Credit Corp Group

Seizing opportunity

Annual Report 2026

Seizing opportunity

Our vision, Always Ahead, reflects our ambition to lead the industry, drive innovation, create meaningful opportunities for our customers, clients and people, and stay ahead of change, all while upholding the highest standards of conduct.

It embodies our relentless focus on providing consumers with opportunities to resolve existing credit obligations and gain access to uniquely affordable personal finance, while generating long-term value.

To support this vision, we have established a pipeline of new products and business improvements, positioning us with the potential to lead across all business segments.

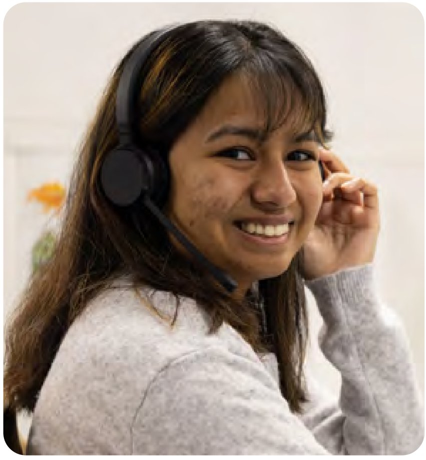
By actively seizing opportunity, we turn potential into decisive action. Ultimately, Always Ahead defines who we are when at our best and who we continually strive to be.

Credit Corp Group

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we work and live and their connection to land, sea and community. We pay respect to Elders past and present. Our registered office is located on the Lands of the Gadigal Peoples.

Artwork by Amber Kerdel, proudly on display in our Sydney office



This is Credit Corp

Credit Corp is Australia's largest provider of responsible financial services in the credit-impaired consumer segment. We are committed to providing genuine and affordable financial solutions for our customers, with the goal of improving their financial situation. Our success and reputation is based on a culture of strong compliance systems and transparency, combined with a respectful and understanding approach to our customers. Our superior analytics capabilities, advanced technology and responsible approach are key to staying ahead of the market.

About this report

Credit Corp's Annual Report is our primary statutory and regulatory reporting disclosure. It comprises information about our activities, strategy, and financial results over the reporting period. Credit Corp is publicly listed in Australia, and the Annual Report is lodged with the Australian Securities and Investments Commission and ASX Limited.

Credit Corp Annual Report 2026

View our Annual Reports online

We thank our Sydney and Parramatta employees who are featured throughout this report.
The majority of photos highlight our own people, celebrating the team that brings our workplace to life every day.

2026 highlights

Financial highlights

Net Profit after Tax (NPAT)
$105.5m
↑ 12% vs pcp

Revenue
$586m
↑ 7% vs pcp

Post-Tax Operating Cash Flow
$427m
↑ 11% vs pcp

Income Generating Assets
$1,294.9m
↑ 7% vs pcp

Earnings per share (EPS)
155c
↑ 12% vs pcp

Dividends per share (DPS)
77.5 c
↑ 14% vs pcp

Our people

The diversity of our people is key to our success

2,223
employees
across the globe

132,534
hours
of training delivered

66%
of leadership positions
filled internally

64%
of frontline management roles
filled by women

Customers

Our relationships are built on respect and collaboration

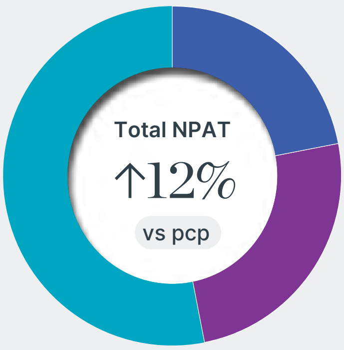
Maintained
LOWEST
EDR complaint rate
in Australian debt buying industry[1]

3.2m
customers globally

$1.65b
in face value
of debts in ongoing repayment arrangements

$13.8b
in face value
of receivables globally

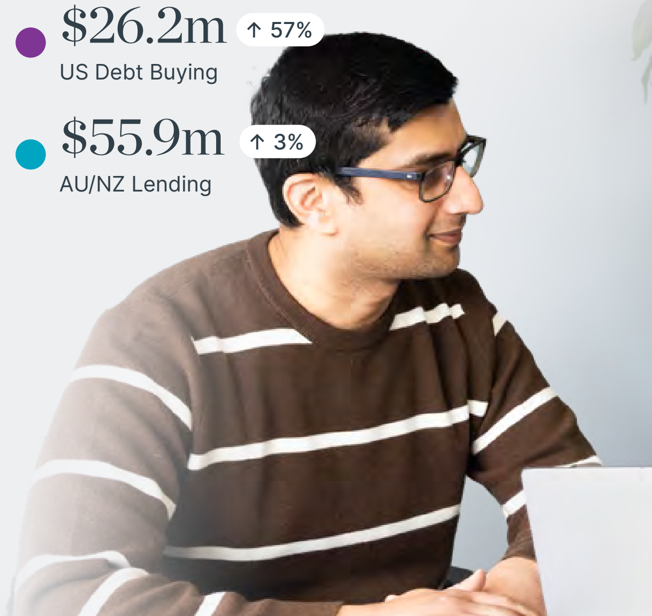
Group NPAT by segment



$23.4m ↑ 5%
AU/NZ Debt Buying and Collection Services

$26.2m ↑ 57%
US Debt Buying

$55.9m ↑ 3%
AU/NZ Lending



1. Measured against larger Australian debt buyers. Refer to page 28 for information on the calculation of complaint rates.

Communities

We aim to provide a pathway to mainstream financial inclusion

99.3%

suppliers paid within 30 days of agreed arrangements[3]

#1 highest rated

consumer hardship response by financial counsellors in the most recent Rank the Banks survey (July 2026)

11th year

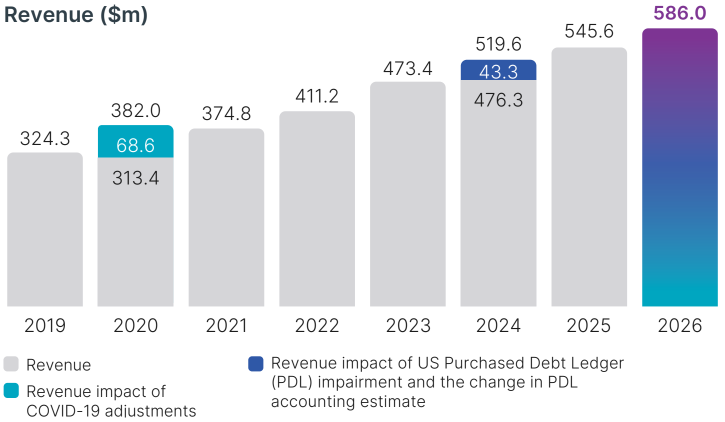
granting a scholarship through the Jan Pentland Foundation

