

24 FEBRUARY 2021

**Harmony<sup>®</sup>**

# 1H21 RESULTS



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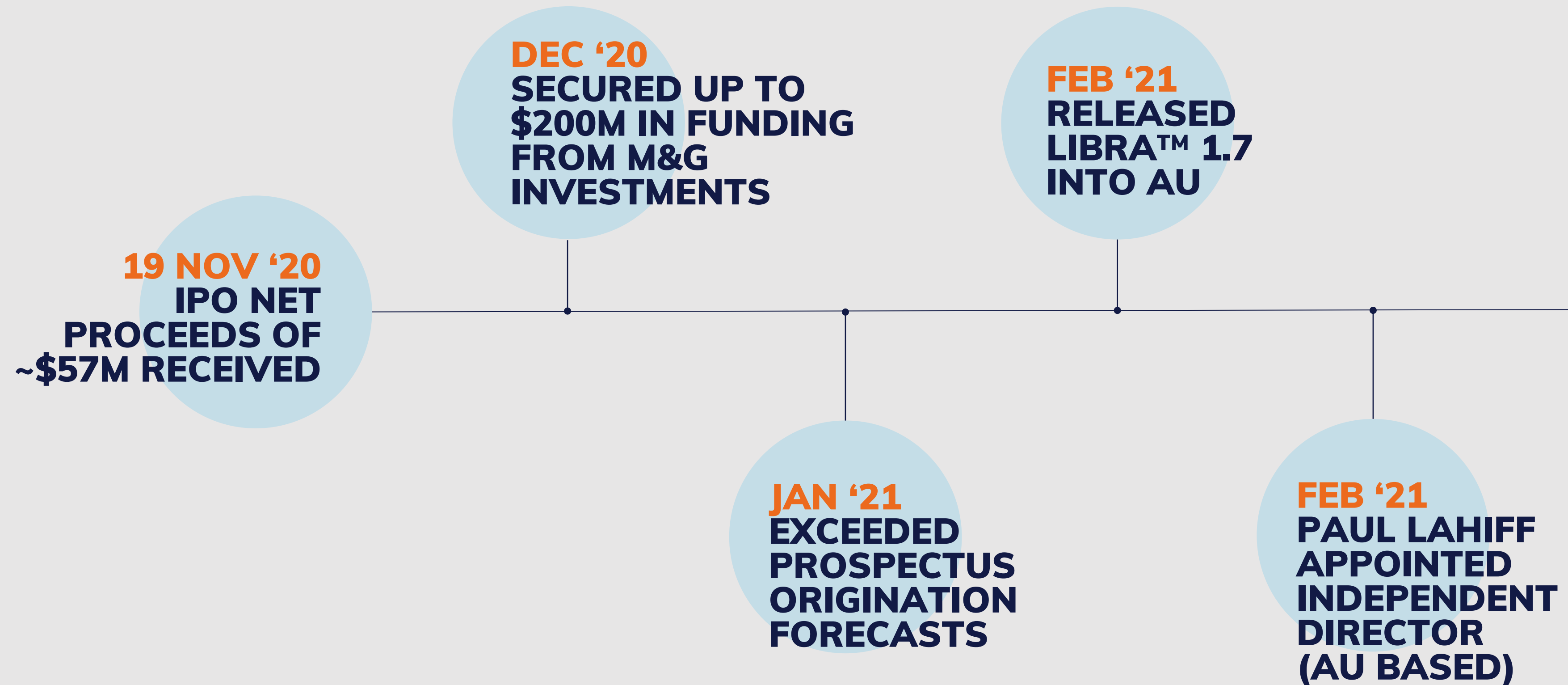


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# 1H21 RESULTS HIGHLIGHTS



# STRONG MOMENTUM POST IPO





# RESULTS HIGHLIGHTS

## \$1.9B

### TOTAL PERSONAL LOAN ORIGINATIONS

Harmony has now originated over \$1.9 billion in personal loans across AU and NZ making it the largest 100% direct personal lender in AU and NZ.

## 47%

### STRONG QUARTER ON QUARTER ORIGINATION GROWTH

Originations accelerated through 1H21, with 47% growth in 2Q21 approaching pre-COVID levels.

## \$42M

### PRO FORMA REVENUE

Pro forma revenue has performed despite impacts of COVID. This is due to a high-quality risk-based priced portfolio and significant customer lifetime value generated through our 3R's program.

## \$290M+

### INCREASED WAREHOUSE LENDING CAPACITY

Harmony has over \$290m in undrawn warehouse funding lines to support loan book growth and the transition of the balance sheet to 100% warehouses.

## LIBRA™ 1.7

### SIGNIFICANTLY IMPROVED LENDING MODEL RELEASED IN AU

Stellare™'s lending model - Libra™ - launched in Australia on 10 Feb 21, resulting in a ~100% increase in conversion of accounts to funded loans.

## 0.60%

### 90+ DAY ARREARS AT HISTORIC LOWS

Credit quality focus with portfolio benefiting from high levels of home ownership and full-time income. No deterioration in credit quality resulting from COVID during 1H21.

## \$468M

### HIGH YIELDING PERSONAL LOANS

High yielding personal loans receivables balance reflecting Harmony's position as direct personal loan market leader across Australia and New Zealand.

## 11%

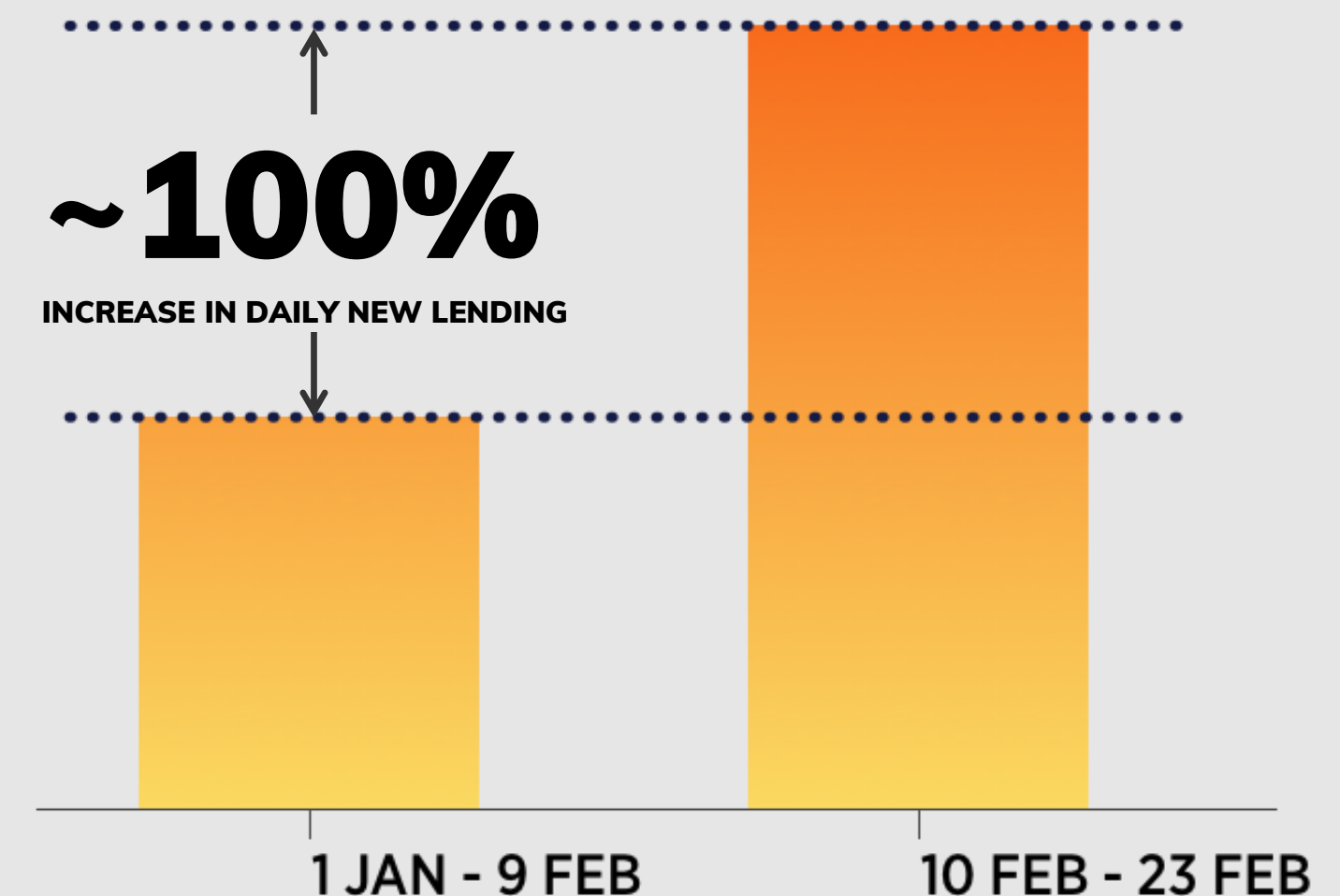
### NET INTEREST MARGIN

Market leading NIM of 11% remaining stable during turbulence in last 12 months and as originations accelerate post-COVID.

# **LIBRA™ 1.7: EARLY RESULTS SHOW A ~100% IMPROVEMENT IN CONVERSION LEADS TO THE DOUBLING OF AU NEW BUSINESS ORIGINATIONS**

- Libra™ 1.7 initial roll-out on 10 February.
- Built specifically for the Australian market.
- Libra™ 1.7 is an enabler of the Millennial products.
- ~100% uplift in conversion of accounts to funded loans in 13 days since launch, driven by no additional marketing spend.
- We expect this to stabilise to an 80% uplift in originations from Libra™ 1.7 for the similar marketing spend.
- As a result, Group receivables have grown to \$481m as at 23 February 2021.

Libra™ 1.7 is Harmoney's new generation, real-time behavioural credit decisioning and pricing engine (CDP), built into Stellare™. This new release significantly enhances our lending model in Australia without impacting credit quality and was developed with the help of machine learning to analyse data from 53,000 Australian customer applications, identifying 100+ behavioural characteristics relevant to predicting credit risk.



