

Continued leadership in the credit-impaired consumer segment ...





ANALYTICS & DISCIPLINE



OPERATIONAL EXCELLENCE



SUSTAINABILITY & COMPLIANCE



Australian / NZ debt buying

- Largest database
- History of pricing accuracy
- Purchasing levels vary inversely with pricing



US debt buying

- Adapted knowledge to US environment
- Large market opportunity
- Diversified purchasing across major sellers



Australian / NZ lending

- Leverage knowledge of consumer
- Up-front loss provisioning
- Analytical monitoring
- Unique statistical underwriting

- Highest asset turnover 1
- Lowest cost to collect ²
- High performing on-shore and offshore platforms
- Leading technology and use of data
- Significant growth in productive capacity with opening of second site
- Emphasis on payment arrangements and a lower proportion of litigated outcomes
- Automated decisioning
- Collection strength
- Unmatched efficiency

- No adverse orders or undertakings
- Low dispute rate
- \$1.5b in ongoing repayment arrangements
- Low regulator complaint rate
- Strong client audit outcomes

Target
Long-term growth
ROE 16% - 18%
Low gearing

- APRs below cap applicable to mainstream credit
- Regulatory upside no 'payday loans'
- Superior pricing disrupting the market

1. FY2022 ratio of cash collections from PDLs to average PDL carrying value in Australian Debt Ledger Purchasing segment of 1.2x 2. FY2022 cash costs as a proportion of collections in the Australian Debt Ledger Purchasing segment of 35%

... has delivered a solid operational start to FY2022 ...







- Strong result despite limited investment
- Improved productivity
- Q12020 comparative demonstrates impact of Government stimulus on Q12021 result
- Operational capacity recovering
 - Return to more 'normal' labour market conditions in US





	Q1 FY2022	∆ Q1 2021 ¹	∆ Q1 2020 ¹	
Collections	\$130m	(3%)	20%	
Productivity	\$323 per hour	8%	27%	
Operations headcount 2	1,249	(3%)	(2%)	
Payers book ²	\$1,764m	10%	21%	

^{1.} Previous period comparatives restated for constant currency 2. As at September 2021

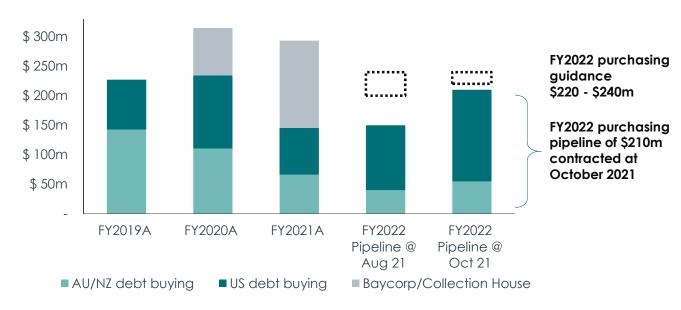
... and a growing purchasing outlook ...



Increased share in all markets offset by subdued PDL supply

 Opportunity to accelerate purchasing as supply recovers

PDL INVESTMENT

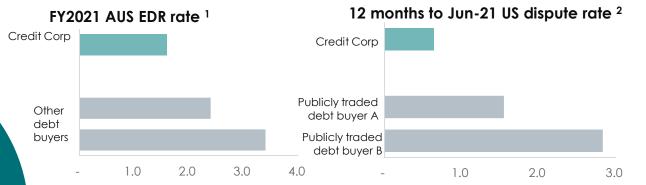


... supported by industry leading compliance metrics ...

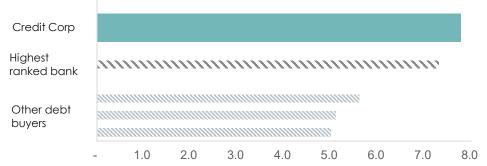




- Continued industry leadership
 - Lowest EDR rate in AU ¹ and low US dispute rate ²
 - Highest rating from consumer stakeholders
 - No regulatory actions
- Leading approach to hardship
- Compliance and sustainability critical in present conditions



Rating of banks & debt buyers by financial counsellors in 2019 ³ (score out of 10)



1. No. of complaints reported by External Dispute Resolution (EDR) provider (The Australian Financial Complaints Authority) for the 12 month period to Jun-21 divided by total annual PDL collections expressed in millions of dollars

