

Annual
Report
2017



**GROWTH
WITH
COMMUNITY**

Contents

Chairman's
report

2

CEO's
report

4

Review of
operations

8

This is
Credit Corp

11

Board of
Directors

12

Our business
model

14

We are guided by our theme of **'Growth with Community'**. We work with our customers in a sustainable and responsible way to enable them to move past their present situation and look forward to a growing frontier of opportunities. By continuing to put our customers' best interests at the forefront of all our activities we aim to grow alongside the communities we serve.

GROWTH |grəʊθ|

The process of increasing in size.

COMMUNITY |kə'mju:nɪti|

The condition of sharing or having certain attitudes and interests in common.

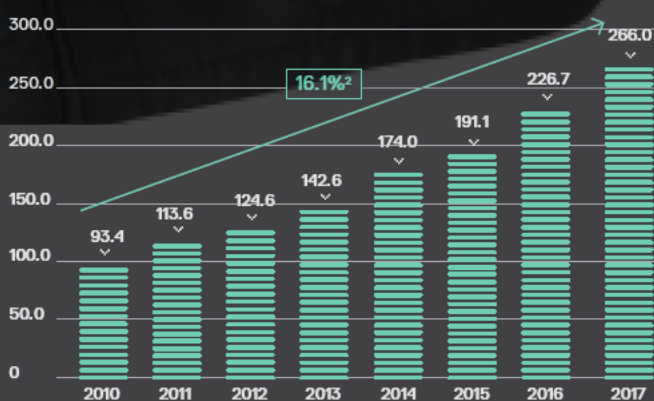
Credit Corp Group Limited is Australia's largest provider of sustainable financial services operating in the credit impaired consumer segment.

Financial highlights

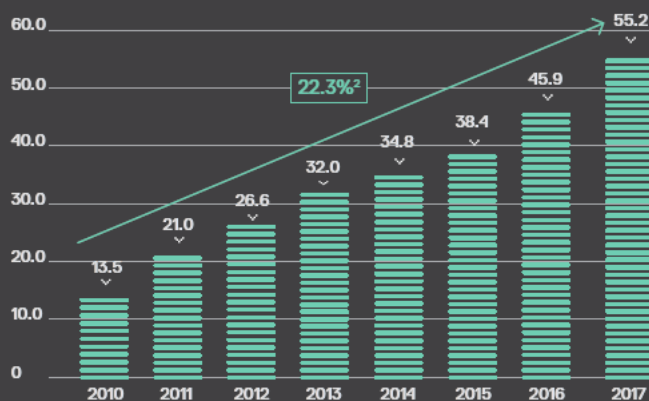
\$55.2
million
NPAT
[20% growth]

\$266
million
Revenue
[20% growth]

Revenue (\$m)



NPAT (\$m)



¹ Carrying value of consumer loan receivables and purchased debt ledgers

² Compound Annual Growth Rate

Our
people

16

Financial
contents

21

Corporate
directory

79



116.8

CPS

Earnings Per Share (EPS)
[19% growth]

\$ 469

million

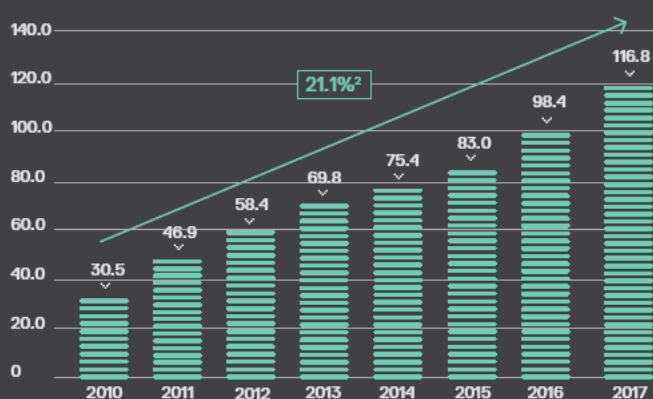
Income generating assets¹
[29% growth]

58.0

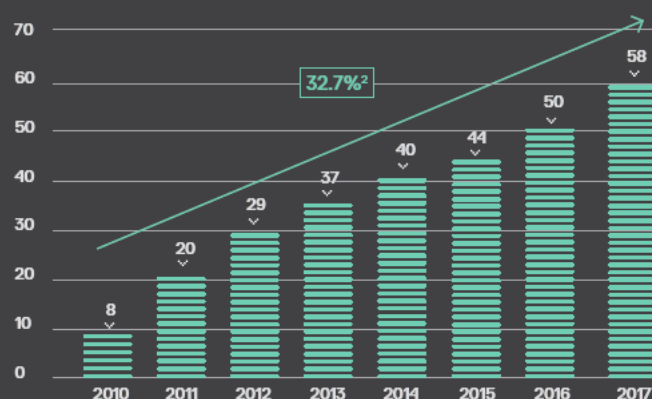
CPS

Dividend Per Share (DPS)
[16% growth]

EPS (cents)



DPS (cents)





Chairman's report



Donald McLay
Chairman

Thanks to the innovative services we have provided, hundreds of thousands of households have been put on a pathway to mainstream financial inclusion through either a flexible repayment plan or one of our market-leading loan products.

It's always satisfying to look back on the past year and beyond to see how far we have come. We can all feel proud as we reflect on our achievements and your support.

In the 2017 financial year, Credit Corp has met and exceeded the expectations we promised to the market, continuing our record of consistent growth and ongoing improvement in every area of our business.

In Australia and New Zealand, our debt purchasing levels exceeded the targets we set. In the US, operational improvements and more favourable market conditions have allowed us to become profitable and scale up for further growth.

We have seen a significant increase in earnings from our Australian lending business while continuing to grow the loan book, offering sustainable loans to customers with an impaired credit record.

Importantly, we have continued to grow earnings at a consistently strong rate while maintaining moderate levels of borrowing, paying attractive dividends to our shareholders and still reinvesting enough in our business to maintain consistent growth into the future.

All of this while preserving our impeccable compliance record and enhancing our reputation as the most responsible and sustainable provider in our segment of the financial services market.

But our success is not limited to the past financial year. As we continuously strive to grow and improve, it's easy to lose sight of how far we have come and I'd like to take this opportunity to reflect on Credit Corp's impressive track record.

Ours is a story of consistent and strategically planned growth.

For the past nine years, each and every year, we have made progress towards our strategic goals of geographic and functional diversification while delivering strong earnings growth and returns for our shareholders.

We have always delivered on these promises. To some people this may sound boring. There have been no surprises, no sudden shifts in strategy, no major business acquisitions and no major disappointments. This does not mean there have been no challenges to overcome along the way.

It is all part of our planned approach of ongoing improvement and organic expansion that delivers sustainable long-term growth. Over the past nine years, this consistency has produced compound earnings growth of 28 per cent per annum after tax and a return on equity above 18 per cent per annum.

It's a rare achievement for a company to deliver this for almost a decade. Long-term investors look for long-term sustainable growth and there is only a small group of companies that can deliver as we have done.

But Credit Corp's success is not only important for our shareholders. It is equally important for our 1,500 employees, our suppliers and their families.

And thanks to the innovative services we have provided, hundreds of thousands of households have been put on a pathway to mainstream financial inclusion through either a flexible repayment plan or one of our market-leading loan products. Credit Corp's uniquely sustainable approach has provided our customers with access to opportunities many of us take for granted.



Long-term investors look for long-term sustainable growth and it's a rare achievement for a company to deliver this for almost a decade, as we have done.

How will we sustain our success?

Our businesses are not complex. We buy charged-off consumer debts and then seek to recover amounts outstanding. We provide loans to people with limited borrowing alternatives.

The way we go about it is less simple. We impose high standards on ourselves to ensure we provide every consumer with a genuine and sustainable solution. We also have to provide a compelling proposition to our clients and customers in a competitive market.

Our business provides solutions to people experiencing financial exclusion and we work hard to ensure we don't make their situation worse. We agree on affordable repayment plans and work with our customers over several years to improve their credit standing as a pathway to mainstream financial inclusion.

The key to our success is a meticulous focus on the business metrics that allow us to track and measure our performance in everything we do.

We work hard to continuously improve our operations, systems and technology and will further automate and enhance our processes in the coming year to deliver greater efficiency to both our debt purchasing and lending businesses.

One of our strengths is our ability to look ahead and anticipate opportunities.

We have sought and found adjacencies to complement our core debt purchasing business and we will continue to seek opportunities in Australia and overseas.

After five years of investment our US business is now on track to deliver returns. Despite unexpectedly adverse market conditions over most of this period we have built a very solid US base of 200 team members, who are set to drive expansion. More favourable conditions mean that we can now look ahead to strong returns from the US.

In the longer-term, I hope to see our US debt purchasing business generating the same level of earnings we produce from our core Australian and New Zealand operations. It is an ambitious goal but our base is strong, our team is in place, our metrics are solid and we will continue to leverage the success developed within our core business.

Ultimately, Credit Corp is a people business and we would not be successful without great people.

We have real strength in the diversity of our workforce: a team of over 1,500 dedicated, energetic and highly disciplined employees from a wide range of backgrounds. Not only do people from different ethnic, cultural, religious, educational and professional backgrounds bring a range of experience and perspectives to our company, they mirror the diversity found among our customers.

I am particularly proud of our commitment to career development with almost all new management and leadership roles filled by team members who joined the company in entry-level positions.

On behalf of the Board and shareholders, I wish to thank all our employees for their ongoing contribution to the success of the company. Thank you also to my fellow directors and our senior leadership team for their disciplined leadership and hard work in spearheading our success.

I look forward to seeing what we can achieve together over the next year.

Donald McLay
Chairman



CEO's report



Thomas Beregi
CEO



Our business

Credit Corp's 2017 result and outlook for continued success reflects our long-term pursuit of leadership in the credit impaired consumer segment of financial services.

We define our market as people who have had trouble with credit. Most consumers in our segment have either defaulted on a previous credit obligation or do not have a stable earnings history. As a consequence, these consumers are excluded from the sort of readily available finance provided by mainstream lenders that many people in society take for granted.

In our debt buying business we work with credit impaired consumers to resolve their defaulted credit obligations through a flexible and understanding approach which addresses each consumer's unique circumstances. In our lending business we provide the lowest priced and most affordable finance in our segment of the market and deliver it in a fair and responsible way. Across all our activities we work to provide credit impaired consumers with genuine solutions as a pathway towards mainstream financial inclusion.

Our focus is encapsulated in the theme "Growth with Community" and is all about providing financial solutions to a section of the community with limited alternatives. We work with our customers in a sustainable and responsible way to enable them to move past their present situation and look forward to a growing frontier of opportunities. By continuing to put our customers' best interests at the forefront of all our activities we aim to grow alongside the communities we serve.



Our approach

Credit Corp operates in very competitive markets and three competencies are critical to our ongoing leadership. We must apply superior analytics and discipline, because our business is all about pricing and managing risk. Our segment of financial services involves constant interaction with customers, which means that our operations must be strong to compete. We must also be sustainable and compliant to deliver on our promise to our major financial services clients, other stakeholders and the community.

Applying these competencies within a strategy of organic diversification we aim to deliver strong earnings growth into the future, while producing a solid return on equity with a conservative financial structure.

In our core Australian and New Zealand debt buying business we lead across all three competencies.

We have a large database built up over many years of operation which has been supplemented with sophisticated analytical techniques. As a consequence we have established a long history of pricing accuracy and disciplined debt buying.

Our core business exhibits some of the strongest operational metrics in our industry. We have the highest asset turnover and the lowest cost to collect among our listed competitors.

We enjoy a strong reputation for sustainability and compliance which is supported by our impeccable record. Credit Corp has never been the subject of any adverse regulatory order or undertaking and our external dispute resolution scheme complaint rate is one of the lowest in our industry. Credit Corp's commitment to providing customers with sustainable repayment solutions is underscored by our unrivalled book of 150,000 customers making voluntarily agreed ongoing repayments on debts totalling \$1.3 billion.

Our lending business leverages the strengths of the core business and is tightly integrated for sustainable competitive advantage. We apply our analytical understanding of the credit impaired consumer together with our core business technology and efficient collection operations to create a uniquely sustainable offering.

Credit Corp's Wallet Wizard-branded fast cash loan is the cheapest and most flexible offering in the segment. All of Credit Corp's lending products apply interest and fees at rates below the regulatory caps applicable to mainstream lending. This differentiates our products from the heavily scrutinised alternatives marketed by competitors.

Similarly, our US debt buying business is an adaptation of the strengths developed in Australia. The US is the largest consumer credit market in the world, producing the largest volume of charge-offs offered for sale. Credit Corp is now positioned as one of the most efficient and compliant debt buyers operating in this market.



Credit Corp's 2017 result and outlook for continued success reflects our long-term pursuit of leadership in the credit impaired consumer segment of financial services.



Our achievements

Our leadership and focus on returns has generated sustained performance. Over the past 9 years Credit Corp has recorded compound annual earnings growth of 28 per cent with a return on equity consistently above our target range of up to 18 per cent per annum.

In 2017, Net Profit After Tax (NPAT) grew by 20 per cent to \$55.2 million and the company's return on equity was 24 per cent.

The 2017 performance was a result of strong core debt buying performance and impressive contributions from our organic expansion into consumer lending and US debt buying.

Credit Corp outlaid \$250 million to acquire charged-off debts in 2017, including \$202 million in the core Australian and New Zealand market. These record outlays produced 11 per cent growth in total collections and will underpin another strong core business performance in 2018.

Our core business operating metrics were favourable and enhanced automation and customer self-service functionality deployed during the year will support the achievement of strong results into the future.

The lending business was the main driver of Credit Corp's 2017 earnings growth. NPAT from this division doubled to \$12.3 million and is set to grow rapidly again in 2018. The lending business commenced as a start-up just five years ago and is now a sizeable operation servicing 150,000 customers. Lending now accounts for 28 per cent of our financial assets and 22 per cent of our earnings and will propel Credit Corp's growth over the next few years.

The US division executed a turnaround in 2017, achieving profitability over the final months of the year. Operational improvement produced a 20 per cent increase in labour productivity. At the same time, market conditions improved and Credit Corp increased its outlay on purchased debts by 37 per cent to \$48 million. Collection capacity is expanding and the US will account for a significant component of Credit Corp's 2018 earnings growth.



CEO's report (continued)

We work with our customers in a sustainable and responsible way to enable them to move past their present situation and look forward to a growing frontier of opportunities.

—

Credit Corp's success is dependent on the quality of our interactions with customers. Recognising this, we invest heavily in the development of our people to build skills and create ongoing career opportunities for our 1,500 strong workforce.



Inclusion and people

Our business is all about engaging with customers to create pathways towards mainstream financial inclusion. Producing these results involves the development of an understanding between our people and our customers.

Credit Corp's success is dependent on the quality of our interactions with customers. Recognising this, we invest heavily in the development of our people to build skills and create ongoing career opportunities for our 1,500 strong workforce.

People join Credit Corp from diverse backgrounds and will commonly have no direct experience in financial services. Team members are chosen for their aptitude, energy and ability to embrace our values.

Credit Corp's values are discipline, accountability and transparency.

Discipline is all about doing the right thing. This involves following our processes and adhering to our controls. It is our discipline which ensures that we are listening to our customers and are applying the right solution for their unique circumstances.



Outlook

Accountability is all about delivering the right results. Our people are given a clear understanding of their objectives together with the necessary skills, tools and systems to manage performance. Accountability involves each team member measuring their results and taking personal responsibility for setting and achieving expectations.

Transparency is about being open and honest in our communication. It is important to draw attention to challenges and issues so that they can be overcome. Similarly, giving and accepting straightforward feedback is the key to improvement and development.

Credit Corp is committed to developing its people and creating career opportunities. Our staff are rewarded in various ways for building skills and adopting our values. 49 team members were promoted to new internal roles in 2017.

I thank all of our team members for their continued high performance and dedication to improvement, which enables us to deliver on our commitment to 'Growth with Community'.

Credit Corp is well-positioned to continue its strong record of performance into the future. Our focus remains on sustainable and long-term value creation.

Investment discipline is critical to creating long-term value and diversification has put Credit Corp in a strong position to consistently exercise discipline. We are not tempted to invest at uneconomic rates of return because we have three profitable businesses operating in separate markets with different dynamics. This gives us the freedom to reduce investment in one market while increasing it in other markets to sustain overall company growth without compromising returns.

We have invested heavily in core business debt buying over the past two years. As our level of core business investment moderates we are producing strong free cash flow. This free cash flow is complemented by our financial capacity. Funding lines delivering present investment headroom of \$100 million are in place until 2020 and put the company in an excellent position to secure any attractive debt purchasing opportunities.

Current market conditions should see that an increased proportion of our debt buying investment will be made in the US.

We expect another year of strong earnings growth in 2018.

The core debt buying business has considerable momentum, the lending business is on track for another year of rapid earnings growth and the US should record its inaugural full year profit result.

Thomas Beregi
CEO



Review of operations

Overview

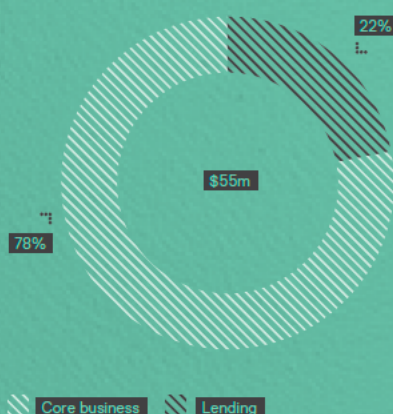
2017 NPAT of \$55.2 million was up 20 per cent on 2016 and reflected the successful execution of organic diversification and expansion strategies pursued over a number of years.

Consumer lending grew substantially with profits doubling from \$6 million in 2016 to \$12 million in 2017. Consumer lending represented 22 per cent of group NPAT.

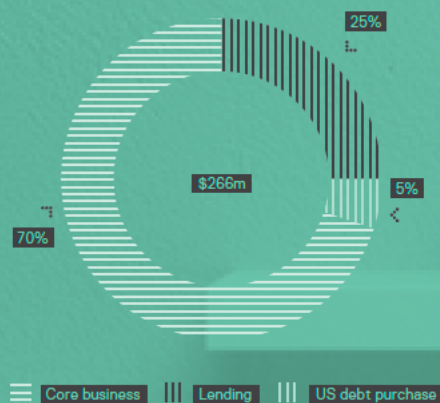
US debt purchasing recorded a modest loss in 2017 but saw revenue increase 75 per cent as a result of higher levels of purchasing and improved operational performance.

The group continues to diversify earnings. In 2018, the US and lending businesses are expected to contribute at least 35 per cent of group revenue and 30 per cent of NPAT, marking a further milestone in diversification.

NPAT



Revenue



Segment results

Australian debt purchase

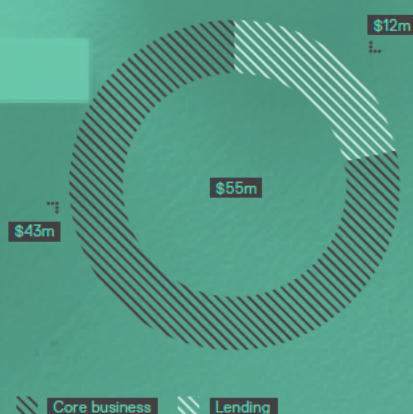
The core Australian and New Zealand debt purchase business produced 8 per cent growth in earnings in 2017 to \$43 million. Investment in new PDLs (including the US) of \$250 million was an annual record.

This strong performance was underpinned by strong operational metrics. The face value of accounts under arrangement grew by 11 per cent over the year. Collection effectiveness was maintained, with 46 per cent of collections realised from ledgers acquired more than two years ago.

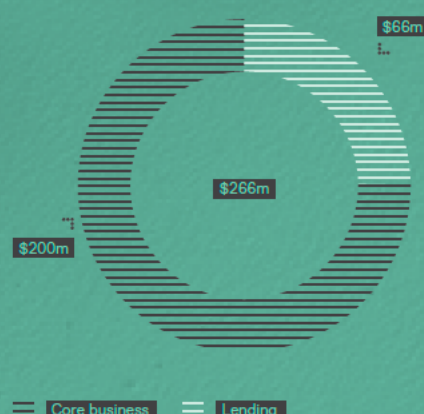
Ongoing operational improvements and record purchasing in 2017 will sustain core business collections and earnings in 2018 despite reduced purchasing.

