



Corporate Governance Statement

25/08/2025



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The Board of Directors (the **Board**) of Pioneer Credit Limited (**Pioneer**, the **Company**) is responsible for establishing the Company's governance framework, the key features of which are set out in this Corporate Governance Statement.

The Company's corporate governance practices are consistent with the 4th edition of the ASX Corporate Governance Principles and Recommendations (ASX Principles), which were released in February 2019, and this statement discloses the extent to which the Company has followed them.

This Corporate Governance Statement is current as at 30 June 2025 (except where specifically stated otherwise) and was approved by the Board on 25 August 2025. This and the following corporate governance related documents are available on the Company's [website](#).

Charters

- [Board](#)
- [Audit & Risk Management Committee \('ARMC'\)](#)
- [People, Remuneration and Nomination Committee \(PRNC\)](#)

Policies and Procedures

- [Code of Conduct](#)
- [Conflicts of Interest Policy](#)
- [Continuous Disclosure and Shareholder Communications Policy](#)
- [Belonging Statement](#)
- [Policy and Procedure for Selection and \(Re\) Appointment of Directors](#)
- [Procedure for Selection, Appointment and Rotation of External Auditor](#)
- [Process for Performance Evaluations](#)
- [Risk Management Policy](#)
- [Securities Trading Policy](#)
- [Whistleblower Policy](#)

Principle 1: Lay solid foundations for management and oversight

Recommendation 1.1

The Board has established the functions of the Board and the Executive which are set out in the Board Charter.

The Managing Director (**MD**) is responsible for the day-to-day activities of the Company and is supported by the Executive to execute on the strategic goals of the Company, approved by the Board.

The Company's Board Charter is available on the Company's [website](#).

Recommendation 1.2

Before appointing Directors or senior executives, appropriate checks are undertaken. Such checks usually include enquiries at least as to the person's character, experience, education, qualifications, criminal record and bankruptcy history.

For Directors specifically, during FY25 the PRNC evaluated the mix of background, skills and experience of Directors to identify the attributes that will best increase the Board's effectiveness. The selection process for Directors is set out in the Policy and Procedure for the Selection and (Re) Appointment of Directors, which is available on the Company's [website](#).

Recommendation 1.3

At appointment, Non-Executive Directors and senior executives enter a written agreement setting out the key terms, conditions and responsibilities of their role.

Recommendation 1.4

The Company Secretary is accountable to the Board, through the Chair, on all governance matters and for the proper functioning of it.

Recommendation 1.5

The Company has a Belonging Statement, which states that Pioneer welcomes diversity of all kinds, seeks to recognise, respect and value differences and ensures security, support, true acceptance and genuine consideration of an individual.

For the purposes of Recommendation 1.5 of the ASX Principles however, the Company has set measurable objectives of gender diversity in the composition of its Board, Senior Executives and workforce. The focus of the Company is on employing the best people for a particular role.

The Company's Gender demographic is:

	Objective		Actual	
	Number	%	Number	%
Number of women employees	146	40	171	60.2
Number of women in senior executive positions	4	40	1	33.3
Number of women on the Board	1	30	1	25

The proportion of Australian employees by gender are:

	Women		Men	
	Number	%	Number	%
Board	1	25	3	75
Senior executives	1	33.3	2	66.7
Whole organisation	171	60.2	113	39.8

The Company is a relevant employer of and is compliant with the Workplace Gender Equality Act 2012 and has lodged its report with the Workplace Gender Equality Agency (WGEA). All employees and shareholders have been informed of the lodgement of this report and can access a copy via our website.

Each year the Company undertakes a pay gap analysis through completing the WGEA report. In FY25 the results demonstrated that the Company has maintained a high level of pay equity between employees.

The Company's Belonging Statement is available on the Company's [website](#).

Recommendation 1.6

The Chair has responsibility for evaluating the performance of the Board, Board Committees and individual Directors. An individual Director is nominated by the Board to obtain feedback on the performance of the Chair from other Directors and discusses that feedback with him.

This process is further explained in the Company's Process for Performance Evaluations, which is available on the Company's [website](#).

