

# 2017 Annual General Meeting

**Don McLay, Chairman** 2 November 2017



## 2017 Annual General Meeting

Performance Update

Thomas Beregi, Chief Executive Officer

Michael Eadie, Chief Financial Officer



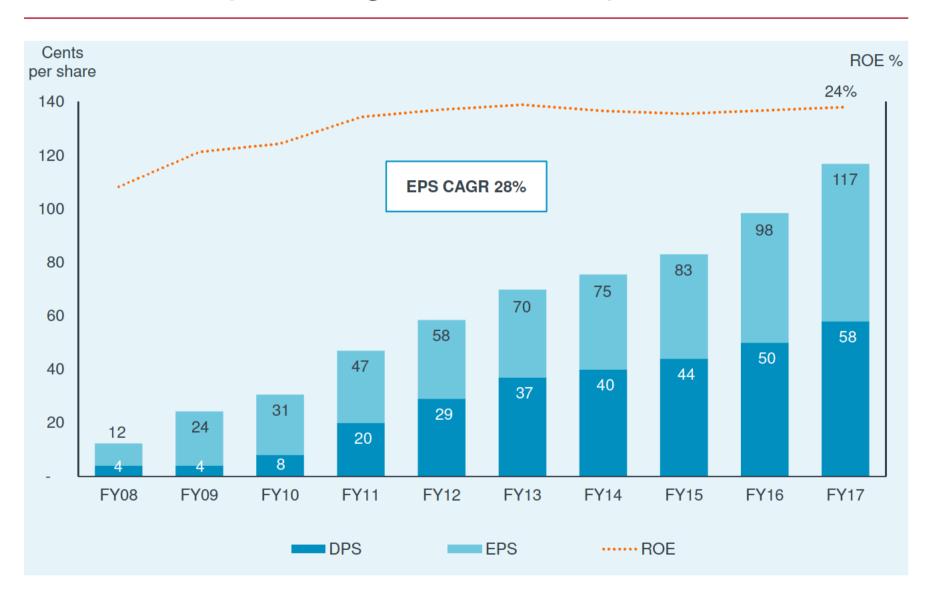
#### Leadership in the credit impaired consumer segment...

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>	Low complaint rate     Strong client audit outcomes

- 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





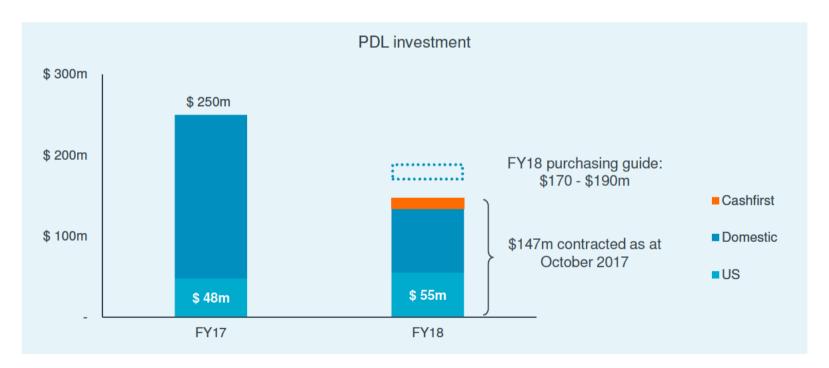
## ...while positioning CCP for the next wave of opportunity

Segment	Market conditions	CCP response
AUS / NZ Debt buying	<ul> <li>Pricing remains strong</li> <li>Indications of segment stress point to opportunity ahead</li> </ul>	<ul> <li>Operational momentum from past purchasing</li> <li>Maintain discipline</li> <li>Utilise capacity to seize opportunity (e.g. Cashfirst)</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>



#### Disciplined deployment of financial capacity...

- Reduced core business purchasing outlay due to lower pricing and disciplined bidding
- Opportunistic \$13m acquisition of Cashfirst book at attractive return
- Favourable US pricing means an 14% increase in outlay delivers 31% increase in total expected collections from purchases





#### ...supported by ongoing operational improvement

#### Pricing accuracy and returns on track

- Total cumulative collections above aggregate expectations
- Total collections up 8% over the pcp (YTD October)
  - Core AUS / NZ 4%
  - US 32%

despite purchasing being 30% below the pcp (YTD October)

(Refer to Appendix 1 and 2)

#### Efficiency and productive capacity growth

- Productivity up by 8% over the pcp (YTD October)
- US debt buying operations staff up 10% since Jun-17

(Refer to Appendix 3)

#### **Arrangement book**

- Face value of accounts under arrangement steady since Jun-17 at \$1.3bn
- · Payments under arrangement represent 76% of collections

#### **Automation during FY17 driving results**

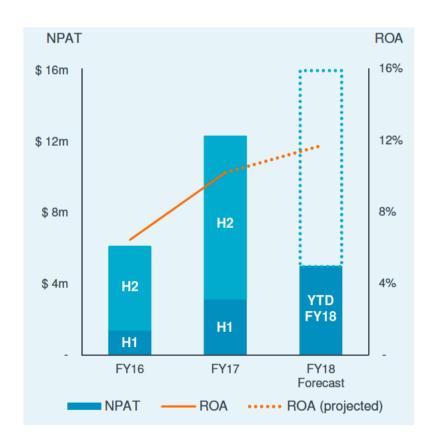
- Rollout of new and enhanced technology
  - Enhanced customer portal
  - Further automation of customer location activity
  - Ongoing workflow optimisation