Debt purchase			
\$m	FY17	FY16	% Change
Cash collections	\$356	\$322	↑11%
Face value of accounts under payment arrangement	\$1,300	\$1,171	↑11%
Proportion of collections from ledgers held for >2 years	46%	47%	—
PDL receivables	\$338	\$253	↑34%
Headcount	1,198	1,096	↑9%

NPAT



Revenue



Consumer lending

In 2017, the consumer lending book reached critical mass and segment profits accelerated. Profit doubled to \$12 million in 2017 and is poised for significant growth again in 2018. The consumer lending business successfully leverages Credit Corp's collections infrastructure, analytical capability and knowledge of credit impaired consumers.

The key to the lending growth has been the ability to efficiently attract and retain new customers and existing customers. In 2017, Credit Corp acquired the same number of new customers as the prior year with improved marketing efficiency.

Credit Corp's leading product is the Wallet Wizard cash loan, which provides credit impaired consumers with the lowest cost, most sustainable cash loan available in the segment. Further growth is anticipated in the Wallet Wizard book as well as from other loan products currently in pilot.

Consumer lending			
\$m	FY17	FY16	% Change
Receivables, gross of provisions	\$161	\$135	↑19%
Number of active customers	88,000	63,000	↑24%
Steady state yield revenue ¹	\$74	\$57	↑30%
Provisioning held	19%	19%	—
Return on assets	10%	7%	↑43%

¹Annualised June interest yield

Review of operations *(continued)*

US debt purchase

The US debt purchase business operates in the largest consumer credit market in the world and represents a significant growth opportunity for the group. After a number of years of difficult operating conditions, with prevailing high prices and low returns, prices for charged-off debts have reduced and the US market now offers attractive returns.

As a consequence, the focus has been on growing headcount to facilitate increased purchasing over coming periods. Productive headcount increased by 40 per cent over the year and the US site in Salt Lake City, Utah now has 200 staff. Despite the rapid increase in headcount, collection efficiency improved by 20 per cent.

The US debt purchase business will produce a modest profit in 2018 and this has the potential to increase significantly in coming years if current market conditions continue.

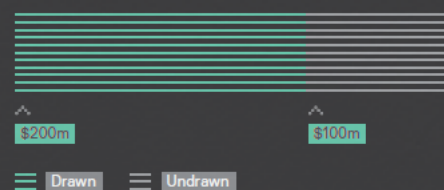
Capital management and financing

Maintaining debt headroom is a significant strategic advantage for a debt buyer as it enables higher levels of investment to be funded in periods of reduced access to capital by competitors.

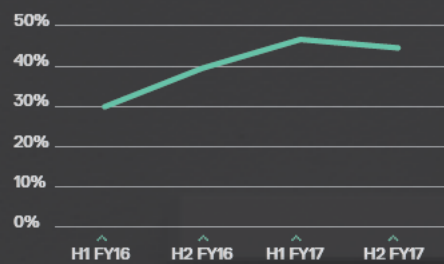
During 2017 the group diversified and increased its funding sources by establishing an \$85 million consumer loans warehouse facility. Together with an expanded corporate bank facility, this represents \$300 million of available lines. At the end of 2017, debt headroom was in excess of \$100 million.

After increasing gearing in recent periods to fund additional investment, in the second half of 2017 free cash flow was produced and gearing is expected to fall in 2018 based on anticipated investment.

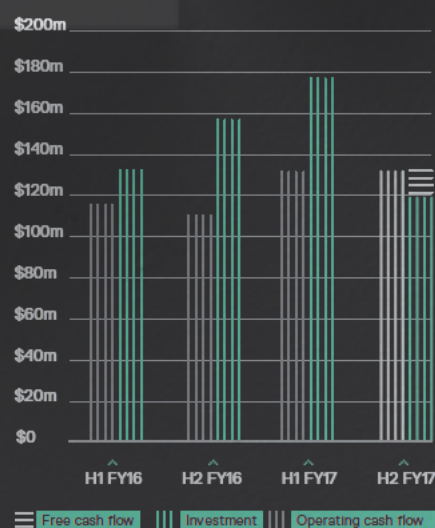
Financing



Gearing



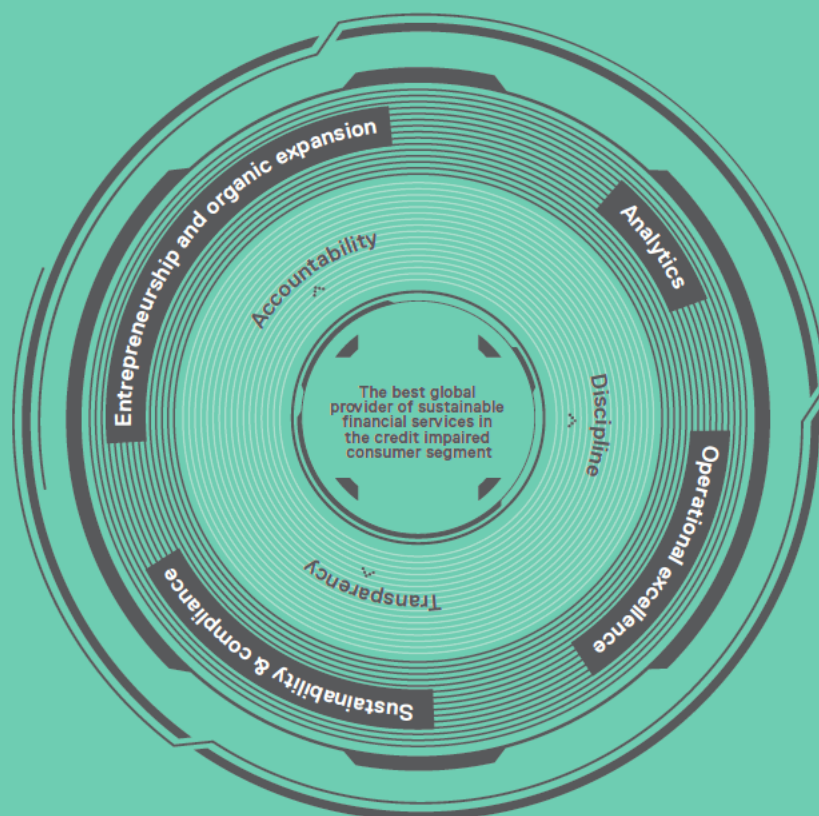
Investment and operating cash flow



This is Credit Corp

THIS IS WHY WE'RE HERE THIS IS OUR PURPOSE

Our objective is to be the leading global provider of sustainable financial services in the credit impaired consumer segment.



THIS IS WHAT WE BELIEVE IN THESE ARE OUR VALUES

Discipline – Doing the right thing

Discipline means doing the right thing. This involves following our processes and adhering to our controls. It is our discipline which ensures that we are listening to our customers and are applying the right solution for their unique circumstances.

Accountability – Making it happen

Accountability is all about delivering the right results. We set clear objectives and work on building the necessary skills, tools and systems to manage performance. Accountability involves measuring results and taking responsibility for setting and achieving expectations. The external environment may be uncertain but it is never an excuse for failing to meet expectations.

Transparency – Being open and frank

Transparency involves being open and honest in our communication. We draw attention to challenges and issues so that they can be overcome. Giving and accepting straightforward feedback is the key to improvement and development.

THIS IS HOW WE'LL GET THERE THIS IS OUR STRATEGY

Analytics

Our businesses succeed through effectively pricing and managing risk. Large volumes of data and objective analytical processes are critical to our success. We use analytics to develop a superior understanding of our customers and efficiently allocate our resources. We are always accumulating data, building analytical models, testing results and learning for continuous improvement.

Operational excellence

Our segment of financial services involves constant personal interaction with customers, which means that our operations must be strong to compete. We combine analytics and technology with skilful and motivated people for superior performance.

Sustainability and compliance

The community has set high expectations for the conduct of financial services providers and these go beyond the minimum requirements of the law. We must meet these expectations to protect and enhance reputations of our clients and other stakeholders. In all our interactions we must look to provide genuine customer solutions and pathways to mainstream financial inclusion.

Entrepreneurship and organic expansion

We have a strong core business with a dominant market position. To sustain long-term growth we must apply this strength to new and different markets. We map out new businesses on paper and start with small pilots. We constantly monitor performance against our expectations and adopt a patient and iterative approach until we achieve success.



Board of Directors



Director
Donald McLay
Chairman

Board Committee memberships

- Audit & Risk Committee
- Remuneration Committee

Date appointed

Appointed as a Non-Executive Director in March 2008 and Chairman on 30 June 2008.

Skills & Experience

Don has more than 35 years' experience in financial markets, investment banking and broad business services. He has previously held executive roles at a number of local and overseas investment management and investment banking organisations, working in London, Singapore, Auckland and Sydney.

Directorships and other current appointments

Currently Don is Chairman of Torres Industries Pty Limited, an unlisted investment group. Don was appointed Chairman of Clime Investment Management Limited on 1 March 2015.

Qualifications

Don holds a Bachelor of Commerce degree, is a Chartered Accountant, a Chartered Secretary and a Senior Fellow of the Financial Services Institute of Australasia.



Director
Robert Shaw
Non-Executive Director

Board Committee memberships

- Audit & Risk Committee Chairman

Date appointed

Appointed as a Non-Executive Director in March 2008.

Skills & Experience

Rob has extensive experience in business management in both an executive and non-executive capacity. Rob has specialist skills in financial analysis, audit committees and corporate governance.

Directorships and other current appointments

Currently Rob is a Non-Executive Director of Magontec Limited where he chairs the Finance, Audit and Compliance Committee and is a member of the Remuneration and Appointments Committee. Former Board roles include Insearch Limited and The Rugby Club Limited.

Qualifications

Rob holds a Bachelor of Industrial Engineering degree, a Master of Business Administration degree, a Master of Professional Accounting degree and is a Fellow of the Australian Institute of Company Directors as well as being a Justice of the Peace.



Director

Leslie Martin
Non-Executive Director

Board Committee memberships

– Remuneration Committee

Date appointed

Appointed as a Non-Executive Director in March 2014.

Skills & Experience

Leslie has 30 years' experience in commercial banking in a number of countries and is a specialist in payments and corporate cash management.

She has been in the start-up phase of businesses with Chase Manhattan (now JP Morgan Chase) in New York and Hong Kong. She joined Westpac in 1994 as a General Manager to establish its Transaction Banking capability and later led the Working Capital Services business at the Commonwealth Bank.

Directorships and other current appointments

Currently Leslie is an independent Director of EFTPOS Payments Australia and a Director of IMA Asia, an independent economics advisory firm. She has held board positions with subsidiaries of the Commonwealth Bank and a variety of payment industry bodies.

Qualifications

Leslie holds a Bachelor of Arts degree, a Master of Business Administration degree and is a Fellow of the Australian Institute of Company Directors.



Director

Richard Thomas
Non-Executive Director

Board Committee memberships

– Audit & Risk Committee

Date appointed

Appointed as a Non-Executive Director in September 2006.

Skills & Experience

Richard brings over 40 years' management experience in banking, finance and related industry sectors to Credit Corp's Board.

Richard is a professional Company Director and has previously held senior executive roles including Group Executive, Australian Banking Services with Westpac, Managing Director of AGC Limited and Executive Vice President of US-based Avco Financial Services.

Directorships and other current appointments

Richard was Acting Chairman between 11 February and 30 June 2008.

Qualifications

Richard is a Fellow of the Australian Institute of Company Directors.



Director

Eric Dodd
Non-Executive Director

Board Committee memberships

– Remuneration Committee Chairman

Date appointed

Appointed as a Non-Executive Director in July 2009.

Skills & Experience

Eric has extensive experience in the insurance, finance and banking sectors. Eric previously held the position of CEO of Insurance Australia Group, Director and CEO of MBF Australia Limited for a six-year period and was appointed as Managing Director of the combined organisation when MBF merged with BUPA Australia in June 2008.

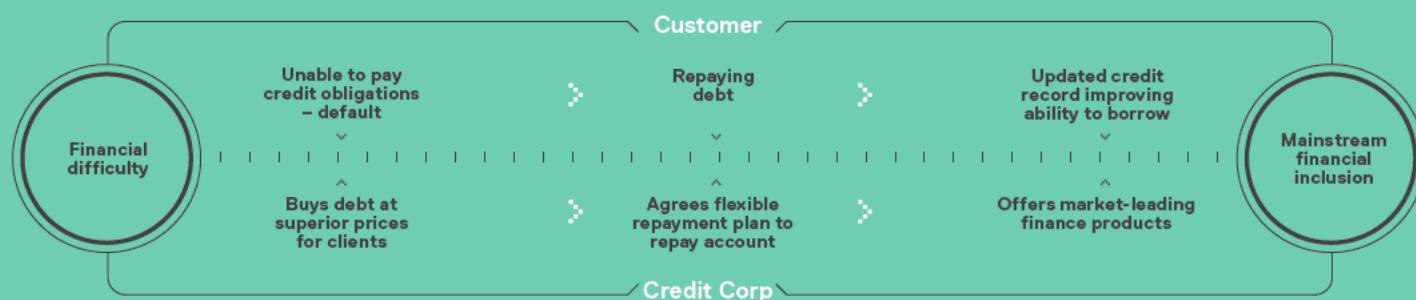
Eric is also a past Managing Director and CEO of NRMA Insurance Limited and held numerous senior positions within the financial services industry.

Directorships and other current appointments

Currently Eric is Chairman of First American Title Insurance Company of Australia Pty Limited and Chairman of ICON Cancer Care Australia.

Qualifications

Eric holds a Bachelor of Economics degree, is a Fellow of the Institute of Chartered Accountants and is a Fellow of the Australian Institute of Company Directors.



Our business model

How our business model works

Credit Corp is Australia's largest provider of sustainable financial services to the credit impaired consumer segment.

Our market is comprised of people who have had trouble with credit. Most consumers in our segment have either defaulted on a previous credit obligation or do not have a stable earnings history. As a consequence, these consumers are excluded from the sort of readily available finance provided by mainstream lenders that many people in society take for granted.

We specialise in working with our customers by providing sustainable financial solutions as a pathway to mainstream financial inclusion.

Core debt purchasing

In our core debt purchasing business our clients are the major banking, finance, telecommunication and utility providers. We acquire defaulted consumer receivables from these organisations. The debts we acquire are generally at least six months in arrears and have already been through a collection process using both the credit issuer's internal resources and those of external service providers prior to sale.

Our clients are looking to realise an immediate return on their defaulted receivables while relieving themselves of the ongoing costs associated with the collection process. Clients are also seeking assurance that their former customers will be treated fairly and in accordance with all relevant laws and standards.

Credit Corp aims to provide clients with the highest prices possible while providing customers with genuine solutions to any financial difficulty they may be experiencing. This involves the application of strong compliance systems and understanding with a view to agreeing flexible and affordable repayment plans to suit each customer's individual circumstances.

To provide our clients with the highest prices possible, Credit Corp must be a highly efficient and effective business. We must maintain low overheads, utilise analytics to manage our resources and apply technology to drive productivity. Our people must be motivated, skilled and led effectively to achieve superior outcomes from each customer interaction.

By providing higher and more timely returns on defaulted receivables, Credit Corp helps its clients keep the price of credit low and promote its wide availability. This benefits the economy by facilitating consumer demand.

US debt purchasing

We have exported the success we have developed in Australia to the largest consumer credit market in the world, being the United States of America (US). We have adapted our operational approach to ensure we will have a profitable and growing business in this market.

Our strong commitment to sustainable and compliant operations is proving to be a source of competitive advantage. Our uniquely high proportion of mutually-agreed repayment plans and low rate of complaints sets us apart from many larger and more entrenched US operators.

Lending

Our lending business focuses on responsibly delivering sustainable financial inclusion to consumers who are excluded from access to credit from mainstream issuers. Our innovative loan products are the cheapest and most flexible offering in our segment of the market.

We have worked hard to ensure that we are providing customers with the best product in the market and we have been rewarded for our efforts. We have achieved strong rates of customer acquisition and retention.

Suppliers and other stakeholders appreciate our role in helping customers avoid using the much higher cost, and often predatory, products offered by competitors. This has freed us from the restrictions imposed on competitors and has facilitated access to efficient conventional funding.

Our uniquely sustainable product makes use of the strengths developed from Credit Corp's core business. We leverage a common overhead and technology structure which keeps costs low. Our leading position in analytics and customer understanding has been deployed in our lending operations to produce one of the most automated, accurate and responsible lending processes in the industry. Credit Corp's superior collections platform ensures that credit losses are efficiently minimised.

Agency collections

Credit Corp has always offered agency collection services to its clients. This work focuses on earlier collections for clients, prior to any decision to sell charge-offs.

This fee for service business has historically been a very small part of Credit Corp's operations. In 2017, we acquired a major Australian collection agency, National Credit Management Limited or NCML. This has provided Credit Corp with a strong platform for expansion into this segment as we integrate Credit Corp's strengths with those of NCML for a compelling client proposition.

NCML



Changing customers' lives one loan at a time

Making a difference through our products and services



When Karen's beloved Australian Terrier, Franky, contracted a virus over Christmas and required expensive veterinary care for his survival, Karen didn't know where to turn.

"The vets wanted me to show that I had \$3000 in my bank account before they would begin treating Franky," Karen said.

"I contacted friends and family, but it was Christmas and understandably nobody had the money to help."

Karen tried a mainstream finance company, but some past issues on her credit file meant she was declined.

"It was then I remembered Wallet Wizard. With fingers crossed I filled out the application form online... submit... loading, loading... and I burst into tears again. I was approved ... the money was in my bank account in around an hour."

This happy customer feedback is one of hundreds of stories received each year by team members in Credit Corp's lending business and demonstrates the way our products can change our customers' lives.

"We're committed to developing sustainable financial inclusion for consumers who might otherwise be excluded from the mainstream finance industry," says Credit Corp's Chief Operating Officer, Matt Angell.

Credit Corp's lending business offers responsible, sustainable loans at affordable and market-leading rates.

"Our products are the most affordable in the market and in most cases are the only alternative to genuinely harmful products," Mr Angell said.

For customers such as Karen, a Wallet Wizard loan made all the difference for her beloved companion, Franky. Affordable repayments have meant that Karen is on track to repay her loan and hasn't needed to defer necessary living expenses or seek further credit.

"I just wanted to say thank you so much for being there when I needed help," Karen said.





Our people

Our people are the cornerstone of our success and we are committed to providing the best career opportunities we can.

**Chief
Operating
Officer**
Matt
Angell



**Chief
Financial
Officer**
Michael
Eadie



**Chief
Information
Officer**
Tim
Cullen



**Head of
Business
Services**
Chris
Midlam



**Head of
Collections**
Matt
Stokes



**Head of Legal,
Compliance
and Operational
Strategy**
Adam
Carpenter



**Head of
Human
Resources**
Stephanie
Palmer

>



**Head of
Analytics**
Michael
Mifsud

>



**Chief Operating
Officer USA**
David
Acheatel

>



**Head of
Lending**
Alex
Roberts

>



**Head of
Marketing
and Product
Development**
David
Brand

>



**Head of
Operational
Services**
Ellie
Tahzib

>





Our people *(continued)*

Credit Corp's business is all about developing an understanding of our customers' circumstances, reaching agreement on appropriate solutions and working with our customers over a period of years. Achieving these mutually beneficial outcomes is dependent on the ability of Credit Corp's people to engage constructively with customers.

We set high performance expectations for our team of more than 1,500 people in Australia, the Philippines and the US. High expectations are matched with industry leading support, together with rewards and opportunities for ongoing career development.

It is our aspiration that every one of our people will have a long and rewarding career with Credit Corp. By continuing to grow and diversify our operations we hope to create the opportunities required to meet the individual aspirations of each and every Credit Corp team member.

Our commitment to our people is that over their period of employment with Credit Corp they will develop enduring skills, disciplines and confidence which will be complemented by the attainment of externally recognised qualifications which will assist them throughout their working lives. It is no surprise that people with a background at Credit Corp are highly sought after by a broad range of Australian financial services employers.

Recruitment

People join Credit Corp from diverse backgrounds and will commonly have no direct experience in financial services. Our recruitment process selects team members for their aptitude, energy and ability to embrace our values.

In selecting new team members we make use of objective assessment tools as well as more traditional interviews. Our recruitment process draws on our analytical understanding of the attributes which are correlated with successful performance.

Our process is also designed to ensure that potential recruits are given a good understanding of the role and our environment in order to determine whether Credit Corp will be a good fit.

Learning and development

Credit Corp believes in investing in our people to ensure they have the skills and confidence required to succeed in their roles. We are committed to continuous learning. Our programs involve combinations of structured tuition and on the job reviews with detailed feedback. All our experienced people in leadership and other senior positions are given the skills to assess performance and provide constructive feedback.

