

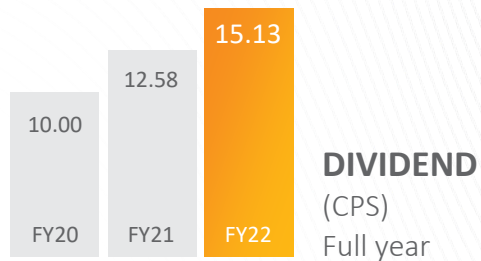
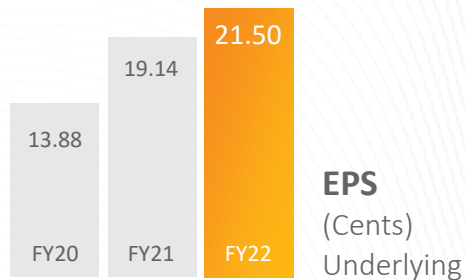
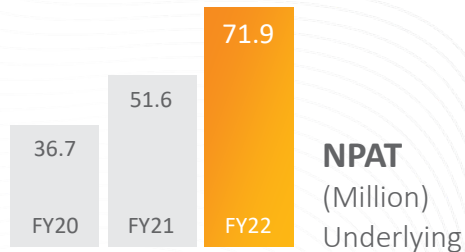
Onward

25 October 2022

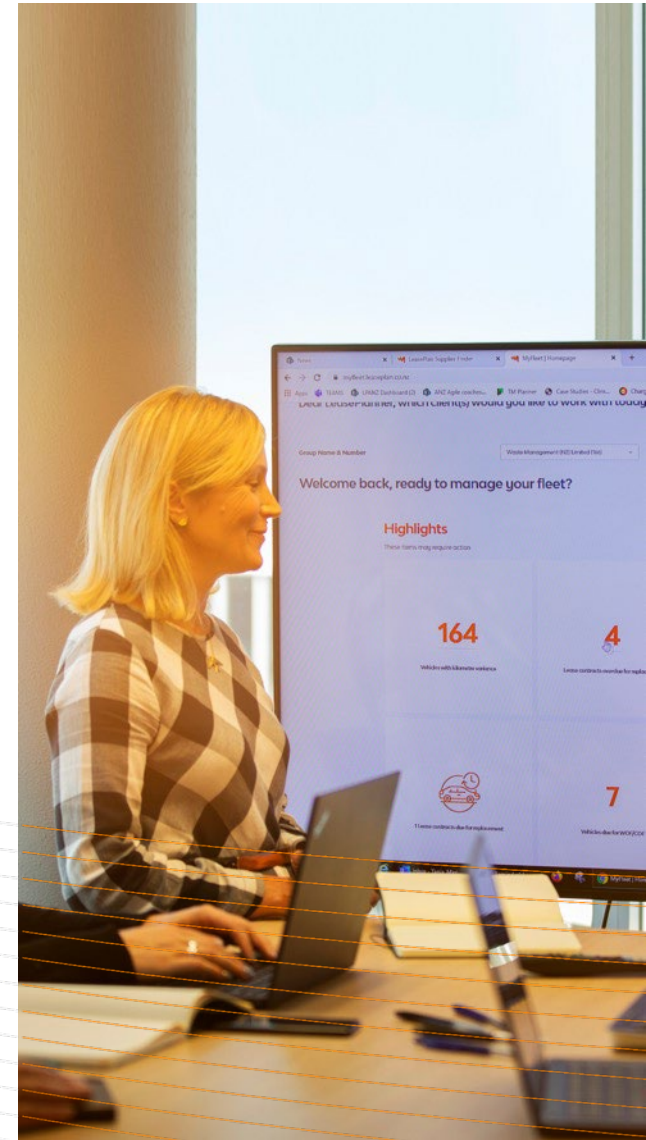
FY2022 AGM Investor Presentation



Overview



- All businesses maintain momentum
- Novated enquiry levels growing
- Supply environment remains challenging – used vehicle values remain elevated
- Delivery of orders in pipeline continues to be pushed out
- LeasePlan integration well on track – exploring opportunities to accelerate
- Integration impacts delivering clear benefits
- Increased customer focus on decarbonisation drives demand for EVs and related expertise
- Combined businesses continue to build exceptional market position