Over

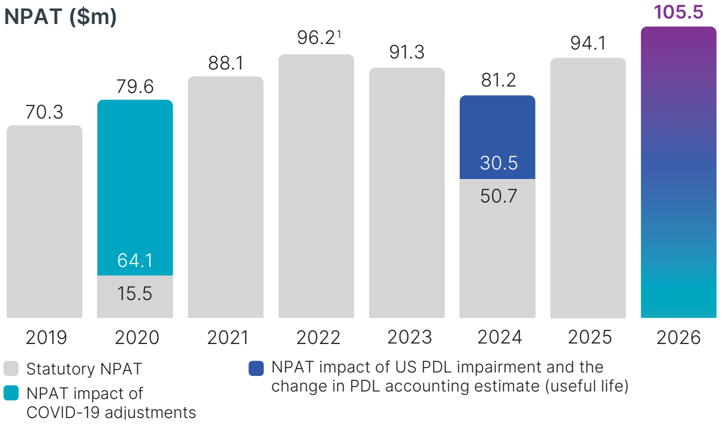
2,000 staff

volunteering hours

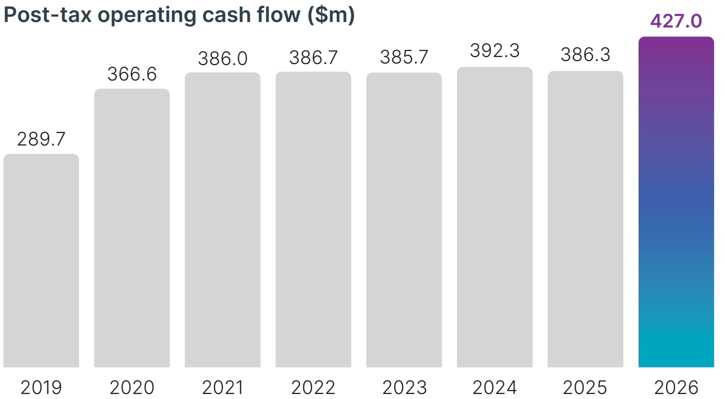
Revenue ($m)



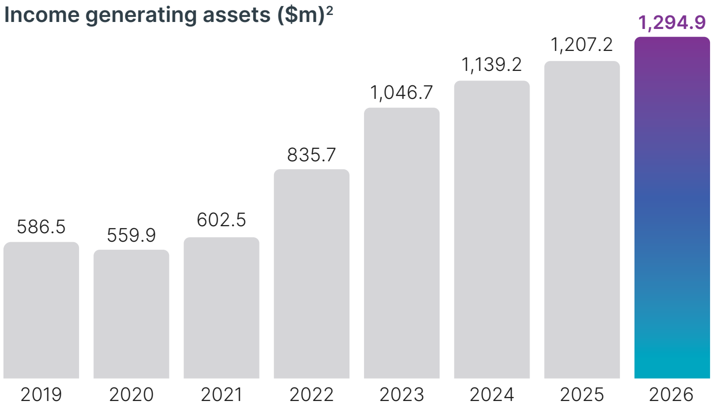
NPAT ($m)



Post-tax operating cash flow ($m)



Income generating assets ($m)[2]



1. FY2022 excludes US Paycheck Protection Program receipt of an after-tax $4.5 million. FY2022 statutory NPAT was $100.7 million and EPS was 148.9 cents.
2. Net carrying value of financial assets.
3. Payment times to small business suppliers as reported under the Australian Government Payment Times Reporting Scheme for the 6 months to December 2025.

About us

We are Australia's largest provider of responsible financial services in the credit-impaired consumer segment. We provide debt collection services in Australia, New Zealand and the United States (US) and offer consumer loan products to consumers with limited borrowing options in Australia, New Zealand, and, as of this year, the United Kingdom (UK).

Our purpose

We are guided by our purpose

To empower our customers by providing genuine and affordable solutions as a pathway to increased financial inclusion.

Our vision

This is our aspiration

With our purpose in mind, and shaped through conversations with our people, we've set a bold vision: to be **Always Ahead**. This ambition drives our decisions and how we engage with our customers, clients and each other, every day.

Our strategy

Our strategic priorities outline how we will deliver on our ambition to be Always Ahead

Delivering superior analytics

Our success is built on effectively pricing investments and actively managing risk. We leverage advanced analytics, technology, and systems to objectively analyse large volumes of data. This provides an in-depth understanding of our customers, enabling us to efficiently allocate resources and deliver acceptable returns on our investments.

Driving operational excellence

Effective customer communication is central to our business outcomes and demands exceptional operational execution. By seamlessly integrating data analytics and technology with a skilled, motivated workforce, we can consistently achieve outstanding results.

Upholding responsibility and compliance

Community expectations of financial services providers extend beyond minimum legal obligations. We are committed to meeting these expectations to protect our clients and stakeholders, and to safeguard the success of our business. We take pride in offering our customers genuine, affordable, and tailored solutions that can open doors to better financial opportunities.

Fostering entrepreneurship and organic expansion

Our strong core business and industry leadership provide a solid platform for organic expansion. Cultivating multiple avenues for growth allows us to invest in our future without compromising our overall rate of return. We take a disciplined approach to growth, developing test models and establishing pilot operations before launching new products or entering new markets. By continuously monitoring performance, we maintain a measured, iterative approach to ensure long-term success.

Our performance

For information on our operational performance

Read our "Review of operations" on page 12.

Our values

Our values guide how we behave, and shape everything we do as we strive to be Always Ahead

At Credit Corp, our vision and strategy are delivered through the everyday actions of our people. Our Code of Conduct sets clear expectations for how we act and make decisions.

Learn more about "Our people" on page 20.

Discipline

Doing the right thing

Doing the right thing means having a responsible and controlled approach to everything we do.

Accountability

Making it happen

Making it happen is all about delivering the right results by taking responsibility for setting targets and measuring outcomes.

Transparency

Being open and honest

Transparency means being open and honest in all that we do, drawing attention to challenges and problems in our business, so that we can overcome them.