New recruits begin their career with a comprehensive induction program. During this program, people learn the technical skills and knowledge required for the job, together with all the key principles behind our compliance framework and customer relationship management approach. They then enter teams with very experienced leaders who will continue their training through close monitoring, support and feedback.

Once a new starter has begun to consistently achieve an appropriate level of performance they will move into a more permanent team. They will be provided with regular reviews and ongoing development.

Our extensive accredited training programs ensure that our people achieve externally recognised Certificate III and Certificate IV qualifications in financial services. To date, in excess of 900 employees have either been awarded one of these qualifications or are presently enrolled and working towards one of these qualifications.

Unsurprisingly for a company with a large and growing workforce, leadership skills are highly valued at Credit Corp. There are four separate leadership pathway programs available to our staff and these are designed to prepare our people for their next step in leadership at Credit Corp.

It is not always easy for us to put ourselves in the position of our customers, particularly those of our customers in vulnerable circumstances. Through our longstanding partnership with Kildonan UnitingCare, we provide training in areas such as hardship awareness, dealing with customers experiencing financial difficulty following natural disasters or supporting customers experiencing financial abuse.

Promotion

Our people are the cornerstone of our success and we are committed to giving them the best career opportunities we can.

Where possible, Credit Corp always promotes leaders from within our talent pool. In the past five years, all operational leadership positions have been promoted from within our team with only entry-level positions filled externally.

Our expansion into new geographies and new areas of business provides our people with a range of opportunities to develop and grow.



Case Study: Promoting our people

Ellie Tahzib first joined Credit Corp as a customer relationship manager when she was a 23-year-old university student, favouring skip tracing and account management over common part-time student jobs in retail and hospitality.

That was in December 2010, and Ellie has since moved through four roles to her current position as Head of Operational Services.

“A year or so after I joined the company, an opportunity was advertised internally for a business improvement analyst and Credit Corp was keen to promote an internal candidate,” she said.

Ellie was promoted into the role despite having no formal project management or business analysis experience, and was trained through involvement in various projects of increasing complexity. Soon she was appointed to a project where she reported directly to the company’s Chief Operating Officer, Matt Angell.

One of Ellie’s main projects was establishing the Wallet Wizard lending platform with a small team of people. Now over 80 operators are using the fully automated end-to-end lending platform.

“It’s a proud moment when it goes live and you see it on TV and the success the company is having because of it,” said Ellie.

“The organisation focuses on developing motivated individuals, and training and opportunities are provided to ensure you succeed,” Ellie said.

A few years later, Ellie was promoted to the position of business innovation manager, heading up a team of business analysts working on designing and implementing various solutions across both the debt purchase and lending businesses.

“It’s not just about promotion. For someone who is eager to develop and learn, there are opportunities to be engaged in some very exciting projects, working with different departments, external consultants and getting exposure to cutting edge technology.”

She says the opportunities available at Credit Corp and the support from the company’s leaders means ambitious and motivated team members have no reason to leave.

“The company has grown significantly since I joined and there is no sign of it slowing down. I want to continue to grow with it.”



Corporate Timeline



2017 >

GROWTH ACCELERATION

Profitability in US debt purchasing layers on top of rapid consumer lending growth and core business strength.



2016 >

LEADERSHIP POSITION

Leading in corporate responsibility for the benefit of society while recording increased earnings growth and a stronger outlook.



2015 >

SUSTAINABLE MODEL

Confirmed as the sustainable promoter of financial inclusion through market-leading financial hardship programs and lending products.



2014 >

GROWTH PLATFORM

Achievement of scale in consumer lending and continued focus on the core business provided a platform for accelerated revenue growth.



2013 >

ORGANIC TRANSFORMATION

Transformation from a mono-line Australian debt buyer into a diversified financial services operator with international growth potential.



2012 >

STRATEGIC EXPANSION

Presence in the core Australian debt purchasing business was applied to expansion through global debt buying and Australian consumer lending.



2011 >

ANALYTICS AND FLEXIBILITY

Innovative in-house systems were combined with an offshore collection capability to transition Credit Corp to a more analytically-driven and flexible operating model.



2010 >

PROFITABLE GROWTH

Collection capacity expanded significantly while efficiency was maintained and clients enjoyed superior pricing outcomes.

Financial contents

22	Corporate governance statement
28	Directors' report
33	Directors' report – audited remuneration report
42	Auditor's independence declaration
43	Consolidated statement of profit or loss and other comprehensive income
44	Consolidated statement of financial position
45	Consolidated statement of changes in equity
46	Consolidated statement of cash flows
47	Notes to the consolidated financial statements
47	1 Corporate information
47	2 Basis of preparation
48	3 Revenue
48	4 Income tax
50	5 Earnings per share
51	6 Dividends paid and proposed
51	7 Auditor's remuneration
51	8 Cash and cash equivalents
52	9 Trade and other receivables
52	10 Consumer loans receivables
53	11 Purchased debt ledgers
53	12 Other assets
53	13 Property, plant and equipment
54	14 Intangible assets
55	15 Trade and other payables
55	16 Provisions
56	17 Borrowings
56	18 Cash flow information
57	19 Issued capital
58	20 Capital management
58	21 Reserves
58	22 Acquisition of subsidiary
59	23 Subsidiaries
59	24 Operating segments
61	25 Contingent liabilities
61	26 Leasing commitments
61	27 Capital commitments
61	28 Subsequent events
61	29 Key management personnel (KMP) compensation
62	30 Related party transactions
62	31 Share-based payments
63	32 Financial risk management
66	33 Cross guarantee
68	34 Parent entity information
69	35 Other significant accounting policies
69	36 New standards and interpretations not yet adopted
70	Directors' declaration
71	Independent auditor's report
76	Five-year financial summary
77	Shareholder information
79	Corporate directory

Corporate governance statement

This statement relates to the year under review.

Credit Corp Group Limited (the Company) and its subsidiaries (collectively, the Group) maintain policies and practices to comply closely with the Corporate Governance Principles and Recommendations (3rd Edition) released by the ASX Corporate Governance Council.

CORPORATE GOVERNANCE OVERVIEW

The Board of Directors of the Group is responsible for the corporate governance of the Group. The Board guides and monitors the business and affairs of the Group on behalf of the shareholders by whom they are elected and to whom they are accountable.

The Credit Corp Group Limited Corporate Governance Statement, which has been approved by the Board, is structured with reference to the ASX Corporate Governance Principles and Recommendations with 2014 amendments, and is summarised below.

PRINCIPLE ONE: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Board responsibilities

The Board's roles and responsibilities are formalised in the Board Charter, which is published on the Group's website. The Board reserves to itself all functions that are likely to have a material impact on the performance and reputation of the Group.

The following functions are reserved to the Board:

- Providing leadership and setting the strategic objectives of the Group;
- Appointing the Chairperson;
- Appointing and when necessary replacing the Chief Executive Officer (CEO);
- Approving the appointment and when necessary the replacement of other senior executives;
- Monitoring senior management's performance, implementation of strategy and allocation of resources;
- Overseeing management's implementation of the Group's strategic objectives and its performance generally;
- Overseeing the integrity of the Group's accounting and corporate reporting systems, including external audit;
- Overseeing the Group's process for making timely and balanced disclosure of all material information concerning the Group that a reasonable person would expect to have a material effect on the price or value of the Group's securities;
- Ensuring the Group has in place an appropriate risk management framework and setting the risk appetite within which the Board expects management to operate;
- Approving the Group's remuneration framework;
- Approving and monitoring the corporate governance of the Group; and
- Approving and monitoring operating budgets, major capital expenditure and financial and other reporting.

Management responsibilities

The Delegation of Authority Policy detailing functions delegated to management is published on the Group's website. All matters not specifically reserved to the Board and necessary for the day-to-day operation of the Group are delegated to management.

The following functions are delegated to management:

- Formulating, recommending and implementing the strategic direction of the Group;
- Translating the approved strategic plan into operating budgets and performance objectives;
- Managing the Group's human, physical and financial resources to achieve the Group's objectives;
- Operating within the delegated authority limits set by the Board;
- Assuming day-to-day responsibility for the Group's conformance with relevant laws and regulations and its compliance framework and all other aspects of the day-to-day running of the Group;
- Performing against established Key Performance Indicators (KPIs) to deliver the objectives of the Group;
- Developing, implementing and managing the Group's risk management and internal compliance and control systems and operating within the risk appetite set by the Board;
- Developing, implementing and updating policies and procedures;
- Advising the Board promptly of any material matters impacting or potentially impacting the Group's operations;
- Providing the Board with accurate, timely and clear information to enable the Board to perform its responsibilities; and
- Keeping abreast of industry and economic trends in the Group's operating environment.

Appointment of new directors

The Board has responsibility for the selection and nomination to shareholders of new or retiring directors. The Group's Appointment of Directors Policy is published on its website and sets out the Group's policy for the selection, appointment and re-election of directors.

Where a candidate is recommended by an independent executive search organisation, the Board will assess that candidate against a range of criteria, including skills, experience, expertise, personal qualities and cultural fit with the Board and the Group. If these criteria are met and the Board appoints the candidate as a director, that director will confirm his or her appointment at the next Annual General Meeting (AGM). All material information in the Group's possession that is relevant to a decision on whether or not to elect or re-elect the director is provided to shareholders.

New directors are provided with a written agreement in the form of a formal letter of appointment setting out the key terms and conditions of employment, including their duties and responsibilities and requirement to disclose interests affecting independence.

Accountability of Company Secretary

The Company Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board.

Diversity report

The Group recognises the important contribution that people of various cultural backgrounds, ethnicity, experience, gender and age make to the Group. Diversity includes all characteristics that make individuals different from each other including characteristics such as religion, race, ethnicity, language, gender, sexual orientation, disability, age or any other area of potential difference.

The Group's diverse workforce is in fact a key to continued growth and improved operating performance. In particular, employees of diverse backgrounds and experience are able to provide exceptional customer service to our equally diverse customer base.

In order to attract and retain a diverse workforce to service our diverse customer base, the Group is committed to providing an environment where employees are treated with fairness and respect, and have equal access to development and promotion opportunities.

The Group has established a Diversity Policy, which outlines the Board's measurable objectives to achieve diversity. A summary of the policy is available on the Group's website.

Measurement of progress against these diversity objectives occurs annually by the Board.

The table below sets out these diversity objectives and the progress made towards achieving them in the 2017 financial year. The Board will review these objectives in the 2018 financial year and report on progress being made towards their achievement.

Objectives	Progress in achieving objectives
Provide equal opportunities for candidates, regardless of their cultural, gender, or any other difference.	– The primary goal of the Group's assessment centre is to maximise objectivity in the decision-making process for frontline employees. – The Group continues to assess and recruit all frontline candidates against a set of core competencies.
Retain and encourage a diverse workforce at all levels of the Group.	– The Group continues to reflect significant gender diversity, including within management levels. The percentage of females in the Group is as follows: – Board 20% – Executive management 17% – Senior management 38% – Frontline management 50% – The Group's workforce 54% – Over the year a number of employees worked under flexible work arrangements to balance family and other commitments with their employment. During the reporting period 4 per cent of the Group's workforce utilised a flexible work arrangement.
Provide development opportunities for employees regardless of cultural, gender or any other difference.	– The Group provides nationally-recognised accredited training to all eligible employees. – Leadership training was provided to all employees in management positions during the year. – Documented career pathways were implemented for frontline supervisors to support their progression into management roles.
Promote an inclusive culture where all employees are treated with respect and fairness.	– Each year the Group reiterates its zero tolerance policy towards any discrimination, bullying or victimisation of employees with clear escalation channels through which any concerns can be raised. – Annual online training promotes the Group's expectations and educates employees on their part in creating our culture. – The annual employee engagement survey enables the Group to gather data on issues relating specifically to equality, respect and fairness and to use this data to set measurable goals.
Ensure internal promotion decisions within the Group are merit-based in relation to each role.	– Recruitment procedures were implemented for selection into frontline supervisory and management development programs were introduced to maximise objectivity in the decision-making process. – This includes the introduction of a panel of senior management from HR and Operations to take part in the decision-making process.

Board's and Committees' performance reviews

The Board reviews its performance on a regular basis, including Board documentation and process and Committee performance, in accordance with the Performance Evaluation Policy, which is available on the Group's website. The Board uses surveys for the purpose of its Board and Committee performance reviews. Those reviews are to ensure that individual directors and the Board work effectively in meeting their responsibilities as described in the Board and Committee charters. The Board conducted an internal review in the 2017 financial year.

Executive performance review

The performance of all key executives is reviewed annually against the Group's performance and individual KPIs.

The performance review of the CEO is undertaken by the Chairman of the Board, reviewed by the Remuneration Committee and approved by the Board. The performance reviews of other executives are undertaken by the CEO and approved by the Remuneration Committee. Performance reviews for each executive were conducted in the 2017 financial year.

Corporate governance statement

PRINCIPLE TWO: STRUCTURE THE BOARD TO ADD VALUE

Nomination Committee

The full Board performs the role of Nomination Committee as, in its opinion, only minimal benefit will accrue to the Group from having a separate committee.

Board composition

The term held by each director in office at the date of this report is as follows:

Name	Term in office	Independent
Mr Donald McLay (Chairman)	9.5 years	Independent
Mr Eric Dodd	8 years	Independent
Ms Leslie Martin	3.5 years	Independent
Mr Robert Shaw	9.5 years	Independent
Mr Richard Thomas	11 years	Independent

The Chairman of the Board is Mr Donald McLay, an independent director. The CEO of the Group, Mr Thomas Beregi, is not a director of the Group.

The Board regularly reviews the independence of each director and requires directors to promptly advise of any change in circumstances that may affect their independence as a director. Any change in circumstances that materially affects their independence as a director will be disclosed promptly. There are procedures in place, agreed by the Board, to enable directors to seek independent professional advice in the carrying out of their duties, at the Group's expense.

During the 2017 financial year, all of the Board members are considered to be independent and free from any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the unfettered exercise of their independent judgement.

Board skills

The Board considers that the directors bring professional skills, knowledge and experience as well as personal attributes which enable the Board to operate effectively and meet its responsibilities to the Group and stakeholders. The skills and experience of each director are detailed in the directors' report and also in the following skills matrix.

Board skills matrix		Number of directors with substantial experience
Executive and non-executive experience	Directorship experience	5
	Board Chair experience	5
	Board Sub-committee Chair experience	5
	Senior management experience	5
	Offshore senior management experience	3
Industry experience	Banking	5
	Broader financial services, including insurance and funds management	4
	Capital markets	4
	Other industry experience	5
Strategy	Experience in strategic planning and implementation of strategy	5
	Mergers and acquisitions experience	4
	Capital raising experience	4
	Information technology, strategy and systems implementation	3
Governance	Experience in establishing and monitoring / assessing effectiveness of governance structures	4
	Professional industry qualifications	5
Risk management	Experience in managing areas of major risk to the organisation i.e. financial, environmental, regulatory, workplace health and safety, social and technology	5
	Experience in managing sophisticated risk hedging strategies and products	3
People management and remuneration	Experience in remuneration and the associated legislative / governance framework	5
	Experience in managing people	5
Finance and accounting	Professional industry qualifications	3
	Experience with accounting standards	3
	Experience in reviewing and analysing financial statements	4
	Experience in analysing financial drivers and business models	5

Induction of new directors

New directors undergo an induction program which includes meetings with members of management, the Chairman of the Board and the Chairmen of each relevant committee to gain an insight into the Group's business, values and culture.

PRINCIPLE THREE: ACT ETHICALLY AND RESPONSIBLY**Employee Code of Conduct**

The Employee Code of Conduct adopted by the Group is a key element of the Group's corporate governance framework. Its purpose is to guide directors, executives and employees on the minimum standards of conduct expected of them in the performance of their duties, including their dealings with customers, clients, shareholders, employees and other stakeholders.

Compliance with the Employee Code of Conduct is a condition of appointment as a director of, an employee of, or a contractor to, the Group.

The Employee Code of Conduct is published on the Group's website.

PRINCIPLE FOUR: SAFEGUARD INTEGRITY IN CORPORATE REPORTING**Audit and Risk Committee**

The Board has formed an Audit and Risk Committee and has delegated responsibility for establishing and maintaining a framework of internal control and ethical standards to this committee as outlined in the Audit and Risk Committee Charter, which is published on the Group's website.

The Audit and Risk Committee operates under its charter to ensure that an effective internal control framework exists within the Group. This includes internal controls to deal with both the effectiveness and efficiency of significant business processes, the safeguarding of assets, the mitigation of business risks, the maintenance of proper accounting records and the reliability of financial and operational information.

The Audit and Risk Committee also provides the Board with additional assurance regarding the reliability of financial information included in the financial reports.

All members of the Audit and Risk Committee are non-executive and independent directors, and during the year were:

- Mr Robert Shaw (Chairman and independent director)
- Mr Richard Thomas
- Mr Donald McLay

The qualifications of the members and their attendance at meetings of the Audit and Risk Committee are disclosed in the directors' report.

Financial statements approval

Prior to the approval of the Group's financial statements for each reporting period, the CEO and the Chief Financial Officer (CFO) give the Board a declaration that, in their opinion:

- The financial records have been properly maintained;
- The financial statements comply with accounting standards and give a true and fair view; and
- That opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

The Audit and Risk Committee reviews the Group's interim and annual financial reports and makes recommendations to the Board on adopting financial statements. The committee provides additional assurance to the Board with regard to the quality and reliability of financial information.

Annual General Meeting

The AGM gives shareholders the opportunity to hear the CEO and Chairman provide updates on the Group's performance, ask questions and to express a view and vote on the various matters of Group business on the agenda.

Live webcasting of the AGM is also conducted to allow shareholders to view and hear the proceedings of the meeting online.

Shareholders also have the opportunity to ask questions of the Group's external auditors at the meeting. The Group encourages shareholders to attend its AGM.

PRINCIPLE FIVE: MAKE TIMELY AND BALANCED DISCLOSURE**Continuous disclosure**

The Group's Continuous Disclosure Policy, which is published on its website, is designed to ensure compliance with disclosure obligations under the ASX Listing Rules and to ensure accountability at senior executive level for that compliance.

This policy also allows the Group to ensure shareholders and the market are fully informed of its strategy, performance and details of any information or events that could have a material impact on the value of the Group's shares.

The CEO and the Company Secretary, in consultation with the Board, are responsible for the review, authorisation and disclosure of information to the ASX and for overseeing and co-ordinating information disclosure to the ASX, shareholders, brokers, analysts, the media and the public.

Corporate governance statement

PRINCIPLE SIX: RESPECT THE RIGHTS OF SHAREHOLDERS

Communication with shareholders

The Group recognises the rights of its shareholders and other interested stakeholders to have access to balanced, understandable and timely information concerning the operations of the Group. The CEO and the Company Secretary are primarily responsible for ensuring communications with shareholders are delivered in accordance with the rights of shareholders and the Group's policy of continuous disclosure.

The Security Holders' Rights and Communication Policy, available on the Group's website, sets out the communication strategy of the Group and includes:

– *Electronic facilities*

The Group maintains a website that provides information on its services and its business in general, as well as an investor relations section that contains information for shareholders of the Group. The Group's announcements are made on this website as well as the ASX website. There is a facility on the Group's website for security holders to lodge questions.

– *Formal reporting to shareholders*

Formal reporting to shareholders is conducted through the interim report for the six months ended 31 December and the annual report for the financial year ended 30 June. The Group also releases market updates summarising the Group's performance during each quarter of the financial year.

– *AGMs*

The Group invites and encourages shareholders to attend and participate in these meetings and also provides live webcasting of its AGM to allow security holders to view and hear the proceedings of the meeting.

In addition, shareholders may electronically communicate with the share registry, Boardroom Pty Limited (Boardroom). The relevant contact details are disclosed in the Corporate Directory section of the annual report.

A direct voting facility is provided through Boardroom's website to allow security holders to vote ahead of the AGM. Details of this facility are included in the Notice of AGM.

Shareholders who do not currently receive electronic communications from Boardroom may update their communication options via a secure online service offered by Boardroom at www.investorserve.com.au.

PRINCIPLE SEVEN: RECOGNISE AND MANAGE RISK

Risk management

The Group has established a Risk Management Policy to identify, assess, monitor and manage material business risks, both financial and non-financial, to minimise their impact on the achievement of organisational goals. Business risks comprise, but are not limited to, economic, technological, operational, legal, political and social risks. These specified risks are managed both through the Group's risk management system and insurance program, which are approved by the Board.