Period-on-period progress continues despite exceptional environment

Operational Review Australia Corporate



Environment

- Competition remains largely rational
- Supply challenges persist
- Used vehicle values continued to increase
- New business prospecting activity very strong
- Significant pressure on staff resourcing



Business Activity

- Business win rates maintained - Sale and leasebacks remain in demand
- Customer retention levels exceptionally strong
- Increased decarbonisation focus drives EV interest
- Take-up of *Bookingintelligence* and DingGo growing further within merged customer book
- LeasePlan customer book responding well to SG Fleet product set and innovation initiatives

Significant new business activity

Operational Review

Australia Novated



- Enquiry levels growing further
- Supply situation continues to stretch out delivery of order pipeline
- Growth in customer book with significant wins
- Lead generation and employee engagement approach rolled out to existing LeasePlan accounts
- Digitisation and efficiency drive accelerated - Targeting improved efficiency and lower operating costs



Improved customer engagement supports strong demand

Operational Review New Zealand



Environment

- Tender activity in post-lockdown rebound
- Demand recovery to continue over coming periods
- Strong focus on mobility technology and EVs as part of wider sustainability trend
- Competition largely rational
- Supply challenges persist
- Used vehicle values continued to increase



Business Activity

- Renewals of major corporate and government accounts
- Continued wins across various industries
- SME segment growing
- Positive response from existing customers to SG Fleet product set and innovation

Activity rebound driving new opportunities

Operational Review United Kingdom



Environment

- Environment unchanged – some evidence of greater consumer caution
- EV demand growing further
- 32% of leasing industry orders for EVs
- Supply challenges continue
- Used vehicle values increased during period



Business Activity

- Novalease salary sacrifice product continues strong win rate
- Strong light commercial EV interest and orders
- Increased demand inflates order pipeline and delays deliveries further
- Penetration gains within existing customer book

Post-lockdown progress continues

1Q23 Update



Australia - Corporate

- Prospecting activity remains high
- Significant number of accounts established, awarded or under evaluation
- Continued focus on sale & leasebacks
- Significant increase in telematics uptake amongst government customers
- Transitioning accident management into DingGo
- Disposal volumes remain lower due to extensions



Australia - Novated

- Demand recovering quickly following seasonal slowdown
- Leads ahead of expectations – supported by newly integrated lead generation activities
- Positive response from existing LeasePlan customers to additional SG Fleet products and lease options

Order pipeline lengthening further – up 50% on pcip

1Q23 Update



New Zealand

- Tender activity rebound momentum maintained in corporate and government segment
- Business continues to register new wins and retain existing accounts despite competitive market environment
- Delivery lead times remain lengthy
- Order pipeline stays at record levels



United Kingdom

- Strong order bank following conversion of multiple corporate opportunities
- Some reduction in Novalease activity – new opportunities continue to emerge
- EV demand trend continues – Winner of Business Car Award 2022 for Best Eco Initiative (eStart)
- Start Zoomo live trials
- Some improvement in delivery lead time for some marques

Business development progress continues

1Q23 Update

Supply

- No meaningful improvement in supply – exacerbated by shipping and logistical issues
- Return to pre-COVID levels not until 2024, followed by catch-up
- Some marques reduce supply in Australia
- Normalised registrations down on pcp – uptick limited to specific manufacturers / vehicle types

Used Vehicle Values

- Values holding steady near record levels
- Seasonal factors create some movement around financial year end
- Limited change expected before mid-CY23



Environment largely unchanged

1Q23 Update

LeasePlan Integration

- Completion of initial phases – focus shifts to longer term strategic goals
- Further organisational changes and premises consolidation
- Finalisation of product reviews to enhance offering and optimise customer value proposition
- Development of optimal organisational structure to support synergy extraction and competitive positioning
- Innovation focus continues to build offering across existing customer books



Continued strong progress - well on schedule