

# FY17 Results Presentation 1 August 2017

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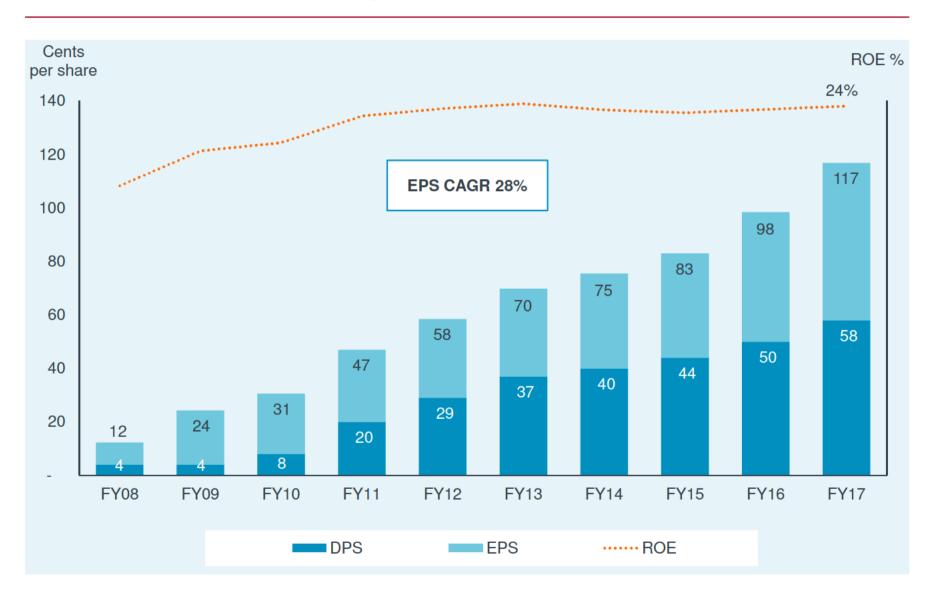
#### Leadership in the credit impaired consumer segment...

ANALYTICS & DISCIPLINE	OPERATIONAL EXCELLENCE	SUSTAINABILITY & COMPLIANCE
Core Australian / NZ debt buying	g	
<ul><li>Largest database</li><li>History of pricing accuracy</li></ul>	<ul> <li>Highest asset turnover <sup>1</sup></li> <li>Lowest cost to collect <sup>2</sup></li> </ul>	<ul> <li>No adverse orders or undertakings</li> <li>Low complaint rate</li> <li>\$1.3bn in ongoing repayment arrangements</li> </ul>
Australian / NZ lending		
<ul><li>Leverage knowledge of consumer</li><li>Up-front loss provisioning</li><li>Analytical monitoring</li></ul>	<ul><li>Automated decisioning</li><li>Collection strength</li></ul>	<ul> <li>APRs below cap applicable to mainstream credit</li> <li>Regulatory upside - no 'payday loans'</li> </ul>
USA debt buying		
<ul> <li>Adapted knowledge to US environment</li> <li>Large market opportunity</li> </ul>	<ul> <li>Productivity improved 20% during FY17 and 30% on more recent purchases</li> <li>Sizeable operation ready to take advantage of improved conditions</li> </ul>	<ul> <li>Low regulator complaint rate</li> <li>Strong client audit outcomes</li> </ul>

- FY17 annualised ratio of cash collections from PDLs to average PDL carrying value of 1.2x
   FY17 ratio of cash costs of the Debt Ledger Purchasing segment to collections of 36%



#### ...and return disciplines have generated sustained performance... Credit Corp Group





#### ...delivering 20% earnings growth in 2017...

#### **FY17 Financial results**

	FY17	FY16	\$ change	% change
Debt buying <sup>1</sup>	\$199.5m	\$173.2m	+\$26.3m	
Lending	\$66.4m	\$53.5m	+\$12.9m	
Revenue total	\$265.9m	\$226.7m	+\$39.2m	<b>+17</b> %
Debt buying <sup>1</sup>	\$42.9m	\$39.8m	+\$3.1m	
Lending	\$12.3m	\$6.1m	+\$6.2m	
NPAT total	\$55.2m	\$45.9m	+\$9.3m	+20%
EPS (basic)	116.8cps	98.4cps	+18.4cps	+19%
Dividend	58.0cps	50.0cps	+8.0cps	+16%