As mentioned in principle four, the Audit and Risk Committee provides oversight on the risk framework and aggregated risk profiles at the Group level. The committee's charter is published on the Group's website. Management has been given responsibility for the establishment, implementation and maintenance of the system of risk management, including measures of its effectiveness. Internal control systems and procedures are monitored and reviewed by the Group's Compliance Manager who reports his findings to the Audit and Risk Committee. The composition of the Audit and Risk Committee is detailed in principle four and the attendance of members at the meetings of the committee is disclosed in the director's report.

The Group's Risk Management Policy is published on its website and was reviewed by the Audit and Risk Committee with a report provided to the Board during the 2017 financial year.

The Group has an internal audit process within the compliance function. This process tests compliance to the various standards for which the Group is accredited or is required to comply with, as well as internal controls associated with the Group's risk management framework.

The Group considers that, due to the nature of its activities, it has no material exposure to economic, environmental or social sustainability risks.

PRINCIPLE EIGHT: REMUNERATE FAIRLY AND RESPONSIBLY**Remuneration Committee**

The Board has formed a Remuneration Committee to assist it in the design, implementation and monitoring of remuneration policies that meet the needs of the Group and enhance corporate and individual performance.

The committee's objective is to provide maximum stakeholder benefit from the retention of a high quality Board and executive team by remunerating the directors and key executives fairly and appropriately with reference to relevant employment market conditions. To assist in achieving this objective, the Remuneration Committee links the nature and amount of directors' and key executives' emoluments to the Group's financial and operational performance. The expected outcomes of the remuneration structure are:

- Retention and motivation of key executives;
- Attraction of high quality personnel to the Group; and
- Performance incentives that allow executives to share in the success of the Group.

The Remuneration Committee Charter, which sets out its role and responsibilities, and the Remuneration Policy are published on the Group's website.

The members of the Remuneration Committee during the year were:

- Mr Eric Dodd (Chairman and independent director)
- Mr Donald McLay
- Ms Leslie Martin

The remuneration for all Key Management Personnel (KMP), the qualifications of the Remuneration Committee members and their attendance at committee meetings are disclosed in the remuneration section of the directors' report.

Securities Trading Policy

The Group's Securities Trading Policy governs when its directors and employees may deal in Credit Corp shares and the process which must be followed in respect of such dealings. The Securities Trading Policy is published on the Group's website.

The Group's directors and employees are not permitted to deal in the Group's shares during any Blackout or Closed Periods:

- Two months immediately preceding the preliminary announcement of the Group's annual results until the commencement of the next trading day after the release of the annual results;
- Two months immediately preceding the announcement of the Group's interim results until the commencement of the next trading day after the release of the interim results; and
- Any other periods that the Board determines, in its absolute discretion, to be a Blackout or Closed Period, including due to there being undisclosed price sensitive information.

At any time outside the Blackout or Closed Periods, directors or employees may trade in the Group's shares where:

- Directors, excluding the Chairman, and KMP obtain the prior written clearance of the Chairman;
- The Chairman obtains prior written clearance from the Chairman of the Audit and Risk Committee and in the event that person is not available, the Chairman of the Remuneration Committee; and
- Other employees obtain prior written clearance from the Company Secretary.

The Group's employees are only permitted to enter into margin loans secured against the Group shares with the prior written approval of the Chairman. The Group's employees are prohibited from hedging unvested awards in the Group's shares, which would otherwise limit the economic risk of an employee's holdings on unvested securities granted under an employee incentive plan.

NON-CONFORMANCE

All the best practice recommendations of the ASX Corporate Governance Council have been applied for the entire financial year ended 30 June 2017, except for the following:

- Recommendation 2.1

The Board assumes the role of a Nomination Committee as it believes minimal benefit will accrue to the Group through a separate committee.

WEBSITE DISCLOSURE

Further information relating to the Group's corporate governance practices and policies has been made publicly available on the Group's website at www.creditcorp.com.au/corporate/investors/corporate-governance.

Directors' report

The directors present their report together with the financial report of the Group and its subsidiaries for the financial year ended 30 June 2017.

DIRECTORS

The directors of the Group at any time during the whole of the financial year and up to the date of this report are:

Mr Donald McLay	Chairman, Director (Non-Executive) Age 67
Qualifications	Bachelor of Commerce, Chartered Accountant, Chartered Secretary and Fellow of the Financial Services Institute of Australasia.
Experience and expertise	Appointed as a Non-Executive Director on 31 March 2008 and has been Chairman since 30 June 2008. Mr McLay has more than 35 years' experience in financial markets, investment banking and broad business services.
Directorship of listed entity	Clime Investment Management Limited from 1 March 2015.
Special responsibilities	Mr McLay is Chairman of the Board and is a member of the Remuneration and Audit and Risk Committees.
Interest in shares and options	1,646,320 ordinary shares of Credit Corp Group Limited.
Mr Eric Dodd	Director (Non-Executive) Age 65
Qualifications	Bachelor of Economics, Fellow of the Institute of Chartered Accountants Australia and New Zealand and Australian Institute of Company Directors.
Experience and expertise	Appointed as a Non-Executive Director on 1 July 2009. Mr Dodd has extensive experience in insurance, finance and banking.
Special responsibilities	Mr Dodd is Chairman of the Remuneration Committee.
Interest in shares and options	5,000 ordinary shares of Credit Corp Group Limited.
Ms Leslie Martin	Director (Non-Executive) Age 62
Qualifications	Bachelor of Arts, Master of Business Administration and Fellow of the Australian Institute of Company Directors.
Experience and expertise	Appointed as a Non-Executive Director on 20 March 2014. Ms Martin has 30 years' experience in commercial banking in a number of countries and is a specialist in payments and corporate cash management.
Special responsibilities	Ms Martin is a member of the Remuneration Committee.
Interest in shares and options	5,123 ordinary shares of Credit Corp Group Limited.
Mr Robert Shaw	Director (Non-Executive) Age 75
Qualifications	Bachelor of Industrial Engineering, Master of Business Administration, Master of Professional Accounting, Justice of the Peace and Fellow of the Australian Institute of Company Directors.
Experience and expertise	Appointed as a Non-Executive Director on 31 March 2008. Mr Shaw has extensive knowledge in finance, financial analysis, audit committees and corporate governance.
Directorship of listed entity	Magontec Limited (previously named Advanced Magnesium Limited) since 4 March 2011.
Special responsibilities	Mr Shaw is Chairman of the Audit and Risk Committee.
Interest in shares and options	4,245 ordinary shares of Credit Corp Group Limited.

Mr Richard Thomas**Director (Non-Executive) Age 72**

Qualifications	Fellow of the Australian Institute of Company Directors.
Experience and expertise	Appointed as a Non-Executive Director on 22 September 2006. He was Acting Chairman between 11 February 2008 and 30 June 2008. Mr Thomas has more than 40 years' experience in the banking and finance industry in Australia, New Zealand and the United States.
Special responsibilities	Mr Thomas is a member of the Audit and Risk Committee.
Interest in shares and options	12,584 ordinary shares of Credit Corp Group Limited.

The above named directors held office during the whole financial year and since the end of the financial year.

COMPANY SECRETARIES

The following persons held the position of Company Secretary during or since the end of the financial year:

Mr Thomas Beregi**Company Secretary**

Qualifications	Bachelor of Economics, Bachelor of Laws (Hons) and Certified Practising Accountant.
Experience and expertise	Mr Beregi joined the Group on 3 September 2007 in the role of Chief Financial Officer. He was subsequently appointed to his current position of Chief Executive Officer on 1 October 2008. Prior to joining the Group, he was the Chief Operating Officer of Jones Lang LaSalle Australia. Mr Beregi was appointed as a Company Secretary on 21 September 2007.

Mr Michael Eadie**Company Secretary**

Qualifications	Bachelor of Accounting, Master of Applied Finance, Certified Practising Accountant and Fellow of the Financial Services Institute of Australasia.
Experience and expertise	Mr Eadie joined the Group on 4 May 2009 as Finance Manager and was subsequently appointed Chief Financial Officer on 19 November 2010. He has previously held senior finance roles within major financial services organisations, including Macquarie Bank Limited. Mr Eadie was appointed as a Company Secretary on 17 March 2011.

Mr Geoffrey Templeton**Company Secretary**

Qualifications	Member of the Australian Institute of Credit Management, Australian Institute of Mercantile Agents, Australian Institute of Human Resources and Governance Institute of Australia.
Experience and expertise	Mr Templeton joined the Group in 1987 and held roles in operations, administration, accounting, payroll and human resources. He was the Compliance Manager for the Group until his resignation on 31 May 2017. Mr Templeton was appointed as a Company Secretary on 5 May 2000 and resigned from the Group on 31 May 2017.

Directors' report

DIRECTORS' MEETINGS

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Group during the financial year were:

	Directors' meetings		Audit and Risk Committee		Remuneration Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Mr Donald McLay	11	11	3	3	3	3
Mr Eric Dodd	11	11	–	–	3	3
Ms Leslie Martin	11	11	–	–	3	3
Mr Robert Shaw	11	11	3	3	–	–
Mr Richard Thomas	11	11	3	3	–	–

PRINCIPAL ACTIVITIES

The principal activities of the Group during the course of the financial year were debt purchase and collection as well as consumer lending.

There were no significant changes in the nature of the Group's activities during the financial year.

REVIEW OF OPERATIONS

Overview

The directors of the Group report the following highlights for the 2017 financial year:

- 20 per cent growth in Net Profit After Tax (NPAT) to \$55.2 million;
- Record 9-year compound annual earnings growth of 28 per cent;
- Doubling of NPAT from the fast-growing lending division to \$12.3 million; and
- US division turnaround into a profitable driver of earnings growth.

These results are a function of strong core debt purchasing business operations and impressive contributions from the Group's organic expansion into consumer lending and US debt purchasing.

Purchasing

The Group outlaid \$250 million to acquire charged-off debts, including \$202 million in the core Australian and New Zealand business. These record outlays produced 11 per cent growth in total collections and will underpin another year of strong core business performance in 2018.

Consumer lending

The lending division was the main driver of earnings growth in 2017 and is set to grow rapidly again in 2018. In five years of organic growth, the consumer lending division has been built into a sizeable operation servicing 150,000 customers. It now accounts for 28 per cent of the Group's investment and 22 per cent of earnings and will continue to propel growth over the next few years.

The Group's Wallet Wizard brand enjoys strong recognition and is now well-established. Despite the brand's maturity, there are no indications of limits to its potential. In 2017 there was no slowing in the number of new customers acquired and marketing efficiency improved.

The success of the lending business is a consequence of providing consumers with a superior product by leveraging the company's unique economic advantages. The Wallet Wizard product is the cheapest and most flexible loan offering in the Group's segment of the market, making it easier to attract and retain customers. The Group leverages overhead, technology and collection operations from its core debt purchasing business together with an analytical understanding of its target consumers to achieve a sustainable competitive advantage.

US operations

The US division executed a turnaround in 2017, achieving profitability over the final months of the year. Operational improvement produced a 20 per cent increase in labour productivity. At the same time, market conditions improved and Credit Corp increased its outlay on purchased debts by 37 per cent to \$48 million. Collection capacity is expanding and the US will account for a significant component of the Group's 2018 earnings growth.

The US is the largest consumer credit market in the world, producing the largest volume of charge-offs offered for sale. The Group is well-positioned to build a significant US business. Successful entry into the US as a relatively small Australian company reflects the merits of organic expansion and a strong focus on operational execution. The Group's long-term aspiration is to have a debt purchasing operation in the US comparable to the core Australian and New Zealand business.

2018 outlook

Record purchasing in 2017 will support strong core business performance in 2018. The lending and US businesses will drive growth in total company NPAT of between 9 per cent and 14 per cent.

The Group has substantial undrawn funding lines in excess of \$100 million and is presently generating free cash flow. This financial capacity is available to secure any attractive purchasing opportunities which may arise. The Group plans to maintain its investment discipline and will evaluate investment options across its three profitable business operations during the year. At this point, the company provides purchased debt ledger (PDL) acquisition guidance in the range of \$140 to \$170 million.

Changes in state of affairs

During the financial year there were no significant changes in the state of affairs of the Group other than those referred to in the financial statements or notes thereto.

DIVIDENDS PAID OR RECOMMENDED

Dividends paid or declared to shareholders since the end of the previous financial year were:

Declared and paid during the financial year 2017	Cents per share	Total \$'000	Date of payment
Interim 2017 ordinary	27.00	12,785	24 Mar 2017
Final 2016 ordinary	27.00	12,687	28 Oct 2016
Total		25,472	

After balance date, the following dividend was proposed by the directors:

Declared after end of financial year

Final 2017 ordinary	31.00	14,680	17 Nov 2017
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The financial effect of this dividend has not been brought to account in the consolidated financial statements for the year ended 30 June 2017 and will be recognised in the 2018 financial report.

EVENTS SUBSEQUENT TO REPORTING DATE

In the interval between the end of the financial year and the date of this report there has not been any item, transaction or event of a material and unusual nature that is likely, in the opinion of the directors of the Group, to significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

ENVIRONMENTAL REGULATIONS

The Group's operations are minimally affected by environmental regulations.

INDEMNIFYING OFFICERS OR AUDITOR

The Group has provided indemnities to the current directors (as named above), the company secretaries (Mr Thomas Beregi, Mr Michael Eadie and Mr Geoffrey Templeton) and all executives of the Group against liabilities incurred as a director, secretary or executive officer to the extent permitted by the *Corporations Act 2001*. The Group will meet the full amount of any such liabilities, including costs and expenses.

The Group has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Group against a liability incurred by an officer or auditor.

These indemnities were in place both during and after the end of the financial year.

Potential liabilities are insured with the premiums paid by the Group. The insurance contract prohibits disclosure of any details of the policy and the premiums paid.

Directors' report

PROCEEDINGS ON BEHALF OF THE GROUP

No person has applied for leave of the Court to bring proceedings on behalf of the Group or intervene in any proceedings to which the Group is a party for the purpose of taking responsibility on behalf of the Group for all or any part of those proceedings.

NON-AUDIT SERVICES

The following non-audit services were provided by the Group's auditor, Hall Chadwick. The directors are satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised. All non-audit services are reviewed and approved by the Audit and Risk Committee prior to commencement of the audit to ensure they do not impact the impartiality and objectivity of the auditor.

Details of the amounts paid to Hall Chadwick for non-audit services provided during the year are set out below:

	\$
Services other than statutory audit	
Other services	
– Taxation compliance services	18,110
– Other services	8,335
Total	26,445

AUDITOR'S INDEPENDENCE DECLARATION

The auditor's independence declaration for the year ended 30 June 2017 has been received and can be found on page 42 of the financial statements.

ROUNDING OFF

The Group is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the directors' report. Amounts in the directors' report have been rounded off in accordance with the instrument to the nearest thousand dollars, unless otherwise indicated.

Directors' report – audited remuneration report

This remuneration report sets out remuneration information for key management personnel (KMP), which includes directors and senior executives, for the year ended 30 June 2017 and is prepared and audited in accordance with section 300A of the *Corporations Act 2001*.

A) THE ROLE OF THE BOARD AND THE REMUNERATION COMMITTEE IN REMUNERATION

The Board is responsible for the structure of remuneration for directors and senior executives. The goal is to maximise the effectiveness of remuneration in the creation of long-term shareholder value.

The Remuneration Committee is responsible for reviewing and developing remuneration policies and practices on behalf of the Board. Executive remuneration levels are reviewed annually by the Remuneration Committee in line with the Remuneration Policy and with reference to market movements.

The Remuneration Committee makes recommendations to the Board in respect of:

- Recruitment, retention and termination policies and procedures for senior executives;
- Senior executive remuneration packages, including annual incentive and long-term incentive plans; and
- Director remuneration levels and framework.

The performance review of the Chief Executive Officer (CEO) is undertaken by the Chairman of the Board, reviewed by the Remuneration Committee and approved by the Board. The performance reviews of other executives are undertaken by the CEO and approved by the Remuneration Committee.

B) KMP

The remuneration report sets out the remuneration details for the Group's KMP. The table below outlines the KMP and their movements during the 2017 financial year:

Name	Position	Term as KMP
Non-executive directors		
Mr Donald McLay	Chairman	Full financial year
Mr Eric Dodd	Non-Executive Director	Full financial year
Ms Leslie Martin	Non-Executive Director	Full financial year
Mr Robert Shaw	Non-Executive Director	Full financial year
Mr Richard Thomas	Non-Executive Director	Full financial year
Senior executives		
Mr Thomas Beregi	Chief Executive Officer	Full financial year
Mr Matthew Angell	Chief Operating Officer	Full financial year
Mr Michael Eadie	Chief Financial Officer	Full financial year

C) SENIOR EXECUTIVE REMUNERATION

a) Remuneration policy

The Group's Remuneration Policy is designed to ensure that remuneration outcomes are aligned with the long-term success of the Group.

The overall remuneration structure remains unchanged from the prior year:

- Senior executive fixed remuneration packages in line with those paid for roles with equivalent responsibilities by companies of a similar market capitalisation;
- A Short-Term Incentive (STI) payable only on achievement of annual financial and strategic targets;
- A Long-Term Incentive (LTI) paid in the form of performance rights potentially converting to deferred vesting shares, based on the following:
 - 50 per cent dependent on exceeding financial targets over a three-year strategic planning cycle; and
 - 50 per cent dependent on market performance relative to the ASX 200 over the same three-year cycle;
- No benefit under the LTI plan is payable if the Group's hurdle return is not achieved each year; and
- There continues to be no termination benefits payable under any contract.

The remuneration structure ensures that if the Group underperforms its earnings and / or return targets, no STI will be payable to executives. Underperformance over the medium term will also result in no performance rights under the LTI converting to deferred vesting shares.

The Board believes that the Group's remuneration framework encourages executives to maximise performance in the best interests of shareholders. Both the potential STI and half of the potential LTI are linked directly to achieving earnings targets. This ensures that remuneration outcomes are substantially linked to earnings growth as the most influential driver of share price performance and shareholder returns. The other half of the LTI is directly linked to shareholder returns, based on market performance relative to the ASX 200.

Directors' report – audited remuneration report

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)

b) Contract details

All contracts with executives may be terminated by either party with agreed notice periods. Remuneration and other terms of employment are formalised in employment contracts. Details of these contracts are:

Name	Title	Term of agreement	Details
Mr Thomas Beregi	Chief Executive Officer (CEO)	Ongoing, 3 months notice period	Fixed salary package of \$700,000, consisting of base salary and superannuation, reviewed annually by the Remuneration Committee.
Mr Matthew Angell	Chief Operating Officer (COO)	Ongoing, 1 month notice period	Fixed salary package of \$400,000, consisting of base salary and superannuation, reviewed annually by the Remuneration Committee.
Mr Michael Eadie	Chief Financial Officer (CFO)	Ongoing, 1 month notice period	Fixed salary package of \$300,000, consisting of base salary and superannuation, reviewed annually by the Remuneration Committee.

c) Remuneration structure

FIXED REMUNERATION

BASE SALARY + SUPERANNUATION

Set with reference to listed company benchmarks for equivalent roles determined by market capitalisation as well as breadth of operations.

VARIABLE REMUNERATION

STI PLAN

Annual cash payment

Eligibility for payment depends on:

- The Group achieving its budgeted NPAT; and
- Achievement against individual objectives or Key Performance Indicators (KPIs) (includes strategic KPIs aligned to milestones in the three-year Strategic Plan)

LTI PLAN

Each performance right converts to deferred vesting shares upon the performance hurdles being met; these shares will vest in a further 12 months

The LTI performance hurdles consist of the below measures:

50%

NPAT Compound
Annual Growth
Rate (CAGR)

50%

Total Shareholder
Return (TSR) relative
to the ASX 200

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)

The performance-based STI and LTI components are described in more detail below.

i) STI structure

STI award eligibility is determined by KPIs set before the start of each year. These KPIs are annual operational and financial targets that are established at levels to achieve shorter-term financial and operational objectives aligned with the Group's longer-term strategic goals.

