecured loans, etc.**

Development
• Proactive opportunity identification based on client's strategy and goals
• Ensure partnership is mutually beneficial at inception
Restructuring
• Improve relationships by identifying enhancement opportunities
• Optimize profitability and customer satisfaction
Dissolution
• Minimize value destruction during program transitions by developing creative structures to achieve both buyer's and seller's objectives
	Advisory Services
	• Strategy development
	  • Exit, re-entry and carve-out
	  • Transition, execution and optimization
	• Partner selection and execution
	• Contract negotiations / restructures
	• Joint ventures and alliances
	• Divestitures
	Transactional Services
	• Valuation and analysis
	• Due diligence & contract negotiations
	Investment & Management
	• Proprietary origination
	• Underwriting & structuring
	• Return optimization
		Origination / Growth Funding
		• Invest in (and potentially perform) origination marketing for US and international clients, enabling them to overcome common challenges:
		  • Budget constraints
		  • Limited capabilities
		  • Matching revenues to expenses
		• KG fees based on performance over time
		Advisory Services
		• Strategic marketing and planning
		  • Overall marketing strategy
		  • Product differentiation
		  • Channel development
		  • Cost analysis and reduction
		• Full range execution and data analytics capabilities

% of YTD 2019 Total Revenue: 66%	% of YTD 2019 Total Revenue: 20%	% of YTD 2019 Total Revenue: 14%

KG's Differentiators & Reach

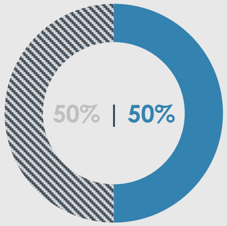
Differentiators

- Undisputed leader in financial services marketplace for 30+ years
- Multidimensional partnerships with the largest financial institutions
- C-suite level relationships across major global banks, credit card companies, payment networks, major affinities and other organizations
- High-margin, recurring business opportunities with downside protection via guaranteed cash flow streams for the next 5+ years
- A pay-for-performance model that ties KG's success to that of its clients
- Diverse and well-apportioned sources of revenue
- Unique, replicable and scalable intellectual property that can be extended globally and across many verticals

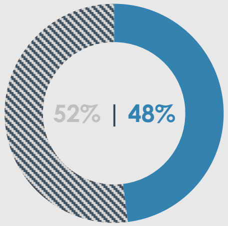
KG's continued growth and success is enabled by a transformative approach and team of professionals who constantly assess market developments and opportunities