Our history

This is how we grew

1985 Credit Corp undertakes the first debt sale transaction in Australia

2000 Credit Corp is listed on the ASX on 4 September 2000

2009 Credit Corp partners with Kildonan Uniting Care

2010 Credit Corp opens its offshore call centre in Manila, Philippines

2011 Credit Corp launches its consumer lending business

2012 Credit Corp commences US operations

2014 The Wallet Wizard brand is created, offering one of the lowest-cost and most responsible options for customers in the credit-impaired consumer segment

2018 Credit Corp achieves 10 years of consecutive double-digit growth, averaging 27 per cent per annum, and an inaugural profit from its US debt buying operation

2026 Credit Corp starts lending operations in the UK

2025 Improved US performance delivers an increased outlook for purchasing in FY2026

Wallet Wizard reaches its 10-year milestone

2024 Record closing loan book achieved and lending segment generates 50 per cent of underlying earnings

2023 US operational headcount grows by almost 60 per cent, positioning the segment for growth

Credit Corp acquires Collection House Limited, creating one of the largest collection services businesses in Australia and New Zealand

2022 Credit Corp acquires the Radio Rentals appliance leasing business from Thorn Group Limited

2021 Launch of Credit Corp's first Reconciliation Action Plan

Completion of the largest single purchased debt ledger (PDL) transaction in Australian history with the acquisition of the Collection House book

2019 The acquisition of Baycorp in August 2019 increases Credit Corp's commitment to collection services operations

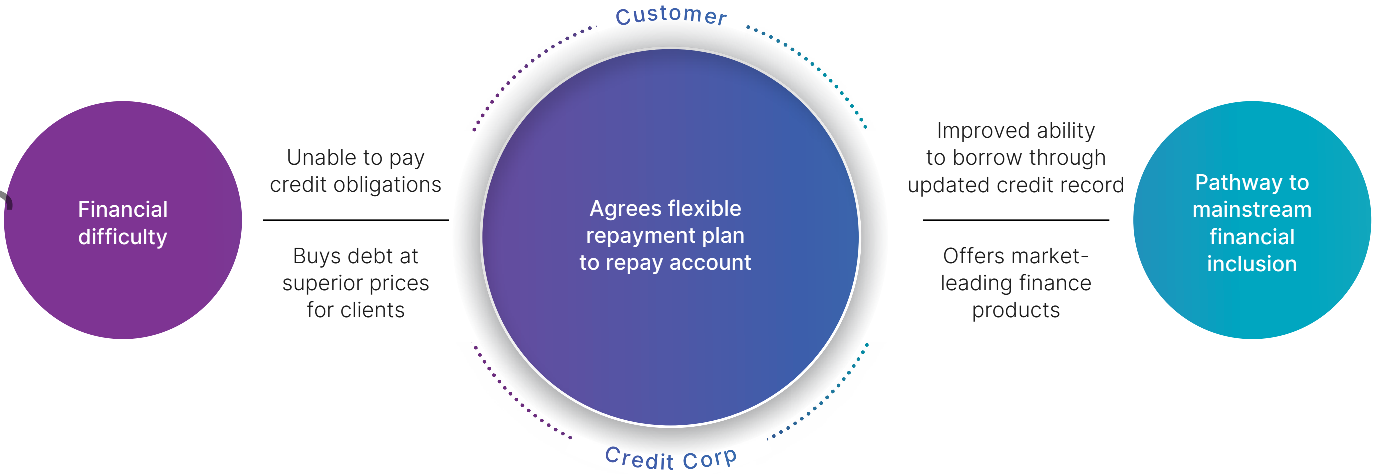
A second US collection centre opens in Washington State

Our business

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

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

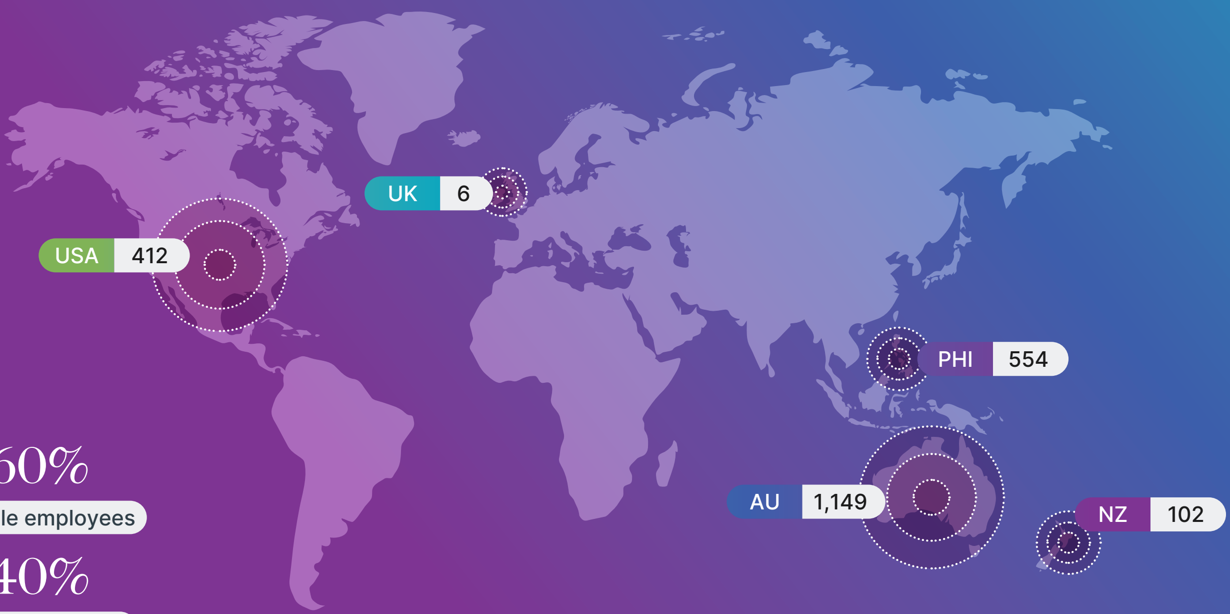
Our market is made up of people who have had trouble with credit. Most have either defaulted on a previous credit obligation or do not have a stable earnings history. These consumers often miss out on the sorts of readily available finance provided by mainstream lenders that many people in society take for granted.



132,534 hours
of training delivered

2,223
global employees

$13.8b
in face value of receivables globally



60%
female employees

40%
male employees

Credit Corp has three core areas of business: Debt Buying and Collection, Collection Services and Consumer Lending.

Debt Buying and Collection – Australia, New Zealand and US

Across Australia, New Zealand, and the US, our debt buying business works with consumers who have fallen behind on their financial obligations. We interact with these customers with a view to creating affordable and flexible repayment plans and a realistic pathway to resolving their outstanding obligation.

We purchase defaulted consumer portfolios from leading banking, finance, telecommunications and utility providers. By combining advanced analytics with disciplined operational practices, we aim to offer credit issuers competitive purchase prices while securing acceptable returns on our capital outlay.

The debts we acquire are typically more than six months in arrears and have already undergone extensive in-house and third-party collection processes. Once transitioned to us, we aim to work with these new customers to establish flexible, individualised repayment arrangements.

For our credit-issuing clients, we offer an immediate return on defaulted assets while relieving them of ongoing collection costs. We also provide assurance that their former customers will be treated with understanding and respect in accordance with relevant laws and standards.

This balanced approach consistently delivers strong outcomes for clients alongside fair and respectful treatment of customers. Credit Corp is widely recognised for these responsible practices, maintaining one of the industry's lowest rates of external dispute resolution (EDR) complaints and favourable recognition from consumer stakeholders.