The following table outlines the major features of the 2017 STI plan:

Features	Description
Funding of STI pool	The STI pool is funded if: – The Group achieves its budgeted Net Profit Before Tax (NPBT) before funding the STI; and – The Group complies with its banking covenants.
Minimum criteria required to be achieved before any payments are made	If the STI pool is funded, the proportion of each individual's targeted STI which is paid depends on: – Satisfactory performance against individual KPIs; and – Satisfactory performance against individual job accountabilities.
Maximum STI that can be earned	The maximum amount varies and the range is between 50 per cent and 100 per cent of fixed salary package. The amount is set at the start of the year by the Remuneration Committee and is approved by the Board.
KPIs	– Individual KPIs are set annually; and – Subject to funding of the STI pool, the maximum STI is eligible to be paid when satisfactory performance against KPIs is achieved.
Role accountabilities	– Individual performance against role accountabilities is also assessed; and – Subject to funding of the STI pool and achievement of KPIs, the maximum STI is eligible to be paid when satisfactory performance against role accountabilities is achieved.
Performance period	1 July 2016 to 30 June 2017
Approval	Post completion of the annual financial statements audit and performance review process in September 2017, the proportion of the targeted STI payable to each executive will be determined by the Remuneration Committee and approved by the Board.
Payment timing	September 2017
Form of payment	Cash
Terminating executives	There is no mandatory STI entitlement where an executive's employment terminates prior to the payment date for the STI.

Performance of the Group against the 2017 STI Net Profit After Tax (NPAT) hurdle is summarised as follows:

	Budget \$'000	Actual \$'000	Change %
NPAT	\$48,378	\$55,158	14%

The STI hurdle of a budgeted NPAT for 2017 of \$48.4 million represented a 6 per cent increase on the NPAT achieved in 2016 of \$45.9 million. The budget was exceeded by a further 14 per cent for an actual year-on-year increase in NPAT of 20 per cent.

As financial performance exceeded budget and banking covenants were complied with during 2017, the STI in respect of the 2017 year is eligible to be funded.

The remuneration report discloses the maximum STIs payable in respect of 2017. The actual STI payable to each executive will be a maximum of this amount and may reduce subject to the performance review process to occur in the first quarter of 2018. Each executive will be assessed on their individual performance against their KPIs and role accountabilities.

Directors' report – audited remuneration report

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)

CEO's KPIs

A summary of the CEO's KPIs for 2017 is as follows:

Category	KPIs	Method of assessment	Weighting
Group performance	NPAT	Based upon NPAT as per the Group's audited financial statements for the 2017 financial year versus budget.	30%
Growth	PDL acquisition targets	Purchasing volumes for the 2017 financial year and committed purchases for the 2018 financial year, in accordance with Board-approved return criteria.	20%
	Consumer lending: business size and profitability metrics	Achievement of consumer loan book targets in the 2017 budget, maintenance of loan book loss rate and delivery of business cases for potential new lending products and markets.	25%
	US operational performance	Purchases from new US clients, ensuring US compliance and achievement of budgeted operational metrics.	15%
Financing / strategy	Progress of other strategic expansion initiatives	Review of adjacent market opportunities within lending and the core debt purchase business.	10%

The 2016 STI was paid during the 2017 financial year. No 2016 STIs were forfeited.

ii) LTI structure

The LTI is designed to align the interests of shareholders and executives by motivating and rewarding executives to achieve and exceed 9 per cent compound annual earnings growth and produce strong shareholder returns over the medium to long term. The LTI aligns with the present three-year strategic planning cycle from financial years 2016 to 2018.

The LTI is based on the following performance hurdles:

- Earnings-based hurdle (CAGR of NPAT); and
- Relative TSR against the performance of the ASX 200, excluding materials and energy shares.

Each hurdle operates independently and applies to 50 per cent of the potential LTI allocation. The earnings-based hurdle is subject to clawback conditions in the event of underperformance relative to the minimum 9 per cent NPAT CAGR required for any conversion of the performance rights to occur. Any deferred vesting shares will be clawed back based on their accounting or fair value at the time of the performance rights being issued. The clawback will be to the extent that the adjustment to NPAT is sufficient to result in a CAGR of 9 per cent over the three financial years from 2016 to 2018.

Relative TSR is the other LTI performance hurdle and represents 50 per cent of the potential LTI allocation. The Board believes this structure provides a balance between alignment of shareholder returns whilst mitigating the risk of excessive focus on share price performance.

The next strategic planning cycle is expected to cover the three financial years from 2019 to 2021. The detailed strategic planning for this will occur during the 2018 fiscal year. As a consequence of this process, earnings growth targets will be set which are expected to form part of the next LTI program to operate from over the same three year period, 2019 to 2021, subject to Board approval.

In the interests of transparency, the Board intends to disclose these targets in the 2018 remuneration report along with the Board's reasoning in determining the targets. This will mean that the targets and rationale are disclosed to shareholders and other stakeholders soon after the start of the potential LTI scheme to operate from 2019-2021.

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)

The detailed features of the LTI are listed below:

Features	Description												
Issue of performance rights	Performance rights were issued to each participant at the start of the LTI plan in November 2015, in proportion to their level of participation in the LTI, as determined by the Remuneration Committee and the Board. The maximum fair value of the LTI pool is \$7.5 million over 3 years (\$2.5 million per year). Performance rights are eligible for conversion and vesting based on achievement of performance hurdles. Performance rights will be allocated and converted into deferred vesting shares in November each subsequent year and are subject to a 12-month escrow period before vesting, as well as the potential clawback provision outlined below. The conversion to deferred vesting shares is subject to Board approval.												
Allocation	The allocation of performance rights to senior executives, as set by the Remuneration Committee and the Board, for the 2016 to 2018 Strategic Plan period was as follows: – CEO 40 per cent – COO 22 per cent – CFO 11 per cent The remaining 27 per cent of performance rights issued were allocated to seven other executives not considered KMP. Executives who depart from the LTI plan will forfeit their share.												
Performance conditions	The Group's NPAT needs to exceed the Strategic Plan target in a given year. This is subject to the clawback provision described below: – A minimum return on equity (ROE) of 15 per cent must be achieved; and – Satisfactory performance by an executive against their job accountabilities as assessed in the annual performance review process described in the STI section above.												
Vesting	Relative TSR (50 per cent) The proportion of performance rights converting to deferred vesting shares is as follows: <table> <tr> <td>– 50th percentile</td><td>Nil</td></tr> <tr> <td>– 50th – 75th percentile</td><td>Pro-rata nil – 100 per cent</td></tr> <tr> <td>– 75th percentile</td><td>100 per cent vesting</td></tr> </table> The performance of the TSR is measured on a cumulative basis over the three-year LTI plan. The TSR for each performance period is calculated using the volume weighted average price (VWAP) during the testing period, in order to mitigate the impact of short-term price gyrations on the TSR calculation. The testing period is the 90 days to 31 October of each year of the strategic plan. The TSR is compared to the TSR of the peer group for the purposes of determining the Group's ranking. The peer group is comprised of the ASX 200 (excluding materials and energy shares). NPAT CAGR (50 per cent) The proportion of awards vesting is as follows: <table> <tr> <td>– 9 per cent CAGR</td><td>40 per cent</td></tr> <tr> <td>– >9 per cent, ≤ 13 per cent CAGR</td><td>Pro-rata 40 per cent – 100 per cent</td></tr> <tr> <td>– >13 per cent CAGR</td><td>100 per cent vesting</td></tr> </table> The NPAT CAGR performance condition is tested annually in September, following the conclusion of each financial year over the three-year Strategic Plan period. The benefit of assessing earnings on a CAGR basis is that it represents sustained earnings growth over a three-year period from 2016 to 2018.	– 50th percentile	Nil	– 50th – 75th percentile	Pro-rata nil – 100 per cent	– 75th percentile	100 per cent vesting	– 9 per cent CAGR	40 per cent	– >9 per cent, ≤ 13 per cent CAGR	Pro-rata 40 per cent – 100 per cent	– >13 per cent CAGR	100 per cent vesting
– 50th percentile	Nil												
– 50th – 75th percentile	Pro-rata nil – 100 per cent												
– 75th percentile	100 per cent vesting												
– 9 per cent CAGR	40 per cent												
– >9 per cent, ≤ 13 per cent CAGR	Pro-rata 40 per cent – 100 per cent												
– >13 per cent CAGR	100 per cent vesting												

Directors' report – audited remuneration report

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)

Features	Description
Dividends	An LTI participant has no entitlement to dividends until the performance rights have been converted into deferred vesting shares.
Clawback provision	Unvested shares allocated for exceeding the NPAT CAGR hurdle of a minimum 9 per cent are subject to potential clawback, in the event of subsequent underperformance to the hurdle in 2018. There is no clawback of any TSR-related allocation if underperformance occurs in subsequent years.
Forfeiture	Forfeiture of an LTI participant's account will occur should they resign, be terminated by the Group for any reason, remain employed but no longer form part of the leadership group or be terminated from the plan for any reason. There is no mandatory LTI entitlement where an executive's employment terminates prior to the vesting date of an LTI benefit.
Alignment	The Group's LTI plan aligns the interests of shareholders and executives by: – 50 per cent of the potential award is based on achieving and exceeding target cumulative earnings growth, with earnings growth being a critical driver of shareholder returns; and – 50 per cent of the potential award using TSR as a performance hurdle, which directly aligns the financial interests of executives and shareholders by linking their reward to the Group's relative share price performance.

The Remuneration Committee and the Board believe that LTI hurdles based on achieving or exceeding the NPAT CAGR targeted in the Group's TSR performance is a challenging objective for executives.

Relevant market data is consistent with this view:

1. Of the ASX 100 companies with an absolute earnings per share (EPS) performance measure in their executive LTI plan, the average CAGR hurdle in respect of the 2017 financial year was 4 to 6 per cent. Only 6 per cent of ASX 100 companies required minimum CAGR in NPAT in excess of the Group's minimum NPAT CAGR of 9 per cent.
2. The median CAGR for ASX 200 companies from the 2014 to 2016 financial years was 7.1 per cent. The minimum NPAT CAGR threshold of 9 per cent for the Group's earnings-based hurdle is well above this, setting a challenging target for executives.

LTI in respect of the 2017 financial year

	Performance rights converted during the 2017 financial year ^A		Performance rights potentially converting in future years ^A				Current allocation (% of pool) ^B	Minimum value for future years	Maximum value for future years
Year accrued	2016	\$	2017	\$	2018	\$	%	\$	\$
Senior executives									
Mr Thomas Beregi	145,797	1,002,646	146,265	1,002,647	148,342	1,002,646	40.1%	–	2,005,293
Mr Matthew Angell	80,997	557,023	81,258	557,023	82,412	557,023	22.3%	–	1,114,046
Mr Michael Eadie	38,643	265,749	38,767	265,749	39,317	265,749	10.6%	–	531,498

A The performance rights converted to deferred vesting shares in the 2017 financial year will vest to participants of the LTI program in November 2017, subject to ongoing tenure as a company executive and continued performance. The performance rights converting in future years are subject to testing against the LTI hurdles in each year and may convert or partly convert to deferred vested shares during the 2018 and/or 2019 financial years.

B Each participant's allocated percentage portion of the pool. The allocations are fixed and were determined by the Remuneration Committee as part of the approval of the LTI plan.

There was an LTI program in place in respect of the 2013 to 2015 financial years, the details of which were previously disclosed. The final shares issued under this program will vest during the 2017 and 2018 financial years, summarised as follows.

C) SENIOR EXECUTIVE REMUNERATION (CONTINUED)**LTI in respect of the 2015 financial year**

Year accrued	Proportion vested during the 2017 financial year ^c		Proportion vesting in future years ^c		Current allocation (% of pool) ^d	Minimum value for future years	Maximum value for future years
	2015	\$	2015	\$	%	\$	\$
Senior executives							
Mr Thomas Beregi	1/3	331,817	1/3	331,817	40.1%	–	331,817
Mr Matthew Angell	1/3	184,343	1/3	184,343	22.3%	–	184,343
Mr Michael Eadie	1/3	87,943	1/3	87,944	10.6%	–	87,944

C The final tranche of the 2015 financial year deferred vesting shares will vest in the 2018 financial year, subject to ongoing tenure as a company executive and continued performance.

D Each participant's allocated percentage portion of the pool. The allocations are fixed and were determined by the Remuneration Committee as part of the approval of the LTI plan.

d) Remuneration outcomes

The Board believes the Group's remuneration structure, in particular the STI and LTI, has continued to ensure a significant proportion of remuneration is only payable as a result of the achievement of sustained earnings growth.

Details of the Group's performance, share price and dividends over the past five years are summarised in the table below:

	2017	2016	2015	2014	2013
Earnings					
Total revenue (\$'000)	265,947	226,742	191,049	173,998	142,577
NPAT (\$'000)	55,158	45,921	38,411	34,765	31,986
Change in NPAT (%) ^A	20%	20%	10%	16%	12%
5-year NPAT CAGR (%)	15%				
Shareholder value					
Share price at the end of the year (\$)	17.71	12.01	12.17	8.70	9.40
Change in share price (\$)	5.70	(0.16)	3.47	(0.70)	3.61
Total dividends paid / declared per share (cents)	58	50	44	40	37
ROE (%)	24%	23%	23%	23%	24%

A Change in NPAT (%) refers to the movement in underlying NPAT.

D) DIRECTOR REMUNERATION**a) Remuneration policy**

The Group's Director Remuneration Policy is designed to provide fair remuneration that is appropriate to their responsibilities, performance, knowledge and skills that aligns with the business strategy to ensure the long-term success of the Group. Fees for directors are fixed and are not linked to the performance of the Group. This is to ensure the independence of the directors.

Remuneration levels of comparable companies are reviewed annually for benchmarking purposes and allowance is made for various factors, including demands on time, the level of commitment required and any special responsibilities. An annual aggregate cap of \$0.9 million was approved by the shareholders at the 2012 AGM.

b) Contract details

The remuneration structure is set out below:

	2017 \$	2016 \$
Chairman	220,000	190,000
Director and Committee Chairman	120,000	105,000
Director and Committee member	110,000	95,000
Director	95,000	85,000

The above remuneration does not include the 9.5 per cent (2016: 9.5 per cent) statutory superannuation entitlement.

Directors' report – audited remuneration report

E) REMUNERATION TABLES AND DATA

The remuneration for each KMP of the Group during the year was:

		Short-term benefits			Post-employment benefits	Long-term benefits			
		Salary and fees	Short-term incentive ^A	Non-monetary benefits	Total	Super-annuation	Long-term incentive ^B	Total	Proportion of remuneration performance related
		\$	\$	\$	\$	\$	\$	\$	%
Directors									
Mr Donald McLay									
Non-Executive Director	2017	220,000	–	17,943	237,943	20,900	–	258,843	–
Chairman	2016	190,000	–	18,083	208,083	18,050	–	226,133	–
Mr Eric Dodd ^C									
Non-Executive Director	2017	120,000	–	–	120,000	11,400	–	131,400	–
	2016	99,115	–	–	99,115	9,416	–	108,531	–
Ms Leslie Martin									
Non-Executive Director	2017	110,000	–	–	110,000	10,450	–	120,450	–
	2016	95,000	–	–	95,000	9,025	–	104,025	–
Mr Robert Shaw									
Non-Executive Director	2017	120,000	–	–	120,000	11,400	–	131,400	–
	2016	105,000	–	–	105,000	9,975	–	114,975	–
Mr Richard Thomas									
Non-Executive Director	2017	110,000	–	–	110,000	10,450	–	120,450	–
	2016	95,000	–	–	95,000	9,025	–	104,025	–
Senior executives									
Mr Thomas Beregi									
Chief Executive Officer	2017	668,500	700,000	17,943	1,386,443	29,087	1,002,647	2,418,177	70
Company Secretary	2016	636,615	490,500	18,083	1,145,198	31,663	877,315	2,054,146	67
Mr Matthew Angell									
Chief Operating Officer	2017	370,000	400,000	17,943	787,943	30,000	557,023	1,374,966	70
	2016	353,365	272,500	18,083	643,948	28,173	487,395	1,159,516	66
Mr Michael Eadie									
Chief Financial Officer	2017	273,973	150,000	17,943	441,916	26,027	265,749	733,692	57
Company Secretary	2016	264,131	130,000	18,083	412,214	25,092	232,530	669,836	54
Total remuneration									
	2017	1,992,473	1,250,000	71,772	3,314,245	149,714	1,825,419	5,289,378	58
	2016	1,882,649	893,000	72,332	2,847,981	144,609	1,597,240	4,598,830	54

A The STI is prepared on an accruals basis and has been recorded above at 100 per cent of the maximum potential payment. Individual performance reviews to be conducted after the finalisation of the 2017 audited consolidated financial statements will determine the final entitlement.

B The LTI is prepared on an accruals basis. It is payable in the form of performance rights, convertible into deferred vesting shares upon achievement of the earnings-based and / or relative TSR performance hurdles.

C Mr Eric Dodd was appointed Chair of the Remuneration Committee on 28 January 2016.

E) REMUNERATION TABLES AND DATA (CONTINUED)

The relative proportions of the elements of remuneration of each KMP that are linked to performance:

	Fixed remuneration		Remuneration linked to performance	
	2017	2016	2017	2016
Directors				
Mr Donald McLay	100%	100%	–	–
Mr Eric Dodd	100%	100%	–	–
Ms Leslie Martin	100%	100%	–	–
Mr Robert Shaw	100%	100%	–	–
Mr Richard Thomas	100%	100%	–	–
Senior executives				
Mr Thomas Beregi	30%	33%	70%	67%
Mr Matthew Angell	30%	34%	70%	66%
Mr Michael Eadie	43%	46%	57%	54%

F) KMP EQUITY HOLDINGS**a) Fully paid ordinary shares of Credit Corp Group Limited**

The movements during 2017 in the number of ordinary shares in Credit Corp Group Limited held directly, indirectly or beneficially by each KMP, including their related parties are:

	Opening balance at 1 July 2016	Changes during the year ^A	Closing balance at 30 June 2017
	Number	Number	Number
Directors			
Mr Donald McLay	1,663,884	(17,564)	1,646,320
Mr Eric Dodd	5,000	–	5,000
Ms Leslie Martin	5,123	–	5,123
Mr Robert Shaw	5,245	(1,000)	4,245
Mr Richard Thomas	12,584	–	12,584
	1,691,836	(18,564)	1,673,272
Senior executives			
Mr Thomas Beregi	76,898	–	76,898
Mr Matthew Angell	–	–	–
Mr Michael Eadie	87,389	(87,389)	–
	164,287	(87,389)	76,898
Total	1,856,123	(105,953)	1,750,170

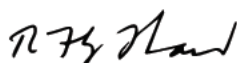
A Other changes include shares granted via participation in the LTI plan and shares purchased or sold directly on the ASX.

Signed in accordance with a resolution of the Board of Directors.