Industry Footprint

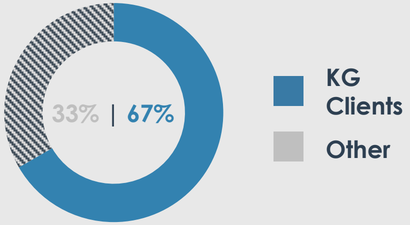
Top 12 Largest US Banks by Assets



Top 25 US Regional Banks By Assets



Top 15 US Credit Card Issuers by Balances

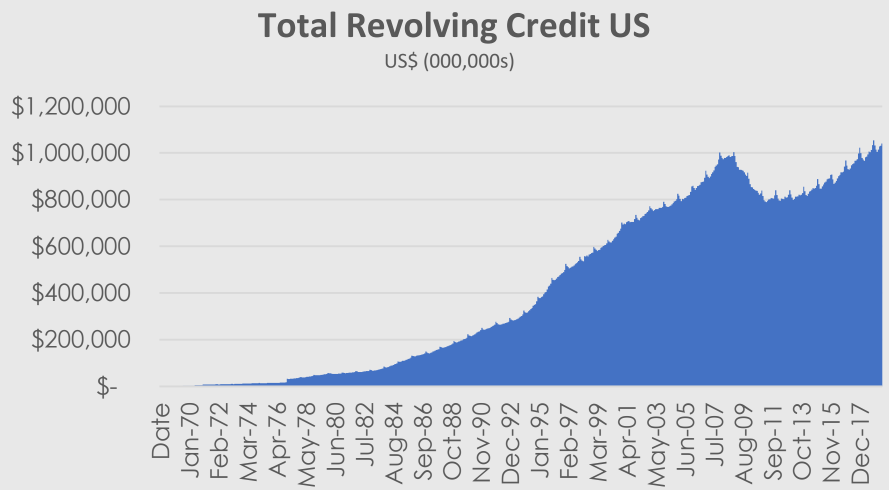


Transformation & Resilience

	1990s and 2000s	Today
Business	• Partnership credit card advisory • Portfolio transaction services • Credit card marketing execution	• Partnership credit card advisory • Portfolio advisory services & investment • Risk-based marketing funding • Retail banking product marketing advisory services
Clients	• 2 of top 10 credit card issuers	• 25+ relationships • C-Suite relationships with top retail banks
Products Supported	• Partnership credit card	• All retail banking products
Revenue / Contracts	• Annuity payments; primarily on accounts • Payments on new accounts • Transaction payments	• Annuity payments; primarily on balances • Multi-year contracts with minimum funding commitments • Transaction payments
Market Position & Perception	Hub for partnership credit card programs	Hub for partnership credit card programs and retail banking product strategy development, growth funding & execution

Revolving Balances

Revolving balances have generally been resilient through most cycles with the exception of the Financial Crisis from 2008-2011



- In most recessionary periods since 1968 revolving balances have been resilient
- Excluding pre-1980 periods (smaller total balance/new product) and the financial crisis balances grew on average by 7.7% through recessions
- Financial Crisis balances dropped 21%, from peak, but this period marked an extraordinary consumer recession

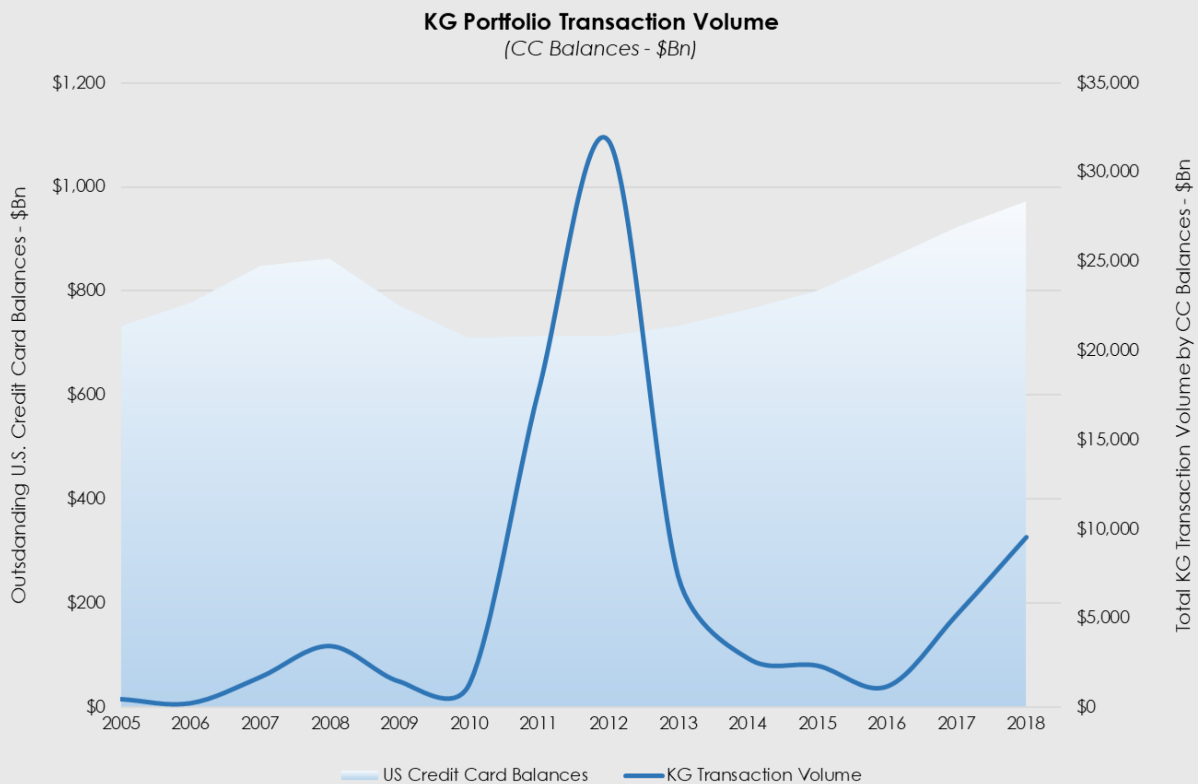
Recessions		Beginning Balance	Ending Balance	% Change
1969 Q4	1970 Q4	$ 3,210	$ 5,130	59.8%
1973 Q4	1975 Q1	$ 10,946	$ 13,206	20.6%
1980 Q1	1980 Q3	$ 56,164	$ 53,806	-4.2%
1981 Q3	1982 Q4	$ 57,921	$ 70,461	21.7%
1990 Q3	1991 Q1	$ 227,119	$ 243,907	7.4%
2001 Q1	2001 Q4	$ 693,224	$ 735,093	6.0%
2007 Q4	2009 Q2	$ 951,303	$ 927,383	-2.5%