<sup>1.</sup> Debt buying includes agency activities



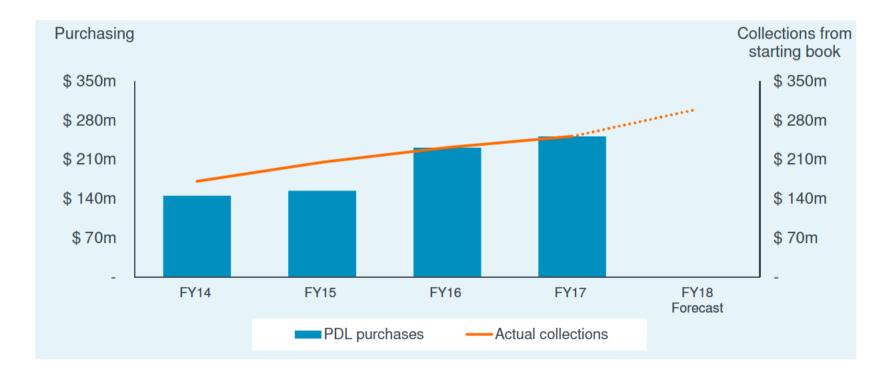
#### ...while positioning CCP for the next wave of opportunity

Segment	Market conditions	CCP response
AUS / NZ Debt buying	<ul> <li>Pricing remains strong with signs of easing ahead</li> <li>New capital has stimulated pricing</li> <li>At the same time CCP has renewed some forward flows at reduced prices</li> </ul>	<ul> <li>Momentum from recent purchasing</li> <li>Maintain discipline</li> <li>Focus on operational improvement</li> <li>Preserve capacity for opportunities ahead</li> </ul>
AUS / NZ Lending	<ul> <li>Regulatory and stakeholder focus reducing competitiveness of existing business models</li> <li>'Payday loans'</li> <li>'Consumer leases'</li> </ul>	<ul> <li>Unique sustainable alternative</li> <li>Drive strong earnings growth and operating cash flows</li> </ul>
US Debt buying	Diminished competition for PDLs at a time when supply is also increasing	<ul> <li>Improve operations</li> <li>Accelerate purchasing at target returns</li> <li>Grow operational capacity</li> <li>Drive earnings growth</li> </ul>



#### Record AUS / NZ PDL purchasing will drive collections in 2018...

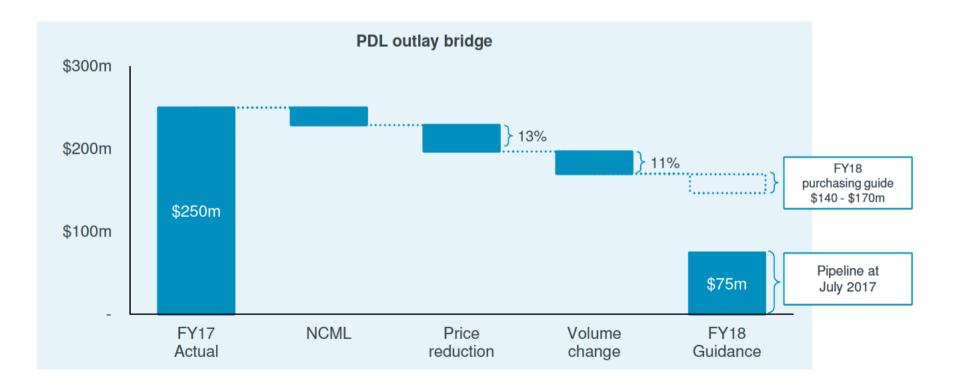
- Record purchasing year of \$250m
  - AUS / NZ \$202m
  - US \$48m
- Strong starting position will underpin AUS / NZ PDL collections and earnings





#### ...as we maintain pricing discipline for long-term performance

- New competitor capital has stimulated pricing
- At the same time some forward flows have been renewed at reduced prices
- FY18 contracted pipeline currently at \$75m





#### Strong operating metrics supported by continuous improvement

#### Pricing accuracy and returns on track

- · Total cumulative collections above aggregate expectations
- Total collections up 11% over the pcp
- · Collections life cycle on track with 10% increase in collections from purchases made more than 3 years ago

