

# Second Quarter 2020

Financial Results

## FINANCIAL INDUSTRY SOLUTIONS

**\$33B**

Managed &  
Advised Credit  
Portfolios

**90+**

US Bank  
Partners

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# Disclaimer

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# Call Agenda

## BUSINESS OVERVIEW

## OPERATING HIGHLIGHTS

### Business Services

- Service Finance
- Triad Financial Services
- The Kessler Group

## CONSOLIDATED FINANCIAL SUMMARY

## CLOSING SUMMARY

## QUESTIONS

# BUSINESS OVERVIEW



# Business Overview



Origination & Management Services for Financial Institutions

**30+** Years Commercial finance experience

**\$33B** Managed credit portfolios

**90+** Financial institution partners

Investment grade rated



Origination & Management of Prime Home Improvement Loans

**2004** Founded

**\$3B** Managed credit portfolios

**25+** Bank, life Insurance, pension & credit union partners

**12,000+** Network of home improvement dealers



Origination & Management of Prime Manufactured Housing Loans

**1959** Founded

**\$2B+** Managed credit portfolios

**50+** Bank and Credit union partners

**3,000+** Network of manufactured housing dealers



Origination & Advisory Services for Credit Card Portfolios

**1978** Founded

**\$28B** Managed credit card portfolios

**25+** Financial Institution partners

**6,000+** Credit card partnerships created



# Q2 Overview

- **Resilient businesses rebounding sharply in Q2**

- Q2 Adj net income to common of \$0.07; Solid operating results in Covid-19 affected quarter
- After initial pull-back 2020 approvals and originations have rebounded strongly at SFC & Triad
- Quality of credit assets – exceptional performance for our bank partners

- **SFC taking advantage of extraordinary take share opportunity in Q2**

- Unprecedented growth in dealers; Dealer counts and submitting dealers up substantially in the last several months
- SFC locked in substantial funding for 2021 including adding global investment manager Canada Pension Plan Investment Board (CPP Investments), expanding and extending current funding partners early and adding 2 credit unions
- SFC granted short-term fee concessions in 2020 in exchange for ample funding for 2021 with no concessions
- SFC now anticipates 2021 originations in excess of \$2.5 billion

- **Triad built and launched incremental land home origination platform**

- Freddie Mac seller-servicer approval enables Triad to offer competitive land home product
- Leverages existing infrastructure adding \$150 million - \$200 million in incremental originations in 2021
- With this program in place Triad is on track to originate ~\$1 billion in 2021

# Q2 Overview (Continued)

- **KG pipeline substantially improved**

- After transitioning to a long-term recurring revenue model in 2019 & 2020 and successfully navigating Covid-19, KG is securing significant new mandates that will drive revenues and position it to return to growth in 2021
- As it was following the 2008 financial crisis, the Covid-19 related economic disruption paves the way for more bank portfolio activity driving a 3x increase in KG pipeline YTD

- **General provision of \$3.2 million after-tax related to solar progress pay taken in Q2**

- Notwithstanding the detailed Q1 credit scrub we did on this portfolio, and another review in Q2, Solar dealers, particularly in California, have endured longer and more severe Covid-19 shutdowns
- Starting in June, time to complete began extending and dealers are struggling to get inventory
- Covid-19 has effected dealers ability to complete customer transactions on a timely basis
- SFC actively working with dealers to complete installations
- Total solar exposure is only ~\$13 million preprovision and declining in progress pay/dealer advance
- Solar RIC component of bank partner portfolios are outperforming

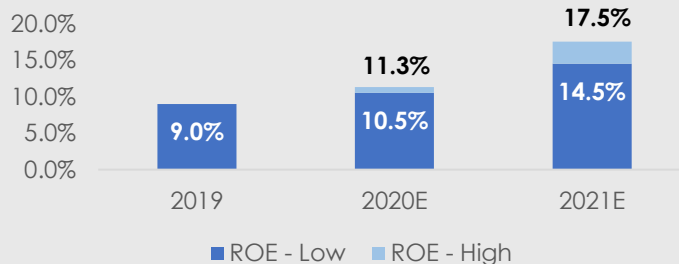


# Guidance

- ECN now expects adjusted operating earnings of \$75 million - \$79 million or \$0.31 - \$0.33 per share for 2020
- This compares to \$0.27 in 2019 and represents earnings growth of between 15% - 22% inclusive of the effects of Covid-19
- ECN continues to expect 2021 EPS \$0.44 - \$0.53, in-line with guidance from 2020 Investor Day
  - Est. ROE improves to 14.5%-17.5% in 2021
- ECN will update our 2021 guidance next quarter and provide additional detail at Investor Day 2021

## Return on Equity<sup>1</sup>

Adjusted Operating Income/Common Equity



1. ROE range based on EPS estimate range for 2020 & 2021 /consensus book value

	Service Finance Expected Range 2020	
Originations	\$1.9 billion	\$2.1 billion
Adj EBITDA	\$76 million	\$84 million
Adj Op Income	\$67 million	\$72 million