Donald McLay
Chairman

Date: 1 August 2017



Robert Shaw
Director

Auditor's independence declaration

HALL CHADWICK (NSW)
 Chartered Accountants and Business Advisors

**CREDIT CORP GROUP LIMITED ABN 33 082 697 151
AND CONTROLLED ENTITIES**

**AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF CREDIT CORP GROUP LIMITED**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2017 there have been no contraventions of:

- (i) the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Hall Chadwick

Hall Chadwick
Level 40, 2 Park Street
Sydney NSW 2000

S. Kumar

SANDEEP KUMAR
Partner
Dated: 1 August 2017

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Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Revenue	3	265,947	226,742
Finance costs		(6,969)	(3,548)
Employee benefits expense		(101,876)	(88,631)
Depreciation and amortisation expense		(2,352)	(1,901)
Office facility expenses		(15,267)	(12,644)
Collection expenses		(16,372)	(13,895)
Consumer loan loss provision expense		(29,455)	(23,705)
Marketing expenses		(9,401)	(11,759)
Other expenses		(5,309)	(4,923)
Profit before income tax expense		78,946	65,736
Income tax expense	4	(23,788)	(19,815)
Profit for the year		55,158	45,921
Other comprehensive income for the year, net of income tax		—	—
Total comprehensive income for the year		55,158	45,921

Earnings per share for profit attributable to owners of the Company

Basic earnings per share (cents per share)	5	116.8	98.4
Diluted earnings per share (cents per share)	5	114.7	97.0

The above financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of financial position

As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Current assets			
Cash and cash equivalents	8	6,106	2,542
Trade and other receivables	9	2,526	1,171
Consumer loans receivables	10	87,418	73,741
Purchased debt ledgers	11	117,512	115,203
Other assets	12	3,293	1,523
Total current assets		216,855	194,180
Non-current assets			
Consumer loans receivables	10	43,421	36,633
Purchased debt ledgers	11	220,850	138,112
Property, plant and equipment	13	5,186	6,277
Deferred tax assets	4	24,355	20,111
Intangible assets	14	800	800
Total non-current assets		294,612	201,933
Total assets		511,467	396,113
Current liabilities			
Trade and other payables	15	38,861	30,025
Provisions	16	10,990	4,936
Total current liabilities		49,851	34,961
Non-current liabilities			
Borrowings	17	209,613	142,111
Provisions	16	4,254	4,943
Total non-current liabilities		213,867	147,054
Total liabilities		263,718	182,015
Net assets		247,749	214,098
Equity			
Issued capital	19	55,561	55,561
Reserves	21	6,153	2,188
Retained earnings		186,035	156,349
Total equity		247,749	214,098

The above financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

As at 30 June 2017

	Note	Issued capital \$'000	Reserves \$'000	Retained earnings \$'000	Total equity \$'000
Balance at 1 July 2016		55,561	2,188	156,349	214,098
Total comprehensive income for the year					
Profit for the year		–	–	55,158	55,158
Transactions with owners in their capacity as owners					
Performance rights issued net of transaction costs and tax	21	–	3,965	–	3,965
Dividends paid or provided for	6	–	–	(25,472)	(25,472)
Transactions with owners in their capacity as owners		–	3,965	(25,472)	(21,507)
Balance at 30 June 2017		55,561	6,153	186,035	247,749
Balance at 1 July 2015		48,697	–	131,413	180,110
Total comprehensive income for the year					
Profit for the year		–	–	45,921	45,921
Transactions with owners in their capacity as owners					
Shares issued net of transaction costs	19, 31B	2,477	–	–	2,477
Performance rights issued net of transaction costs	21	–	2,188	–	2,188
Dividends paid or provided for	6	–	–	(20,985)	(20,985)
Dividend reinvestment plan net of transaction costs	19	4,387	–	–	4,387
Transactions with owners in their capacity as owners		6,864	2,188	(20,985)	(11,933)
Balance at 30 June 2016		55,561	2,188	156,349	214,098

The above financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of cash flows

As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Cash flows from operating activities			
Receipts from customers and debtors		430,471	377,857
Payments to suppliers and employees		(149,443)	(131,961)
Interest received on bank deposits		69	40
Interest paid		(6,969)	(3,548)
Income tax paid		(10,730)	(13,363)
Cash flows from operating activities before changes in operating assets		263,398	229,025
Net funding of consumer loans		(46,184)	(55,077)
Acquisition of purchased debt ledgers		(254,418)	(236,421)
Changes in operating assets arising from cash flow movements		(300,602)	(291,498)
Net cash outflow from operating activities	18	(37,204)	(62,473)
Cash flows from investing activities			
Acquisition of plant and equipment		(1,261)	(1,970)
Net cash outflow from investing activities		(1,261)	(1,970)
Cash flows from financing activities			
Proceeds from borrowings		114,328	98,238
Repayment of borrowings		(46,827)	(20,956)
Dividends paid		(25,472)	(16,598)
Net cash inflow from financing activities		42,029	60,684
Net increase / (decrease) in cash and cash equivalents		3,564	(3,759)
Cash and cash equivalents at 1 July		2,542	6,301
Cash and cash equivalents at 30 June	8	6,106	2,542

The above financial statements should be read in conjunction with the accompanying notes.

Notes to the consolidated financial statements

Note 1: Corporate information

The consolidated financial statements of Credit Corp Group Limited (the Company) and its subsidiaries (collectively, the Group) for the year ended 30 June 2017 were authorised for issue in accordance with a resolution of the directors on 1 August 2017.

Credit Corp Group Limited is a for-profit company limited by shares incorporated in Australia whose shares are publicly traded on the Australian Stock Exchange. The address of its registered office and principal place of business is Level 15, 201 Kent Street, Sydney NSW 2000, Australia.

The Group is primarily involved in operations within debt ledger purchasing, which includes mercantile collections and consumer lending. Further information on the nature of the operations and principal activities of the Group is provided in the directors' report. Information on the Group's structure is provided in Note 23: Subsidiaries. Information on other related party relationships of the Group is provided in Note 30: Related party transactions.

The parent entity, Credit Corp Group Limited, has not prepared separate financial statements as permitted by the *Corporations Act 2001*. The financial information for the parent entity is disclosed in Note 34: Parent entity information.

Note 2: Basis of preparation

The financial report is a general purpose financial report, which has been prepared in accordance with the requirements of the *Corporations Act 2001*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

A) Compliance with International Financial Reporting Standards

Compliance with Australian Accounting Standards ensures that the financial report also complies with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board (IASB).

B) Historical cost convention

The consolidated financial statements have been prepared on an accruals basis using historical cost conventions, except for the cost of employee remuneration in the form of equity-settled transactions, which are determined by the fair value at the date when the grant is made using an appropriate valuation model.

C) Significant accounting policies

The significant accounting policies adopted in the presentation of these consolidated financial statements are set out below. Other significant accounting policies are contained in the notes to the financial report to which they relate. The policies have been consistently applied to all the years presented, unless otherwise stated.

D) Functional currency and rounding of amounts

Amounts in the directors' report and financial report are presented in Australian dollars, which is the Group's functional currency.

The company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the financial report. Amounts in the financial report have been rounded off in accordance with the instrument to the nearest thousand dollars, unless otherwise indicated.

E) Principles of consolidation

The consolidated financial statements incorporate the assets, liabilities and results of all subsidiaries at 30 June 2017. Subsidiaries are all entities over which the Company has control. The Company controls an entity if it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

Profit or loss and other comprehensive income of controlled entities acquired or disposed of during the year are recognised from the effective date of acquisition, or up to the effective date of disposal, as applicable. In preparing the financial report, all intercompany balances, transactions and unrealised profits arising within the Group are eliminated in full.

F) Use of accounting judgements, estimates and assumptions

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

In the application of the Group's accounting policies, which are described in the notes to the financial report to which they relate, the directors of the Group are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Key estimates	Note	Page
Purchased debt ledgers (PDLs)	11	53
Provisions	9, 10 & 16	52 & 55
Share-based payments	31	62

Notes to the consolidated financial statements

Note 3: Revenue

Revenue is measured at the fair value of the consideration received or receivable. It is only recognised to the extent that it is probable that the economic benefits will flow to the Group and can be reliably measured and excludes taxes or duty. The major components of revenue are recognised as follows:

Interest revenue from PDLs

Revenue from PDLs represents the component designated as interest income through the application of the effective interest method and net of any adjustments to the carrying amounts of the PDLs as a result of changes in forecast cash flows.

Interest and fee income from consumer lending

Interest income is recognised when the payments are received and fees are recognised as income over the life of the loan. Direct loan origination costs are netted against fee income over the life of the loan.

The following is the Group's revenue for the year from continuing operations:

	2017 \$'000	2016 \$'000
Interest revenue from PDLs	189,574	171,102
Interest and fee income from consumer lending	66,374	53,418
Other interest received	69	40
Other income	9,930	2,182
Total	265,947	226,742

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, unless the GST incurred is not recoverable from the Australian Taxation Office (ATO). In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the ATO are presented as operating cash flows.

Note 4: Income tax

The Group operates in various tax jurisdictions, including Australia, New Zealand and the United States.

Current tax

Current tax expense charged to the statement of profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at reporting date. Current tax liabilities are therefore measured at the amounts expected to be paid to the relevant taxation authority.

Deferred tax

Deferred tax is accounted for based on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences, unused tax losses and tax offsets, to the extent that it is probable that sufficient future taxable profits will be available against which those deductible temporary differences can be utilised. No deferred income tax is recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the assets are realised or the liabilities are settled, based on tax rates enacted or substantively enacted at balance date. Their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related assets or liabilities.

Tax consolidation

Credit Corp Group Limited and its wholly-owned Australian subsidiaries have formed an income tax consolidated group under the tax consolidation legislation. The head entity, Credit Corp Group Limited, and its subsidiaries in the income tax consolidated group have entered a tax funding arrangement whereby each company in the income tax consolidated group contributes to the income tax payable in proportion to their contribution to the Group's taxable income. Any difference between the amounts assumed and amounts receivable or payable under the tax funding agreement is recognised as a contribution to (or distribution from) wholly-owned tax consolidated entities.

Note 4: Income tax (continued)

Components of the tax balances are detailed below:

	2017 \$'000	2016 \$'000
A) Income tax expense		
Current tax	(28,000)	(22,363)
Deferred tax	4,244	2,508
(Underprovision) / overprovision in respect of prior years	(32)	40
Total	(23,788)	(19,815)
B) Reconciliation between tax expense and pre-tax accounting profit		
Profit for the year	78,946	65,736
Prima facie tax payable on profit from ordinary activities before income tax at 30% (2016: 30%)	(23,684)	(19,721)
Tax effect of amounts that are not deductible (taxable) in calculating taxable income:		
Other non-deductible items	(72)	(134)
	(23,756)	(19,855)
(Underprovision) / overprovision in respect of prior years	(32)	40
Income tax expense	(23,788)	(19,815)
Applicable weighted average effective tax rates (%)	30%	30%
C) Tax assets and liabilities		
Non-current tax assets		
Deferred tax assets	24,355	20,111

	Assets		Liabilities		Net	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Deferred tax assets and liabilities are attributable to:						
Provision for employee benefits	3,024	1,531	–	–	3,024	1,531
Provision for leases	1,250	1,433	–	–	1,250	1,433
Provision for impairment of trade receivables	8	–	–	–	8	–
Provision for expected credit losses	8,891	7,374	–	–	8,891	7,374
Accruals on wages and bonuses	71	916	–	–	71	916
Accruals on employee share plan	998	1,373	–	–	998	1,373
Difference between accounting and tax depreciation	563	571	–	–	563	571
Other accruals not tax deductible until expense incurred	9,550	6,913	–	–	9,550	6,913
Net tax assets	24,355	20,111	–	–	24,355	20,111

Notes to the consolidated financial statements

Note 4: Income tax (continued)

	Opening balance	Recognised in profit or loss	Recognised in other comprehensive income	Closing balance
	\$'000	\$'000	\$'000	\$'000

Movement in temporary differences during the year

Year ended 30 June 2017

Provision for employee benefits	1,531	1,493	–	3,024
Provision for leases	1,433	(183)	–	1,250
Provision for impairment of trade receivables	–	8	–	8
Provision for expected credit losses	7,374	1,517	–	8,891
Accruals on wages and bonuses	916	(845)	–	71
Accruals on employee share plan	1,373	(375)	–	998
Difference between accounting and tax depreciation	571	(8)	–	563
Other accruals not tax deductible until expense incurred	6,913	2,637	–	9,550
Total	20,111	4,244	–	24,355

Year ended 30 June 2016

Provision for employee benefits	2,090	(559)	–	1,531
Provision for leases	682	751	–	1,433
Provision for impairment of trade receivables	8	(8)	–	–
Provision for expected credit losses	6,083	1,291	–	7,374
Accruals on wages and bonuses	1,143	(227)	–	916
Accruals on employee share plan	664	709	–	1,373
Difference between accounting and tax depreciation	415	156	–	571
Other accruals not tax deductible until expense incurred	6,518	395	–	6,913
Total	17,603	2,508	–	20,111

Note 5: Earnings per share

	2017	2016
Basic earnings per share (cents)	116.8	98.4
Diluted earnings per share (cents)	114.7	97.0
Weighted average number of ordinary shares – basic ('000)	47,208	46,689
Add: Adjustment for calculation of diluted earnings per share (performance rights) ('000)	880	639
Weighted average number of ordinary shares at 30 June – diluted ('000)	48,088	47,328

Basic and diluted earnings per share are calculated by dividing profit for the year by the weighted average number of shares on issue over the year.

Performance rights

Performance rights first granted in the 2016 financial year under the Group's LTI plan are considered to be potential ordinary shares and have been included in the determination of diluted earnings per share. The rights have not been included in the determination of basic earnings per share. Details relating to the rights are set out in the remuneration report and Note 31.

Note 6: Dividends paid and proposed

The following dividends were declared and paid by the Group:

	Cents per share	Total \$'000	Franked / unfranked	Date of payment
Year ended 30 June 2017				
Interim 2017 ordinary	27.0	12,785	Franked	24 Mar 2017
Final 2016 ordinary	27.0	12,687	Franked	28 Oct 2016
Total		25,472		

Year ended 30 June 2016

Interim 2016 ordinary	23.0	10,752	Franked	24 Mar 2016
Final 2015 ordinary	22.0	10,233	Franked	30 Oct 2015
Total		20,985		

After 30 June 2017 the following dividends were proposed by the directors. The dividends have not been provided for and there are no income tax consequences.

Final 2017 ordinary	31.0	14,680	Franked	17 Nov 2017
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Franking account

Balance of franking account at year-end adjusted for franking credits arising from payment of provision for income tax and franking debits arising from payment of dividends		107,629	92,410
Subsequent to year-end, the franking account would be reduced by the proposed dividend		(6,291)	(5,437)
Total		101,338	86,973

Note 7: Auditor's remuneration

	2017 \$	2016 \$
Audit services		
Audit and review of financial reports	224,700	181,000
Services other than statutory audit		
Other services		
Taxation compliance services	18,110	11,000
Other services	8,335	14,400
Total	251,145	206,400

Note 8: Cash and cash equivalents

Cash and cash equivalents comprise bank deposits with maturities of less than three months and cash on hand that are subject to an insignificant risk of change in their fair value, and are used by the Group in the management of its short-term commitments.

	2017 \$'000	2016 \$'000
Cash and cash equivalents	6,106	2,542

The Group's exposure to interest rate risk and a sensitivity analysis of financial assets and liabilities is disclosed in Note 32.

Notes to the consolidated financial statements

Note 9: Trade and other receivables

Trade and other receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such financial assets are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method, less any provision for doubtful debts and impairment.

	2017 \$'000	2016 \$'000
Current		
Trade receivables	254	506
Less: Provision for impairment	(27)	(1)
	227	505
Other receivables	2,377	734
Less: Provision for impairment	(78)	(68)
	2,299	666
Total	2,526	1,171

Provision for impairment

A provision for impairment is recognised when there is objective evidence that an individual trade receivable is impaired. These amounts have been included in other expenses.

	2017 \$'000	2016 \$'000
Movement in the provision for impairment		
Opening balance	(69)	(131)
Charge for the year	(36)	62
Closing balance	(105)	(69)

No trade receivables are recognised at balance date that are past due and deemed impaired. The Group has provided a loss allowance of \$0.027 million at reporting date (2016: \$0.001 million).

Note 10: Consumer loans receivables

Consumer loans receivables are initially recognised at fair value of the loan written plus transaction costs and subsequently measured at amortised cost using the effective interest rate method, less provision for expected credit losses. Given the nature of loans written, a lifetime expected credit loss provision is taken up upon initial recognition of a consumer loan receivable. The loan balance is categorised into current and non-current consumer loans receivables according to the due date within the loan terms. Amounts due within 12 months are classified as current assets, with the remainder classified as non-current assets.

Provision for expected credit losses is recognised based on life of loan loss rates derived from static pool analysis of the performance of loan products. These estimates are updated on an ongoing basis.

	2017 \$'000	2016 \$'000
Current		
Consumer loans receivables	106,534	89,700
Less: Provision for expected credit losses	(19,116)	(15,959)
	87,418	73,741
Non-current		
Consumer loans receivables	53,942	45,253
Less: Provision for expected credit losses	(10,521)	(8,620)
	43,421	36,633
Total	130,839	110,374

Provision for expected credit losses

Movement in the provision for expected credit losses

Opening balance	(24,579)	(20,275)
Net movement for the year	(5,058)	(4,304)
Closing balance	(29,637)	(24,579)

Note 11: Purchased debt ledgers

PDLs are recognised at fair value (generally the consideration paid) plus transaction costs and subsequently measured at amortised cost using the effective interest rate method, in accordance with AASB 9 *Financial Instruments*. The interest rate method is applied at the level of individual tranches of PDLs by using an actuarially determined six-year cash collections forecast to determine an effective interest rate or implicit cash flow. The effective interest rate is the implicit interest rate based on forecast collections determined in the period of acquisition of an individual PDL and equates to the Internal Rate of Return (IRR) of the forecast cash flows without any consideration of collection costs.

This effective interest rate is used over the collection life cycle to apportion cash collections between the principal and interest components. Changes in expected cash collections generates an adjustment to interest income in the period of the amended forecast.

	2017 \$'000	2016 \$'000
Current	117,512	115,203
Non-current	220,850	138,112
Total	338,362	253,315

Note 12: Other assets

Prepayments	2,863	1,144
Inventory	430	379
Total	3,293	1,523

Note 13: Property, plant and equipment

Plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of profit or loss during the financial period in which they are incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Class of fixed asset	Years
Leasehold improvements	period of the lease
Plant and equipment	2 to 5 years
Computer software	2.5 to 4 years

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Notes to the consolidated financial statements

Note 13: Property, plant and equipment (continued)

	Plant and equipment	Computer software	Leasehold improvements	Total
	\$'000	\$'000	\$'000	\$'000
A) Cost or valuation				
Year ended 30 June 2017				
Opening balance	4,057	946	5,441	10,444
Additions	1,009	135	117	1,261
Closing balance	5,066	1,081	5,558	11,705
Year ended 30 June 2016				
Opening balance	3,149	788	203	4,140
Additions	908	158	5,238	6,304
Closing balance	4,057	946	5,441	10,444
B) Accumulated depreciation or amortisation				
Year ended 30 June 2017				
Opening balance	(2,508)	(605)	(1,054)	(4,167)
Depreciation / amortisation for the year	(1,143)	(126)	(1,083)	(2,352)
Closing balance	(3,651)	(731)	(2,137)	(6,519)
Year ended 30 June 2016				
Opening balance	(1,632)	(483)	(151)	(2,266)
Depreciation / amortisation for the year	(876)	(122)	(903)	(1,901)
Closing balance	(2,508)	(605)	(1,054)	(4,167)
C) Carrying amounts				
At 1 July 2016	1,549	341	4,387	6,277
At 30 June 2017	1,415	350	3,421	5,186
At 1 July 2015	1,517	305	52	1,874
At 30 June 2016	1,549	341	4,387	6,277

Note 14: Intangible assets

Intangible assets recognised by the Group consist of goodwill arising from the acquisition of the municipal collections business, Legal Force. Goodwill represents the excess of the cost of the acquisition over the fair value of the net identifiable assets of the acquired subsidiary at the date of acquisition.

Goodwill with an indefinite useful life is not subject to amortisation and is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it may be impaired. An impairment loss is recognised in the statement of profit or loss and other comprehensive income for the amount by which the asset's carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use.

	2017 \$'000	2016 \$'000
A) Carrying amounts		
Opening balance	800	800
Closing balance	800	800

B) Impairment testing for cash-generating unit containing goodwill

For the purpose of impairment testing, goodwill is allocated wholly to the Group's municipal collections operating unit, Legal Force, which represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. The Group assesses for impairment at least annually.

Note 15: Trade and other payables

	2017 \$'000	2016 \$'000
Current		
Unsecured liabilities		
Trade payables	2,351	774
Other payables including taxation and accruals	36,510	29,251
Total	38,861	30,025

The Group's exposure to liquidity risk related to trade and other payables is disclosed in Note 32.

Note 16: Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. The nature of the provision balances are outlined below.

Employee benefits**Short-term obligations**

Liabilities for wages and salaries as well as incentive payments expected to be settled within 12 months represent present obligations resulting from employees' services provided to the end of the reporting period. These are presented as payables and measured at the amounts expected to be paid when the liabilities are settled, plus on-costs.

Long-term obligations

The liability for long service leave and annual leave is presented in employee benefits provisions and measured at the present value of the expected future payments to be made in respect of services provided by employees up to the end of the reporting period. Expected future payments are discounted using market yields on high quality corporate bonds at the end of the reporting period with terms to maturity and currency that match, as closely as possible, the estimated future payments.

Lease

Lease provisions include provisions raised for lease incentive accounting, make-good requirements under operating leases of office space, straight lining of leases and onerous lease provisions. Operating lease payments are recognised as an expense on a straight-line basis over the lease term, which is the most representative time-pattern which economic benefits from the leased asset is realised. The lease incentive received is recognised as a liability. The aggregate benefit of the incentive is recognised as a reduction of rental expense on straight-line basis, in line with the lease expense.