Financial Crisis			
Peak	Dec-08	$ 1,003,997	
Trough	Apr-11	$ 789,857	
Total Change		$ (214,140)	-21%

Source: All Revolving Credit - Federal Reserve Bank Consumer Credit Outstanding – Revolving G.19 https://www.federalreserve.gov/releases/g19/HIST/cc_hist_r_levels.html

Business Performance & Resilience: Case Study

KG responds to industry challenges – helping clients during both strong economic cycles and in downturns



Source: The Nilson Report – Credit Card Balances

Future Outlook & Opportunities

KG has identified several opportunity buckets for the next downturn to continue providing solutions for partners during all stages of economic cycle

Opportunity Bucket	Applicable KG Vertical	Impact to Clients
Marketing Budget Compression	Risk-Based Marketing Advisory and Funding	• Budget expansion • Risk transfer • Strategy Optimization
Non-strategic / High-loss Portfolios	Strategic Partnerships Portfolio Advisory & Investment	• Capital release / redeployment • Improved asset mix • Operational efficiency
Strategic Realignment	Strategic Partnerships Portfolio Advisory & Investment	• Partnerships and asset mix correspond to strategy • Capital release / redeployment
Subprime Lending Entry & Expansion	Risk-Based Marketing Advisory and Funding Portfolio Advisory & Investment	• Immediately deployable expertise • Improved performance • Mitigated risk • Faster growth trajectory

Credit Risk by Customer

KG credit risk limited to counterparty exposure

The Kessler Group's customers are predominantly large, federally-regulated financial institutions with investment grade credit ratings

Entity	Primary Strategic Division	Debt Rating	Length of Relationship (Years)	Annual Fees Earned
A	Strategic Partnerships	**Baa1 (BBB)** Senior Unsecured	15+	$15-20MM
B	Strategic Partnerships	**A1 (A+)** Senior Unsecured	10+	$10-15MM
C	Strategic Partnerships	**Baa3** Senior Unsecured	15+	$2-5MM
D	Strategic Partnerships	**n/a** Senior Unsecured	10+	$3-7MM
E	Portfolio Advisory	**A3 (A-)** Senior Unsecured	35+	$2-10MM
F	Portfolio Advisory	**A3 (A-)** Senior Unsecured	15+	$1-10MM
G	Portfolio Advisory	**A3 (BBB+)** Senior Unsecured	20+	$1-3MM
H	Risk-Based Marketing	**BBB+ (BBB+)** Senior Unsecured	2+	$2-5MM
I	Risk-Based Marketing	**Aa1 (AA-)** Senior Unsecured	2+	$3-5MM
J	Risk-Based Marketing	**Baa3** Senior Unsecured	1	$1-3MM
K	Multi-Channel Marketing	**A1 (A+)** Senior Unsecured	25+	$5-10MM

Kessler - Performance Since Investment

Highlights since the transaction:

- ✓ 2018 adjusted operating income before tax exceeded estimates at the time of the transaction
- ✓ Original guidance for 2019 was raised in Q1 2019
- ✓ Accomplished management transition
- ✓ ECN purchased the minority interest resulting in 96% ownership
- ✓ Optimized existing annuity relationship with a significant client resulting in ~$83 million cash payment and exclusivity on new mandates
- ✓ Successfully shifting business emphasis to longer-term predictable earnings streams - ~80% of revenue YTD 2019[1]

1. *Through Q2 2019*

KESSLER | GROUP

2019 Guidance

KEY HIGHLIGHTS

- Guidance raised in Q1 reflecting improved operating results
- Expanded strategic partnership agreement with significant long-term client performing ahead of expectations
- Expect Strategic Partnership vertical to continue to add new relationships and long-term contracts given current pipeline
  - KG ongoing total contracted annuity income ~$200 million
- Portfolio advisory off to a great start in 2019 with a strong pipeline for the remainder of the year
- Risk-based marketing funding expected to generate net revenue of ~$15 million in 2019