	Triad Expected Range 2020	
Originations	\$650 million	\$700 million
Adj EBITDA	\$34 million	\$39 million
Adj Op Income	\$30 million	\$34 million

	KG Expected Range 2020	
Adj EBITDA	\$39 million	\$42 million
Adj Op Income	\$36 million	\$39 million

# OPERATING HIGHLIGHTS

- Service Finance
- Triad Financial Services
- The Kessler Group





# Highlights

- Adjusted operating income before tax in Q2 of \$14.6 million
  - Reflects extraordinary take-share market opportunity given disruptions related to Covid-19
  - Proactively locked-in 2021 funding to support incremental take-share
  - Temporary fee concessions in 2020 negatively impacted servicing revenue
  - SFC fully funded through 2021 at historical margins
- ~21% Q2 Y/Y growth in originations, excluding PACE, through Covid-19 lockdown
- ~41% Q2 Y/Y growth in managed portfolios

Select Metrics (US\$, 000s)	Q2 2020	Q2 2019
Originations	513.2	428.3
Originations – excluding PACE	513.2	425.9
Period end managed portfolios	2,881.5	2,049.6
Origination revenue	14.4	12.0
Servicing & other revenue	12.4	13.2
Revenue	26.8	25.2
Adjusted EBITDA	15.9	17.4
Adjusted operating income before tax	14.6	15.9



# Program Update

	2020 vs 2019 Y/Y Growth				
	March	April	May	June	July
Approvals	0.1%	3.1%	26.8%	41.6%	27.3%
Originations	31.1%	3.2%	10.6%	43.5%	40.8%

- After the Covid-19 related slowdown in March/April volumes have rebounded strongly resulting in ~21% total origination growth excluding PACE for Q2
  - HVAC originations +45% Y/Y in Q2 ; Lennox volume +35% Y/Y in Q2
  - Windows & doors originations +46% in Q2
- Approvals and originations momentum continuing through July and into August
- Growth inclusive of SFC decision to limit solar
  - Solar originations down ~40% YTD through July
  - Represents only ~6% of Q2 originations compared to ~21% in full year 2019
  - Almost \$200 million less solar originations than original 2020 budget

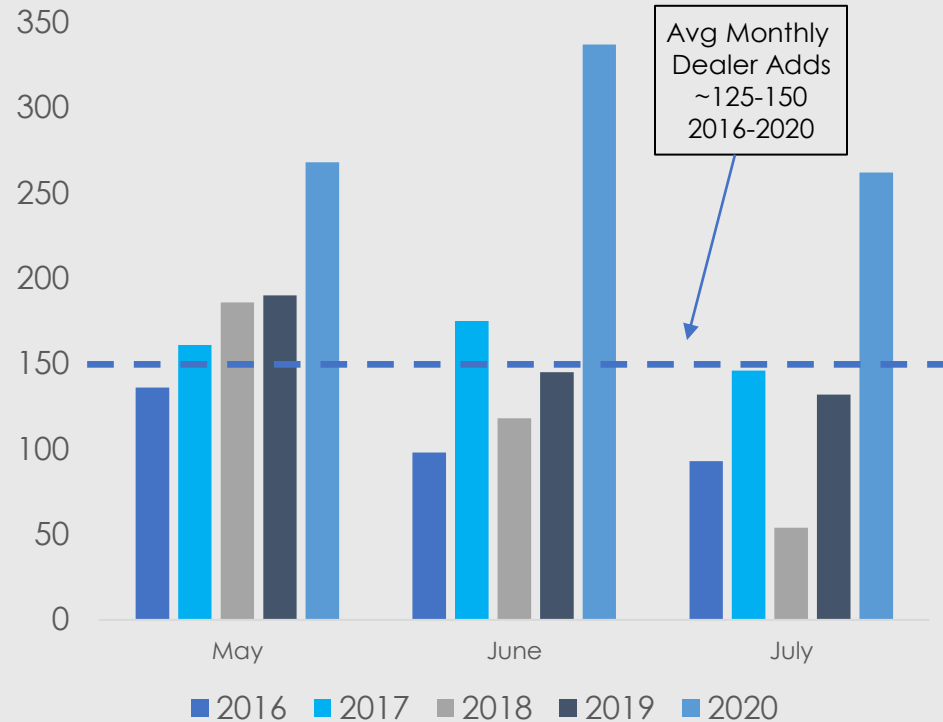


# Take Share Opportunity

- An extraordinary take-share opportunity from weakened competitors emerged as a result of Covid-19
- Home improvement dealers began re-evaluating financing partners in late Q1
  - Elevated new dealer adds began in March with increases in monthly submitting dealers soon thereafter
  - May-July dealer adds more than 2x long-term average with momentum continuing in August
  - Dealers transitioning from another lender; process familiarity results in less training required and immediate origination ramp
  - May/June record percentage of submitting dealers
  - SFC now anticipates 2021 originations in excess of \$2.5 billion