# HARMONEY BUSINESS RECAP

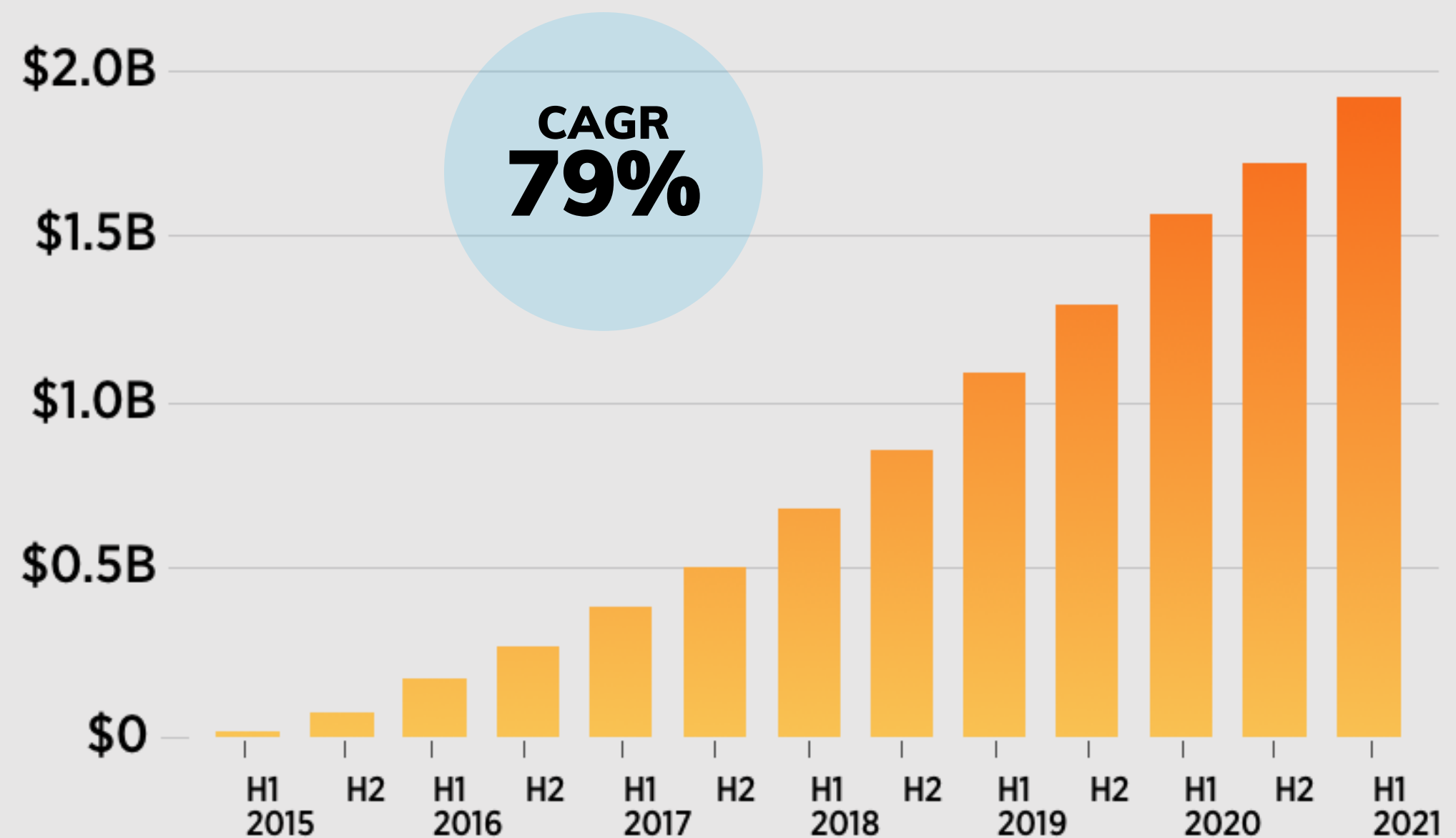




# STRONG ORIGINATION GROWTH

- Harmony has originated over \$1.9 billion in personal loans across AU and NZ since 2014, making it the largest 100% direct lender in AU / NZ.
- Loan origination CAGR growth of 79% over this period.
- This being achieved whilst maintaining a net interest margin of ~11%.

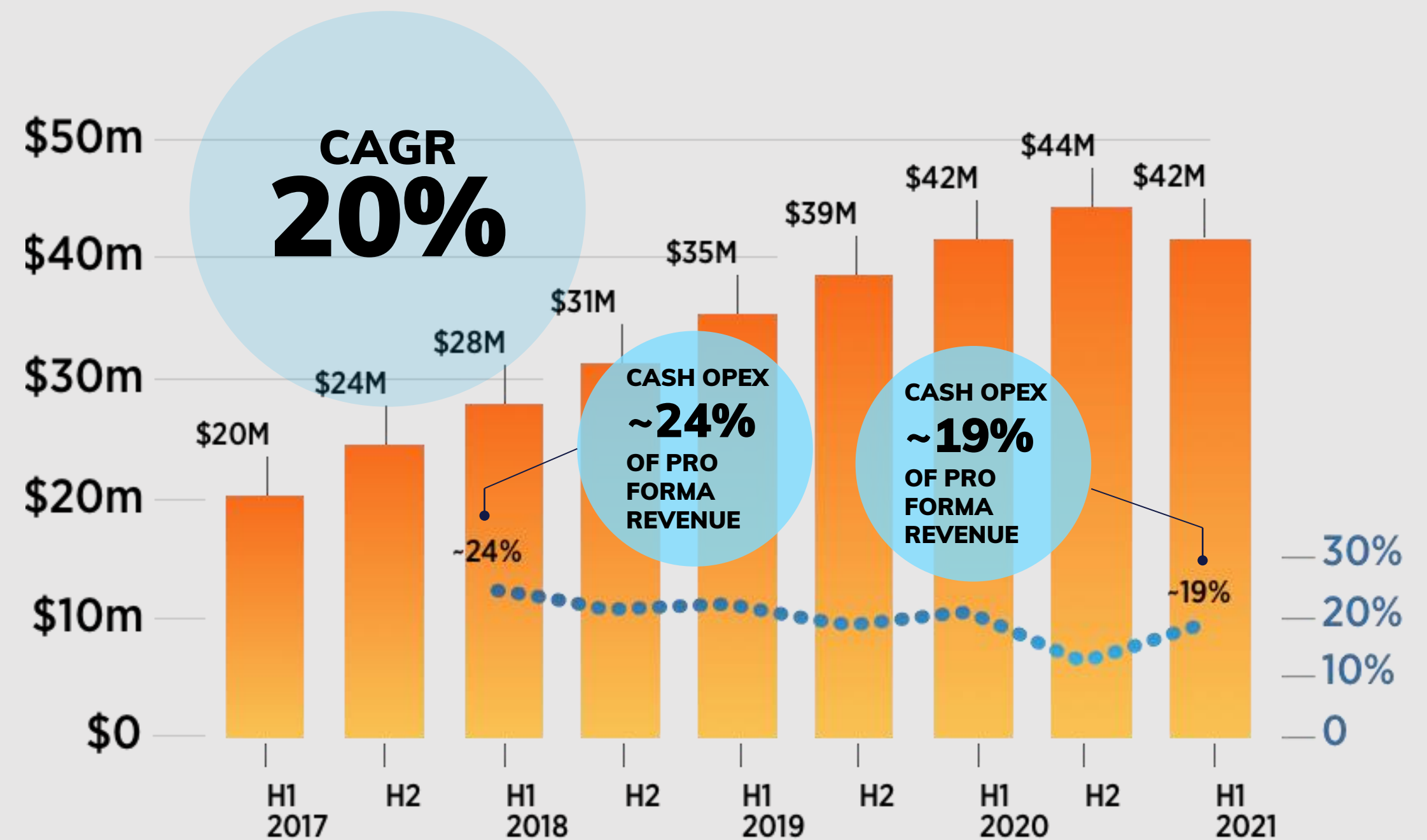
## \$1.9+ BILLION OF LOAN ORIGINATIONS



# STELLARE™ – INVESTMENT IN AUTOMATION DELIVERS SCALABILITY

Track record of operating leverage:

- Strong growth in both New Zealand and Australian markets (1H21 impacted by COVID underwriting prudence).
- Leveraging our highly scalable Stellare™ platform.
- 3Rs business model driven growth from account base.
- Integrated machine learning marketing algorithms with our key partners.
- Highly automated loan approval system.
- 100% direct channel provides operating flexibility, including through COVID.
- Libra™ 1.7 further enhances operating leverage.



<sup>1</sup> CASH OPEX INCLUDES PERSONNEL (EXCLUDING SBP), TECHNOLOGY AND ADMINISTRATION EXPENSES.

# TECHNOLOGY AND DATA DRIVEN BUSINESS



**STELLARE**  
HARMONEY PLATFORM



Harmony utilises its technology and data analytic capabilities to differentiate and deliver its customers a seamless customer experience.

## PROPRIETARY I.P.

Developed and refined over six years, Stellare™ combines data analytics, machine learning, and in-house knowledge to create a truly digital lending platform.

Software engineers, data scientists and product managers support the continuous advancement of Stellare™

### AUTOMATION

- High degree of automation and straight-through processing driving operational scale and efficiency
- Currently 62% of applications require no human interaction

### DATA-DRIVEN

- Utilise data analytics to produce unbiased, data-driven credit assessment and pricing
- \$7.4bn in lending assessed, over 1 million credit files, 426k applications

### MACHINE LEARNING

- Algorithms to support continuous improvements in the credit underwriting process
- Smart automation constantly learning and improving

### DIRECT CHANNEL

- Control the customer experience, build long-term brand equity, and customer lifetime value
- Received +23,000 five star customer reviews from real Harmony customers

# 100% DIRECT PERSONAL LENDER POWER OF THE 3Rs

## NEW AND EXISTING DEAL FLOW



### NEW CUSTOMERS

Harmony originates customers of new loan traffic via low/no-cost online channels, comparison sites and also using Google Smart Bidding.

### EXISTING CUSTOMERS (3Rs)

**REPEAT:** Additional loan limit for active loan in good standing and service capacity.

**RETURN:** Paid-off customer returning for a new loan.

**RENEW:** Retention play for existing customer with an active loan in good standing.

## POWER OF THE 3R<sup>TM</sup> PROVEN BUSINESS MODEL

Accounts created in CY2015 borrowed \$118m in CY2015. By 31 Jan 21 this same cohort of accounts borrowed \$565m, as more became borrowers and many returned for subsequent loans.



# 1H21 BUSINESS UPDATE



# AUSTRALIAN GROWTH 69% QTR ON QTR AS HMY STARTS TO MARKET IN AUSTRALIA

- Origination accelerated through 1H21, with 2Q21 approaching pre-COVID levels.
- 2Q21 Group originations \$115m, 47% growth on 1Q21.
- 1H21 Group originations of \$194m.

## AUSTRALIA (2Q ON 1Q)

- Total originations grow by 69%.
- New customer originations grow by 207% with resumption of marketing expenditure following proceeds from Nov 2020 IPO.