We work productively with regulators, consumer advocates, and financial counsellors to drive continuous improvement across our operations.

This proven model has underpinned our US expansion. Over the past 14 years, Credit Corp has grown to become a leading debt buyer in the US market. To support this ongoing expansion, we have scaled our operational resources, complementing our offices in Utah and Washington State with a dedicated offshore support workforce in the Philippines. The presence of a local, dedicated leadership team reflects our long-term commitment to the US market and provides a strong foundation for continued growth.

Collection Services

Credit Corp provides collection services to corporate and institutional partners seeking to optimise debt recovery prior to debt sale decisions. We operate one of the largest agency collections businesses across Australia and New Zealand.

Operating from locations in Australia, New Zealand and the Philippines, our services are delivered through a portfolio of market-leading brands, including NCML, Baycorp and Collection House.

We support a highly diversified client base ranging from major ASX-listed corporations, banks, utilities and government departments to small and medium-sized enterprises (SMEs).

Consumer Lending

In our lending business, we provide responsible, transparent and competitively priced credit solutions to consumers who have limited access to mainstream borrowing options. Unlike many short-term lending products, our offerings are designed to be flexible and cost-effective, with manageable repayment structures. Our loan products are priced below the interest and fee caps applicable to mainstream consumer lending.

To date, we have helped more than 392,000 customers access affordable credit.

By leveraging analytics and technology, we conduct objective credit assessments to ensure our products suit each customer's individual capacity to repay. This disciplined, automated lending process is supported by an industry-leading collections platform which minimises credit losses while maintaining high customer satisfaction and retention.

Our lending brands

Wallet Wizard: Our flagship cash-lending brand, Wallet Wizard, operates across Australia, New Zealand, and now the UK, where we issued our first consumer loans in early July 2026.

CarStart: Our specialised automotive finance brand, CarStart, services customers in the Australian market.

Wizit: Our digital credit brand, Wizit, offers an interest-free digital credit card with an optional line of credit. Wizit is Australia's only credit card offering developed specifically for the credit-impaired consumer segment, designed to support customers as they progressively rebuild and improve their credit standing.

We are Credit Corp

Our Debt Buying and Collection business operates under Credit Corp.

Credit Corp Group

Our Collection Services business operates through an agency model, trading under key brands, including NCML, Baycorp and Collection House.

NCML

BAYCORP.

CollectionHouse Group

Our Consumer Lending business offers a range of innovative loan products, delivered under a portfolio of brands including Wallet Wizard, CarStart and Wizit.

Wallet Wizard

CARSTART

wizit

Chair's report

In one of my final duties as Chair of Credit Corp, it is with great pleasure that I report on a year of significant achievement. In a testament to the diligent work of your Board and management over many years, Credit Corp produced another year of strong earnings growth, together with record profits and an enhanced platform for continued growth into the future. These efforts have built a resilient and capable organisation, one that can confidently navigate changing external conditions to deliver for all stakeholders. Looking forward, Credit Corp is well-positioned for sustained growth and diversification, driven by leading businesses and an exciting agenda of innovation and expansion.

The foundations for this success have been established over a long period and were strengthened during the year. These foundations are built on a group of strong businesses that leverage a core expertise in working with credit-impaired consumers. They are coupled with a relentless focus on developing and enhancing a unique portfolio of capabilities, which provides the flexibility to respond to varying market circumstances while preserving Credit Corp's long-term outlook.

The value of Credit Corp's long-term strategic diversification, a journey embarked upon many years ago, was clearly demonstrated in 2026. The Company has long recognised the challenge of sustaining growth while being reliant on one or two closely correlated businesses. Strategic initiatives in consumer lending and US debt buying, developed organically over the past 14 years, have transformed Credit Corp into the diversified financial services group that it is today, with these businesses producing over three quarters of the Company's earnings in 2026.

While these established businesses will continue to drive growth, in 2026 important steps were taken to build a platform for future expansion. This included achieving key business improvements and entering a new geographic market, expanding Credit Corp's footprint as a global operator.

A strong group of businesses

The Australian and New Zealand debt buying segment produced a solid result. The effect of the contraction in total market PDL sale volumes over several years had largely run its course by the start of the year. There were also some signs that this market had returned to growth. Aggregate unsecured personal credit continued to increase, and a number of credit providers took steps towards increasing sale volumes. Credit Corp was able to apply its competitive operating platform to secure larger buying opportunities and achieve its highest level of segment investment in four years.

In the US significant progress was made towards the goal of establishing Credit Corp as operating one of the most competitive debt purchasing platforms in that market. Local leadership continued to execute on a comprehensive program of business improvement. Strong collections over the final quarter produced a quarterly asset turnover approaching that of the market leaders. While adherence to investment disciplines suppressed purchasing in the face of increased prices, improved operating performance should continue to drive near-term earnings growth and grow purchasing share over the longer term.

Refreshed marketing produced lending growth of 15 per cent and propelled the loan book past the $500 million milestone. The expanded book has provided a sound platform for another strong result in FY2027 even after funding expansion initiatives to sustain growth over the longer term.

Improvement and expansion

Behind solid headline business performance there was disciplined execution of a program of improvement and expansion to sustain competitiveness and growth into the future.

The Company devoted considerable resources to the development of enhanced digital and Artificial Intelligence (AI) capabilities. The improved application of tools and resources increased the number of collection outcomes produced by digital interactions alone by more than 20 per cent over the prior year. Significant achievements were recorded in the application of Large Language Models (LLMs) to enhance operational performance. These included intelligent account summarisation to support more focussed collection activity, automated quality assurance and feedback to improve skills and accuracy and tools to support the prompt resolution of disputes to enable the timely resumption of collection activity. Work continues with a view to combining the power of LLMs with Credit Corp's leading analytics capabilities to optimise key facets of the Company's operations.

While the category-leading Wallet Wizard cash loan product continued to drive much of Credit Corp's success in consumer lending, significant milestones were achieved in the development of other products to ensure growth into the longer term. The innovative Wizit digital credit card paired with the Powerup line of credit was rolled out at the start of the year. Wizit is unique as the only credit card offering available to the credit-impaired consumer segment in Australia. The product accounted for more than 17 per cent of all new customers acquired during the year and demonstrated that it complements Wallet Wizard by appealing to a broader group of customers and can be distributed through a wider range of channels.

Eric Dodd
Chair

Credit Corp commenced operations in the UK lending market. The UK credit-impaired consumer segment is considerably larger than Australia's and is presently underserved. Credit Corp has adopted the same responsible positioning it has established in Australia by providing one of the most affordable offerings in its segment of the market. The Company took the opportunity to establish systems capable of supporting both controlled and agile expansion, with the first loans issued at the commencement of the 2027 financial year.