## NEW DEALER ADDS

May, June & July 2016-2020





# Take-Share Opportunity

- SFC moved quickly to seize take-share opportunities by materially expanding funding commitments
  - SFC fully funded for 2021 with increased origination expectations
  - Dealers want funding stability in both the short and long-term
  - Dealer counts and submitting dealers up substantially in the last several months
- In Q2 SFC added new funding partners and extended existing partners early with expanded capacity:
  1. Added global investment manager Canada Pension Plan Investment Board (CPP Investments) for \$1 billion committed flow in 2020 and 2021
  2. Added 2 new credit unions as funding partners
  3. Expanded capacity at several existing funding partners and renewed commitments in excess of \$1.5 billion well in advance of contractual roll over
- SFC provided temporary fee concessions in 2020 in return for securing long-term committed funding for 2021 at full margins

## Total Loan Portfolio

Servicing Assets \$2.9BN

Avg. FICO ~765+

Avg. Customer Balance  
Funded ~\$11K

W.A. Life ~30 months

## Current Partners

Banks

Life Insurance

Credit Unions

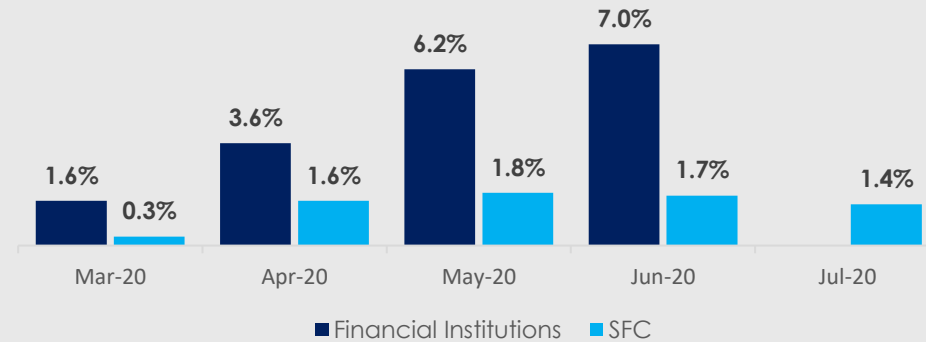
Pension Fund



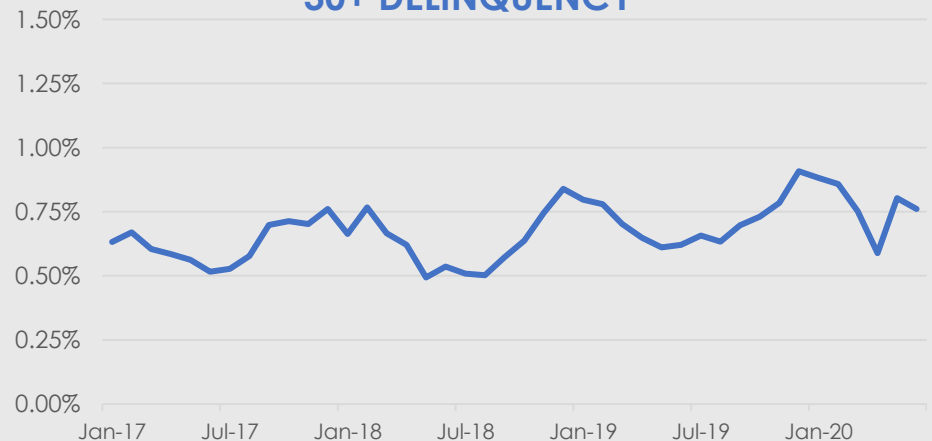
# Partner Portfolio Credit Trends

- On behalf of bank partners, Service Finance implemented short term payment deferment programs beginning in March
- Cumulative deferment requests peaked at ~1.8% of balances in May and declined thereafter to ~1.4% in July and ~1% as of August 9
- Performance of servicing portfolio continues to reflect prime and super-prime customer base
- Delinquency down YTD and within historical ranges
- Loan losses have remained consistent with expectations

## % OF ACCOUNTS DEFERRED<sup>1</sup>



## 30+ DELINQUENCY



1. Total Financial Institution data from TransUnion; deferred for TransUnion refers to hardship data from Monthly Industry Snapshot; hardship defined as any account affected by natural disaster, accounts reported as in forbearance, accounts reported as deferred or payment due amount removed, or freezing of account status and/or past due amount; TransUnion data for July 2020 not yet available