(Refer to Appendix 2 and 3)

#### **Arrangement book growth**

- · Face value of accounts under arrangement increased by 11% over the pcp to \$1.3bn at Jun-17
- · Payments under arrangement represent 80% of collections

(Refer to Appendix 5)

#### **Efficiency and productive capacity**

- FY17 productivity in line with the pcp
- Total debt buying operations staff up 9% over the pcp

(Refer to Appendix 4 and 6)

#### **Continuous improvement during FY17**

- Rollout of new and enhanced technology
  - Enhanced customer portal
  - Further automation of customer location activity
  - Ongoing workflow optimisation



#### Recent investment translating into positive cash flow trajectory...

- Positive free cash flow was achieved in H2 FY17
- Higher collections and lending cash flows from previous investment





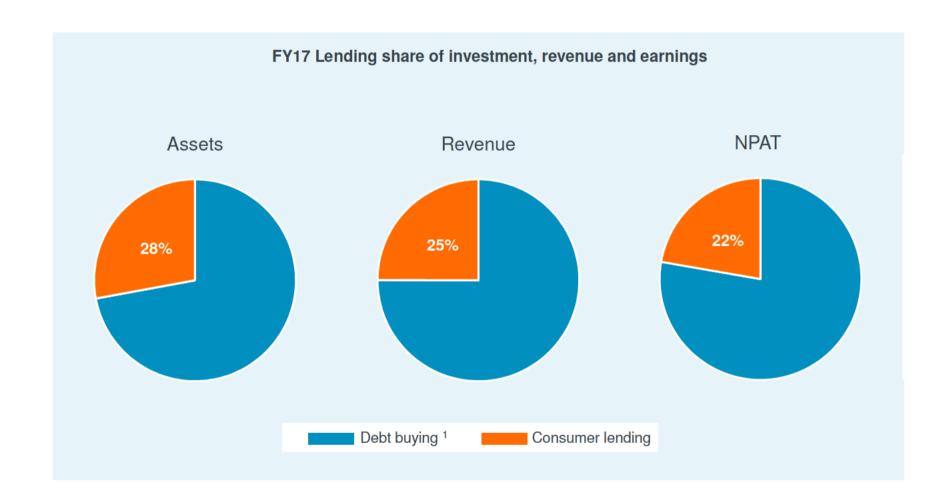
#### ...and unrivalled financial capacity

- \$300m of funding lines in place until 2020
  - Includes \$85m securitised consumer loan warehouse facility
  - Immediate ~\$100m headroom
- Gearing remains conservative; 43% at Jun-17
- Financial capacity will be critical to securing attractive purchasing opportunities





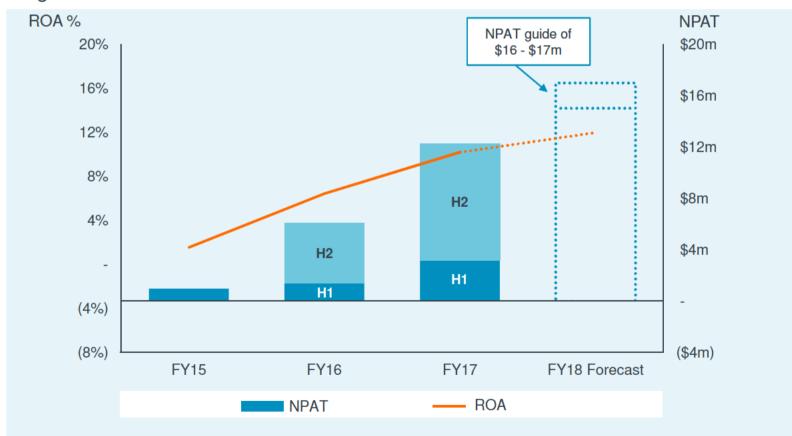
#### Lending is now a substantial component of CCP's business...