Positive culture

Strong businesses and capabilities are built by people and a positive culture. The values of transparency, accountability and discipline define the culture at Credit Corp. Transparency to honestly appraise business prospects, identify shortcomings and set a plan of action. Accountability to embrace and achieve challenging goals. Discipline to follow through with the right execution to deliver sustainable long-term outcomes. It is the day-to-day application of these values by Credit Corp's people that will underpin its success into the future.

It has been a great privilege to serve on the Board of Credit Corp for 17 years, including more than five years as the company's Chair, working with my fellow directors and the management team to grow a positive culture. I am pleased to have been part of the exciting strategic transition of an Australian debt buyer into a diversified and global financial services provider. Having helped lay the foundations for Credit Corp's next phase of growth and transformation I look forward to participating in the company's ongoing success in my role as a shareholder.

I thank my fellow directors, our CEO Thomas Beregi and his management team for leading through values and establishing a positive outlook for the future. On behalf of the Board and shareholders, I also thank all employees for their ongoing commitment and dedication to Credit Corp.

As I conclude my time with Credit Corp, I reflect on the past 17 years with enormous pride, having greatly enjoyed being part of the Company's growth and success. It has been a rewarding experience, and I wish the Company every success in the years ahead. Credit Corp is supported by a strong and experienced executive team that is responding to the needs and expectations of all stakeholders, and I am confident the Company is well positioned to continue creating long-term value.

Eric Dodd
Chair

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Having helped lay the foundations for Credit Corp's next phase of growth and transformation I look forward to participating in the company's ongoing success in my role as a shareholder.

CEO'S report

Delivering for stakeholders over the long-term requires ongoing improvement and flexibility. Constant improvement develops competitive businesses capable of generating opportunities. While flexibility provides the ability to adapt to changing circumstances and seize those opportunities as they emerge. In FY2026, Credit Corp leveraged both characteristics to generate another year of strong growth, deliver record earnings and achieve important milestones to sustain growth into the future.

At the heart of this success is a strong culture, where team members are committed to working together to realise a common objective by leading through readily understood values. Credit Corp's values encapsulate its culture and are a framework through which the record result in 2026 can be viewed.

Individuals at Credit Corp understand the importance of "doing the right thing" by always maintaining discipline. This means focusing on objectives and resisting convenient shortcuts in favour of applying facts and analysis to determine the right course of action. It also means adhering to established controls, regardless of the weight of expectations.

When circumstances are not favourable, we know that we still need to "make it happen" by taking accountability for achieving results. We avoid excuses for underperformance and focus on solutions to produce better outcomes.

We must act with transparency by being "open and honest". There will be mistakes as we strive to deliver for stakeholders and there will always be threats to continued success. These problems can only be addressed if they are recognised promptly and we must share a complete picture with our stakeholders to achieve long-term understanding and credibility.

Shareholder outcomes

During FY2026 our focus remained on improving the competitiveness of our US business. Local leadership continued to work with centralised Information Technology and Analytics teams to execute on a program of comprehensive improvement. Our external collection attorney network was progressively expanded and optimised over the course of the year. These efforts combined with increased purchasing to produce a 57 per cent uplift in US segment earnings and an improvement in our US segment Return on Equity (ROE) at pro-forma gearing by 2 percentage points.

While we started FY2026 with a strong US pipeline of committed purchases, we were unable to leverage our enhanced competitiveness to grow purchasing in accordance with expectations set at the start of the year.

We encountered instances of significant price growth but maintained our investment discipline, suppressing purchasing growth. Notwithstanding this, continuing operational improvement has positioned the US business to record another year of strong segment earnings growth in FY2027.

Refreshed marketing was coupled with improved operational execution to grow lending volume by 15 per cent to a record level. Expanding our marketing channels exposed the Wallet Wizard brand to a new cohort of customers. And technical improvements to our credit assessment process ensured we more readily obtained the information needed to support our unique underwriting approach. While strong loan book growth suppressed earnings growth it has provided the basis for another strong segment earnings result in FY2027.

In our core Australian and New Zealand debt buying business we leveraged our competitive operating platform to secure some larger purchasing opportunities. This facilitated the highest level of core business direct-from-issuer purchasing since FY2019 and a return to segment earnings growth after four years of contraction. Our focus remains on continuous operational improvement to sustain long-term competitive advantage.

These efforts across all businesses produced a strong result in FY2026. Full year net profit after tax grew by 12 per cent to a record of $105.5 million.

While delivering a strong result we continued to invest in important initiatives to maintain growth over the long-term.

The exciting new Wizit digital credit card was rolled out at the start of the year. It is the only credit card offering available to the credit-impaired consumer segment in Australia and its unique structure ensures that credit risk is managed while providing all the payment functionality of a mainstream card. The product has proved to be a compelling consumer proposition, accounting 17 per cent of new lending customers acquired during the year.

We also commenced lending operations in the UK. At the start of the year, we acquired a small licensed "shell". Subsequently, we obtained the necessary regulatory permissions to transition the licence to our ownership, recruited a small team and opened a serviced office. We made the decision to establish a lending technology platform tailored to local market requirements while replicating the objective statistical processes supporting the successful Australian business. This system will facilitate the rapid accumulation of insights and the ability to adapt promptly as part of an iterative development process. It will also ensure that we can accelerate our expansion plans without the need for any rebuilding. Our first loans to UK consumers were issued early in July 2026.

The UK represents a significant opportunity for Credit Corp. Over recent years many incumbent UK sub-prime cash lenders encountered difficulty complying with new regulation, including the introduction of responsible lending laws. This resulted in adverse regulatory action and significant claim liabilities leading to the withdrawal of capital and several larger operators from the segment. Consequently, the market moved into disequilibrium, with significant unmet demand and the heightened prospect of consumer harm in the unregulated market. There is now a general recognition that responsible regulated entrants are required to promote improved consumer outcomes.

For Credit Corp the UK is an opportunity to grow a large business with the same responsible positioning we enjoy in Australia by providing credit-impaired UK consumers with one of the cheapest and most affordable products in the segment. We are hopeful that by getting underway during a period of excess demand we can minimise start-up losses and transition to profitability more promptly in advance of what will inevitably become a more competitive market.

Thomas Beregi
Chief Executive Officer

Customer outcomes

Our customers are the consumers we interact with each day. In our debt purchasing businesses we converse with consumers who have, for various reasons, found themselves in default of their credit obligations. We work with these customers to agree affordable repayment plans to resolve their financial difficulty as a pathway to increased financial inclusion. In our lending business we responsibly provide consumers who have limited borrowing options with among the cheapest and most affordable loans available to them.

Across our debt purchasing businesses we worked with consumers to successfully establish and maintain mutually agreed repayment plans. Over the course of FY2026 the number of customers on such repayment plans was maintained at the near record level of 286,000.

Similarly, in our lending business we helped many customers avoid higher cost and less affordable credit products. During FY2026 we served our 390,000th lending customer.