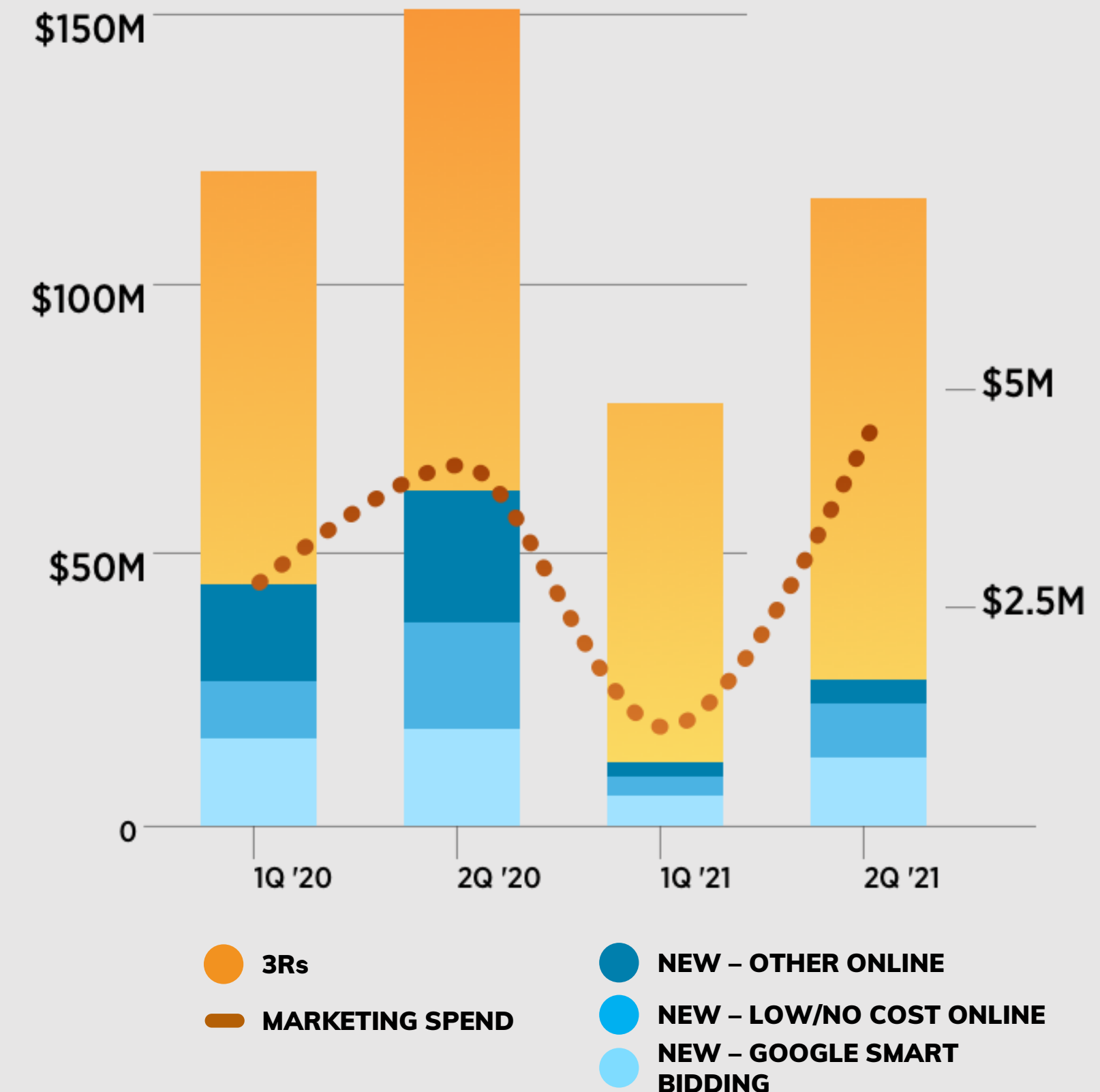




# POWER OF THE PROVEN BUSINESS MODEL

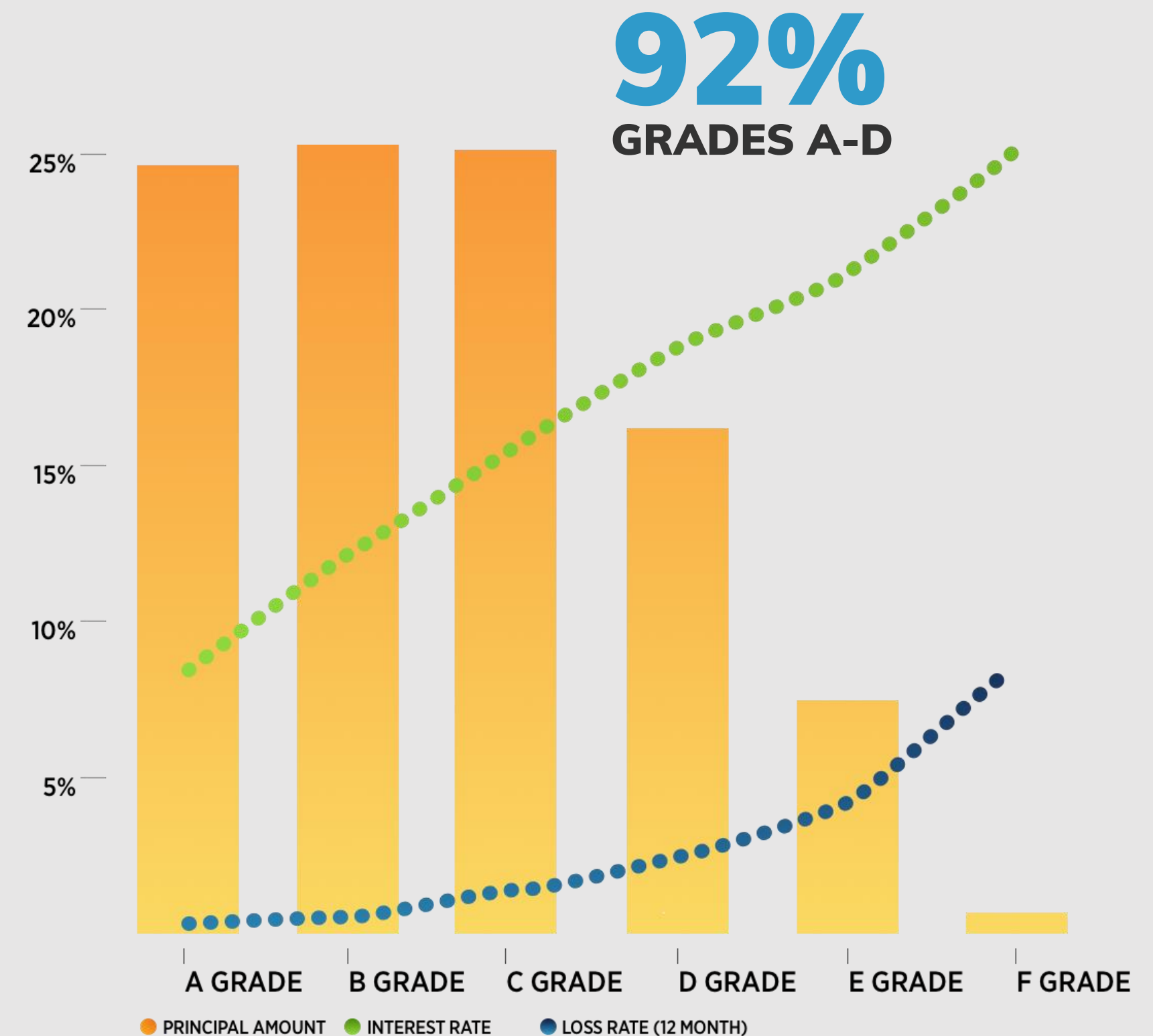
- Harmony leveraged the 3Rs in 1Q21 to originate from quality existing accounts.
- In 2Q21, Harmony resumed a marketing program and saw new customer originations grow by 127%.
- Lag effect between marketing activity and origination in 2Q21 with normal marketing resuming very late in the quarter.
- With IPO proceeds received late Nov 20 expect increased marketing spend in 2H21 to further grow originations.

**Our collaboration with Google continues to grow in 2021 as we accelerate growth in Australia using the unique strengths of our Stellare™ platform and Google's unparalleled audience reach.**



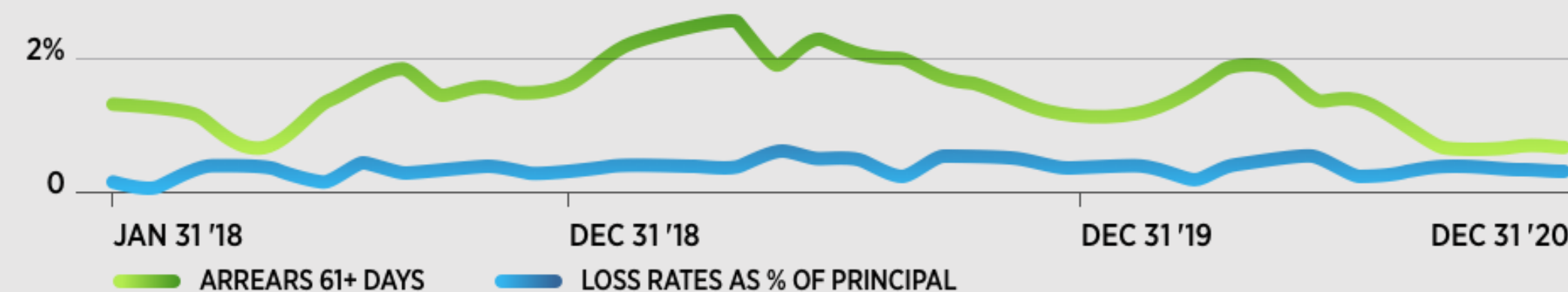
# HIGH QUALITY RISK-BASED PRICED PORTFOLIO

- Harmony originates high-quality, investment grade receivables, with 92% having a risk grade of A-D, which typically have high levels of home ownership and full-time income.
- Harmony has an enviable yield as can be seen from the interest rate, compared to loss rate by credit grade.
- The transition to 100% warehouse funding from peer-to-peer funding further expands the margin earned by Harmony.
- Group receivables as at 23 February 2021 have grown to \$481m.