A Board evaluation was last conducted in January 2025 through:-

1. The completion of questionnaires containing a specific set of questions relating to topics including Board Skills, Board Effectiveness, Strategy, Meetings, Committees, Governance and Risk.
2. One on one meetings held with individual directors and the Chair in relation to Director performance, and with a selected Non-Executive Director and the Chair in relation to the Chair's performance.

The objective of the evaluation is to determine how effective the Board and each Committee and Director is and to determine a shared understanding of what is most important for the Company to be successful. A specific set of questions are agreed and discussed and the data is collected for presentation in report to the Board. Actions are then agreed for the coming year.

Recommendation 1.7

The Chair meets regularly with the MD to discuss a number of objectives including his individual performance, which includes his adherence to and promotion of the Company's values and desired culture, strategy, executive leadership and management, and financial

performance. The Chair also obtains feedback from other Directors on the performance of the MD at least twice each year and discusses that feedback with him.

The MD reviews the performance of the senior executives by meeting individually with each person at least quarterly, including whether the senior executive has acted in accordance with the Company's values and desired culture.

This process is further explained in the Company's Process for Performance Evaluations, which is available on the Company's [website](#).

During the reporting period, performance evaluations were conducted for the senior executives and the MD.

Principle 2: Structure the Board to be effective and add value

Recommendation: 2.1

During FY25 the Board had a PRNC (PRNC) comprising;

Mr Stephen Targett (Chair);

Mr Keith John;

Ms Pauline Gately; and

Mr Andrew Whitechurch

The majority of the members of the Committee are Independent Non-Executive Directors and the Committee is chaired by an Independent Non-Executive Director.

A copy of the PRNC Charter is available on the Company's [website](#).

A profile of each PRNC member and their attendance at PRNC meetings during the reporting period is set out in the Directors' Report.

Recommendation: 2.2

The PRNC assists the Board in developing a skills matrix to identify necessary and desirable Director skills and competencies and to provide advice to the Board to enhance the Board's composition. The skills matrix was reviewed for FY25 to ensure it covers the skills needed to address existing and emerging business and governance requirements.

The Board agreed on a number of desirable skills and experience required by a director of Pioneer. Following self-assessment based on a knowledge level scale, the collective results were as follows:-

Experience	Knowledge Level
Financial Services	Expert
Debt Purchasing	Proficient
Marketing/Customer	Proficient
CEO/Senior Management	Expert
Digital Technology / Cyber Security	General
Operational	Expert
Mergers and Acquisitions	Proficient
Skills	
Leadership	Expert
Strategy development and implementation	Expert
Financial Acumen	Expert
Legal / Regulatory	Proficient
Environmental, Social and Governance	Proficient
People and Culture	Proficient
Remuneration	Proficient
Stakeholder Relations	Expert
Assess and manage risks	Expert

Knowledge Level
Expert
Proficient
General
Low/None

The Board's Digital Technology/Cyber Security/Information Technology skills are complemented by the considerable skills and experience of the Company's IT team with third party providers appointed as required.

The skills matrix is regularly reviewed by the Board and any gap in skills or experience is considered.

Recommendation: 2.3

During the reporting period, the independence of Directors was measured having regard to the Company's Policy on Assessing the independence of Directors which is in accordance with the relationships listed in Box 2.3 of the ASX Principles and incorporated into the Board Charter.

The Board has one Executive Director and three Non-Executive Directors who are Independent. The members of the Board are:

Mr Stephen Targett – Independent Non-Executive Chair

Mr Keith John – Managing Director

Ms Pauline Gately – Independent Non Executive Director

Mr Andrew Whitechurch – Independent Non Executive Director

The Directors' length of service, Non-Executive and Independence status is:

Name	Appointment Date	Length of Service	Non-Executive?	Independent?
Mr Stephen Targett	7 June 2021	4 years	✓	✓
Mr Keith John	2 March 2009	16 years	No	No
Ms Pauline Gately	29 August 2023	2 years	✓	✓
Mr Andrew Whitechurch	2 September 2024	1 year	✓	✓

The PRNC continues to review the independence of each Director on an annual basis. At its meeting held on 25 August 2025, the PRNC confirmed that it is satisfied that no independent Director's independence has been compromised.