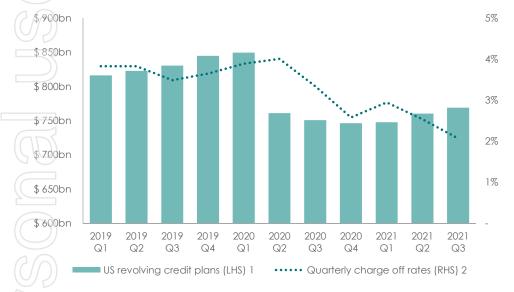
3. Financial Counselling Australia: Rank the banks and other creditors survey 2019 - Rating of response to consumer hardship, July 2020, pages 7 and 19

... with the potential for additional growth as PDL supply recovers ...

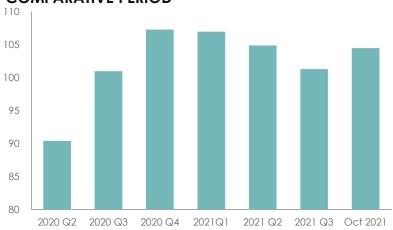


- Strong US credit growth should see charge-off rates increase in medium-term
- Lockdowns and restrictions in Aus have suppressed unsecured credit use but consumer credit card usage is increasing as restrictions ease

US REVOLVING CREDIT MARKET







Iotal Revolving Credit Outstanding, Federal Reserve Economic Data (https://fred.stlouisfed.org/graph/?g=KHD)
Charge-Off Rate on Credit Card Loans, All Commercial Banks, Federal Reserve Economic Data (https://fred.stlouisfed.org/series/CORCCACBN)
Westpac card tracker 21 October 2021 https://westpacig.westpac.com.au/Article/50050 indexed to same period in 2019

... and the capital to seize opportunities as conditions change



SE

- Capital position critical to securing opportunities like the Collection House PDL acquisition
- Strong position to maximise investment as PDL supply recovers

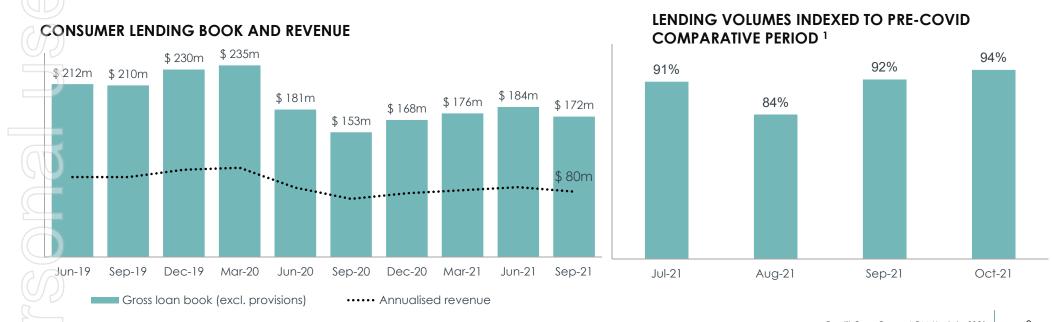


Lending impacted by lockdowns, but recovering strongly





- Strong recovery as lockdown eased in NSW/VIC
- Advertising in place to drive volume over the upcoming seasonal peak



1. All months indexed against 2019, as 2020 was COVID-impacted

New product development on track, including US commencement



US Consumer Lending	 Pilot underway Wallet Wizard branded loan Pilot commenced in one state, expanding to 7 over coming months (population: 50 million) 	Wallet Wizard
Auto Lending	Product relaunched in Q4 FY2021 Record monthly volumes Strong broker take-up	CARSTART
Buy Now Pay Later	Pilot commenced 250 merchants operational Encouraging new customer acquisition	« wizpay