The impact of elevated costs of living has served to sharpen our focus on ensuring we respond to consumer hardship appropriately and engage respectfully with our customers. In the recently published reporting by important financial counselling stakeholders, our Australian debt buying business was for the third successive time rated as having the best response to consumer hardship of any credit provider in Australia. During FY2026 we maintained the high standards and controls which produced this result, and we again reported the lowest external dispute resolution complaint rate of any of the larger debt buyers. We are committed to maintaining our position as a leader in compliant and respectful engagement to not only preserve our own reputation but enhance the reputations of our valued blue chip client base.

Client outcomes

Our clients are the major banks, finance companies, telecommunications and utility providers across Australia, New Zealand and the US.

During FY2026 we executed on a program of business improvement with the aim of lifting the effectiveness and efficiency of our collection operations. These improvements will enhance our competitiveness, enabling us to provide stronger prices and better service the requirements of our clients.

The improved application of digital capabilities was a key area of focus. The timing and content of digital communications were subject to ongoing review, producing improvements over the course of the year. A new dialling solution was deployed in Australia, improving our ability to blend digital interactions with more traditional telephone activity and to better match customers with our people. These initiatives contributed to a significant lift in the number of repayment outcomes and have facilitated an increase in the rate of purchasing without a commensurate increase in workforce size.

We accelerated efforts to apply Artificial Intelligence (AI) in FY2026. Our stand-alone AI function has provided us with a powerful toolset and is overseen by an appropriate governance structure. The AI team complements the activities of our existing analytics capability tasked with pricing, credit modelling, performance monitoring and operational strategy using more established quantitative techniques, including machine learning.

Our AI team is focussed on the deployment of Large Language Models (LLMs). Early wins have been achieved in areas such as call preparation and summarisation, dialling execution and quality assurance together with software development and reporting. Work is also underway to use LLMs to interrogate our interactions with customers with a view to enhancing the effectiveness of our customer-facing activities.

Our Collection Services clients increasingly enjoyed the benefit of improvements across the wider group through the ongoing consolidation of systems onto our core collection platform. This initiative is nearing completion and will be finalised during FY2027.

People outcomes

Our success is a function of the quality of the interactions our people have with customers and clients every day. Our people are critical to delivering for all stakeholders.

Our people have applied our values throughout. As part of "doing the right thing" our people have stepped up and readily adopted technological and process improvements implemented throughout the year. Our people remained determined to 'make it happen' for delivering record results for shareholders and other stakeholders in FY2026. Challenging targets were accepted and teams worked to achieve, and in many instances exceed, the targets.

With record earnings and an established growth trajectory, we are creating opportunities for people to seize as we continue to expand. 'Open and honest' communication means that our people know what they need to do to develop great careers, and they appreciate the importance of strong company performance to provide opportunities for new and exciting roles.

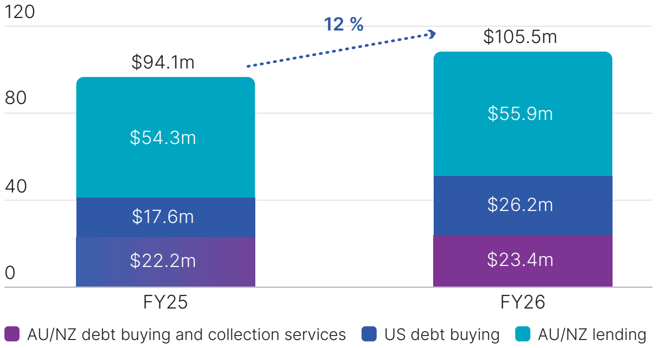
In closing my report for FY2026 I want to thank all of Credit Corp's 2,223 people working across five countries for their ongoing commitment to Credit Corp and its values. I am excited about the prospect of working alongside them to meet the challenges and opportunities that lie ahead.

Thomas Beregi
Chief Executive Officer

Review of operations

FY2026 was a year of strong performance by Credit Corp with record Group profit of $105.5 million, 12 per cent higher than FY2025. The record was achieved with all segments increasing their Net Profit after Tax (NPAT) contribution relative to FY2025. In addition, several important strategic milestones to support future growth were achieved in FY2026.

NPAT by Segment ($m)



Although investment conditions were challenging in the US, significant operational improvement saw NPAT growth of 57 per cent. AU/NZ debt buying saw the first collections and segment NPAT growth since FY2022 due to the impact of a large one-off, credit card run-off book acquired from a large bank during the year. Consumer lending also grew earnings with record settlements and closing loan book in FY2026 despite the costs of significant investment in product and market diversification.

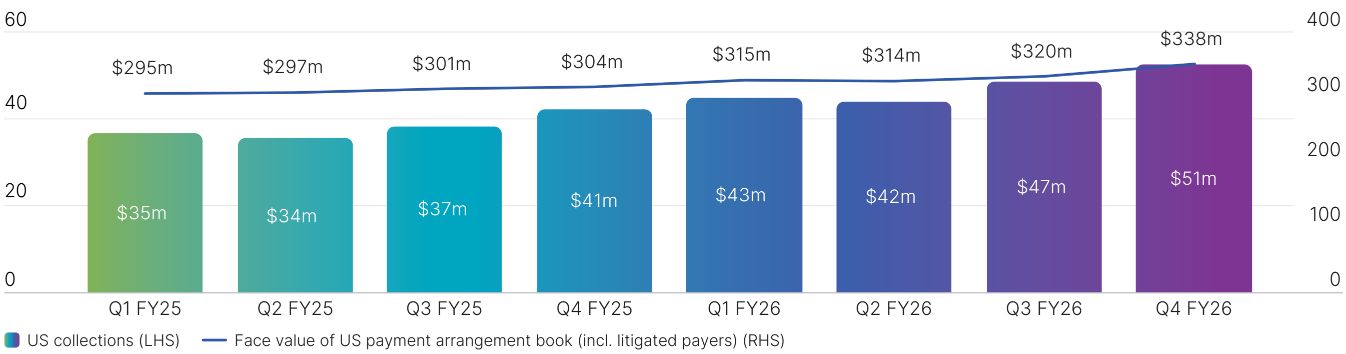
Important strategic milestones were achieved in FY2026 with:

- the US operational improvement producing collection effectiveness that benchmarks increasingly favourably against listed US debt buyers
- the roll-out of initial Artificial Intelligence (AI) use cases and an enterprise toolkit for most staff
- the commencement of lending operations in the UK, a large and presently underserved sub-prime lending market providing a significant runway for growth.