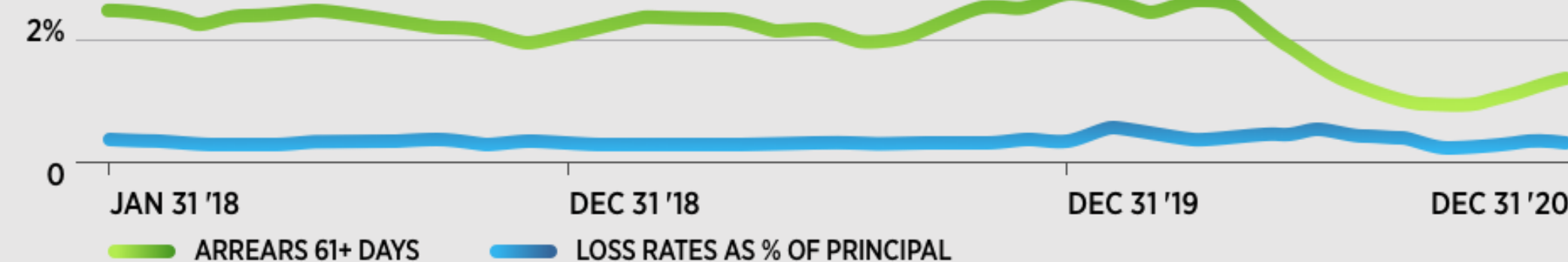


# HISTORICAL LOWS IN GROUP ARREARS & LOSSES

## AUSTRALIA



## NEW ZEALAND

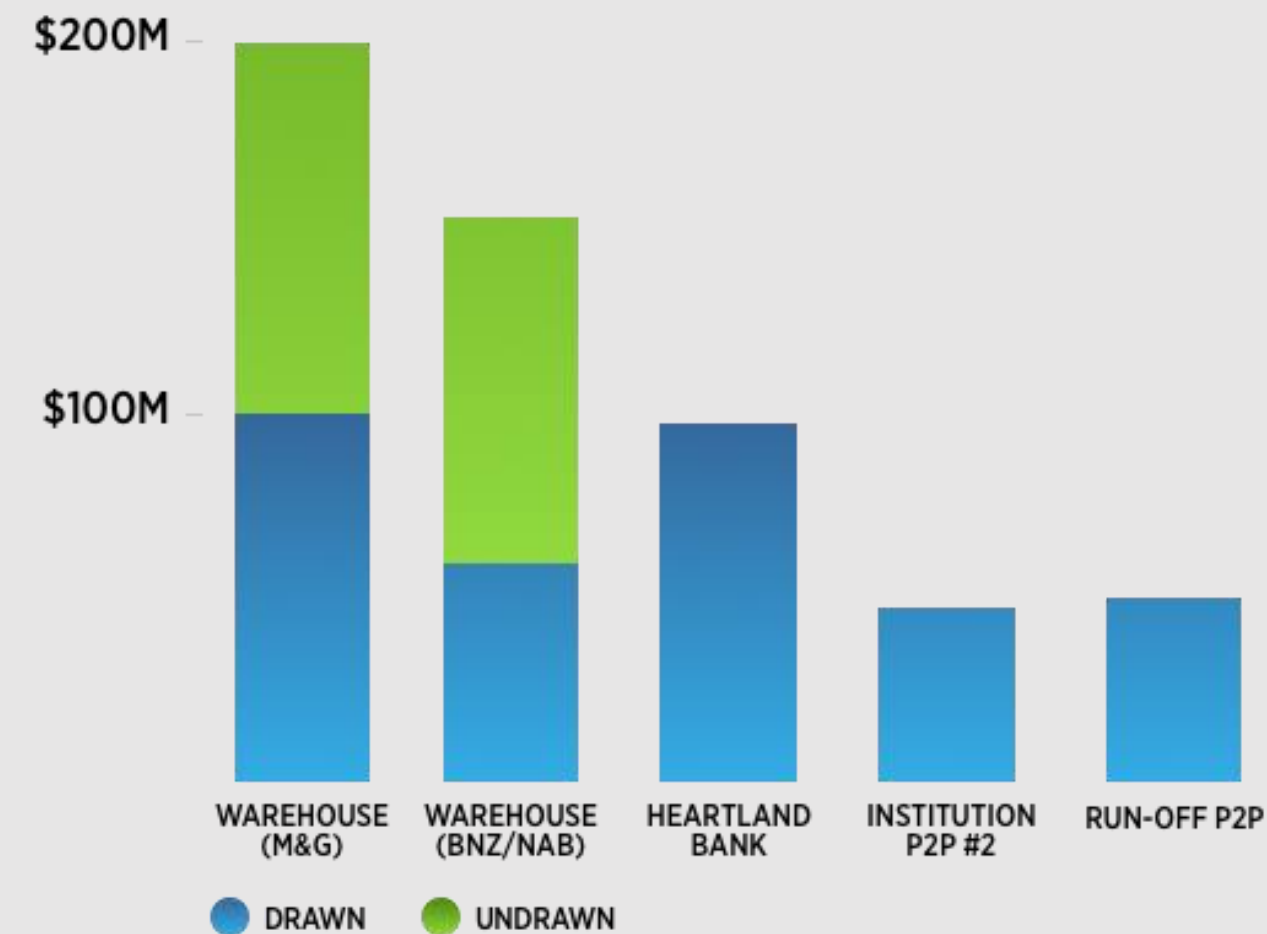


- Arrears at historical lows in both AU and NZ.
- Upgraded proprietary scorecards and conservative risk settings through 2020 driving improved performance.
- Group losses at historical lows and continue to track to forecast.
- Portfolio showing resilience through COVID with ~1% of customers currently on a payment holiday.
- High-quality loan book performance enables greater funding diversification.
- Due to our high-quality loan book, Harmoney's funding structures do not utilise or require any Government support in AU or NZ.

# DIVERSIFIED FUNDING: \$290M+ UNDRAWN

## NEW ZEALAND

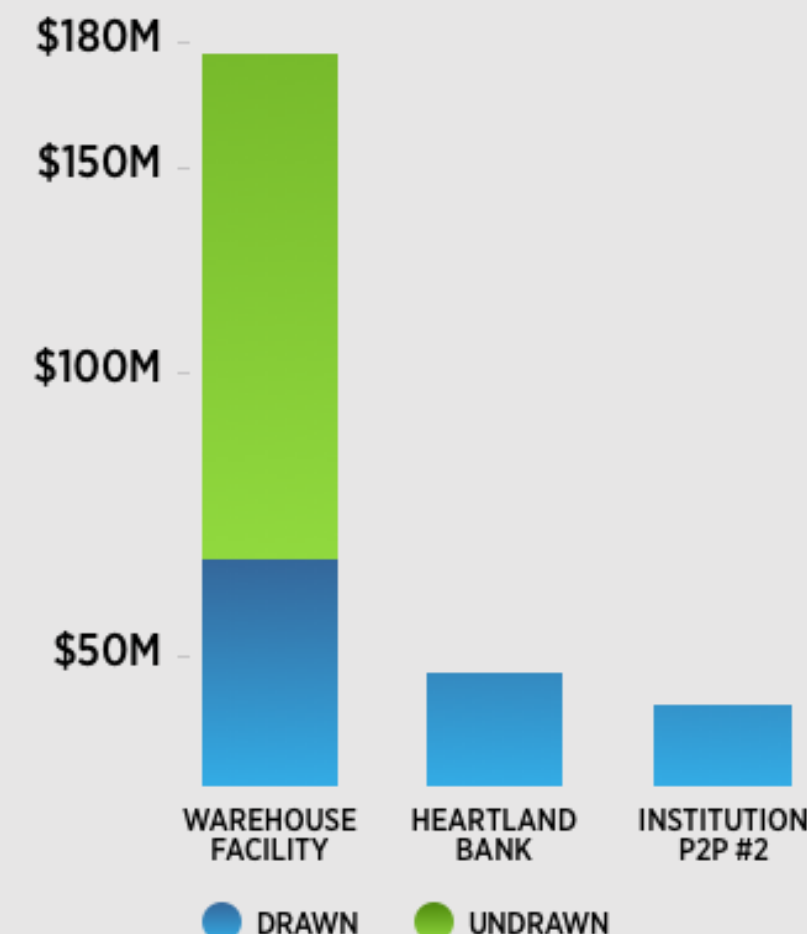
\$168m UNDRAWN



- M&G warehouse committed facility to January 2024, up to a \$200m limit.
- BNZ/NAB warehouse committed facility recently extended to December 2022, up to \$153m limit.
- In addition to the above, non-binding Heads of Agreement executed with Heartland Bank for new warehouse facility (and transfer of existing P2P loans into warehouse) for \$130m.

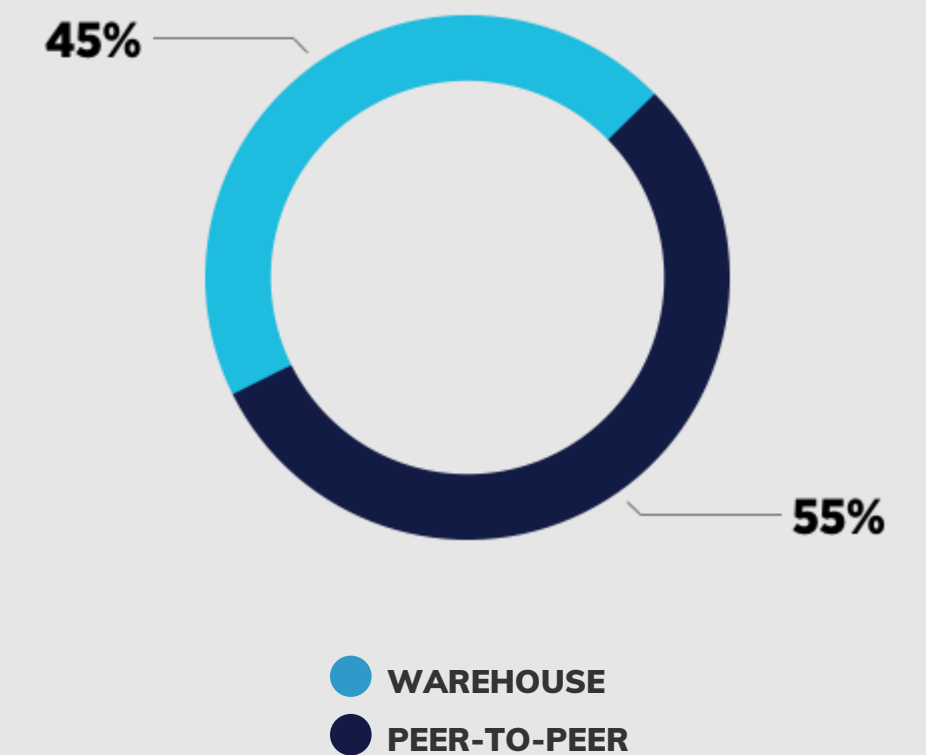
## AUSTRALIA

A\$113m UNDRAWN



- AU warehouse facility - In Feb 2021 committed facility extended to Jan 2023 and limit increased to \$177m (previously \$115m) – approved by Big 4 Bank.
- A\$113m of undrawn funding in the warehouse facility.
- In addition to the above, non-binding Heads of Agreement executed with Heartland Bank for new warehouse facility (and transfer of existing P2P loans into warehouse) for A\$70m.

## WAREHOUSE vs PEER-TO-PEER



The transition to 100% warehouses is well underway and will be largely completed over the next 12 months.

# 1H21 FINANCIALS



# KEY OPERATING AND PRO FORMA FINANCIAL METRICS

	6 months ended 31 December 2020	6 months ended 31 December 2019	
	\$000	\$000	Change %
<b>LOAN BOOK VALUE AND GROWTH</b>			
Originations (\$'000)	193,675	270,421	(28%)
Loan book (average) (\$'000)	477,042	486,557	(2%)
Loan book (period end)	468,186	499,348*	(6%)
Average interest rate (%)	17.4%	16.9%	3%
Average funding rate (%)	6.7%	7.3%	(9%)
Net interest margin	10.9%	9.5%	15%
Net lending margin	7.2%	5.4%	33%
<b>LOAN BOOK QUALITY</b>			
Impairment expense (\$'000)	8,710	9,959	(13%)
Provision rate (%)	5.7%	4.4%	31%
Impairment expense to average gross loans (%)	3.7%	4.1%	(11%)
<b>PRODUCTIVITY METRICS</b>			
Marketing to total income	14%	17%	(18%)
Verification & servicing to total income	4%	4%	(0%)
Personnel (excl. share-based payments) to total income	10%	9%	11.0%
Technology to total income	3%	4%	(25%)
Administration to total income	6%	9%	(33%)

- Originations lower in 1H21 due to more conservative credit underwriting, particularly in 1Q21.
- Average loan book down 2% on lower originations.
- Net lending margin increased to 7.2% from 5.4%, driven by lower average funding rate on continuing transition to warehouse funding and on lower impairment expenses.
- Expected credit loss provision rate increased to 5.7% from 4.4% on higher COVID economic overlay.
- Marketing expenses to total income reduced to 14% from 17% with more emphasis on 3Rs originations during 1H21. Marketing to increase with IPO proceeds received in Nov 20.
- Administration expenses to total income reduced on cost rationalisation measures. (Metric excludes one-off IPO expenses).

<sup>1</sup> COMPARATIVE PERIOD BALANCE AS AT 30 JUNE 2020.



# PROFIT & LOSS (PRO FORMA)

	6 months ended 31 December 2020	6 months ended 31 December 2019
	\$000	\$000
Interest income	41,535	41,055
Other income	19	498
<b>Total income</b>	<b>41,554</b>	<b>41,553</b>
Interest expense	15,644	17,841
Impairment expense	8,710	9,959
Movement in expected credit loss provision	(1,828)	2,430
Marketing expenses	5,686	7,068
Verification and servicing expenses	1,926	1,734
Personnel expenses (excl. share-based payments)	4,177	3,606
Share based payments expenses	3,916	98
Technology expenses	1,429	1,603
Administration expenses	5,419	3,531
Depreciation and amortisation expenses	410	766
<b>Loss before income tax</b>	<b>(3,935)</b>	<b>(7,083)</b>
Income tax benefit	1,101	1,984
<b>Loss after income tax</b>	<b>(2,834)</b>	<b>(5,099)</b>
Non-Cash Expenses		
Movement in expected credit loss provision	(1,828)	2,430
Share based payments expenses	3,916	98
Depreciation and amortisation expenses	410	766
Income tax impact of non-cash adjustments	(1,585)	(922)
Other Normalisation Adjustments		
IPO Expenses	3,163	-
<b>Cash net profit/(loss) after income tax</b>	<b>1,242</b>	<b>(2,727)</b>

- Cash NPAT \$1.2m, up \$4.0m.
- Total income steady despite 1H21 being COVID impacted.
- Interest expense down \$2.2m (12%), driven by continuing transition to warehouse funding which has significantly lower cost of funds than peer to peer funding, which increased from 27% to 45% during 1H21.
- Impairment expense down \$1.2m (13%) in line with improved arrears performance.
- Marketing expenses down \$1.4m (20%) with emphasis on 3Rs originations prior to IPO.
- Other operating expenses (excluding non-cash & IPO) down \$0.7m (7%) on cost control measures, partially offset by higher personnel expenses.