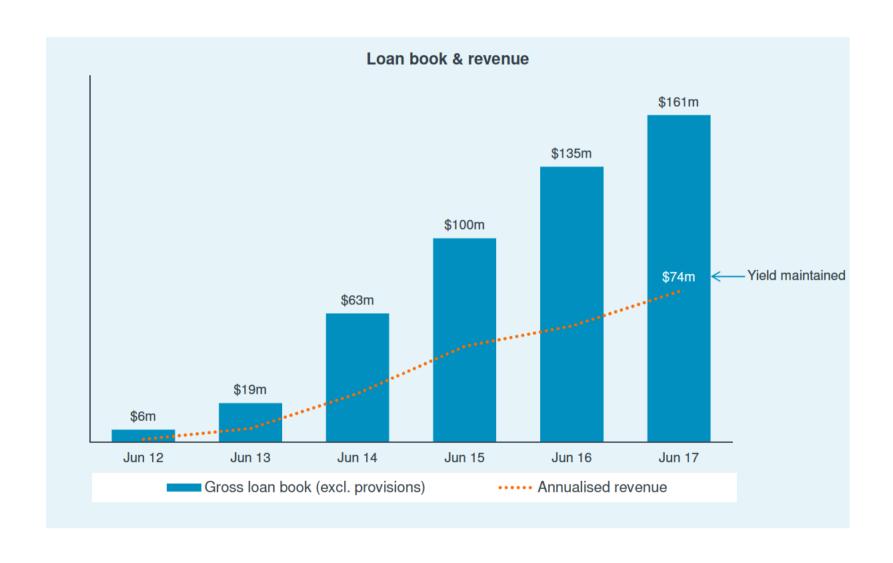
#### ...and continues to be our main driver of profit growth...

- \$6m increase in FY17 Lending NPAT to \$12m
- On track for strong growth in FY18
- Target returns achieved





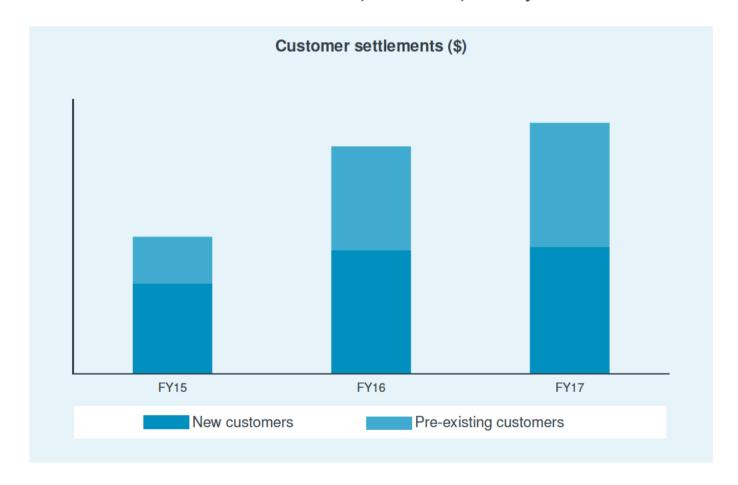
#### ...with sustained momentum...





#### ...supported by strong new customer acquisition and retention metrics

- New customer acquisition demonstrates growth headroom
- Customer retention is a function of product superiority





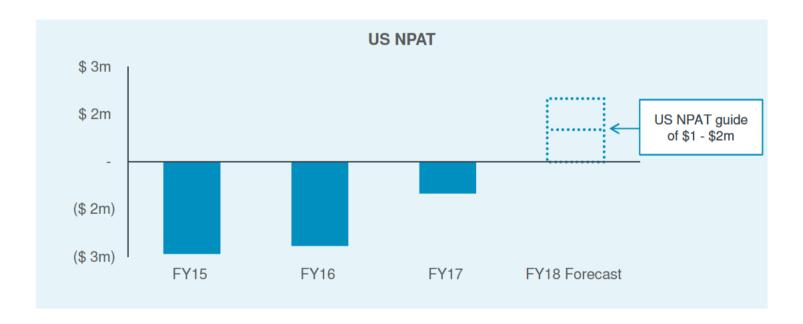
#### **Product superiority critical to Lending success**

- Pricing below the cap applicable to mainstream lending
  - Free of supplier / marketing restrictions applicable to competing products
  - Access to efficient conventional funding
  - High rates of retention and referral
- Integration economics are a sustainable barrier
  - Leverage common overhead and technology
  - Analytics and consumer understanding
  - Efficient and effective collections platform
  - Low cost of offshoring
- New products in pilot have the same sustainable positioning and integration economics