	2017 \$'000	2016 \$'000
Current		
Employee benefits	8,830	3,888
Lease provisions	1,160	1,048
Other provisions	1,000	–
	10,990	4,936
Non-current		
Employee benefits	1,249	1,216
Lease provisions	3,005	3,727
	4,254	4,943
Total	15,244	9,879

	Employee benefits \$'000	Lease provisions \$'000	Other provisions \$'000	Total \$'000
Year ended 30 June 2017				
Opening balance	5,104	4,775	–	9,879
Additional provisions and reclassifications	8,974	172	1,000	10,146
Amounts used	(3,999)	(782)	–	(4,781)
Closing balance	10,079	4,165	1,000	15,244
Year ended 30 June 2016				
Opening balance	6,966	2,274	–	9,240
Additional provisions	1,695	4,708	–	6,403
Amounts used	(3,557)	(2,207)	–	(5,764)
Closing balance	5,104	4,775	–	9,879

Notes to the consolidated financial statements

Note 17: Borrowings

Financial liabilities consists of loans and borrowings. Such liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are recognised at amortised cost, comprising the original debt less principal repayments.

		2017			2016		
		Facility limit	Fair value	Carrying amount	Facility limit	Fair value	Carrying amount
	Expiry	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Secured bank loan facility	July 2020	215,000	208,613	208,613	150,000	142,111	142,111
Securitised consumer loan warehouse facility	June 2021	85,000	1,000	1,000	–	–	–
Total interest-bearing liabilities		300,000	209,613	209,613	150,000	142,111	142,111

The secured loan facility is secured by a fixed and floating charge over the assets of a number of entities in the Group. The securitised consumer loan warehouse facility has recourse to the securitised consumer loans.

The total secured facility limit of \$215 million expires on 1 July 2020. The \$85 million securitised consumer loan warehouse facility expires in June 2021 following a 2 year availability period and a 2 year repayment period.

The secured loan facility requires compliance with various undertakings. These include compliance with minimum Tangible Net Worth (TNW) and maximum Loan to Valuation Ratio (LVR) requirements. The minimum TNW undertaking is set as the greater of \$161.7 million and 85 per cent of the TNW at the end of the preceding financial year. The maximum LVR is 60 per cent of the carrying value of PDLs in the consolidated accounts and 60 per cent of the carrying value of eligible non-securitised consumer loans.

The consumer loan warehouse facility has an advance rate of 50% and requires the securitised loans to meet various loan performance covenants.

All undertakings under the bank loan facilities, including the TNW and LVR requirements, were complied with.

Note 18: Cash flow information

	Note	2017 \$'000	2016 \$'000
A) Reconciliation of cash flow from operations with profit after income tax			
Cash flows from operating activities			
Profit for the year		55,158	45,921
<i>Non-cash items</i>			
– Foreign currency revaluation		7	–
– Leasehold incentive		–	(4,334)
– Depreciation		2,352	1,901
– Share-based payments		3,965	4,665
<i>(Increase) / decrease in assets</i>			
– Purchased debt ledgers		(85,053)	(88,407)
– Consumer loans receivables		(20,465)	(31,027)
– Trade and other receivables		(1,355)	366
– Other assets		(1,770)	87
– Deferred tax assets	4	(4,244)	(2,508)
<i>Increase in liabilities</i>			
– Trade and other payables		8,836	10,224
– Provisions		5,365	639
Net cash outflow from operating activities		(37,204)	(62,473)

Note 18: Cash flow information (continued)**B) Non-cash investing and financing activities**

During the 2016 financial year, the Group entered into a lease agreement for its head office located at 201 Kent Street, Sydney, Australia. The Group elected to receive the fit-out incentives in July 2015 and these were accounted for in accordance with Interpretation 115 *Operating Leases – Incentives*.

The Group did not make a Dividend Reinvestment Plan (DRP) offer in the current year (2016: \$4.39 million) and therefore no dividends have been reinvested by shareholders and not paid out in cash.

	Note	2017 \$'000	2016 \$'000
C) Reconciliation of cash			
Cash and cash equivalents	8	6,106	2,542

Note 19: Issued capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

	Note	2017 \$'000	2016 \$'000
47.35 million (2016: 46.99 million) fully paid ordinary shares		55,561	55,561
Issued capital			
Opening balance		55,561	48,697
Shares issued during the year			
– LTI	31	–	2,477
– DRP		–	4,387
Total		55,561	55,561

The Group does not have a fixed authorised capital or par value for its issued shares. All issued shares are fully paid. Ordinary shares participate in dividends and the proceeds on winding up of the parent entity in proportion to the number of shares on issue. Please refer to the remuneration report for further details on the Group's LTI plan.

	Note	2017 \$'000	2016 \$'000
Fully paid ordinary shares			
On issue at 1 July		46,990	46,297
Shares issued during the year:			
– DRP		–	471
– Employee share scheme	31	363	222
On issue at 30 June		47,353	46,990

In the prior year, the Group issued 221,585 ordinary shares to the employee share trust for the 2015 portion in respect of the 2012-2015 LTI Plan. In the current year, in line with the Group's LTI Plan 2016-2018, the 2016 portion of the performance rights issued converted to 363,076 deferred vesting shares in November 2016.

Refer to Note 31 for further details on the LTI and the employee share scheme.

Notes to the consolidated financial statements

Note 20: Capital management

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's overall strategy for capital management based on the following principles remains unchanged from 2016:

- Ensuring all capital is invested or reinvested to achieve the hurdle ROE;
- Ensuring sufficient capital is available to sustain the operations of the Group;
- Maintaining gearing at relatively modest levels in line with the risk of the business and to provide headroom to grow the business; and
- Generally returning to shareholders any excess cash that accumulates and is unable to be reinvested at the hurdle return.

The Group's bank loan facility requires compliance with various undertakings. These are described in Note 17. By maintaining gearing at a relatively modest level, the Group generally maintains significant covenant headroom.

The composition of the capital of the Group and the gearing ratios for the years ended 30 June 2017 and 30 June 2016 are as follows:

	Note	2017 \$'000	2016 \$'000
Borrowings	17	209,613	142,111
Less: Cash and cash equivalents	8	(6,106)	(2,542)
Net debt		203,507	139,569
Total consumer loans and PDLs		469,201	363,689
Gearing ratio (%)		43%	38%

Note 21: Reserves

	2017 \$'000	2016 \$'000
Equity-settled employee benefits reserve	6,153	2,188

Reserves relate to performance rights granted by the Group to executives and senior management under its LTI plan. Performance rights are issued to each participant and are eligible for conversion and vesting based on achievement of performance hurdles. Refer to Note 31 for further details on the LTI and the employee share scheme.

Note 22: Acquisition of subsidiary

On 13 September 2016, the Group acquired a 100 per cent interest in receivables management company National Credit Management Limited and its associated entities (NCML) for a total consideration of \$22.6 million, of which \$1 million is being held in escrow subject to sales price adjustments. The purchase price was mainly allocated to PDLs. No goodwill has been determined based on the directors' best estimate of the fair value of NCML.

Assets and liabilities recognised as a result of the acquisition are as follows:

	13 Sep 2016 \$'000
Cash	1,872
Purchased debt ledgers	22,834
Other assets	2,709
Total assets	27,415
Payables and provisions	4,815
Total liabilities	4,815
Net assets	22,600

Included in the profit for the year is \$3.2 million (\$13.3 million in revenue) attributable to the additional business generated by NCML. Had the business combination of NCML been effected on 1 July 2016, the revenue from the continuing operations would have been \$15.8 million and the profit for the year from continuing operations would have been \$3.5 million.

Note 23: Subsidiaries

Note 25: Subsidiaries

		Percentage owned	
	Country of incorporation	2017	2016
Interests in subsidiaries are:			
Alpha Credit Pty Limited	Australia	100	100
Alupka Holdings Pty Limited	Australia	100	100
Car Start Pty Limited	Australia	100	100
Certus Partners Pty Limited	Australia	100	100
Creditcorp BPC Pty Limited	Australia	100	100
Credit Corp Acceptance Pty Limited ^A	Australia	100	–
Credit Corp Australia Pty Limited	Australia	100	100
Credit Corp Brokering Services Pty Limited	Australia	100	100
Credit Corp Collections Pty Limited	Australia	100	100
Credit Corp Collections Agency Inc.	United States	100	100
Credit Corp Collections Agency US Holdings Inc.	United States	100	100
Credit Corp Collections Agency US Inc. ^B	United States	100	–
Credit Corp Collections US Holdings Inc.	United States	100	100
Credit Corp Employee Share Administration Pty Limited	Australia	100	100
Credit Corp Facilities Pty Limited	Australia	100	100
Credit Corp Financial Services Pty Limited	Australia	100	100
Credit Corp Financial Services Holdings Inc.	United States	100	100
Credit Corp Financial Services Inc.	United States	100	100
Credit Corp Financial Solutions Pty Limited	New Zealand	100	100
Credit Corp Leasing Pty Limited	Australia	100	100
Credit Corp Lending Pty Limited	Australia	100	100
Credit Corp New Zealand Pty Limited	Australia	100	100
Credit Corp Queensland Pty Limited	Australia	100	100
Credit Corp Receivables Pty Limited	Australia	100	100
Credit Corp Recoveries Pty Limited	Australia	100	100
Credit Corp Services (NH) Pty Limited	Australia	100	100
Credit Corp Services Pty Limited	Australia	100	100
Credit Corp Services Malaysia Pty Limited	Australia	100	100
Credit Corp Services US Collections Inc.	United States	100	100
Credit Corp Services US Holdings Inc.	United States	100	100
Credit Corp Solutions Inc.	United States	100	100
Credit Corp US Collections Pty Limited	Australia	100	100
Credit Corp Western Australia Pty Limited	Australia	100	100
Credit Plan B Pty Limited	Australia	100	100
Hudson Legal Pty Ltd ^C	Australia	100	–
Malthiest Pty Limited	Australia	100	100
National Credit Management Limited ^C	Australia	100	–
Personal Insolvency Management Pty Limited	Australia	100	100
Torbige Pty Limited	Australia	100	100
Votrait No. 1537 Pty Ltd ^C	Australia	100	–

A Acquired during 2017 as part of the NCML acquisition, with business name changed from A.C.N. 119 211 317 Pty Ltd during the financial year.

B Incorporated during 2017.

C Acquired during 2017 as part of the NCML acquisition.

Note 24: Operating segments**A) Financial reporting by segments**

An operating segment is a component of an entity that engages in business activities from which it may earn revenue and incur expenses. The Group has two main operating segments: debt ledger purchasing and consumer lending. The chief decision maker of the Group, the CEO, reviews the operating segments' results on an ongoing basis to assess performance and allocate resources.

The reportable segments are as follows:

a) Debt ledger purchasing

This business purchases consumer debts at a discount to their face value from credit providers with the objective of recovering amounts in excess of the purchase price over the collection life cycle of the receivables to produce a return.

b) Consumer lending

This business offers various financial products to credit impaired consumers.

Notes to the consolidated financial statements

Note 24: Operating segments (continued)

Following is the information provided to the CEO:

	Debt ledger purchasing	Consumer lending	Total for continuing operations
	\$'000	\$'000	\$'000
Year ended 30 June 2017			
Segment revenue			
Interest revenue from PDLs	189,574	–	189,574
Interest and fee income from consumer lending	–	66,374	66,374
Other interest received			69
Other income			9,930
Total external revenue	199,481	66,466	265,947
Segment result			
Segment profit	70,671	17,596	88,267
Finance costs			(6,969)
Depreciation and amortisation expense			(2,352)
Profit before income tax expense			78,946
Income tax expense			(23,788)
Profit after income tax expense			55,158
Other information			
Acquisition of capital assets	1,180	81	1,261
Segment assets	355,500	131,612	487,112
Unallocated assets			24,355
Total assets			511,467
Segment liabilities	24,888	1,209	26,097
Unallocated liabilities			237,621
Total liabilities			263,718
Year ended 30 June 2016			
Segment revenue			
Interest revenue from PDLs	171,102	–	171,102
Interest and fee income from consumer lending	–	53,418	53,418
Other interest received			40
Other income			2,182
Total external revenue			226,742
Segment result			
Segment profit	62,476	8,709	71,185
Finance costs			(3,548)
Depreciation and amortisation expense			(1,901)
Profit before income tax expense			65,736
Income tax expense			(19,815)
Profit after income tax expense			45,921
Other information			
Acquisition of capital assets	1,809	161	1,970
Segment assets	315,541	60,461	376,002
Unallocated assets			20,111
Total assets			396,113
Segment liabilities	27,529	1,670	29,199
Unallocated liabilities			152,816
Total liabilities			182,015

Note 24: Operating segments (continued)**B) Geographical information**

The Group materially operates in one geographic segment, Australia.

Note 25: Contingent liabilities

The Group had contingent liabilities in respect of:

	2017 \$'000	2016 \$'000
US collections agency licensure bonds	2,534	2,703

Licensure bonds are issued in the normal course of business to the State Boards of Collection Agencies in the United States to guarantee collected funds are remitted to clients under contracts.

Note 26: Leasing commitments

Operating leases are entered into to meet the business needs of entities of the Group. Leases are primarily in respect of commercial premises and plant and equipment.

Lease rentals are determined in accordance with market conditions when leases are entered into.

Operating lease commitments**Leases as lessee**

Non-cancellable operating leases contracted for but not capitalised in the financial statements:

	2017 \$'000	2016 \$'000
Payable		
Within one year	5,190	4,956
Between one and five years	6,580	9,997
Later than five years	–	–
Total	11,770	14,953

Note 27: Capital commitments

	2017 \$'000	2016 \$'000
Within one year	75,000	92,000

The Group is committed, through existing arrangements, to acquire PDLs that will become available in the coming months. The details of these arrangements are commercially confidential, however, the estimated investment is expected to be \$75 million (2016: \$92 million). These purchases will be funded by existing cash flows and bank facilities currently in place.

Note 28: Subsequent events

No matters or circumstances have arisen since 30 June 2017 that significantly affected or may significantly affect in future years:

- The operations of the Group;
- The results of those operations; or
- The state of affairs of the Group.

Note 29: Key management personnel (KMP) compensation

The aggregate compensation made to directors and other members of the KMP of the Group is set out below:

	2017 \$	2016 \$
Short-term employee benefits	3,314,245	2,847,981
Post-employment benefits	149,714	144,609
Equity-settled share-based payments	1,825,419	1,597,240
Total	5,289,378	4,589,830

Notes to the consolidated financial statements

Note 30: Related party transactions

The immediate parent and ultimate controlling party of the Group is Credit Corp Group Limited.

Balances and transactions between the Company and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation and are not disclosed in this note.

There were no transactions between the KMP and the Group other than as disclosed and in the directors' report.

Note 31: Share-based payments

The Group provides benefits to employees in the form of share-based payment transactions whereby employees render services in exchange for rights over shares.

The fair value determined at grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period at a maximum of three years, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. The fair value of the performance rights is measured using a combination of binomial tree methodology and Monte-Carlo simulation. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the statement of profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

A) Employee share plans

The cost of employee remuneration in the form of equity-settled transactions in relation to the Group's Long-Term Incentive (LTI) plan is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised in employee benefits expense, together with a corresponding increase in equity (reserve) over the period in which the service and, where applicable, the performance conditions are fulfilled. This estimate requires determination of the most appropriate inputs to the valuation model, including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them.

The Group currently has in place an LTI plan for executives and senior employees for the 2016 to 2018 financial years. In accordance with the plan, 1,098,092 performance rights were issued to the participants at the start of the LTI plan in proportion to their level of participation in the LTI, as determined by the Remuneration Committee and the Board. The maximum fair value of the LTI pool is \$7.5 million over 3 years (capped at \$2.5 million per year).

Performance rights are eligible for conversion and vesting based on achievement of performance hurdles. Performance rights are allocated and converted into deferred vesting shares in November each year and are subject to a 12-month escrow period, as well as the subsequent potential clawback provision before vesting. Please refer to the remuneration report for further details on the Group's LTI plan. The aggregate liability recognised and included in the financial statements is disclosed in Note 21.

Deferred vesting shares issued during the financial year:

	2017 Number	2016 Number
Equity-settled share-based payments in relation to current LTI plan	363,076	–
	2017 \$'000	2016 \$'000

B) Share-based payment transactions

Shares granted during the year

LTI	–	2,477
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Note 32: Financial risk management

The Group's financial assets and liabilities consist mainly of PDLs, consumer loans receivables, deposits with banks, trade and other receivables, payables and borrowings.

The Group does not engage in the trading of derivative instruments.

The main risks the Group is exposed to through its financial instruments are market risk (including foreign currency risk and interest rate risk), liquidity risk and credit risk.

The Board has established written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments. They are managed and measured consistently year-on-year.

The Group holds the following financial assets and liabilities:

	Note	2017 \$'000	2016 \$'000
Financial assets			
Cash and cash equivalents	8	6,106	2,542
Trade and other receivables	9	2,526	1,171
Consumer loans receivables	10	130,839	110,374
Purchased debt ledgers	11	338,362	253,315
Total		477,833	367,402
Financial liabilities			
Trade and other payables	15	38,861	30,025
Borrowings	17	209,613	142,111
Total		248,474	172,136

A) Market risk management**a) Currency risk**

Overseas operations expose the Group to foreign exchange risk. This may result in the fair value of financial assets or liabilities fluctuating due to movements in Australian dollar foreign exchange rates of currencies in which the Group holds overseas financial assets and liabilities.

Fluctuations in the United States dollar, New Zealand dollar and the Philippines peso relative to the Australian dollar may impact the Group's financial results.

As at balance date, had the Australian dollar weakened or strengthened by 5 per cent against any or all of the above currencies, the impact on both profit for the year and equity would have been immaterial. This assumes all other variables remain constant.

b) Interest rate risk

The Group is exposed to interest rate risk as it borrows funds at floating interest rates.

i) Profile

At balance date, the interest rate profiles of the Group's interest-bearing and non-interest-bearing financial instruments were:

		Fixed interest rate		Floating interest rate		Non-interest bearing		Total	
	Note	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assets									
Cash and cash equivalents	8	—	—	6,106	2,542	—	—	6,106	2,542
Trade and other receivables	9	—	—	—	—	2,526	1,171	2,526	1,171
Consumer loans receivables	10	130,839	110,374	—	—	—	—	130,839	110,374
Purchased debt ledgers	11	338,362	253,315	—	—	—	—	338,362	253,315
Total		469,201	363,689	6,106	2,542	2,526	1,171	477,833	367,402
Financial liabilities									
Trade and other payables	15	—	—	—	—	38,861	30,025	38,861	30,025
Borrowings	17	—	—	209,613	142,111	—	—	209,613	142,111
Total		—	—	209,613	142,111	38,861	30,025	248,474	172,136

Notes to the consolidated financial statements

Note 32: Financial risk management (continued)

ii) Sensitivity analysis for variable rate instruments

A change of two percentage points in interest rates at balance date would have increased or decreased the Group's equity and profit or loss by the amounts shown below. These sensitivities assume all other variables remain constant.

	2017 \$'000	2016 \$'000
Change in net profit after tax		
Increase in interest rates by two percentage points	(2,935)	(1,990)
Decrease in interest rates by two percentage points	2,935	1,990
Change in equity		
Increase in interest rates by two percentage points	(2,935)	(1,990)
Decrease in interest rates by two percentage points	2,935	1,990

B) Liquidity risk management

Liquidity risk arises from the possibility that the Group might encounter difficulties in settling its debts or otherwise meeting its obligations relating to financial liabilities. Ultimate responsibility for liquidity risk management rests with the Board of Directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group manages this risk through the following mechanisms:

- Preparing forward-looking cash flow analysis in relation to its operating, investing and financing activities;
- Monitoring undrawn credit facilities;
- Maintaining a reputable credit profile;
- Managing credit risk related to its financial assets;
- Investing surplus cash only with major financial institutions; and
- Comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

The following tables reflect an undiscounted contractual maturity analysis for financial liabilities. The timing of cash flows represented in the table to settle financial liabilities reflects the earliest contractual settlement dates and does not reflect management's expectation that banking facilities will be rolled forward.

		< 1 year		1 – 2 years		> 2 years		Total	
	Note	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Non-derivative financial liabilities									
Trade and other payables	15	38,861	30,025	–	–	–	–	38,861	30,025
Borrowings	17	–	–	–	–	209,613	142,111	209,613	142,111
Total		38,861	30,025	–	–	209,613	142,111	248,474	172,136

Note 32: Financial risk management (continued)**C) Credit risk management**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The maximum exposure to credit risk, excluding the value of any collateral or other security at balance date, for recognised financial assets is the net of any provisions for impairment or losses, as disclosed in the statement of financial position and notes to the financial statements.