# CASHFLOW (STATUTORY)

	6 months ended 31 December 2020	6 months ended 31 December 2019
	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Interest received	14,751	7,196
Interest paid	(4,136)	(1,551)
Other income	4,044	15,649
Payments to suppliers and employees	(16,063)	(16,966)
<b>Net cash (used in)/generated by operating activities</b>	<b>(1,404)</b>	<b>4,328</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Advances to customers	(77,291)	(45,011)
Payments for intangibles and equipment	(2,130)	(14)
<b>Net cash (used in) investing activities</b>	<b>(79,421)</b>	<b>(45,025)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Net proceeds from finance receivables borrowings	67,082	41,669
Net repayment of debt financing	(10,693)	-
Net proceeds from share issue	67,550	23,423
Principal element of lease payments	(478)	34
<b>Net cash generated by financing activities</b>	<b>123,461</b>	<b>65,126</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>34,779</b>	<b>8,739</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>42,636</b>	<b>24,429</b>
Gain/(loss) on foreign currency bank accounts	429	(23)
<b>Cash and cash equivalents at the end of the period</b>	<b>77,844</b>	<b>33,145</b>

- Net increase in cash of \$42.6m, including net IPO proceeds of ~\$57m (being \$67.6m, less \$10.7m corporate debt repayment).
- Expansion of warehouse funding used \$10.2m cash in 1H21, up from \$3.3m in 1H20.
- Operating income generated \$18.8m 1H21, down from \$22.8m 1H20 on transition to warehouse funding where interest income is received over time, contrasting with peer-to-peer fee income which is largely received on origination.
- Interest paid \$4.1m 1H21, up from \$1.5m 1H20 on expansion of warehouse funding.
- Other payments \$16.1m 1H21 (including \$2.9m IPO expenses), down from \$16.2m 1H20, on lower marketing expenses and cost control measures.

# BALANCE SHEET (STATUTORY)

	31 December 2020	30 June 2020
	\$'000	\$'000
<b>ASSETS</b>		
Cash and cash equivalents	77,844	34,779
Trade and other assets	5,676	5,223
Finance receivables	199,704	129,222
Property and equipment	1,037	1,448
Intangible assets	2,130	-
Deferred tax assets	11,873	9,548
<b>Total assets</b>	<b>298,264</b>	<b>180,220</b>
<b>LIABILITIES</b>		
Payables and accruals	9,810	6,263
Borrowings	188,953	132,630
Provisions	6,652	9,832
Lease liability	1,207	1,684
Derivative financial instruments	572	926
<b>Total liabilities</b>	<b>207,194</b>	<b>151,335</b>
<b>NET ASSETS</b>	<b>91,070</b>	<b>28,885</b>
Share Capital	131,398	56,686
Foreign currency translation reserve	98	(334)
Share based payment reserve	-	2,825
Cash flow hedge reserve	(572)	(926)
Accumulated losses	(39,854)	(29,366)
<b>Equity</b>	<b>91,070</b>	<b>28,885</b>

- Net assets \$91m, up \$62m during 1H21, driven by proceeds from IPO.
- Cash \$78m, up from \$35m at June 2020.
- Finance receivables \$200m, up \$70m during 1H21 on continuing transition to warehouse funding.
- Intangible assets up \$2m due to the commencement of capitalisation of the Stellare platform from 1 July 20.
- Provisions down \$3.2m due to peer-to-peer funding run off.
- Note: Peer-to-peer funded loans of \$257m are not recognised on statutory balance sheet, however are adjusted for Pro Forma.

# P&L RECONCILIATION – PRO FORMA TO STATUTORY

<b>\$'000</b>	<b>6 months ended 31 December 2020 NPAT</b>	<b>6 months ended 31 December 2019 NPAT</b>
<b>Pro-forma profit/(loss) after income tax</b>	<b>(2,834)</b>	<b>(5,099)</b>
Recognition of P2P trusts	(8,694)	(8,426)
Repayment of corporate debt	(623)	(1,366)
Capitalisation of Stellare platform	-	(774)
COVID subsidy and salary reductions	70	-
Public company costs	-	401
Tax adjustment	1,593	2,196
<b>Statutory profit/(loss) after income tax</b>	<b>(10,488)</b>	<b>(13,067)</b>

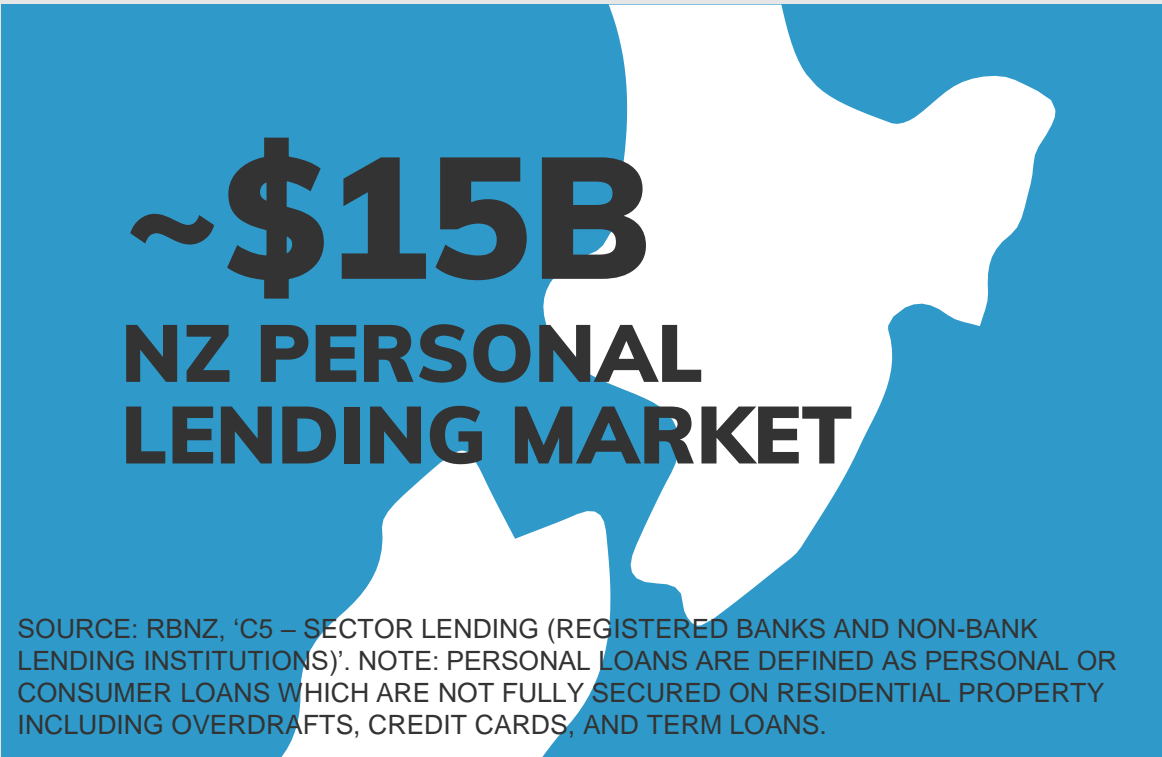
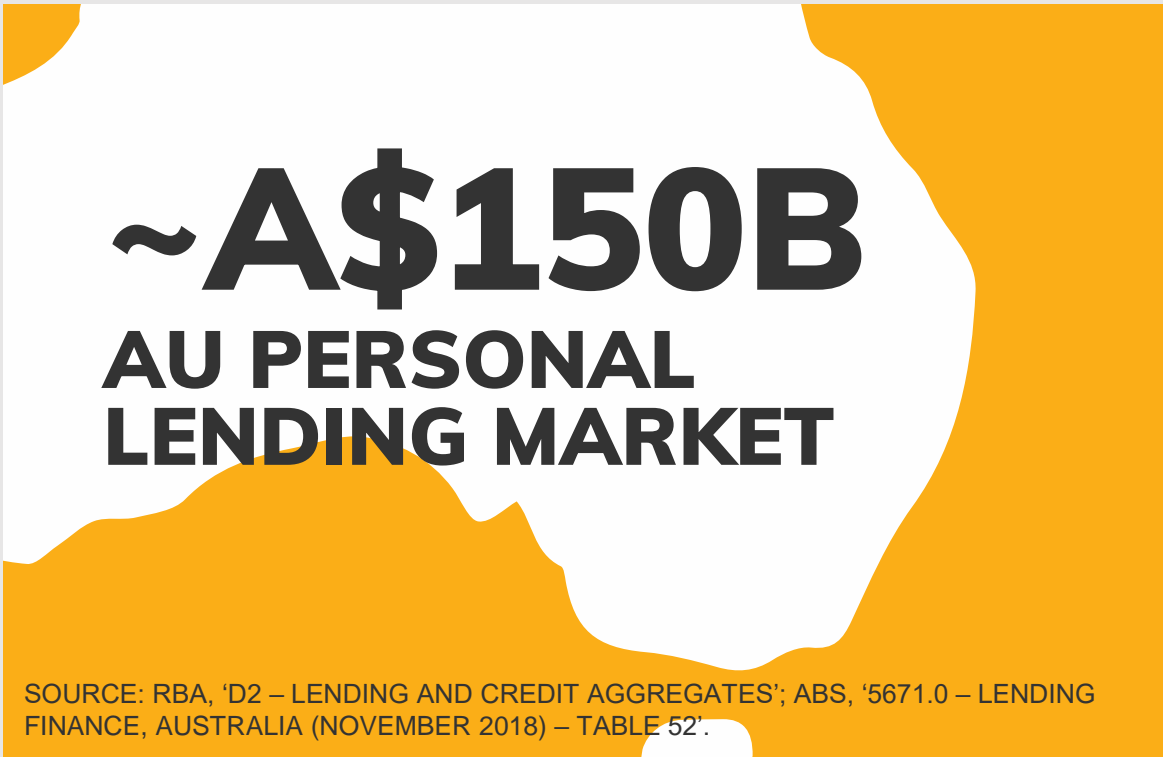
## KEY ADJUSTMENTS

- Pro forma recognises income from peer-to-peer funded loans as interest income and expenses over the life of the underlying loans.
- Pro forma excludes establishment and interest expenses related to corporate debt facility repaid prior to IPO.
- Pro forma capitalises 1H20 Stellare platform expenditure consistently with 1H21 approach to aid comparability between periods.
- Pro forma excludes the impact of COVID subsidies and salary reductions in 1H21.
- Pro forma estimates 1H20 public company costs to aid comparability between periods.
- Pro forma tax adjustment reflects the cumulative tax expense on the pro forma adjustments.