#### US is now delivering earnings growth...

- FY17 labour productivity improved by 20% over the prior year
- Sustainable bank of payments established
  - Payment arrangements now 60% of collections
  - Litigation pipeline developed
- Automation initiatives set to produce further improvement



# Credit Corp Group

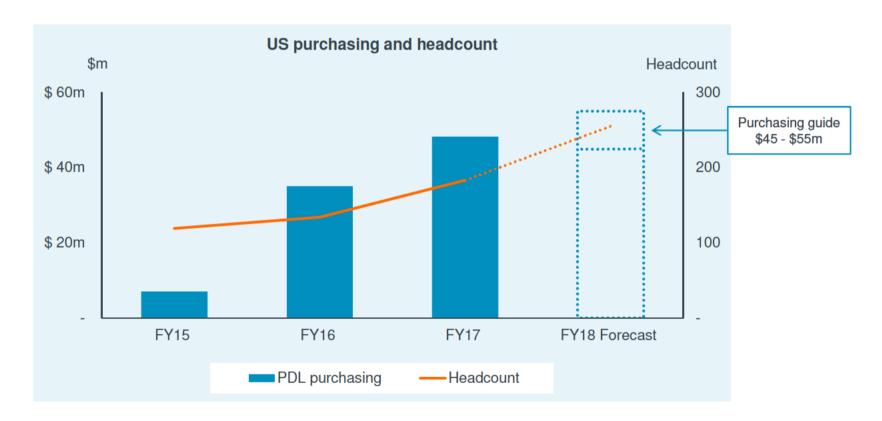
#### ...and market conditions have improved...

- Reduced demand
  - Industry consolidation over the past 3 years
  - Major debt buyer placed into bankruptcy (SquareTwo) <sup>1</sup>
- **Enlarged supply** 
  - Charge-off rates increased from 3.05% (Q1 2016) to 3.47% (Q1 2017) <sup>2</sup>
- Competitors report improved returns
  - 15% price reduction in recent purchases reported by Encore <sup>3</sup>
  - 10% reduction in prices implied from 2016 PRA purchasing multiples 4
  - Expectation of further price decreases as the supply of charge-offs grows 5
- Recent CCP purchases secured at pricing sufficient to meet hurdle return
- 1. "SquareTwo Financial Corp files for Chapter 11", http://www.reuters.com/article/us-squaretwo-financial-bankruptcy-idUSKBN16R01M
- 2. "Charge-off and delinquency rates on loans and leases at commercial banks", US Federal Reserve. ttps://www.federalreserve.gov/releases/chargeoff/chgallsa.htm
- 3. Encore Capital Group (NASDAQ: ECPG) Q4 2016 earnings call transcript
- 4. Portfolio Recovery Associates Group (NASDAQ: PRAA) Form 10-Q and Form 10-K for the guarters ended 31 Mar 16 to 31 Mar 17
- 5. ECPG and PRAA Q1 2017 earnings call transcripts



#### ...accelerating CCP's US expansion

- Collection headcount growing
- Purchasing from new issuers





#### Emphasis on sustainability and long-term value creation

	Diversification	Financial Capacity	Ethical practices	Transparency
s	Organic diversification supports disciplined nvestment	Conservative balance sheet & substantial financing capacity to secure investment opportunities	Sustainable and responsible practices as a source of competitive advantage	Managing assets for the long-term through transparent accounting
	3 profitable businesses with different market dynamics - AUS / NZ Debt buying - US Debt buying - AUS / NZ Lending  Ability to grow while maintaining investment discipline	Positioned to manage through market cycles	<ul> <li>Superior PDL client proposition</li> <li>More effective stakeholder relationships</li> </ul>	<ul> <li>Credible rates of PDL amortisation</li> <li>Upfront loan loss provisioning</li> <li>Conversion of earnings to cash flow</li> </ul>

Consistently high rates of growth and strong returns on equity





	FY18 Initial guidance			
PDL acquisitions	\$140 - \$170m			
Net lending	\$35 - \$45m			
NPAT	\$60 - \$63m			
EPS (basic)	126.0 - 132.0 cents			
DPS	63.0 - 66.0 cents			