Recommendation 2.4

The Board has 4 Directors, 3 of whom are Independent.

The non-independent Director is the Company's MD, Mr Keith John.

Recommendation 2.5

The Chair, Mr Stephen Targett is an Independent Non-Executive Director, and is not the same person as the MD of the Company.

Recommendation: 2.6

New Directors complete a formal induction during which they are provided a full briefing on the Company. The induction includes meeting other members of the Board, the Executive and other employees of the Company, as well as ensuring the Director has an understanding of the Company's risk profile and key accounting and valuation framework that it applies. The PRNC is responsible for maintaining and reviewing the induction program.

To continually improve the Board's performance and to enhance the skills of its members, all have access to ongoing professional development. This includes education through the Australian Institute of Company Directors, attending industry conferences, receiving informed commentary on the Company, its competitors and the industry sector such as analyst reports, press clippings and ASX Announcements.

The PRNC will periodically review existing Directors' professional development ensuring that they maintain the skills and knowledge needed to perform their role as Directors effectively.

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

Recommendation 3.1

The Pioneer culture and values continue to evolve to build trust and preference with the people we work with and do business with. Pioneer genuinely welcomes, encourages and champions each person's difference.

Pioneer's purpose is 'To put an end to debt stress'.

Our brand promise is 'With genuine care at the heart of everything we do.'

The Pioneer Principles are:-



Be human



Choose integrity



Act with purpose

To measure our employee engagement and alignment to the Pioneer Principles, the Company conducts regular and anonymous pulse checks and surveys. Participation is highly valued and Pioneer is committed to reviewing feedback to inform improvement initiatives.

The Company has always been, and remains, an organisation that puts its culture and our employees' satisfaction and well-being first and continues to work to improve all aspects and measures.

Recommendation 3.2

The Company has a Code of Conduct (**CoC**) that establishes the standards of behaviour expected of the Board, the Executive, employees, contractors and consultants of the Company (**Personnel**) when dealing with each other, shareholders, other stakeholders and the broader community. The CoC instils and continually reinforces a culture of acting lawfully, ethically and responsibly.

The CoC prescribes the practices necessary to maintain confidence in the Company's integrity, the practices necessary to meet its legal obligations, the reasonable expectations of its stakeholders and the responsibility and accountability of individuals for reporting and investigating any unethical practices.

The Board monitors implementation of the CoC and is kept informed of any significant breaches. Any breach of compliance is required to be reported directly to the Chair, the MD or the Report and Investigation Officer. Anyone breaching the CoC may be subject to disciplinary action.

The Code of Conduct is available on the Company's [website](#).

Recommendation 3.3

The aim of the Company's Whistleblower Policy is to create awareness, inform the process and encourage the reporting of contraventions (or suspected contraventions) of the Group's CoC and provide effective protection from victimisation or dismissal to those reporting by implementing systems for confidentiality and report handling.

The process for reporting contraventions (or suspected contraventions) is as set out in the policy. The Board are informed of any material incidents reported under that policy. No incidents were reported for the period.

The Whistleblower Policy is available on the Company's [website](#).

Recommendation 3.4

The CoC contains the Company's anti-bribery and corruption policy. The CoC specifically forbids the making of payments (including payments in kind such as gifts, favours etc.) to influence individuals to award business opportunities to the Group or to make business decisions in the Group's favour. Employees must not give or offer to anyone a gift, bribe, inducement, favour or payment of any kind in expectation of preferred treatment of the Group, its employees or anyone associated with the Group.

Principle 4: Safeguard the integrity of corporate reports

Recommendation 4.1

The Board has an Audit and Risk Management Committee (ARMC) comprising;

Ms Pauline Gately (Chair);

Mr Stephen Targett; and

Mr Andrew Whitechurch

All members of the Committee are Independent Non-Executive Directors and the Committee is chaired by an Independent Non-Executive Director, who is not the Chair.

The ARMC Charter describes the role, composition, functions and responsibilities of the Committee. All ARMC members are considered financially literate and have industry knowledge. A profile of each of the ARMC members and their attendance at Committee meetings during the reporting period is set out in the Directors' Report.