# STRATEGY AND OUTLOOK



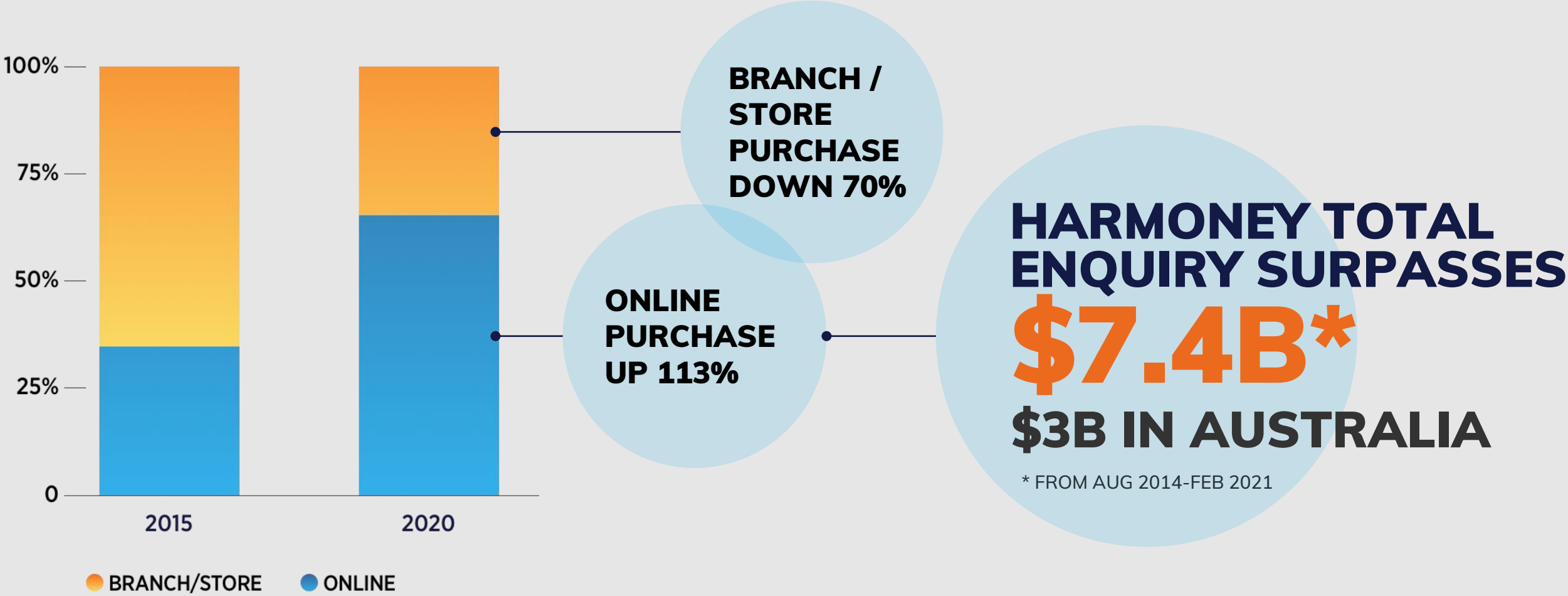
# HARMONEY CUSTOMER ENQUIRY \$7.4B (\$3B IN AU)



## BORROWERS MOVE TO ONLINE PURCHASE

Online research (consideration) strong at ~83%. **Online purchase increasing 113% since 2015.**

SOURCES: KANTAR SHOPPER PULSE OCTOBER 2020. GOOGLE CONSUMER BAROMETER RESEARCH 2015.

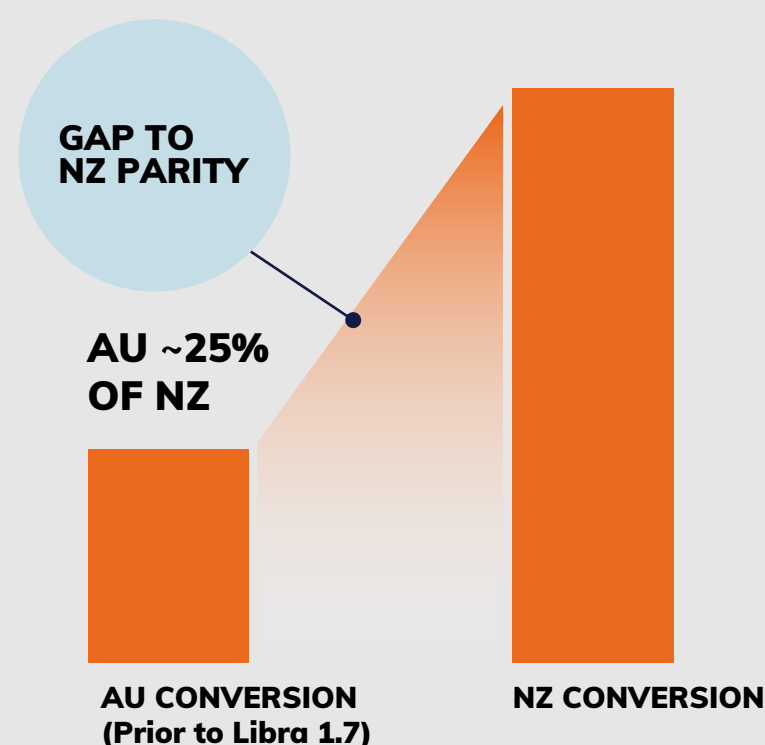




# \$1B P.A. AUSTRALIAN ORIGINATION TARGET

By matching NZ performance to our AU business today = \$1B per annum opportunity

## PARITY IN NEW CONVERSION



## PARITY IN 3R PERFORMANCE



## HARMONEY AU ORIGINATION TARGET

**\$1B P.A.**

Applying Harmony NZ funnel metrics to Harmony AU

# ROADMAP TO \$1B P.A. AUSTRALIAN ORIGINATION TARGET

## CUSTOMERS DEMAND FRICTIONLESS FINANCE

Harmony is meeting customer demand for a simple and seamless experience and identifying opportunities for product initiatives. For example, an opportunity to create a BNPL-like experience for higher value purchases.



## FRICTIONLESS FINANCE

	DELIVERABLE	DUE	EARLY RESULTS
MILLENNIAL RELEASE 1	LIBRA™ 1.7	FEB 21 <b>DELIVERED</b>	~100% LIFT IN CONVERSION
MILLENNIAL RELEASE 2	LIBRA™ 1.8	JUN Quarter 21	TBC
RELEASES 3-5	TBC	TBC	TBC

# WHY IS HARMONEY'S MODEL SUCCESSFUL?

- |   |                                  |  |   |                                  |  |
|---|----------------------------------|--|---|----------------------------------|--|
|    | <b>COMPELLING FUNDAMENTALS</b>   | Attractive revenue profile, loan book, \$1.9Bn+ in originations at market leading NIM of ~11%.                                   |    | <b>TECHNOLOGY EMPOWERED</b>      | Proprietary technology, Stellare™ enables automation, machine learning, data utilization and direct marketing.   |
|    | <b>STRONG MARKET POSITION</b>    | Significant presence in NZ and release of Libra 1.7 into Australia in Feb 21 resulting in doubling of conversion into new loans. |    | <b>OPERATING LEVERAGE</b>        | Stellare™ enhances customer lifetime value and minimises distribution costs, facilitating scale and efficiency, leading to Cash opex being 19% of pro forma revenue. |
|  | <b>CREDIT PRODUCT INNOVATION</b> | Opportunities to expand product into complementary segments and verticals by leveraging customer data.                           |  | <b>STRONG CUSTOMER RETENTION</b> | High customer satisfaction and personalized relationship direct with customer through 3Rs program.   |
|  | <b>WAREHOUSE FUNDING SECURED</b> | Diversified warehouse funding programs in place across Australia and New Zealand with \$290m+ undrawn.                           |  | <b>EXPERIENCED TEAM</b>          | Highly experienced management team with a demonstrable track record of success in consumer finance in AU/NZ.   |

# APPENDICES



# LARGEST DIRECT PERSONAL LENDER ACROSS AU AND NZ ORIGINATIONS OF \$1.9+ BILLION

## CUSTOMERS

NET PROMOTER SCORE	<b>83</b>
GOOGLE REVIEWS	<b>4.7/ 5</b>
SHOPPER APPROVED	<b>4.7/ 5</b>
NZ HOMEOWNERS (% OF CUSTOMERS)	<b>49%</b>
AU HOMEOWNERS (% OF CUSTOMERS)	<b>63%</b>

## TEAM

FTEs (NZ + AU)	<b>69</b>
FTE ENGINEERS, PRODUCT MANAGERS, DATA SCIENCE	<b>51%</b>

## KEY METRICS

1H21 PRO FORMA REVENUE	<b>\$42m</b>
TOTAL ORIGINATIONS	<b>\$1.9b</b>
REVENUE (PRO FORMA) CAGR (1H17-1H21)	<b>20%</b>
CUSTOMER RECEIVABLES	<b>\$481m</b>
AVERAGE INTEREST RATE	<b>17%</b>
NET INTEREST MARGIN	<b>11%</b>

## NEW ZEALAND AWARDS



2015 • 2016 • 2017 • 2018 • 2019



NEW ZEALAND  
INNOVATION  
AWARDS® 2016



## AUSTRALIAN AWARDS



2017 • 2018

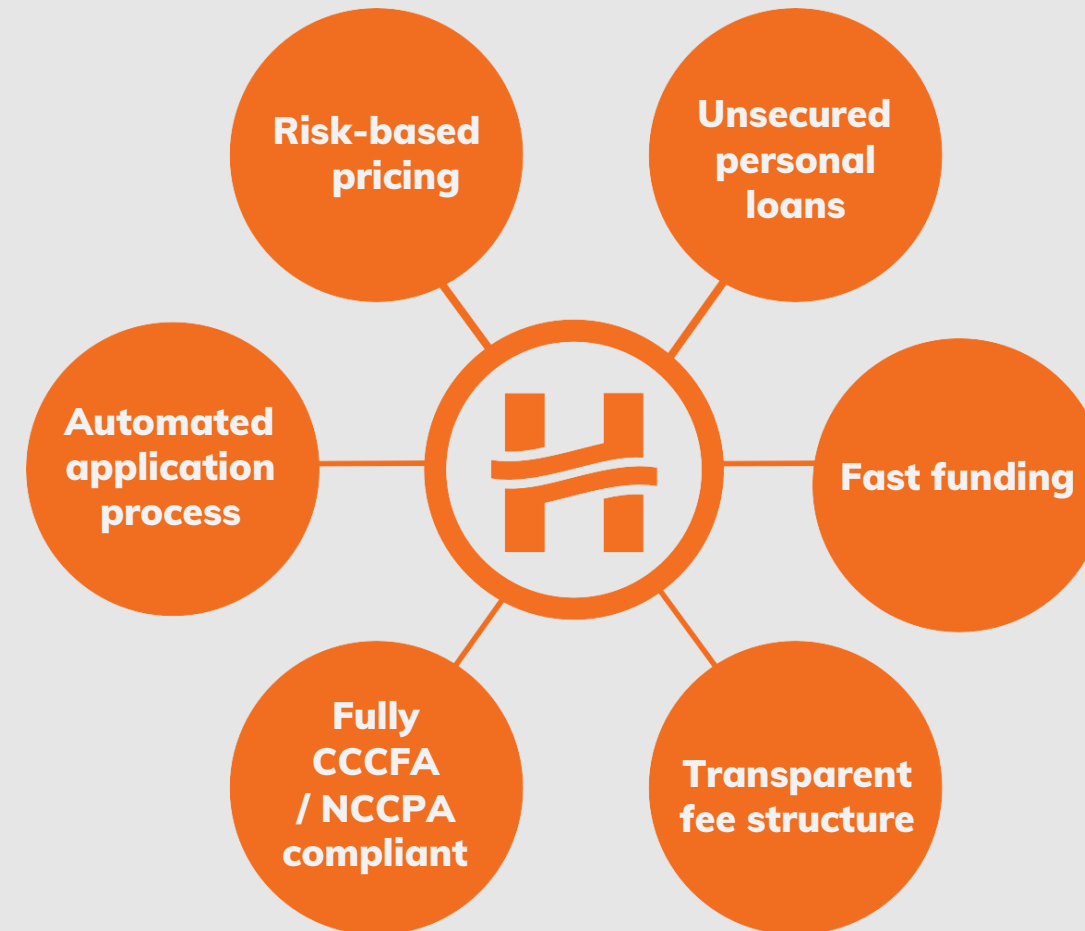


TECHPIONEERS

# CUSTOMER LOAN PRODUCT



## PERSONAL LOANS



- Personalised fixed rates based on customer credit characteristics.
- Loans up to \$70k with terms of three or five years.
- Automated simple and streamlined process.
- Customers receive funds within 24 hours of acceptance by the customer.
- Loans are compliant with applicable regulations in Australia and New Zealand.
- Transparent rates. Only 1 fee ever - an upfront establishment fee.