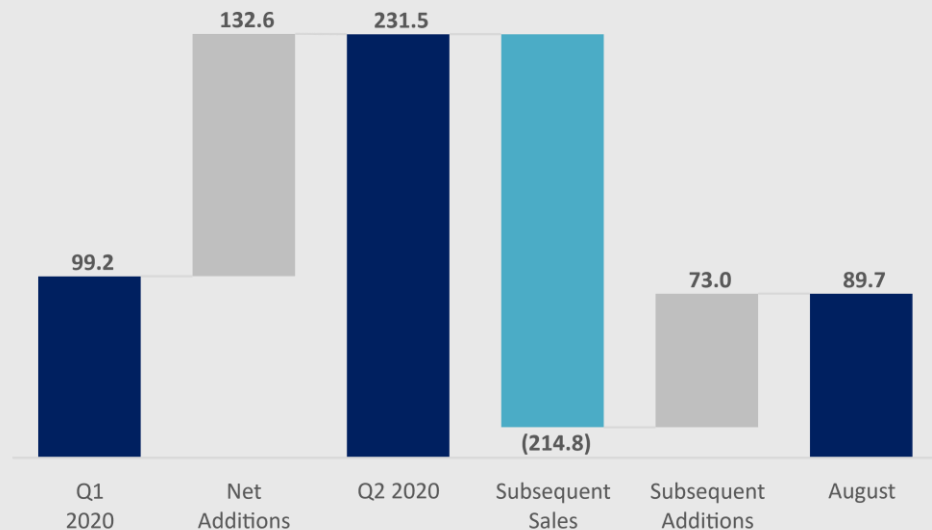


# Held-for-Trading Asset Update

- Held-for-trading (“HFT”) assets increased to \$231.5 million in Q2 2020 from \$99.2 million in Q1 2020
- As discussed in Q1 2020, sales were delayed primarily due to Covid-19 resulting in a short-term accumulation of balance sheet assets in Q2
- Net additions primarily related to complementary flow program and the accumulation of assets for sale to our new pension fund funding partner
- As anticipated sales resumed as counterparties came back online
- Subsequent to Q2 we sold \$214.8 million in HFT assets to several counterparties

## HELD-FOR-TRADING FINANCIAL ASSETS

(US\$, millions)







# Originations

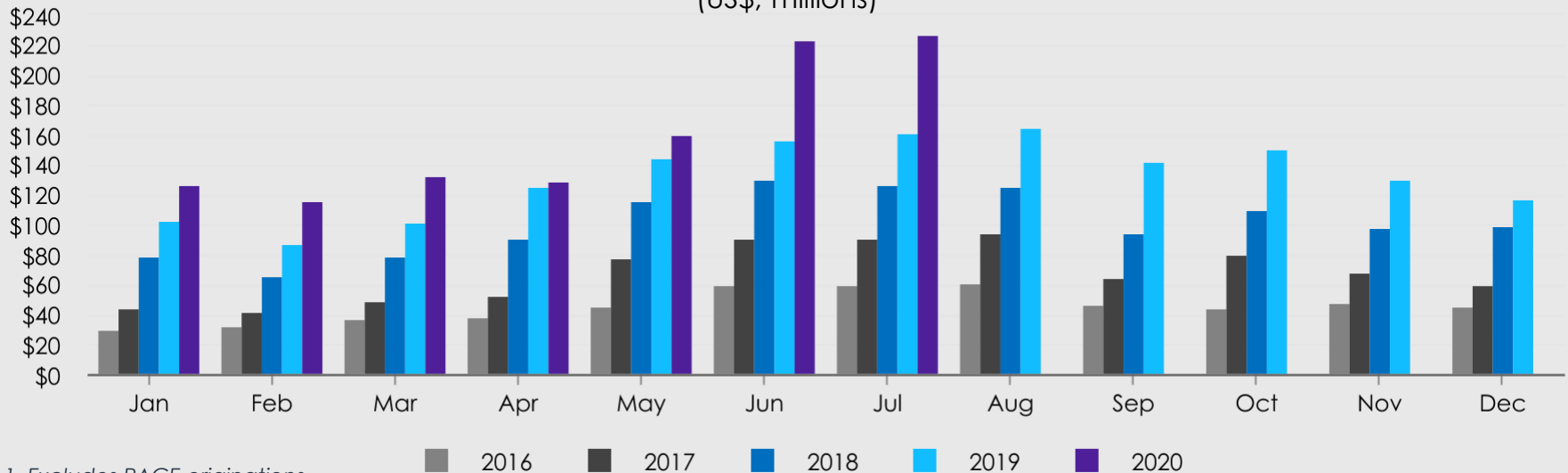
**ORIGINATIONS<sup>1</sup>**  
(US\$, millions)

**YOY ORIGINATION GROWTH<sup>1</sup>**

	1Q	2Q	3Q	4Q	YTD
2016	99	143	167	138	547
2017	135	221	249	208	814
2018	222	336	346	307	1,211
2019	290	426	468	397	1,581
2020	376	513			889

	1Q	2Q	3Q	4Q	YTD
2016	71.4%	56.9%	57.2%	31.7%	52.0%
2017	36.8%	54.2%	49.1%	51.7%	48.9%
2018	64.7%	52.0%	38.8%	46.9%	48.8%
2019	30.5%	26.7%	35.4%	29.5%	30.6%
2020	29.4%	20.5%			24.1%

