

## TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY AND OUTLOOK .....</b>	<b>4</b>	<b>10. COMPENSATION LEVELS.....</b>	<b>32</b>
<b>2. DATA SOURCES AND METHODOLOGY .....</b>	<b>6</b>	10.1 COST OF SALARIES & BENEFITS	32
2.1 INTRODUCTION	6	10.2 COMP LEVELS: MARKETING REPS	33
2.2 METHODOLOGY	6	10.3 COMPENSATION LEVELS: LOAN OFFICERS	34
2.3 SURVEY PARTICIPANTS	7	10.4 COMPENSATION LEVELS: COLLECTORS	34
<b>3. MARKET ENVIRONMENT AND DEVELOPMENT .....</b>	<b>8</b>	<b>11. IT SYSTEMS.....</b>	<b>35</b>
3.1 COMPETITIVE ENVIRONMENT	8	11.1 SERVICING	35
3.2 MARKET SHARE DEVELOPMENT & TRENDS	8	11.2 ELECTRONIC DOCUMENTATION	35
3.3 PORTFOLIO SIZE DEVELOPMENT	10	<b>12. FINANCIAL METRICS .....</b>	<b>36</b>
3.4 YEAR OVER YEAR METRICS COMPARISON	11	12.1 RETURN ON AVERAGE ASSETS	36
<b>4. ORGANIZATIONAL PRACTICES.....</b>	<b>12</b>	12.2 RETURN ON AVERAGE EQUITY	36
<b>5. ORIGINATION .....</b>	<b>13</b>	12.3 FINANCE CHARGE INCOME	37
5.1 FICO® SCORE	13	12.4 COST OF FUNDS	37
5.2 PAYMENT-TO-INCOME (PTI) RATIO	13	12.5 OPERATING EXPENSE	38
5.3 AVERAGE MONTHLY PAYMENT	14	12.6 LOAN LOSS ALLOWANCE	38
5.4 AVERAGE AMOUNT FINANCED	14	<b>13. OTHER CONSUMER CREDIT .....</b>	<b>39</b>
5.5 ORIGINATION BY TERM	15	<b>14. DISCLAIMERS .....</b>	<b>43</b>
5.6 AVERAGE CONTRACT RATE	15	<b>15. ABOUT .....</b>	<b>44</b>
5.7 BOOK-TO-LOOK	16	ABOUT NAF	44
5.8 AUTOMATED CREDIT DECISIONS	16	ABOUT AFSA	44
5.9 TURNAROUND TIMES	17	ABOUT FICO (NYSE: FICO)	45
5.10 PROCESSING COST	17	ABOUT EQUIFAX (NYSE: EFX)	45
5.11 ORIGINATION EFFICIENCIES	18	ABOUT BLACK BOOK	45
5.12 COVID ENVIRONMENT	19		
<b>6. PORTFOLIO ADMINISTRATION .....</b>	<b>21</b>		
6.1 ACTUAL CONTRACT DURATION	21		
6.2 CONTRACT EXTENSIONS	22		
6.3 PAYMENT RECEIPTS – METHOD & CHANNELS	23		
6.4 SERVICING COMMUNICATION	24		
<b>7. FRAUD.....</b>	<b>25</b>		
7.1 FRAUD TRENDS IN NON-PRIME	25		
<b>8. LOSS MANAGEMENT .....</b>	<b>26</b>		
8.1 DELINQUENCY AT END OF YEAR	26		
8.2 COLLECTION STRATEGIES	26		
8.3 AUTO-DIALER USAGE	26		
8.4 ACCOUNTS IN PORTFOLIO	27		
8.5 NET CHARGE-OFF RATE	27		
8.6 REPOSSESSION RATE	27		
8.7 RECOVERY RATE	28		
<b>9. ANNUAL DEPRECIATION.....</b>	<b>29</b>		
9.1 TRENDS IN RESIDUAL VALUES	29		