## USE OF FUNDS



DEBT  
CONSOLIDATION



HOME  
RENOVATIONS



AUTO



HOLIDAY & TRAVEL



EDUCATION  
EXPENSES

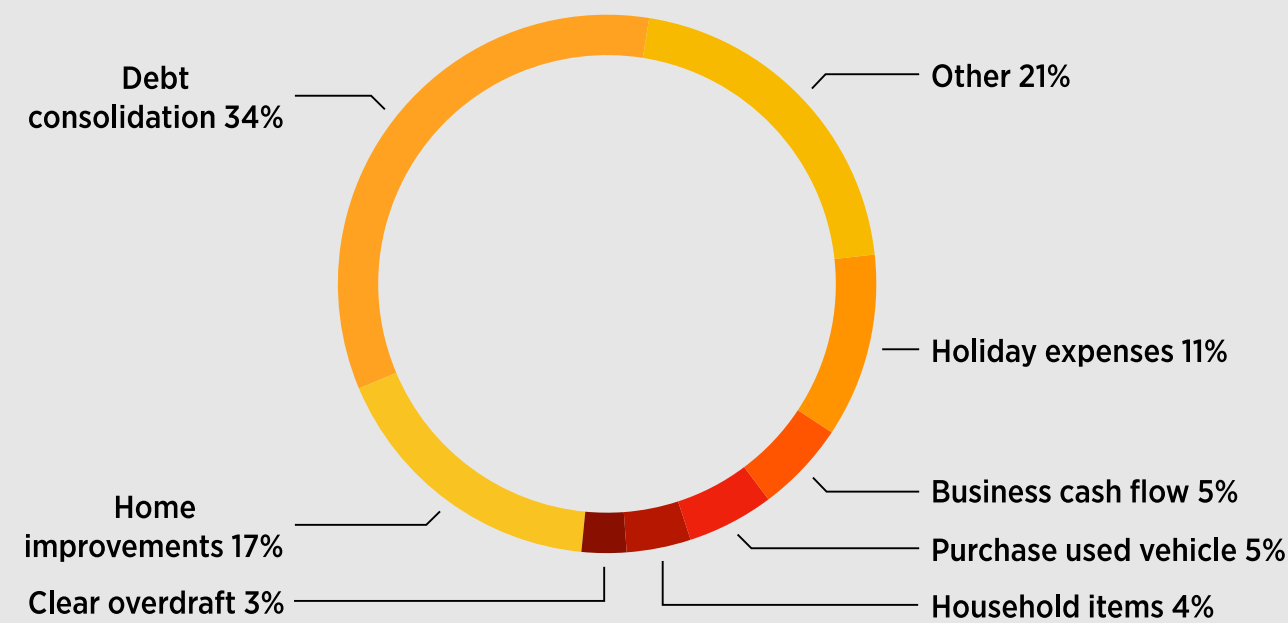


BUSINESS  
CASHFLOW

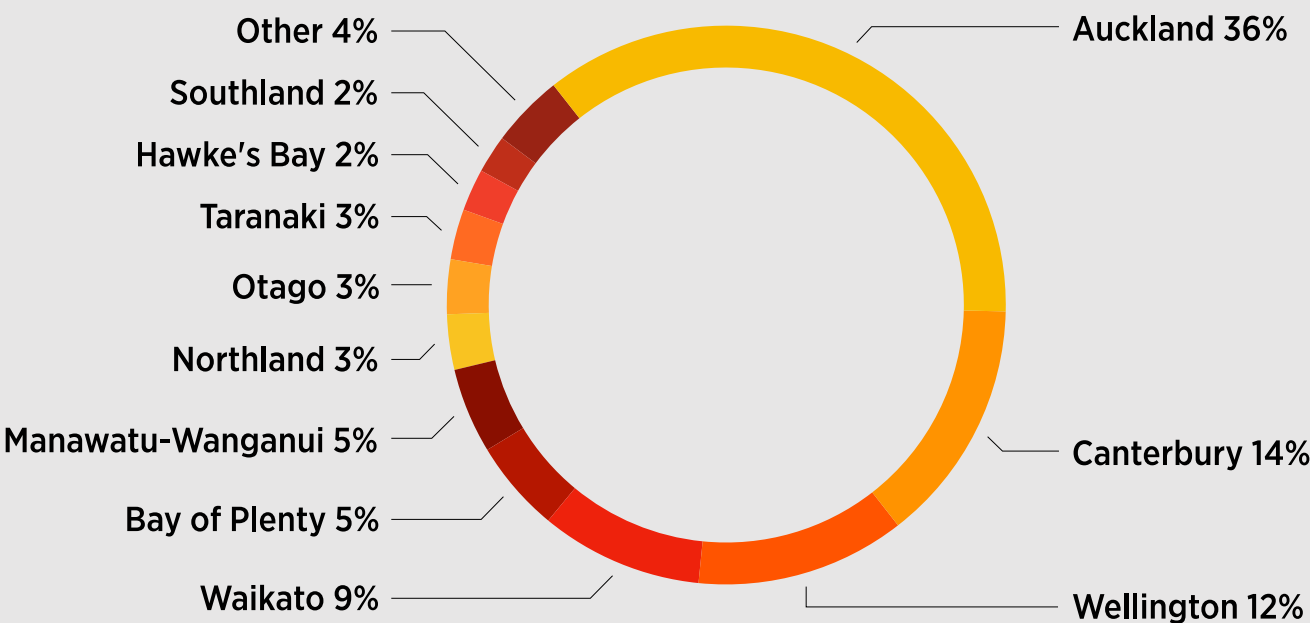


# \$362M NEW ZEALAND PORTFOLIO (as at 31 Dec 2020)

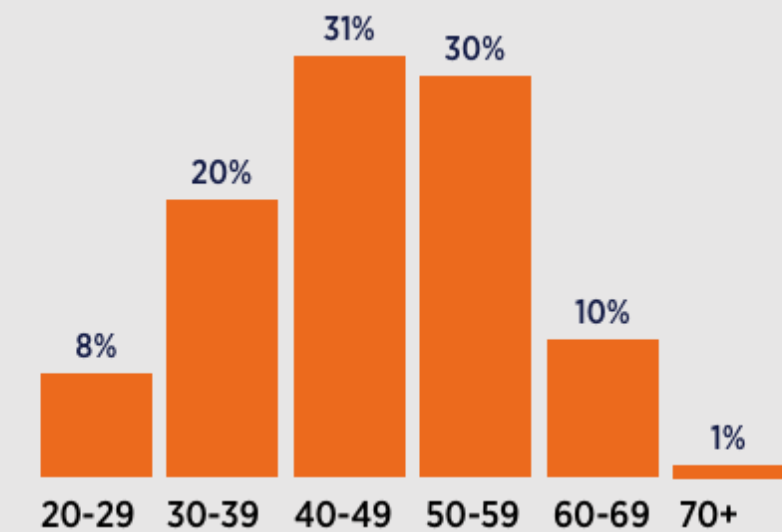
## LOAN PURPOSE



## REGION



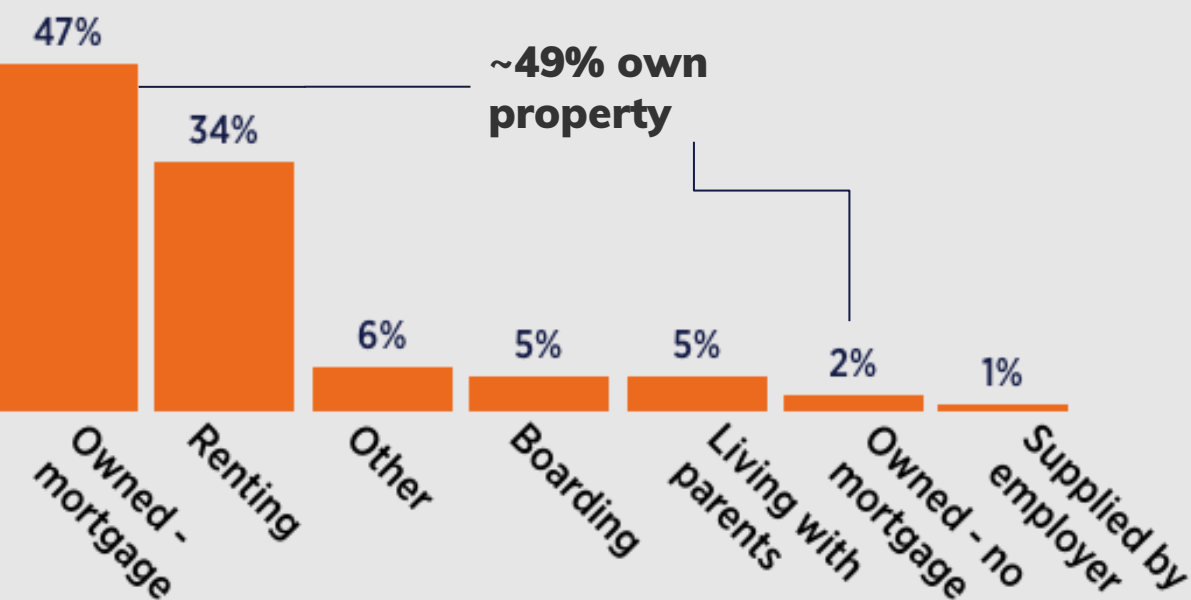
## AGE OF BORROWERS



## EMPLOYMENT STATUS

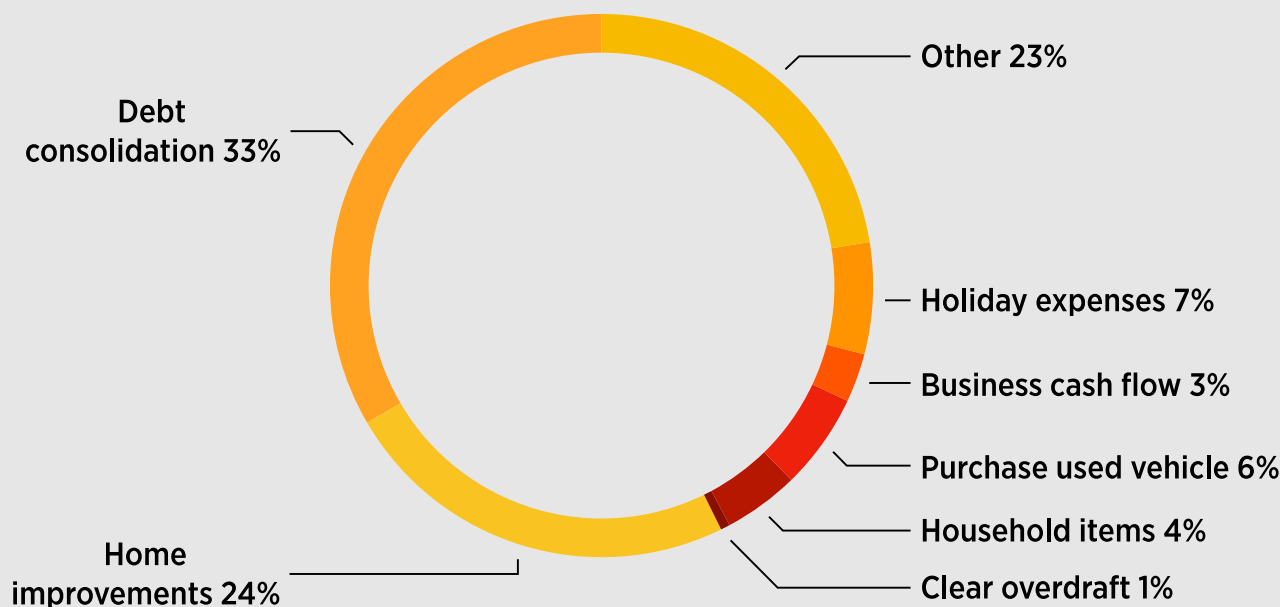


## PROPERTY OWNERSHIP

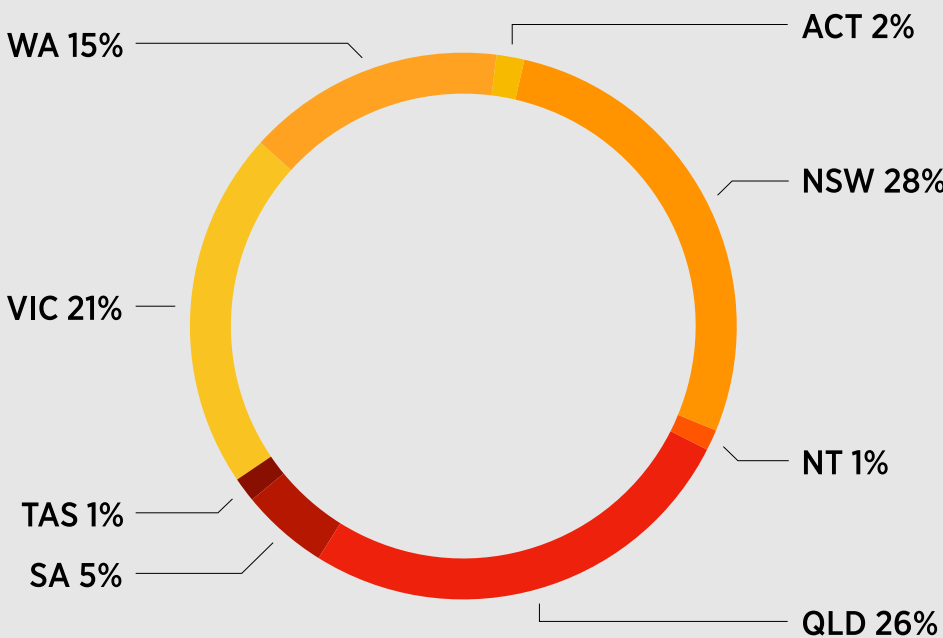


# \$106M AUSTRALIA PORTFOLIO (as at 31 Dec 2020)

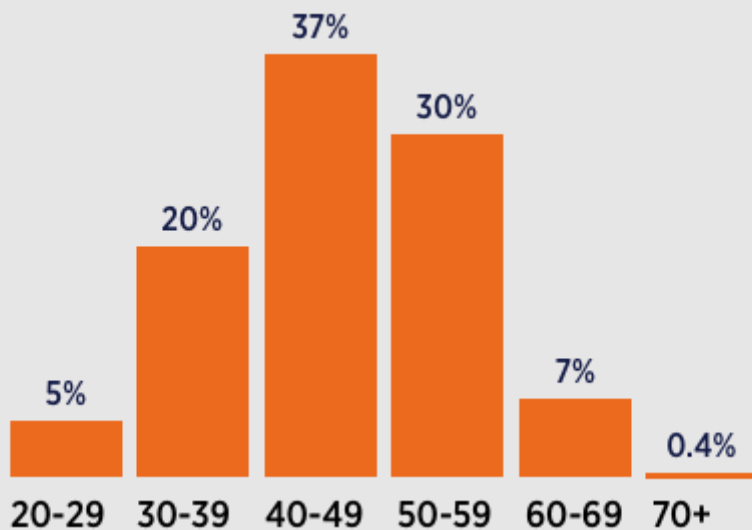
## LOAN PURPOSE



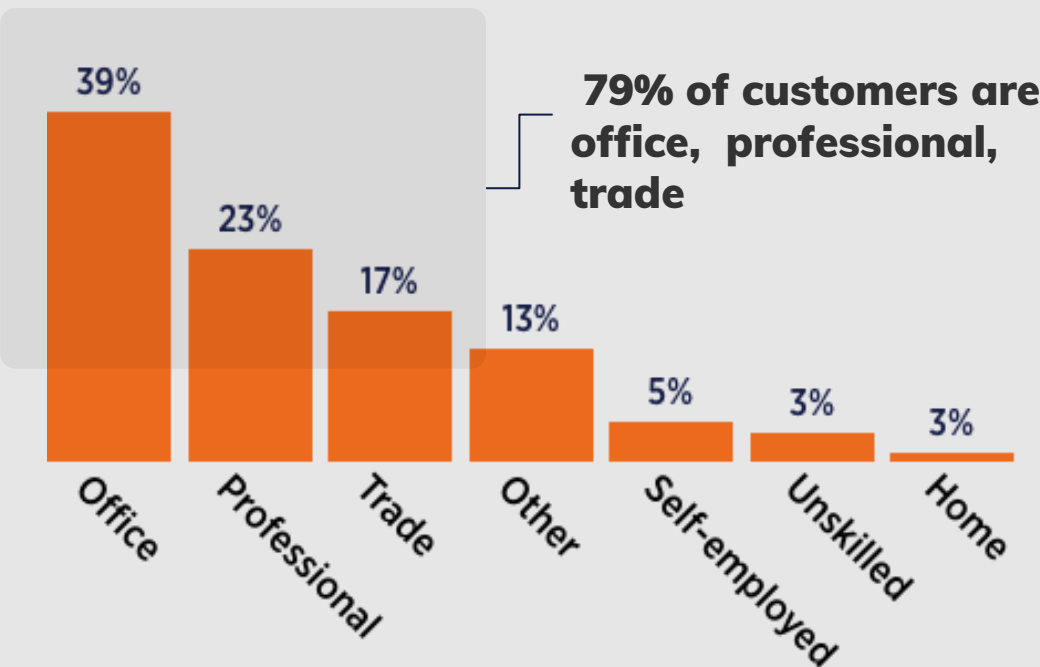
## REGION



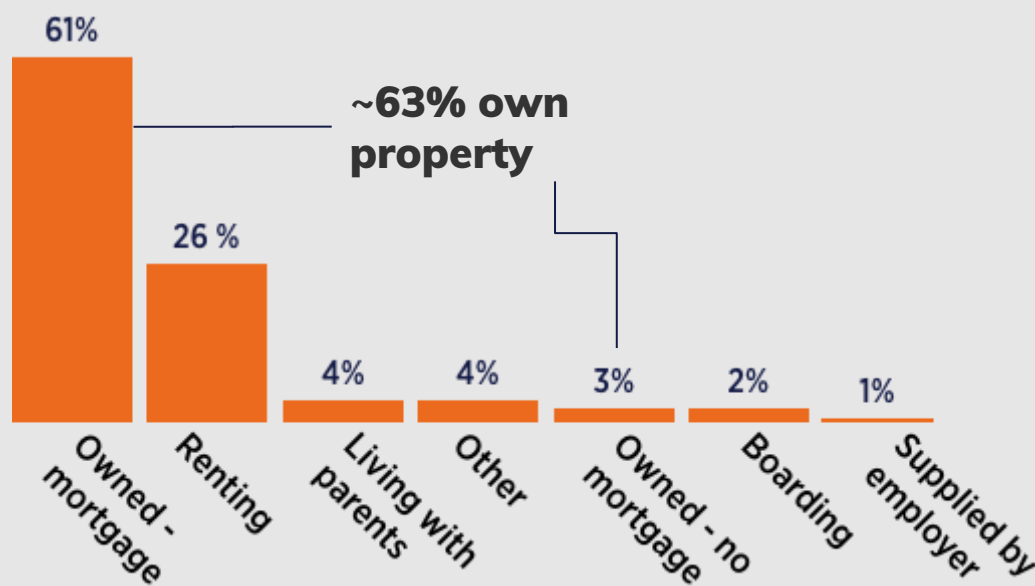
## AGE OF BORROWERS



## EMPLOYMENT STATUS



## PROPERTY OWNERSHIP



# HARMONEY BOARD OF DIRECTORS



**DAVID FLACKS**

INDEPENDENT CHAIRMAN

David was a senior corporate partner of Bell Gully for many years and was General Counsel and Company Secretary of Carter Holt Harvey for 4 years during the 1990's. Since retiring from Bell Gully, David has had a number of governance and regulatory roles. He is currently chair of dual NZX and ASX listed AFT Pharmaceuticals and is chair of the Suncorp New Zealand group of companies, and a director of Todd Corporation. He has been chair of both NZX Markets Disciplinary Tribunal and NZX Regulatory Governance Committee, and a member of the New Zealand Takeovers Panel.



**PAUL LAHIFF**

INDEPENDENT DIRECTOR

Paul was previously Managing Director of Mortgage Choice Limited (2003-2009) and prior to that Managing Director of Permanent Trustee and Heritage Bank. Paul sits on the Boards of Sezzle Ltd, 86400 Ltd, Austbrokers Ltd, and NESS Super. He is also the Chair of the ISO 20022 Migration Steering Committee and holds a Bachelor of Agricultural Economics from Sydney University. He is based in Sydney, Australia.



**TRACEY JONES**

INDEPENDENT DIRECTOR