US debt buying

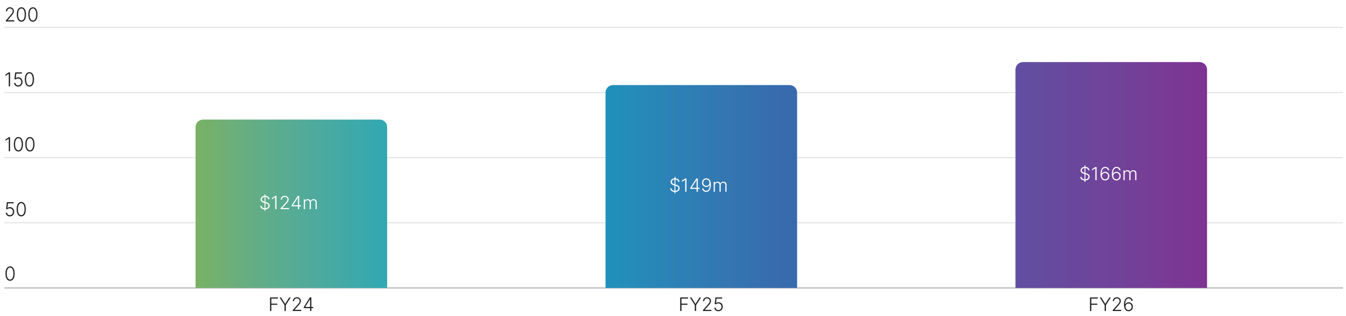
Credit Corp saw the benefits of its operational improvement focus, combined with increased purchasing, to grow collections by 24 per cent in FY2026 relative to FY2025. The more recent improvement focus has been on changes in the way the outsourced legal collection channel is managed. The impact of these changes started to be realised late in FY2026 with legal collections up by 36 per cent in the final (June) quarter of FY2026 against the prior comparative period (pcp). Consumer outcomes including payment arrangement delinquency remain broadly similar to those achieved in recent years.

US Collections and arrangement book (USD $)



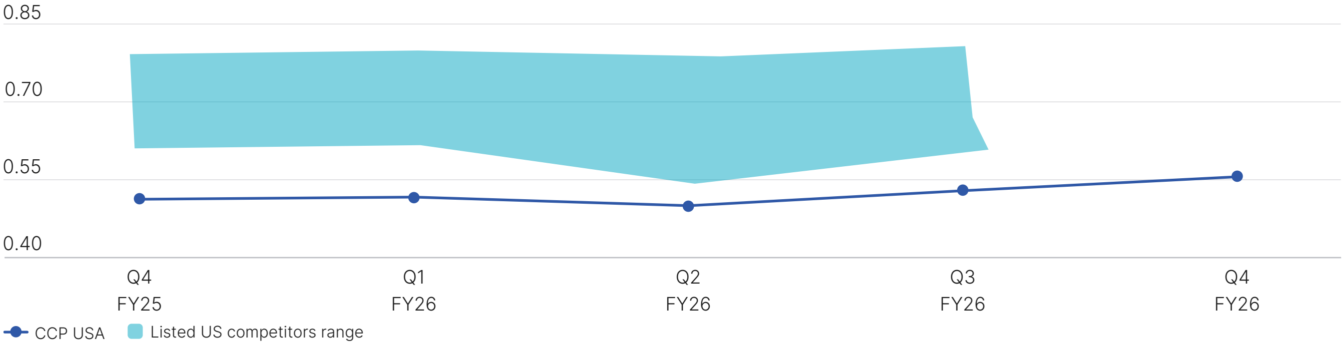
Although purchased debt ledger (PDL) investment market conditions became more challenging during FY2026, Credit Corp grew investment over the year by 18 per cent. Credit Corp now has access to all but one of the major financial services debt buying panels in the US, and this breadth of relationships is particularly important in the current competitive conditions.

US PDL Investment volumes ($m in AUD)



The improved operational platform, achieved over recent years, sees Credit Corp benchmarking close to the performance of its main listed US competitors in the important asset turnover metric, a proxy for the collection effectiveness of a debt buyer.

Asset turnover by quarter[1]

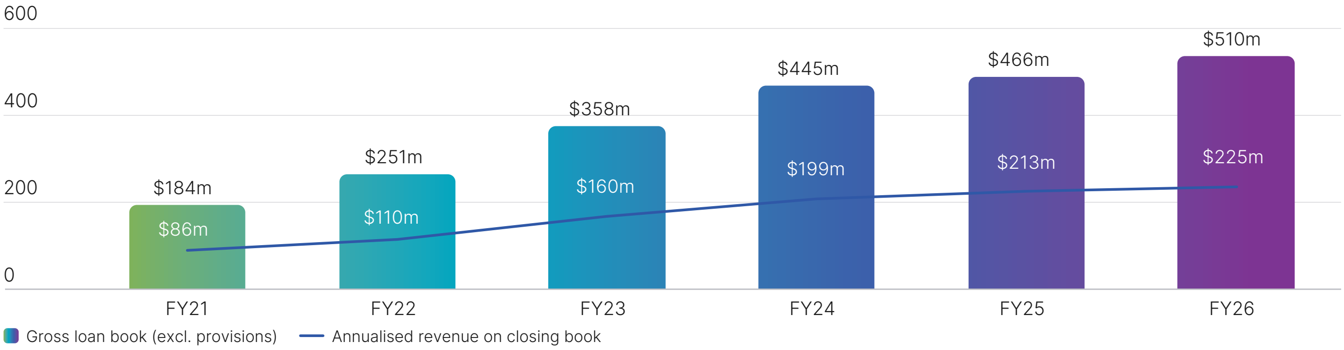


1. Based on annualising quarterly collections

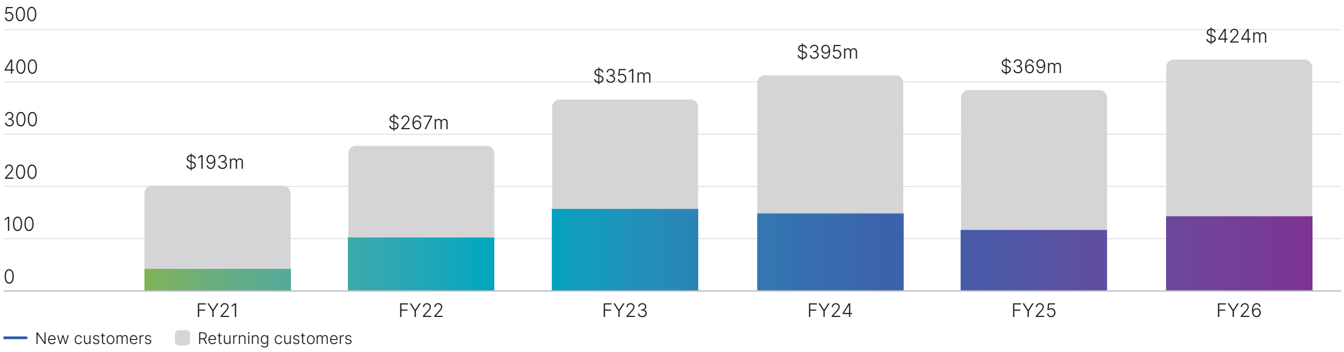
Consumer lending

Credit Corp exceeded ingoing expectations in writing record loan volumes of $424 million in FY2026, up 15 per cent versus FY2025. This was achieved mainly from a 22 per cent increase in new customer volumes, mostly in the flagship Wallet Wizard unsecured cash loan product. The record settlements produced a record closing consumer loan book, gross of provisions, of $510 million at year-end FY2026.