### **Questions**



## Appendix - Key operating metrics

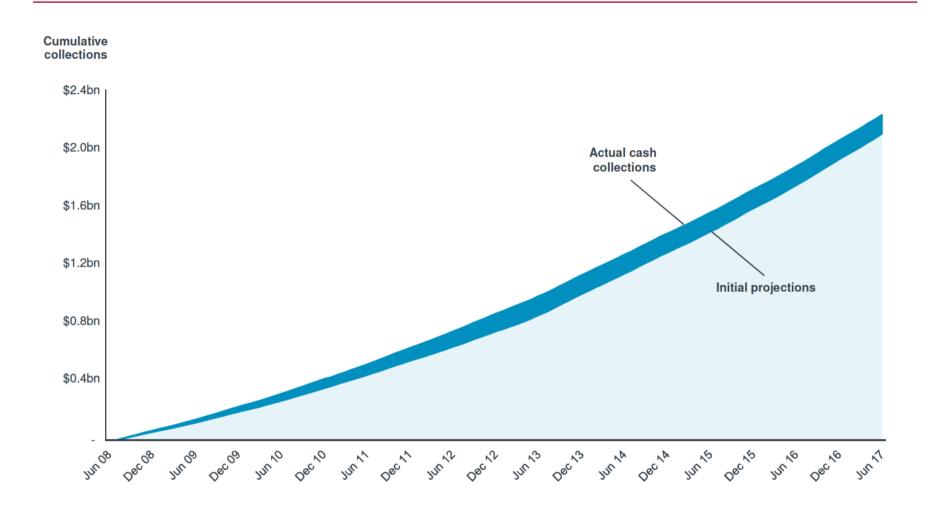


#### Appendix 1 | Operating cash flows and gearing

	H2 FY17	H1 FY17	H2 FY16	H1 FY16
Operating cash flow	\$130.3m	\$133.1m	\$112.1m	\$116.9m
PDL acquisitions	(\$105.9m)	(\$148.5m)	(\$135.0m)	(\$101.4m)
Net lending	(\$15.8m)	(\$30.4m)	(\$23.2m)	(\$31.9m)
Capex	(\$0.3m)	(\$1.0m)	(\$0.7m)	(\$1.3m)
Net operating (free) cash flow	\$8.3m	(\$46.8m)	(\$46.8m)	(\$17.7m)
PDL carrying value	\$338.4m	\$314.5m	\$253.3m	\$191.5m
Consumer loans net carrying value	\$130.9m	\$125.9m	\$110.4m	\$98.1m
Net borrowings	\$203.5m	\$200.5m	\$139.6m	\$84.7m
Net borrowings / carrying value (%)	43.4%	45.5%	38.4%	29.2%