The ARMC Charter is available on the Company's [website](#).

Recommendation 4.2

Prior to Board approval of the Company's financial statements, the MD and the Chief Financial Officer (CFO) provide a declaration to it in accordance with Section 295A of the Corporations Act 2001 (Cth) and a Statement under Recommendation 4.2 of the ASX Principles.

For the financial year ended 30 June 2025, the MD and CFO will provide the Board with declarations that, in their opinion, the financial records of the Company have been properly maintained, that they complied with the appropriate accounting standards, that they give a true and fair view of the financial position and performance of the Company and that their opinion is formed on the basis of a sound system of risk management and internal controls which operate effectively.

An equivalent declaration will be given by the MD and CFO for the half-year ended 31 December 2025.

The Company's annual report and other corporate reports are prepared by the finance team, validated by the CFO and approved by the MD and the Board to ensure the reports are accurate, balanced and understandable and provide investors with appropriate information to make informed investment decisions.

Recommendation 4.3

Any periodic corporate report released to the market and not audited or reviewed by its external auditor is considered by the ARMC who in turn will recommend its adoption by the full Board to ensure that the report is materially accurate, balanced and provides investors with appropriate information to make informed investment decisions.

Principle 5: Make timely and balanced disclosure

Recommendation 5.1

The Company has a Continuous Disclosure and Shareholder Communication Policy that sets out:

- the Company's disclosure obligations under the ASX Listing Rules and Corporations Act;
- how Personnel are required to deal with potentially price sensitive information;
- how Personnel are required to deal with communications with external stakeholders such as media, shareholders and the community to ensure that the Company meets its disclosure obligations; and
- the Company's shareholder communication policy generally.

The Company has an established procedure when releasing corporate documentation to the ASX. Administrative type ASX Announcements are approved by the MD prior to lodgement on the ASX.

The Continuous Disclosure and Shareholder Communication Policy is available on the Company's [website](#).

Recommendation 5.2

All Directors receive a copy of all ASX Announcements promptly after confirmation of lodgement to the ASX platform has been received from the ASX.

Recommendation 5.3

Copies of new investor or analyst presentations are released to the market ahead of that presentation. At the release of Pioneer's half yearly and annual results Pioneer may offer stakeholders the opportunity to participate in an investor briefing. Whenever an open investor briefing is held, transcripts of these briefings are lodged with the ASX promptly after that briefing has been held.

Principle 6: Respect the rights of security holders

Recommendation 6.1

The Board is committed to providing shareholders with appropriate information to enable them to properly assess the performance of the Company. Such information is communicated to shareholders by lodging it with the ASX and by publishing it on the Company's [website](#).

The following governance information is available on the Company's [website](#):

- [Company profile](#);
- [Pioneer Principles](#);
- [Board](#) and [Management](#) profiles;
- [Community profile](#);
- [Constitution](#);
- [ASX announcements](#);
- [Financial reports](#);
- [Presentations](#);
- [Corporate directory](#);
- [Board and Committee Charters and Policies](#);
- [Equity incentive plan](#);
- [Key dates](#); and
- [Share price](#).

Recommendation 6.2

The Company will hold its AGM by 30 November each year and recognises the importance of its relationships with the investment community. The MD, CFO and Company Secretary have delegated authority to communicate with them.

Following the release of the Company's financial statements, the MD and CFO conduct investor roadshows, generally facilitated by its corporate advisors who are familiar with the Company's share register and other interested investors. An investor briefing is generally held

at the release of annual and half yearly results or for other Company matters as the Board sees fit, and shareholders are invited to attend and ask questions. A transcript of any open briefing is lodged with the ASX promptly after that briefing has been held.

Recommendation 6.3

The Company uses a mix of virtual and in-person shareholder meetings for convenience and efficiency. Whether the meetings are virtual or in-person, shareholders have the opportunity to attend, ask questions, participate in voting and meet the Board and Executive.