Tracey is a professional director and family office adviser. She currently has a portfolio of governance roles in the commercial, not for profit and charitable sectors. She has significant investment, commercial, and governance experience having previously held executive roles in one of New Zealand's largest family offices. She is a chartered accountant, a member of the Chartered Accountants of Australia & New Zealand, and a member of the New Zealand Institute of Directors.



**NEIL ROBERTS**

DIRECTOR AND FOUNDER

Neil founded Harmoney, led the business as CEO over 6 years driving the capital path, building culture systems and processes that are intrinsic to Harmoney's success. Prior to that Neil was Head of Sales and Business Development at FlexiGroup (a leading Australian consumer and SME lender), leading a team of 80 with sales of \$200m driving a \$30m profit. Neil founded the Direct Division of a listed New Zealand retail company, PRG Group, that sold personal loans to consumers and raised retail debentures to fund loans. Launched in 2001 PRF Direct, achieved \$3.2b in personal loan applications and \$1.2b in written personal loans over five years. Ultimately heading the business, Neil was responsible for over 400 staff and a balance sheet of \$750m in assets with forecasted PBT of \$50m six years later and prior to being sold to GE Money in 2006.



**DAVID STEVENS**

CHIEF EXECUTIVE OFFICER AND  
MANAGING DIRECTOR

David is a highly experienced CEO specialising in the non-bank consumer and commercial finance sectors within Australia and New Zealand. David most recently led a start-up company providing medical payment options, ultimately securing a major equity stake in the business by the Bank of Queensland in 2018. Prior to this, David served as CEO and CFO of Humm (formerly "FlexiGroup") (ASX: "FXL" now "HUM"), a diversified financial services company focusing on commercial and consumer finance in Australia and New Zealand. In David's near-decade with FlexiGroup, he led large teams in the strategic growth of the business, through both organic growth and M&A of what was a small company to an ASX200-listed business. Whilst CEO of FlexiGroup, David led the \$300m+ acquisition of Fisher & Paykel Finance and spent considerable time in New Zealand in the course of his work in the local side of the business.