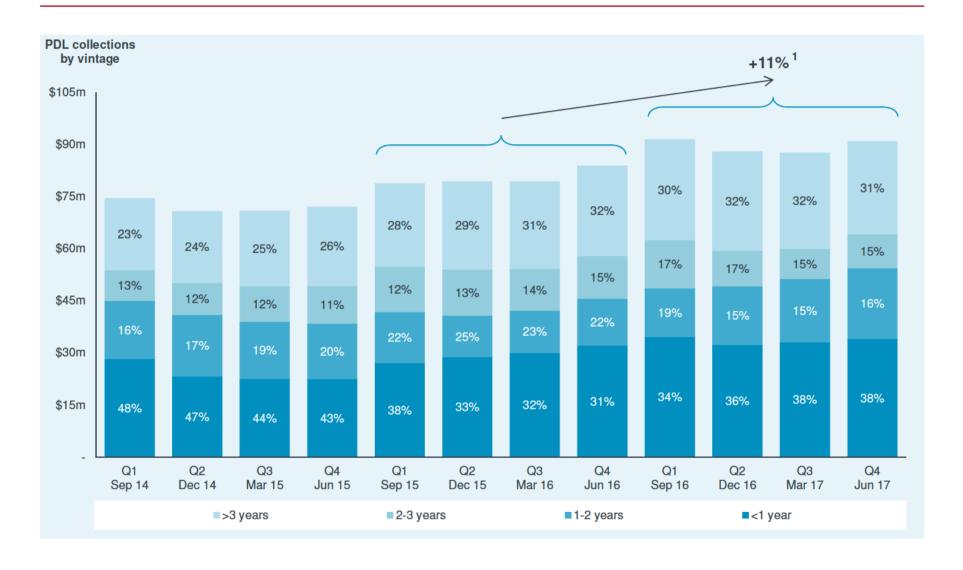


#### Appendix 2 | Operational metrics - pricing discipline and accuracy





#### Appendix 3 | Operational metrics - collection life-cycle



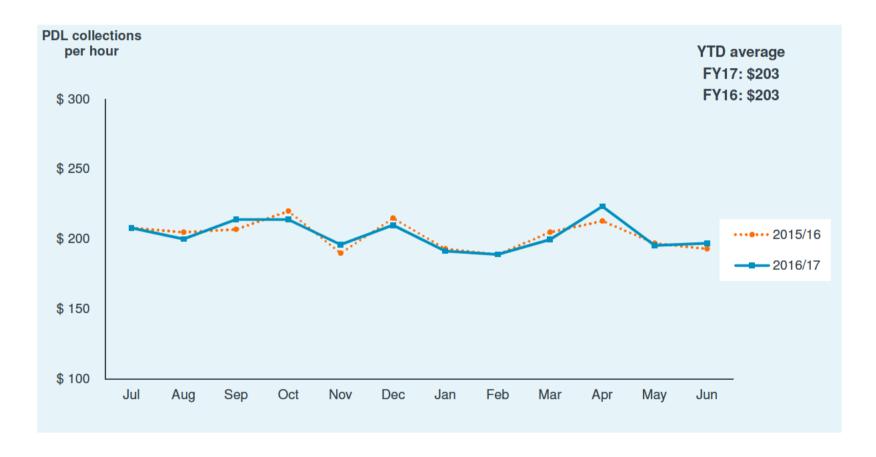
1. 11% growth in FY17 vs. FY16 FY17 Results Presentation | 25



#### **Appendix 4 | Operational metrics - productivity**



#### Debt purchase productivity (direct collection staff only)





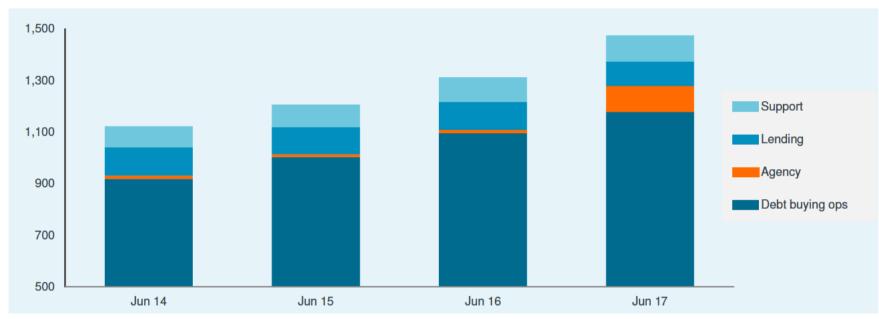
#### **Appendix 5 | Operational metrics - payers base**

Total portfolio	Jun 15	Dec 15	Jun 16	Dec 16	Jun 17
Face value	\$4.9bn	\$5.1bn	\$5.3bn	\$5.7bn	\$5.8bn
Number of accounts	703,000	687,000	673,000	699,000	716,000
Payment arrangements					
Face value	\$1,044m	\$1,099m	\$1,171m	\$1,235m	\$1,300m
Number of accounts	133,000	139,000	147,000	151,000	157,000
% of PDL collections	75%	76%	78%	77%	80%



#### **Appendix 6 | Operational and total headcount**

#### Period end headcount (FTE)



Function	Jun 14	Jun 15	Jun 16	Jun 17
Debt buying operations	919	1,004	1,096	1,198
Agency	12	11	13	81*
Lending	109	104	108	95
Support	82	88	96	101
Total	1,122	1,207	1,313	1,475
Support %	7%	7%	7%	7%

<sup>\*</sup> Reflects NCML acquisition in September 2016



#### Appendix 7 | Transparent accounting supported by cash flows

- Highest PDL amortisation rates in industry
  - ~47% in recent years, 2.15x return
  - Supported by realised cash flows
- Upfront life of loan loss provisions
  - In excess of AASB 9 requirements
- Strong cash realisation maintained as investment has increased
  - Asset turnover levels remain robust