Shareholders who are unable to attend general meetings are encouraged to vote on the proposed motions by appointing a proxy via the proxy form accompanying the Notice of Meeting. Shareholders also have the opportunity to submit written questions to the Company and external auditor, or make comments on the management of the Company and access general meeting presentations and speeches made by the Chair and MD prior to the commencement of the meeting. The Company will publish results of the meeting to the ASX and on its [website](#) following the conclusion of the general meeting.

Recommendation 6.4

All resolutions at a meeting of security holders will be decided by a poll.

Recommendation 6.5

Shareholders have the option of receiving all shareholder communications by email.

Contact details for the Company's Share Registry are available on the Company's [website](#).

Principle 7: Recognise and manage risk

Recommendation 7.1

The Company's risk function and responsibilities have been delegated to the ARMC. Refer to Recommendation 4 for the composition of the ARMC.

All members of the Committee are Independent Non-Executive Directors and the Committee is chaired by an Independent Non-Executive Director.

Pioneer's ARMC has a standing agenda that addresses the oversight of the effectiveness of the systems of risk management and internal controls. Regular reports are provided to the ARMC addressing various elements of risk including quarterly risk reviews, internal controls, internal audit, dispute resolution and governance.

The ARMC Charter describes its role, composition, functions and responsibilities and is available on the Company's [website](#).

Recommendation 7.2

The Board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound. During the reporting period, a review was undertaken and the Board is satisfied that it continues to be sound. The Board has a documented Risk Appetite Statement and a Risk and Corporate Governance Framework which summarises the Company's risk appetite and outlines the processes and procedures in place in relation to managing risk.

Recommendation 7.3

The Company has an internal audit function to assist the Company accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. On a day to day basis, this position reports to the Head of Operational Risk and has a direct reporting line to the ARMC, who oversee the risk framework process. The Company may also outsource the internal audit of certain functions where additional resources or differing expertise are required.

Recommendation 7.4

The Board ensures that risk management remains front of mind for the Company. The Company has identified that the following key risks could materially impact its ability to deliver on its strategy and has developed actions to mitigate such risks.

Capital management

Business continuity

Regulatory and policy

Data management

Accurate pricing, servicing and valuation of Purchased Debt Portfolios

Pioneer is committed to being a responsible corporate citizen and doing things to promote a positive influence in matters that improve society and our environment. By focussing on the environmental and social impact of our business, and the manner in which our business is managed, we are doing our part to improve sustainability, better serve our community and simultaneously deliver out-performance for our Company.

At the Company's 2021 Annual General Meeting, the Company amended its Constitution to affirm its purpose to deliver returns to shareholders whilst having an overall positive impact on society and the environment.

Refer to the Company's Environmental, Social and Governance Policy and the Company's Business Risks Statement in the Annual Report for further detail.

Principle 8: Remunerate fairly and responsibly

Recommendation 8.1

Remuneration strategy is overseen by the PRNC. Refer to Recommendation 2.1 above for further information.

While all directors are members of the PRNC, the Managing Director is not involved in deciding his own remuneration.

Recommendation 8.2

The Company's policy is to remunerate Non-Executive Directors at a fixed fee which is not linked to individual performance. The maximum aggregate amount of fees (including superannuation payments) that can be paid to Non-Executive Directors is subject to shareholder approval. There are no termination or retirement benefits for Non-Executive Directors, other than for superannuation entitlements.

Executive remuneration consists of a base salary and performance incentives. Senior executives are offered a competitive level of base salary, which are reviewed at least annually.

Details of the Company's remuneration strategy and the amount paid to Non-Executive Directors and the Executive are contained in the Remuneration Report, which forms part of the Directors' Report.

Recommendation 8.3

The Company has an equity-based incentive scheme. The Securities Trading Policy prohibits all Personnel from dealing in the Company's securities while in possession of price-sensitive or inside information.

The Executive and Non-Executive Directors are not permitted to enter into transactions which limit the economic risk of any unvested entitlements awarded under the Pioneer Credit Limited Equity Incentive Plan, currently in operation, or any plan which may be offered in the future.

The Securities Trading Policy is available on the Company's [website](#).

Additional Recommendations

Additional recommendation 9 does not apply to Pioneer.