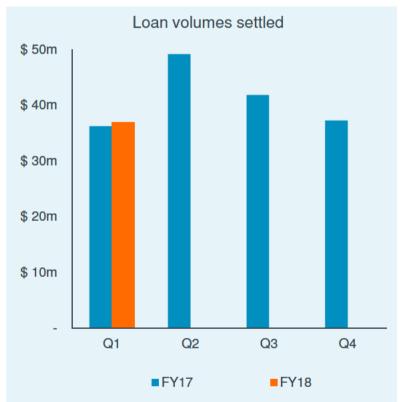
(Refer to Appendix 4)



#### **Consumer lending continues to grow strongly**

- Rapid profit growth
- Settled loan volumes above pcp





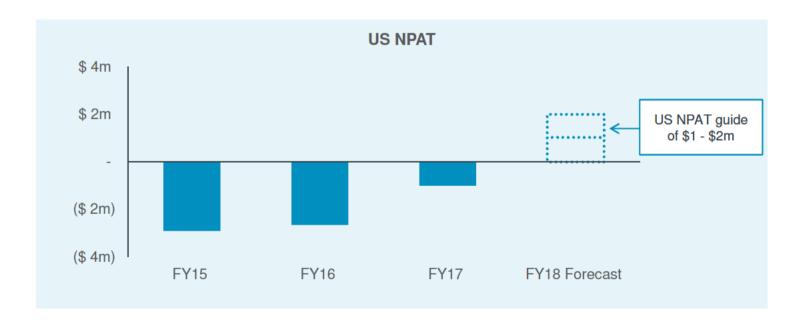
#### **Product superiority critical to Lending success**

- 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



#### ...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 3.03% (Q2 2016) to 3.54% (Q2 2017) <sup>2</sup>
- Competitors report improved returns
  - 15% price reduction in recent purchases reported by Encore <sup>3</sup>
  - 9% reduction in prices implied from Encore 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

<sup>1. &</sup>quot;SquareTwo Financial Corp files for Chapter 11", http://www.reuters.com/article/us-squaretwo-financial-bankruptcy-idUSKBN16R01M

<sup>2. &</sup>quot;Credit Cards - Charge-off and delinquency rates on loans and leases at commercial banks", US Federal Reserve, https://www.federalreserve.gov/releases/chargeoff/chgallsa.htm

<sup>3.</sup> Encore Capital Group (NASDAQ: ECPG) Q4 2016 earnings call transcript

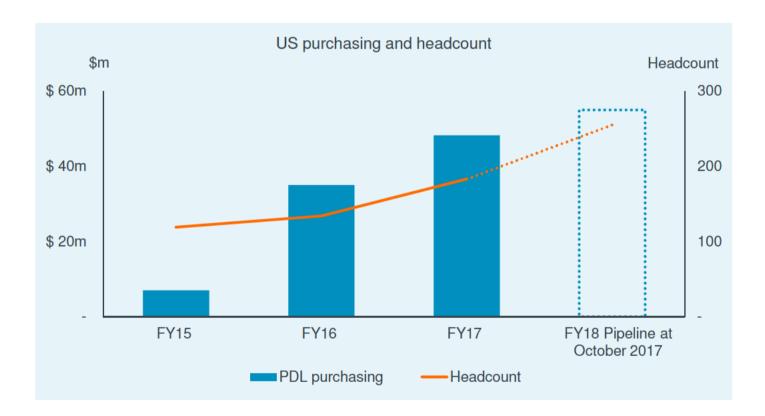
<sup>4.</sup> Portfolio Recovery Associates Group (NASDAQ: PRAA) Form 10-Q and Form 10-K for the periods ended 30 Jun 17 and 31 Dec 16