**ORIGINATIONS<sup>1</sup>**  
(US\$, millions)



1. Excludes PACE originations



# Highlights

- Adjusted operating income before tax in Q2 of \$7.2 million
- Slight decreases Y/Y in originations, EBITDA and adjusted operating income before tax related to Covid-19 slowdowns in early Q2
- Approvals and originations have rebounded substantially since mid April
- Freddie Mac seller servicer approval enabled Triad to build and launch incremental land home origination platform
- 7 credit union partners added YTD including 4 in 2Q
- Floorplan (FP) flat at ~\$121 million reflecting resolutions of completion delays and normal growth
  - FP 30+ Delinquencies 0.1%; losses 0%
  - FP realized yield of ~8.5% in Q2

Select Metrics (US\$, millions)	Q2 2020	Q2 2019
Originations	163.2	169.7
Period end managed portfolios	2,562.8	2,288.2
Origination revenue	11.4	12.1
Servicing & other revenue	5.2	4.2
Revenue	16.6	16.3
Adjusted EBITDA	8.3	8.6
Adjusted operating income before tax	7.2	7.5



# Program Update

	2020 vs 2019 Y/Y Growth				
	March	April	May	June	July
Approvals	+4.6%	-26.1%	+2.3%	+40.8%	+23.2%
Originations	+14.8%	-4.9%	-13.6%	+7.0%	+11.4%

- After Covid-19 related pullbacks in March/April approvals rebounded with some of Triad's strongest months in its history in June and July
- As discussed previously lag time between application and funding can be several months resulting in originations for 2020 of between \$650 million and \$700 million representing 8%-16% origination growth Y/Y inclusive of Covid-19 effects
- Origination growth back to double digits in July with 11.4% growth Y/Y
- Approvals and originations momentum continuing into August MTD



# Expanded Land Home Program

## Triad has successfully built and launched incremental land home program

- With this program in place Triad is on track to originate ~\$1 billion in 2021
  - Target ~20% of total origination volume in 2021; incremental \$150-\$200 million
- Freddie Mac seller servicer approval adds a major and reliable funding partner
- Expands Triad's current product suite to include a more competitive mortgage loan offering
  - Competitive terms create opportunity for significant incremental volume

## Delivers on Investor Day goals for expanded land home program

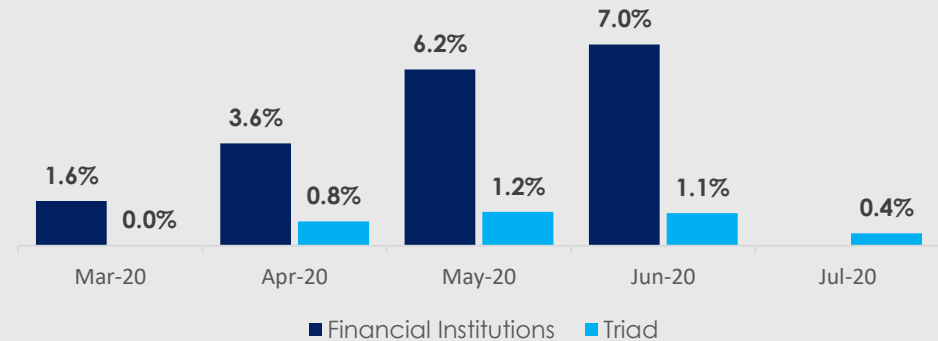
- Integration of Freddie Mac's Loan Advisor automated underwriting system and implementation of mortgage standard servicing (Blacknight) and pricing engine system (Optimal Blue) complete
- Went live in early August - already receiving applications and have approvals
- Program leverages Triad's existing manufacturer base, network of dealers, regional managers, and back office infrastructure; high margin revenues
  - Origination revenue yield projected at approximately half that of Core Program but at expanded operating margins as Triad leverages its existing infrastructure
  - Significant long-term benefits to recurring revenue base as Triad will service 100% of loans increasing the managed portfolio



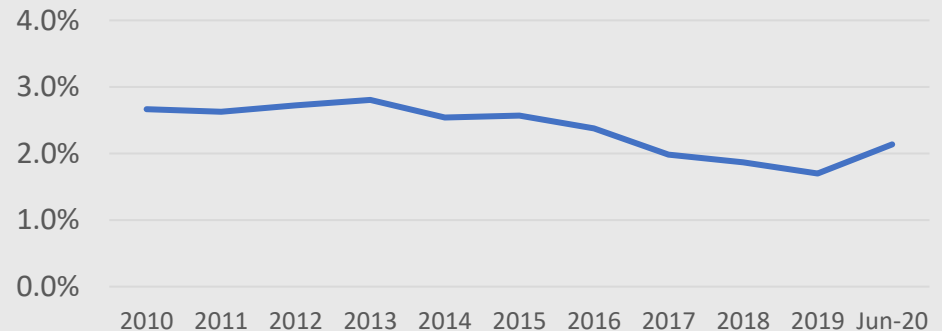
# Portfolio Credit Trends

- On behalf of bank partners, Triad implemented short-term payment deferment plans beginning in March
  - Typically a 2-3 month extension, which is added to the end of the loan
- Total deferments not making payments peaked at 1.2% of balances and have fallen to 0.40% in July
- 30+ day delinquency slightly elevated due to Covid-19 but within historical ranges
- No change in loan losses to date
- Temporary moratorium on repossessions in place in much of the country