Income Statement (US$ millions)	2018[1]	2019 Forecast Range	
Revenue	62.2	86	90
EBITDA	35.7	46	49
Adjusted operating income before tax (100%)	34.3	44	48
Adjusted operating income before tax (ECN share)	26.4	42	46
EBITDA margin	~57%	~53%	~54%

1. 2018 results May 31 through Dec 31

Conclusion

Presenter: Steven Hudson

Business Model Strengths

Financial Institution Partnerships	• Non-recourse arrangements • Diversity of institutions – 90+ bank & credit union partners • Added LifeCo partner and pension fund initiatives continue
Low-Risk Loan Origination	• Prime & Super Prime – Borrower "prior" call verification • No origination creep to lower FICOs • Low cost of originations • Geographically diverse portfolios
Manufacturer & Dealer Network	• Exclusive multi-year contracts with national manufacturers • Vetted national dealer networks – credit risk mitigation
Sustainability & Durability	• Investment Grade Rated • ~$600 million of liquidity • ~45% of recurring revenues from management/advisory fees
Strong Regulatory Framework	• Directly Licensed in all 50 states – no pre-emption • Positive relationships with all regulatory agencies

Organic Growth Strategy

1 Take & make share strategies gaining traction

- Aggressively marketing ECN's durability to past origination & competitive opportunities
- Investment grade + liquidity = sustained take-share growth
- Proven take & make share strategies (e.g., Lennox & Owens Corning)

2 Strategic use of balance sheet for "foundation" products; incremental originations

- Triad's floorplan program driving incremental originations & market share growth
- Facilitated SFC solar program incubation to develop sustainable flow product driving incremental origination & managed assets
- Leveraging ECN credit underwriting expertise

3 New loan products "on-message"; no FICO creep lower to drive originations

- Solar financing initiative
- Limited use of balance sheet

4 Financial Partners

- Expanding bank and credit union relationships to more than one solution
- Expand partner relationships to insurance companies and pension plans – banks remain core

SERVICE FINANCE COMPANY, LLC

TRIAD FINANCIAL SERVICES since 1959

Business Model Recap

- Non-recourse origination fees are earned with no risk of adjustments for loan performance, interest rate changes, prepayment, etc.
- Recurring, high margin servicing revenue
- Stringent dealer enrollment includes trade reference checks, complaint examination, experience and license verification, credit checks for key personnel and financial statement review
- Dealers are monitored continuously for originations, program/product mix, complaints and compliance, loan performance and are re-certified each and every year
- Focus on consumer protections and regulatory compliance
  - SFC operates and is licensed in all 50 states
  - Triad operates and is licensed in 47 states
  - Neither relies on the use of a 3rd party bank charter for federal pre-emption
  - Borrowers required to review truth in lending ("TILA") disclosures and execute loan documents
  - All borrowers receive a borrower verification call **PRIOR** to the funding of a loan confirming the consumer is satisfied and that they understand the terms and conditions of the loan

	ECN Business Services Companies
Clawback on Origination Fee/Transaction Fee	None
Servicing Fee Contribution	Significant & Growing
Recourse:	
- Interest Rates	None
- Prepayment	None
- Loan Losses	None
Dealer Processing Fees	None
Loan Types	Variety of rate, payment, and duration options
Project Types	All
Licensing	Nationally licensed

Consolidated 2019 Financial Forecast

KEY HIGHLIGHTS

- Updated 2019 EPS range to $0.25-$0.28; +10% at the midpoint at Q1 2019
- Service Finance and Triad guidance reiterated
- KG ownership to 96%; guidance raised to $42-$46 million in Q1 2019
- ECN management streamlining and operating efficiencies have driven reduced corporate opex
- Expected annual tax rate of 22% in 2019; No cash taxes paid in 2019
- After further tax planning, ECN did not owe the Part VI tax in Q1 or Q2. If Part VI tax eliminated for full year it would add ~$0.01 to 2019 guidance

Adjusted Net Income (US$ millions)	2019	
Service Finance	$62	$66
Kessler Group (96%)	$42	$46
Triad Financial Services	$22	$25
Continuing Ops Adj Op Income before Tax	$126	$137
Corporate operating expenses	($19)	($20)
Corporate depreciation	($2)	($2)
Corporate interest	($11)	($13)
Total ECN adjusted operating income before tax	**$94**	**$102**
Tax – Non-Cash	($21)	($23)
Total ECN adjusted net income	**$74**	**$80**
Preferred Dividends	**($13)**	**($13)**
Adjusted net income (after pfds)	**$61**	**$67**
EPS US$	**$0.25**	**$0.28**