<sup>5.</sup> ECPG and PRAA Q2 2017 earnings call transcripts



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

- Collection headcount growing
- Purchasing from new issuers



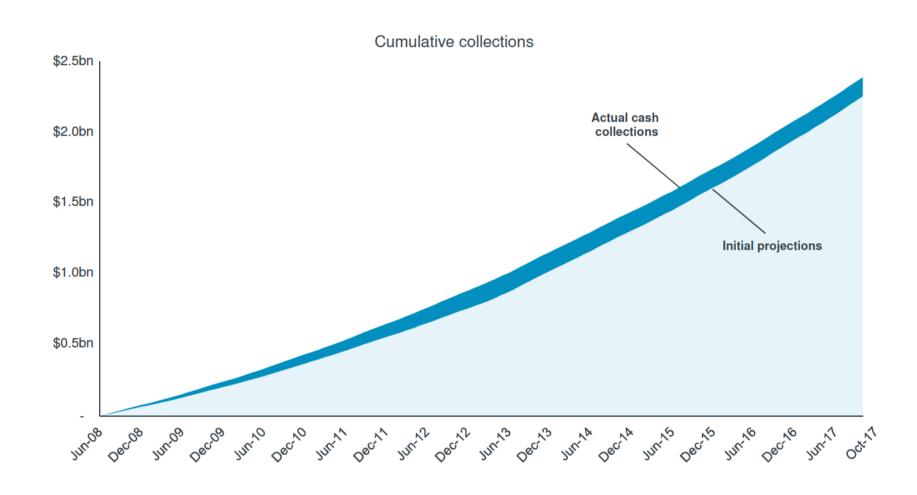


	Initial guidance Aug 2017	Upgraded guidance Nov 2017		
PDL acquisitions	\$140 - \$170m	\$170 - \$190m		
Net lending	\$35 - \$45m	\$35 - \$45m		
NPAT	\$60 - \$63m	\$62 - \$64m		
EPS (basic)	126 - 132 cents	130 - 134 cents		

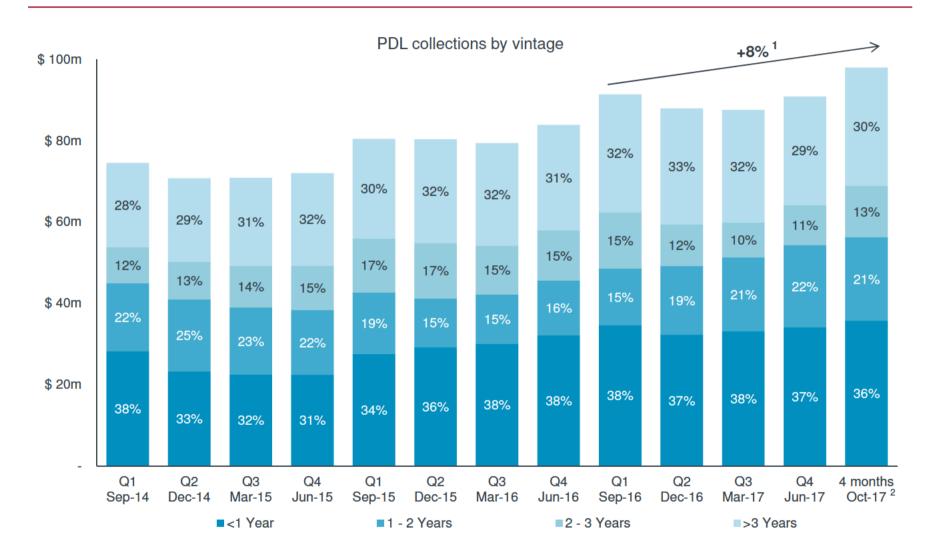


## **Appendix - Key operating metrics**

### Appendix 1 | Operational metrics - pricing discipline and accuracy



### Appendix 2 | Operational metrics - collection life-cycle



<sup>1. 8%</sup> growth on pcp (YTD Oct FY18 vs. YTD Oct FY17)

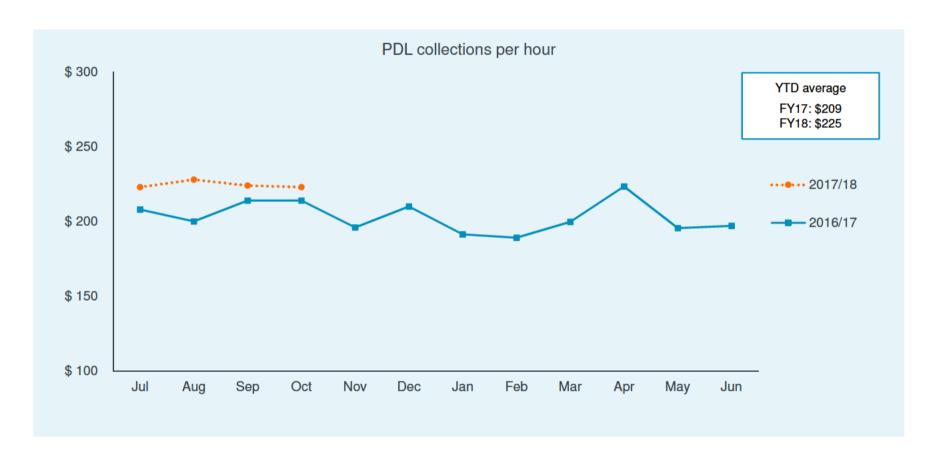
<sup>2.</sup> Pro-rated to a quarterly average



### **Appendix 3 | Operational metrics - productivity**



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





## Appendix 4 | Operational metrics - payers base

Total portfolio	Dec 15	Jun 16	Dec 16	Jun 17	Oct 17
Face value	\$5.1bn	\$5.3bn	\$5.7bn	\$5.8bn	\$5.9bn
Number of accounts	687,000	673,000	699,000	716,000	710,000
Payment arrangements					
Face value	\$1,099m	\$1,171m	\$1,235m	\$1,300m	\$1,300m
Number of accounts	139,000	147,000	151,000	157,000	157,000
% of PDL collections	76%	78%	77%	80%	76%