## % OF ACCOUNTS DEFERRED<sup>1,2</sup>



## 30+ DELINQUENCY



1. Total Financial Institution data from TransUnion; deferred for TransUnion refers to hardship data from Monthly Industry Snapshot; hardship defined as any account affected by natural disaster, accounts reported as in forbearance, accounts reported as deferred or payment due amount removed, or freezing of account status and/or past due amount; TransUnion data for July 2020 not yet available  
 2. Triad deferred loans = deferred loans not making payments



# Originations

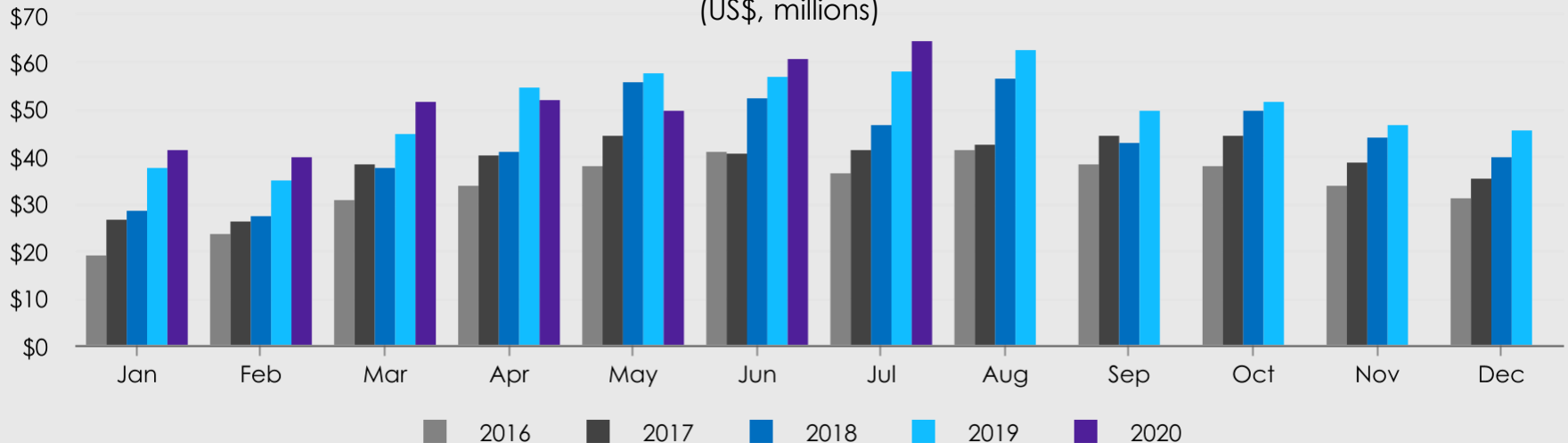
## ORIGINATIONS (US\$, millions)

	1Q	2Q	3Q	4Q	YTD
2016	74	113	117	104	408
2017	92	126	129	119	466
2018	94	150	147	135	525
2019	118	170	171	144	603
2020	133	163			297

## YOY ORIENTATION GROWTH

	1Q	2Q	3Q	4Q	YTD
2016	20.1%	33.5%	24.2%	24.2%	25.7%
2017	24.7%	11.3%	10.3%	15.0%	14.4%
2018	2.2%	19.0%	14.0%	13.4%	12.7%
2019	25.2%	13.2%	16.5%	7.3%	14.8%
2020	13.4%	(3.8%)			3.2%

## ORIGINATIONS (US\$, millions)



# Highlights

- Adjusted operating income of \$9.4 million reflects lower transaction services and marketing services revenue as expected due to Covid-19
- Partnership Services revenue +24% Y/Y; increased annuity revenue and credit card investment management fees
- Marketing Services revenue deferred as a result of campaign timing differences due to Covid-19
- Transaction Services revenue deferred as a result of delays executing on M&A transactions due to Covid-19
- Card investment platform performing as expected
- EBITDA margin of ~62% in Q2 reflects ongoing proactive expense management in a deferred revenue environment

Select Metrics (US\$, millions)	Q2 2020	Q2 2019
Partnership Services Revenue	12.9	10.4
Marketing Services Revenue	1.3	3.7
Transaction Services Revenue	2.3	6.5
Interest Income & Other Revenue	-	(0.6)
Revenue	16.5	20.0
Adjusted EBITDA	10.2	11.5
Adjusted operating income before tax	9.4	10.6
Adjusted operating income before tax (ECN Capital share) <sup>(1)</sup>	9.4	10.2

(1) Represents ECN equity ownership of 100% in Q2 2020 and 96% in Q2 2019. Effective December 31, 2019, ECN acquired the remaining 4% non-controlling interest and KG became 100% owned by ECN.