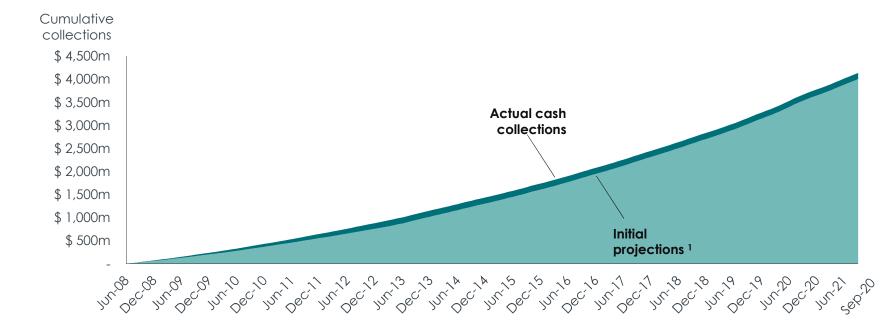
	FY2022 initial guidance	FY2022 revised guidance
Ledger investment	\$200 - \$240 million	\$220 - \$240 million
Net lending	\$45 - \$55 million	\$45 - \$55 million
NPAT	\$85 - \$95 million	\$85 - \$95 million
EPS (basic)	126 - 141 cents	126 - 141 cents



Pricing discipline and accuracy



PRICING DISCIPLINE AND ACCURACY



Collections life cycle



PDL COLLECTIONS BY VINTAGE

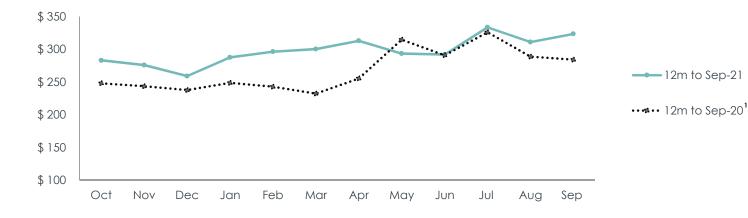


1. Prior years restated for FY2022 YTD average exchange rate

Productivity



PDL COLLECTIONS PER HOUR



YTD Oct -2021 average

FY2022: \$323

FY2021: \$300

Operational Metrics



AU/NZ debt buying



	Q1 FY2022	∆ Q1 2021 ¹	∆ Q1 2020 ¹
Collections	\$93m	(7%)	11%
Productivity	\$315 per hour	-	13%
Operations headcount ²	911	(1%)	4%
Payers book ²	\$1,512m	10%	18%





	Q1 FY2022	∆ Q1 2021 ¹	∆ Q1 2020 ¹
Collections	\$37m	6%	48%
Productivity	\$342 per hour	24%	76%
Operations headcount ²	338	(8%)	(14%)
Payers book ²	\$252m	10%	49%

Prior year collections adjusted for the Q1 2022 average exchange rate 2. As at September 2021

Payers base



PORTFOLIO SUMMARY: AU/NZ DEBT BUYING ONLY

Total portfolio	Jun-18	Dec-18	Jun-19	Dec-19	Jun-20	Dec-20	Jun-21	Sep-21
Face value	\$6.0b	\$6.2b	\$6.4b	\$7.8b	\$7.7b	\$8.6b	\$8.5b	\$8.2b
Number of accounts	710,000	753,000	786,000	1,268,000	1,193,000	1,392,000	1,326,000	1,276,000

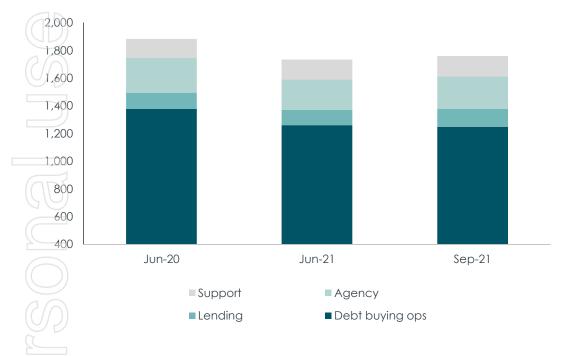
Payment arrangements

% of PDL collections	81%	79%	78%	81%	73%	82%	83%	84%
Number of accounts	157,000	154,000	157,000	200,000	195,000	219,000	217,000	213,000
Face value	\$1,300m	\$1,300m	\$1,300m	\$1,400m	\$1,350m	\$1,550m	\$1,600m	\$1,510m

Operational and total headcount



PERIOD END HEADCOUNT (FTE)



PERIOD END HEADCOUNT (FTE)

	Jun-20	Jun-21	Sep-21
Debt buying operations	1,378	1,261	1,249
Agency	251	218	235
Lending	118	111	129
Support	135	143	146
Total	1,882	1,733	1,759
Support %	7%	8%	8%