The Group does not have any material credit risk exposure to any single debtor or group of debtors. Management has a Credit Policy in place and the exposure to credit risk is monitored on an ongoing basis.

Exposure to credit risk

The carrying amount of the Group's financial assets represents the maximum credit exposure.

	Note	2017 \$'000	2016 \$'000
Cash and cash equivalents	8	6,106	2,542
Trade and other receivables	9	2,526	1,171
Consumer loans receivables	10	130,839	110,374
Purchased debt ledgers	11	338,362	253,315
Total		477,833	367,402
AA-rated counterparties		6,106	2,542
Counterparties not rated		471,727	364,860
Total		477,833	367,402

The Group's maximum exposure to credit risk on the above financial assets at balance date by type of counterparty was:

	2017 \$'000	2016 \$'000
Government	38	85
Banks	6,274	2,791
Other	471,521	364,526
Total	477,833	367,402

D) Fair value versus carrying amounts

For all assets and liabilities, the fair value approximates the carrying value.

Notes to the consolidated financial statements

Note 33: Cross guarantee

Pursuant to ASIC Class Instrument 2016/785 dated 10 October 2016, the wholly-owned subsidiaries listed below are relieved from the *Corporations Act 2001* requirements for the preparation, audit and lodgement of financial statements and a directors' report.

It is a condition of the Class Order that the Company and each of the participating subsidiaries enter into a Deed of Cross Guarantee. The effect of the Deed is that the Company guarantees to each creditor payment in full of any debt in the event of winding up of any of the subsidiaries under certain provisions of the *Corporations Act 2001*.

The subsidiaries subject to the Deed are:

- Alpha Credit Pty Limited
- Alupka Holdings Pty Limited
- Car Start Pty Limited
- Certus Partners Pty Limited
- Credit Corp Acceptance Pty Limited
- Credit Corp Australia Pty Limited
- Credit Corp Brokering Services Pty Limited
- Credit Corp Collections Pty Limited
- Credit Corp Employee Share Administration Pty Limited
- Credit Corp Facilities Pty Limited
- Credit Corp Financial Services Pty Limited
- Credit Corp Financial Solutions Pty Limited
- Credit Corp Leasing Pty Limited
- Credit Corp Lending Pty Limited
- Credit Corp New Zealand Pty Limited
- Credit Corp Queensland Pty Limited
- Credit Corp Receivables Pty Limited
- Credit Corp Recoveries Pty Limited
- Credit Corp Services Pty Limited
- Credit Corp Services (NH) Pty Limited
- Credit Corp Services Malaysia Pty Limited
- Credit Corp US Collections Pty Limited
- Credit Corp Western Australia Pty Limited
- Credit Plan B Pty Limited
- Creditcorp BPC Pty Limited
- Hudson Legal Pty Limited
- Malthiest Pty Limited
- National Credit Management Limited
- Personal Insolvency Management Pty Limited
- Torbige Pty Limited
- Votrait No. 1537 Pty Limited

Note 33: Cross guarantee (continued)

Set out below is the statement of profit or loss and the statement of financial position comprising the Company and its subsidiaries that are parties to the Deed, after eliminating all transactions between these parties, at balance date.

	2017 \$'000	2016 \$'000
A) Statement of profit or loss		
Revenue	249,065	219,260
Finance costs	(6,969)	(3,548)
Employee benefits expense	(89,452)	(78,739)
Depreciation and amortisation expenses	(2,182)	(1,712)
Office facility expenses	(13,381)	(11,509)
Collection expenses	(12,954)	(11,340)
Consumer loan loss provision expense	(29,286)	(23,705)
Marketing expenses	(9,401)	(11,759)
Other expenses	(3,844)	(3,501)
Profit before income tax expense	81,596	73,447
Income tax expense	(24,479)	(22,146)
Profit for the year	57,117	51,301
B) Other comprehensive income		
Profit for the year	57,117	51,301
Total comprehensive income for the year	57,117	51,301
C) Movements in retained earnings		
Opening balance	119,240	88,924
Dividends recognised during the year	(25,472)	(20,985)
Net profit attributable to parties in the Deed of Cross Guarantee	57,117	51,301
Closing balance	150,885	119,240

Notes to the consolidated financial statements

Note 33: Cross guarantee (continued)

	2017 \$'000	2016 \$'000
D) Statement of financial position		
Current assets		
Cash and cash equivalents	4,590	2,353
Trade and other receivables	26,177	957
Consumer loans receivables	86,480	73,901
Purchased debt ledgers	113,366	68,577
Other assets	3,027	1,471
Total current assets	233,640	147,259
Non-current assets		
Consumer loans receivables	43,208	36,472
Purchased debt ledgers	168,619	160,573
Property, plant and equipment	5,091	6,023
Deferred tax assets	24,355	18,343
Intangible assets	800	800
Total non-current assets	242,073	222,211
Total assets	475,713	369,470
Current liabilities		
Trade and other payables	38,347	40,557
Provisions	10,900	4,870
Total current liabilities	49,247	45,427
Non-current liabilities		
Borrowings	209,613	142,111
Provisions	4,254	4,943
Total non-current liabilities	213,867	147,054
Total liabilities	263,114	192,481
Net assets	212,599	176,989
Equity		
Issued capital	55,561	55,561
Reserves	6,153	2,188
Retained earnings	150,885	119,240
Total equity	212,599	176,989

Note 34: Parent entity information

	2017 \$'000	2016 \$'000
A) Statement of comprehensive income		
Profit for the year	51,224	42,580
Other comprehensive income	—	—
Total comprehensive income for the year	51,224	42,580

Note 34: Parent entity information (continued)

	2017 \$'000	2016 \$'000
B) Statement of financial position		
Assets		
Current assets	240,381	179,781
Non-current assets	200,183	145,579
Total assets	440,564	325,360
Liabilities		
Current liabilities	49,282	30,607
Non-current liabilities	213,867	147,054
Total liabilities	263,149	177,661
Net assets	177,415	147,699
Equity		
Issued capital	55,561	55,561
Reserves	6,153	2,188
Retained earnings	115,701	89,950
Total equity	177,415	147,699

C) Contractual commitments

At balance date, the parent entity has not entered into any material contractual agreements for the acquisition of property, plant or equipment other than as separately noted in the financial statements (2016: nil).

Note 35: Other significant accounting policies

A) Borrowing costs

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. All borrowing costs are recognised in the statement of profit or loss and other comprehensive income in the period in which they are incurred.

B) Foreign currency transactions and balances

Foreign currency transactions are translated into the functional currency, being Australian dollars, using the exchange rates prevailing at the date of transaction. Foreign currency monetary items are translated at the year-end exchange rate. Non-monetary items measured at historical cost continue to be carried at the exchange rate at the date of the transaction. Non-monetary items measured at fair value are reported at the exchange rate at the date when fair values were determined.

Exchange differences arising on the translation of monetary items are recognised in the statement of profit or loss, except where deferred in equity as a qualifying cash flow or net investment hedge.

Exchange differences arising on the translation of non-monetary items are recognised directly in equity to the extent that the gain or loss is directly recognised in equity; otherwise the exchange difference is recognised in the statement of profit or loss.

Note 36: New standards and interpretations not yet adopted

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2017 reporting period. The Group's assessment of the impact of these new standards and interpretations is set out below:

AASB 15 Revenue from contracts with customers (effective 1 January 2018, applicable to annual reporting periods beginning 1 July 2018)

AASB 15 clarifies the principles for recognising revenue from contracts with customers. It applies to all contracts with customers except leases, financial instruments and insurance contracts. Based on the directors' assessment of the Group's major revenue streams and the application of the new revenue model outlined, the Group intends to apply the standard from 1 July 2018 and does not anticipate any material impact. Revenue from PDLs and consumer lending is impacted by AASB 9, which the Group has already adopted.

AASB 16 Leases (effective 1 January 2019, applicable to annual reporting periods beginning 1 July 2019)

AASB 16 provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors and eliminates the requirement for leases to be classified as operating or finance leases.

The accounting model for lessees will require lessees to recognise all leases on the balance sheet, except for short-term leases and leases of low value assets.

The Group anticipates that the application of AASB 16 in the future will have an immaterial impact on the amounts reported in the statement of financial position.

Directors' declaration

In accordance with a resolution of the directors of Credit Corp Group Limited, the directors of the Company declare that:

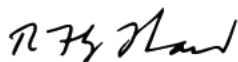
- A. The financial statements and notes, as set out on pages 43 to 69 are in accordance with the *Corporations Act 2001*, and:
- a) Give a true and fair view of the Group's financial position as at 30 June 2017 and of its performance for the year ended on that date; and
 - b) Comply with Australian Accounting Standards, which, as stated in the notes to the financial statements, constitute compliance with International Financial Reporting Standards.
- B. In the directors' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
- C. The directors have been given the declarations required by section 295A of the *Corporations Act 2001* from the Chief Executive Officer and Chief Financial Officer.

At the date of this declaration, the Company is within the class of companies affected by ASIC Class Instrument 2016/785. The nature of the Deed of Cross Guarantee is such that each company party to the Deed guarantees to each creditor payment in full of any debt in accordance with the Deed of Cross Guarantee.

In the directors' opinion, there are reasonable grounds to believe that the Company and the companies to which the ASIC Class Order applies, as detailed in Note 33 to the financial statements, will, as a group, be able to meet any obligations or liabilities to which they are, or may become, subject to by virtue of the Deed of Cross Guarantee.



Donald McLay
Chairman



Robert Shaw
Director

Date: 1 August 2017

Independent auditor's report

HALL CHADWICK (NSW)

Chartered Accountants and Business Advisers

**CREDIT CORP GROUP LIMITED ABN 33 092 697 151
AND CONTROLLED ENTITIES**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT CORP GROUP LIMITED AND CONTROLLED ENTITIES

SYDNEY
Level 40
2 Park Street
Sydney NSW 2000
Australia

GPO Box 3555
Sydney NSW 2001

Ph: (612) 9263 2800
F: (612) 9263 2800

Opinion

We have audited the accompanying financial report of Credit Corp Group Limited (the Company), which comprises the consolidated statement of financial position as at 30 June 2017, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration of the Consolidated Entity comprising the Company and the entities it controlled at the year's end or from time to time during the financial year.

In our opinion:

- (a) the accompanying financial report of the Consolidated Entity is in accordance with the Corporations Act 2001, including:
 - i. giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2017 and of its performance for the year ended on that date; and
 - ii. complying with Australian Accounting Standards and the Corporations Regulations 2001
- (b) the financial report also complies with International Financial Reporting Standards as disclosed in Note 2(a).

Basis of Opinion

We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. Our responsibilities under those standards are further described in the Auditor's responsibility section of our report. We are independent of the Consolidated Entity in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Independent auditor's report

HALL CHADWICK (NSW)
Chartered Accountants and Business Advisers

**CREDIT CORP GROUP LIMITED ABN 33 092 697 151
AND CONTROLLED ENTITIES**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT CORP GROUP LIMITED AND CONTROLLED ENTITIES

Carrying value of purchased debt ledgers \$338.4 Million

Refer to Note 11 Purchased Debt Ledgers

The carrying value of purchased debt ledgers is mainly dependent on the forecasted collections and the internal rate of return that determines the net realisable value of the debt ledgers.

We focused on this area as a key audit matter due to amounts involved being material and the inherent estimates and judgements involved in assessing the key assumptions and the difficulty to reliably measure these assumptions including the estimated internal rate of return and forecast cash collections.

Our procedures included, amongst others:

We tested the mathematical accuracy of the excel model used to calculate the carrying value of purchased debt ledgers.

We checked and validated that the determined internal rate of return remains unchanged over the life of the debt.

We assessed, challenged and compared with historical actuals, key forward looking assumptions including forecast cash collections.

We assessed sensitivity analysis in relation to the key forward looking assumptions.

Provision for expected losses on the consumer loans (\$29.6 Million)

Refer to Note 10 Consumer Loans Receivables

The net carrying value of consumer loans receivable is measured at amortised cost after providing for expected losses.

Given the nature of loans written, a lifetime expected credit loss provision is taken up upon initial recognition of a consumer loans receivable. Provision for expected credit losses are recognised based on life of credit loss rates derived from an analysis of the performance of loan products.

We focussed on this area as a key audit matter due to amounts involved being material and the inherent estimates and judgements involved in assessing the key forward looking assumptions including deteriorations in credit risk and future loan defaults.

Our procedures included, amongst others:

We tested the mathematical accuracy of the expected arrears model.

We assessed the application of the Group's impairment model that considers the past arrears and write offs and the expected life of loan loss estimates.

We assessed, compared to historical actuals and challenged management's view of credit risk that impacts the recognition of expected losses upon initial recognition over the life of the loans.

We assessed sensitivity analysis in relation to the key forward looking assumptions.

HALL CHADWICK (NSW)

Chartered Accountants and Business Advisers

CREDIT CORP GROUP LIMITED ABN 33 692 697 151 AND CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT CORP GROUP LIMITED AND CONTROLLED ENTITIES

Other information

The directors are responsible for the other information. The other information comprises the information in the Consolidated Entity's annual report for the year ended 30 June 2017, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.

Director's Responsibility for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error. In Note 2(a), the directors also state, in accordance with Australian Accounting Standards AASB 101 Presentation of Financial Statements, that the financial report complies with International Financial Reporting Standards.

In preparing the financial report, the directors are responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Consolidated Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report.

Independent auditor's report



CREDIT CORP GROUP LIMITED ABN 33 092 697 151 AND CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT CORP GROUP LIMITED AND CONTROLLED ENTITIES

The procedures selected depend on the auditor's judgement, including the assessment of the risk of material misstatements of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.

We evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Consolidated Entity audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, amongst other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements. We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated financial report of the current period and are therefore key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

HALL CHADWICK (NSW)
Chartered Accountants and Business Advisers**CREDIT CORP GROUP LIMITED ABN 33 092 697 151
AND CONTROLLED ENTITIES****INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
CREDIT CORP GROUP LIMITED AND CONTROLLED ENTITIES****Report on the Remuneration Report**

We have audited the remuneration report included in pages 33 to 41 of the directors' report for the year ended 30 June 2017.

The directors of the company are responsible for the preparation and presentation of the remuneration report in accordance with s 300A of the Corporations Act 2001. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

Opinion

In our opinion the remuneration report of Credit Corp Group Limited for the year ended 30 June 2017 complies with s 300A of the Corporations Act 2001.



Hall Chadwick
Level 40, 2 Park Street
Sydney NSW 2000

**SANDEEP KUMAR**

Partner

Dated: 1 August 2017

Five-year financial summary

	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
Income and expenditure					
Purchased debt ledgers collections	355,674	321,989	288,186	288,106	250,369
Less: Purchased debt ledgers amortisation	(166,100)	(150,887)	(135,721)	(136,242)	(119,451)
Interest revenue from purchased debt ledgers	189,574	171,102	152,465	151,864	130,918
Interest and fee income from consumer lending	66,374	53,418	35,862	19,104	4,954
Other revenue	9,999	2,222	2,722	3,030	6,705
Total revenue	265,947	226,742	191,049	173,998	142,577
NPAT	55,158	45,921	38,411	34,765	31,986
Financial position					
Current assets	216,855	194,180	114,332	76,881	64,060
Non-current assets	293,812	201,133	158,867	148,837	116,168
Intangible assets	800	800	800	800	800
Total assets	511,467	396,113	273,999	226,518	181,028
Current liabilities	49,851	34,961	23,500	23,339	25,229
Non-current liabilities	213,867	147,054	70,389	43,624	16,007
Total liabilities	263,718	182,015	93,889	66,963	41,236
Net assets	247,749	214,098	180,110	159,555	139,792
Borrowings	209,613	142,111	64,850	38,497	9,537
Shares on issue ('000)	47,353	46,990	46,297	46,132	45,933
Cash flows					
From operating activities	(37,204)	(62,473)	(1,377)	(11,413)	10,420
From investing activities	(1,261)	(1,970)	(826)	(1,556)	(726)
From financing activities	42,029	60,684	5,722	11,121	(7,895)
Net increase / (decrease) in cash	3,564	(3,759)	3,519	(1,848)	1,799
Key statistics					
Earnings per share					
– Basic (cents)	116.8	98.4	83.0	75.4	69.8
– Diluted (cents)	114.7	97.0	83.0	75.4	69.8
Dividends per share (cents)	58.0	50.0	44.0	40.0	37.0
NPAT / revenue (%)	21%	20%	20%	20%	22%
ROE (%)	24%	23%	23%	23%	24%
NTA backing per share (cents)	521.5	453.9	387.3	344.1	302.6

Shareholder information

Additional information required by the ASX Limited Listing Rules and not disclosed elsewhere in this report is set out below:

Twenty largest shareholders as at 31 August 2017	Number	Ordinary shares
		%
HSBC Custody Nominees (Australia) Limited	8,696,485	18.37
BNP Paribas Noms Pty Limited	6,013,186	12.70
JP Morgan Nominees Australia Limited	4,777,076	10.09
CITI Corp Nominees Pty Limited	4,216,629	8.90
National Nominees Limited	2,497,316	5.27
Torres Industries Pty Limited	1,551,005	3.28
Dixon Trust Pty Limited	852,000	1.80
Slima Pty Limited	479,153	1.01
Aust Executor Trustees Limited	371,680	0.78
Uptons Salvage Trading Pty Limited	296,289	0.63
Merrill Lynch (Australia) Nominees Pty Limited	253,467	0.54
Australian Executor Trustees Limited	249,766	0.53
AMP Life Limited	249,657	0.53
Warbont Nominees Pty Limited	154,030	0.33
Mr Frederick Benjamin Warmbrand	140,242	0.30
Gladart Pty Limited	125,000	0.26
RBC Investor Services Australia Nominees Pty Limited	116,125	0.25
Candide Investments Pty Limited	100,000	0.21
Mr Richard Douglas Church	100,000	0.21
Mrs Rhoda Elizabeth Swiney	96,684	0.20
Total	31,335,790	66.19
Total ordinary shares as at 31 August 2017	47,353,505	100.00

Substantial shareholders

At 31 August 2017 the following shareholders were registered by the Company as a substantial holder, having declared a relevant interest in accordance with the Corporations Act 2001, in the voting shares below:

Holder	Ordinary shares	%	Date of notice
Washington H. Soul Pattinson and Company Limited	4,462,604	9.42	10 Mar 2017

Details of ordinary shareholdings

Details of the spread of ordinary shareholdings at 31 August 2017 are:

Category	Number of shareholders	Number of shares	%
1 – 1,000	3,365	1,494,963	3.16
1,001 – 5,000	2,181	4,956,678	10.47
5,001 – 10,000	337	2,408,333	5.09
10,001 – 100,000	277	7,079,031	14.95
100,001 and over	21	31,414,499	66.34
Total	6,181	47,353,505	100.00

173 shareholders (representing 707 fully paid ordinary shares) held less than a marketable parcel.

Shareholder information

Other information

The Group does not have a current on-market buy-back program.

Dividend reinvestment plan

The dividend reinvestment plan is currently suspended.

Voting rights

Each person who is a voting shareholder and who is present at a general meeting or by proxy, attorney or official representative is entitled:

- On a show of hands - to one vote; and
- On a poll - to one vote for each share held or represented.

If a shareholder is entitled to cast two or more votes at the general meeting, the shareholder may appoint not more than two proxies to attend and vote on the shareholder's behalf.

If a shareholder appoints two proxies, each proxy should be appointed to represent a specified proportion or number of the shareholder's votes.

Enquiries

Boardroom Pty Limited
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Sydney NSW 2000
Australia

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Email enquiries@boardroomlimited.com.au
Website www.boardroomlimited.com.au

Corporate directory

CREDIT CORP GROUP LIMITED

ABN 33 092 697 151

The shares of Credit Corp Group Limited are listed on the Australian Securities Exchange under the trade symbol CCP, with Sydney being the home exchange.

Directors

Mr Donald McLay
Mr Eric Dodd
Ms Leslie Martin
Mr Robert Shaw
Mr Richard Thomas

Company secretaries

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We are guided by our theme of **‘Growth with Community’**. We work with our customers in a sustainable and responsible way to enable them to move past their present situation and look forward to a growing frontier of opportunities. By continuing to put our customers’ best interests at the forefront of all our activities we aim to grow alongside the communities we serve.





GROWTH |grəʊθ|
The process of increasing in size.

COMMUNITY |kə'mju:nɪti|
The condition of sharing or having certain attitudes and interests in common.

Credit Corp Group Limited is Australia's largest provider of sustainable financial services operating in the credit impaired consumer segment.



Credit Corp Group

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