## REVENUE MIX SHIFTED TO HIGHER QUALITY RECURRING REVENUE STREAMS

KG Revenue Mix (US\$, millions)	At Transaction	Q2 2020	Q2 YTD 2020
Partnership Services <sup>(1)</sup>	54%	78%	75%
Marketing Services	12%	8%	9%
<b>Total Recurring Revenue</b>	<b>66%</b>	<b>86%</b>	<b>84%</b>
Transaction Services	34%	14%	16%
Total Portfolio Revenue	100%	100%	100%

(1) Partnership Services includes credit card investment platform revenues.

- **Partnership Services** long-term, recurring revenue largely unaffected by Covid-19; new mandates to provide further growth in 2021
- **Marketing Services** revenue deferred as expected as bank partners & KG assess timing of marketing campaigns; expect marketing spend to ramp in 3Q & 4Q 2020 and normalize in 2021
- **Transaction Services** mandates deferred until 4Q 2020 or into 2021; however as indicated distress typically results in more transaction opportunities
  - KG has secured several mandates and is in active discussions on more
  - Post Global Financial Crisis (GFC) years 2010/2011 among KG's best transaction services years



# Revenue Pipeline

## HIGH PROBABILITY REVENUE PIPELINE ACROSS ALL BUSINESS LINES

After transitioning to long-term recurring revenues in 2019 & 2020 and successfully navigating Covid-19, KG is securing significant new mandates that will drive revenues and position it to return to growth in 2021

- Banks now actively pursuing repositioning strategies which will result in transaction and partnership income in Q4 2020 or 2021
  - Portfolio Pipeline up over 3x in 2020 YTD; Multiple transactions with long-term annuity opportunities and higher fee potential as portfolios move to new banks
  - Visibility on significant transaction fees between acquisitions, divestitures and renewals largely in 2021 – provides annuity opportunities
- Currently piloting several new marketing programs which add revenues late in 2020 and in 2021
- KG uniquely positioned to help banks given CECL etc. – card investment platform allows KG to bifurcate portfolios moving assets to banks and investment managers as appropriate
  - Pipeline in excess of \$10 billion in potential transactions

# Consolidated Financial Summary



# Q2 Consolidated Operating Highlights

## SUMMARY

- Total Originations were \$676.4 million for the quarter compared to \$598.0 million for Q2 2019
- Q2 adjusted EBITDA of \$31.3 million compared to \$33.2 million for Q2 2019
- Q2 adjusted operating income before tax of \$24.1 million compared to \$24.4 million for Q2 2019
- Q2 adjusted net income applicable to common shareholders was \$17.0 million or \$0.07 per share
- Recorded a general ~\$4.4 million (\$3.2 million, after-tax) provision for possible credit losses as a consequence of the impact of the COVID-19 pandemic related to Service Finance's solar progress pay
- Recorded a provision of ~\$1.5 (\$1.1 million, after-tax) million related to the right-sizing of corporate staffing levels and other corporate expenses in response to the economic impacts associated with the pandemic

# Balance Sheet

## KEY HIGHLIGHTS

- Total assets increased by \$170.3 million compared to Q1 2020 reflecting an increase in finance assets at Service Finance and Triad
- Earning assets - managed and advised of \$33 billion at the end of Q2 reflects:
  - Servicing assets of \$2.9 billion at Service Finance
  - Managed loans of \$2.6 billion at Triad
  - Managed and advisory assets of \$27.8 billion at KG
- Debt increased by \$178.2 million compared to Q1 2020, primarily reflecting the increased investments in finance assets at Service Finance and Triad
  - Pro forma debt balance down to approximately \$540 million after HFT asset sales post Q2

(1) Reflects off-balance sheet portfolios of Service Finance, Triad Financial Services and KG.

Balance Sheet (US\$, millions)	Q2 2020	Q1 2020	Q2 2019
Total assets	1,888.1	1,717.8	1,713.9
Total finance assets	512.7	362.9	311.5
Earning assets- managed and advisory <sup>(1)</sup>	33,290.9	33,629.6	32,178.9
Debt	672.9	494.7	437.7
Shareholders' equity	841.2	843.1	888.0
Total Debt to Equity ratio	0.80	0.59	0.49

# Income Statement

## KEY HIGHLIGHTS

- Adjusted EBITDA of \$31.3 million compared to \$33.2 million in Q2 2019; adjusted operating income before tax of \$24.1 million compared to \$24.4 million in Q2 2019
  - Decrease in adjusted EBITDA reflects lower margins at Service Finance
  - Increase in adjusted operating income reflects lower interest expense and purchase of KG non-controlling interest
- Q2 adjusted EPS of \$0.07 per share
- Effective tax rate on adjusted operating income was ~20% in Q2 2020 and ~22% in Q2 2019, in line with our guidance range of ~20-22%

Income Statement (US\$, thousands)	Q2 2020	Q2 2019
Portfolio origination services	25,825	24,159
Portfolio management services	24,580	22,772
Portfolio advisory services	2,285	6,475
Marketing services	1,299	3,728
Interest income	6,321	5,062
Other revenue	909	(193)
Operating expenses	29,927	28,762
<b>Adjusted EBITDA</b>	<b>31,292</b>	<b>33,241</b>
Depreciation & amortization	1,689	1,388
Interest expense	5,501	7,154
Non-controlling interest in KG	—	326
<b>Adjusted operating income before tax <sup>(1)</sup></b>	<b>24,102</b>	<b>24,373</b>
<b>Adjusted net income applicable to common shareholders per share (basic)</b>	<b>0.07</b>	<b>0.07</b>

(1) Excludes share-based compensation

# Operating Expenses

## KEY HIGHLIGHTS

- Higher impact of business segment operating expenses due to growth in originations and managed portfolios at Service Finance and Triad, partially offset by lower operating expenses at KG as a result of lower incentive compensation due to lower revenue
- Lower corporate operating expenses due to cost-reduction initiatives; continue to expect corporate operating expenses of ~\$4m per quarter for the remainder of the year
- Provision of ~\$1.5 million recorded in Q2 2020 related to right-sizing of corporate/legacy business staffing levels (~20% reduction) and reduction in office space and other corporate expenses

Operating Expenses (US\$, thousands)	Q2 2020	Q2 2019
Service Finance	10,965	7,852
KG	6,263	8,419
Triad Financial Services	8,255	7,706
Corporate	4,444	4,785
Total operating expenses	29,927	28,762

# Discontinued Operations Highlights

## RAIL

- Rail assets of ~\$32 million at Q2

Rail (US\$,millions)	Q2 2020	Q2 2019
Loss from discontinued ops before tax	-0.3	-0.5

## AVIATION

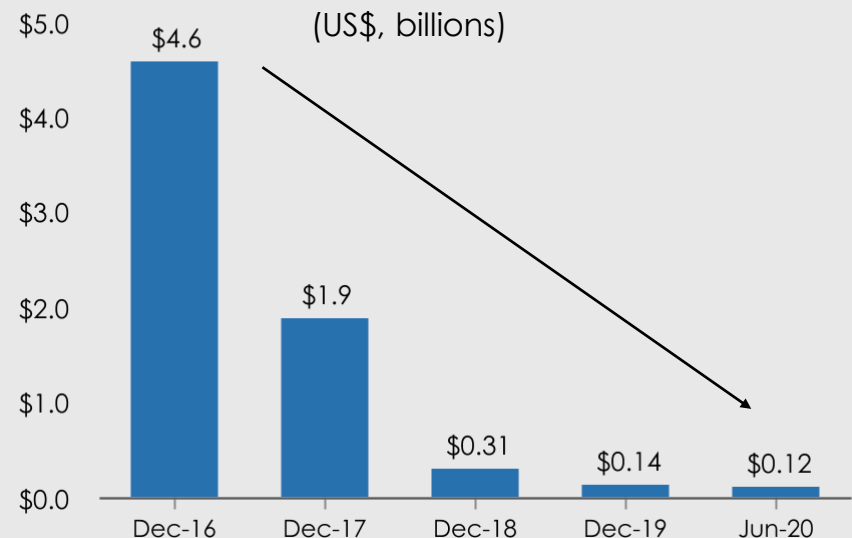
- Total aviation assets of ~\$74 million at Q2; decrease of \$4 million from Q1 2020 due to asset dispositions

Aviation (US\$,millions)	Q2 2020	Q2 2019
Loss from discontinued ops before tax	-4.0	-0.7

## OTHER

- C&V balances of \$9 million at Q2
- Increase in loss from discontinued operations primarily due to the impact of the continuing sale of revenue generating aviation assets

## TOTAL ASSETS - DISCONTINUED OPS



# Closing Summary





# Closing Summary

## SUCCESSFUL OPERATING RESULTS

- Q2 2020 EPS of \$0.07; solid results in Covid-19 impacted quarter
- 2020 guidance restored at US \$0.31 - \$0.33; 2021 range unchanged at 0.44-0.53
- ROE increases to ~14.5%-17.5% in 2021 at the current EPS guidance range
- SFC dealer count growing 2x long-term average in Q2 drives origination growth in 2020 & 2021
- SFC now fully prepared for take-share opportunities – funding locked in through 2021
- Triad strong results; Land home platform launched and operating with funding partner Freddie Mac; adds 7 new credit unions in 2020 including 4 in Q2
- KG solid quarter; pipeline up 3x in 2020 YTD will drive 2021 back to growth
- Resilient & recurring businesses with exceptional growth opportunities

## • CAPITAL MANAGEMENT

- Quarterly dividend remains at C\$0.025 (C\$0.10 annually) which was raised Q3 2019

# Questions