Consumer loan book ($m) and annualised revenue on closing book ($m)



Lending volumes ($m)



Review of operations

This impressive growth was achieved largely through increased market share. Although total marketing expense increased in FY2026, effectiveness improved. Customer quality has been maintained despite higher loan approval rates. The Wizit digital card offering was optimised during FY2026 with the target customer mix achieved, and the product represented 17 per cent of the new customers acquired during the year.

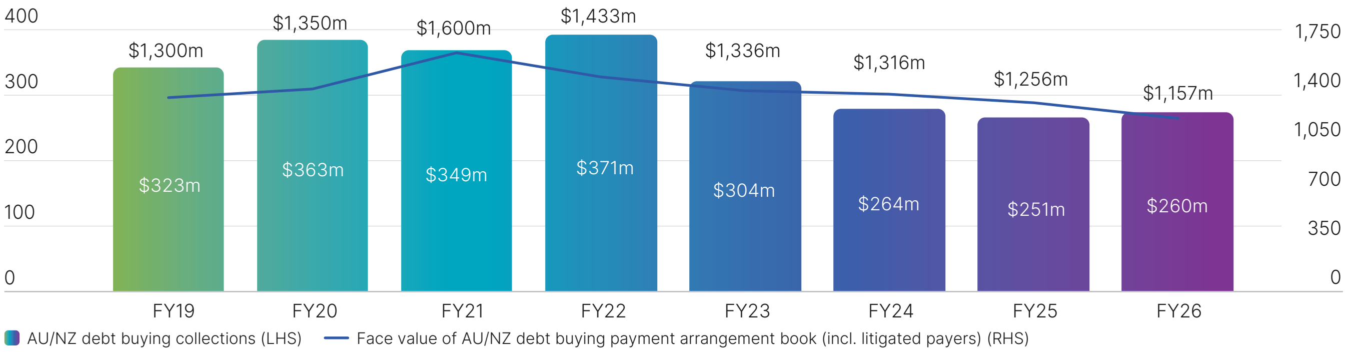
Arrears and losses remained within pro-forma levels despite the growth in the book and broader macro-economic uncertainty with continued cost-of-living pressures. An average Wallet Wizard loan represents a modest proportion of borrower after-tax income, and the relatively short duration helps to manage the risk of any economic downturn. In addition, risk is mitigated by the up-front life-of-loan loss provisioning.

Lending operations in the UK commenced during FY2026 with the acquisition of a licensed lending entity and transferral of the license to Credit Corp. Systems were developed and the first loans were written in early FY2027.

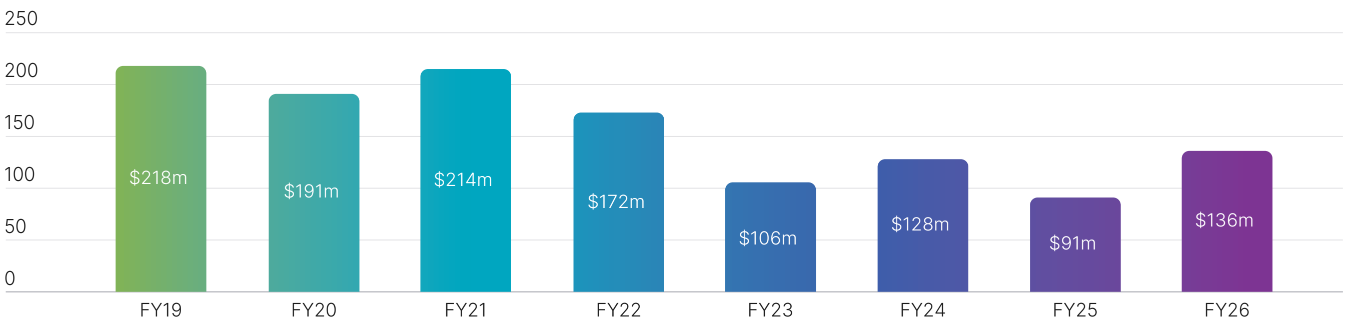
AU/NZ debt buying

Investment of $136 million in FY2026 was a post-COVID record and included a large one-off credit card run-off book acquired early in H2 of FY2026. The up-front cash flows from that acquisition enabled collections to grow by 4 per cent over the year versus FY2025. This was the first growth in collections recorded since FY2022. Similarly, the AU/NZ debt buying segment NPAT grew by 5 per cent, also the first year of growth since FY2022.

AU/NZ debt buying Collections and arrangement book ($m In AUD)

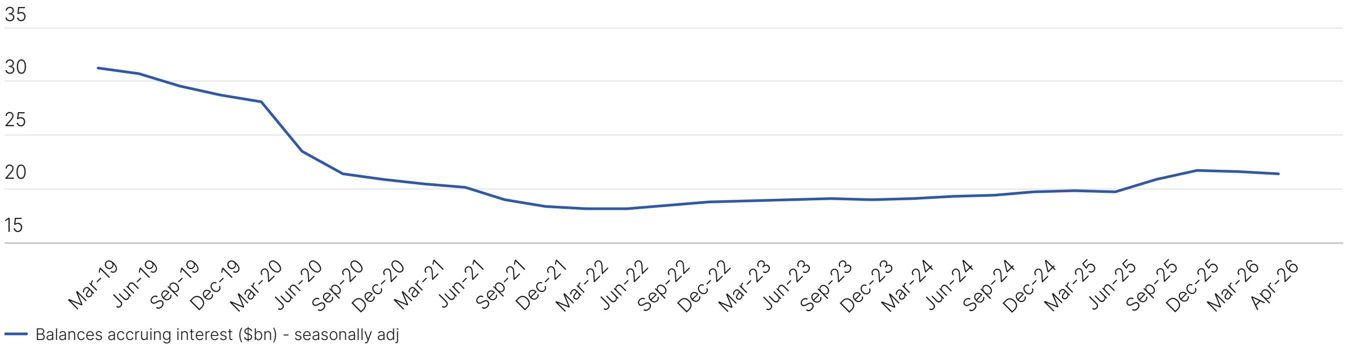


AU/NZ PDL Investment volumes ($m in AUD)



Investment in direct-from-issuer volumes remains competitive with several new market entrants in recent periods. Partly mitigating this, volumes of charge-offs grew modestly and are poised for further growth with interest-bearing aggregate credit card balances increasing at the highest rate since pre-COVID, up by 8 per cent over FY2026.

Australian credit card balances accruing interest ($b) [1]

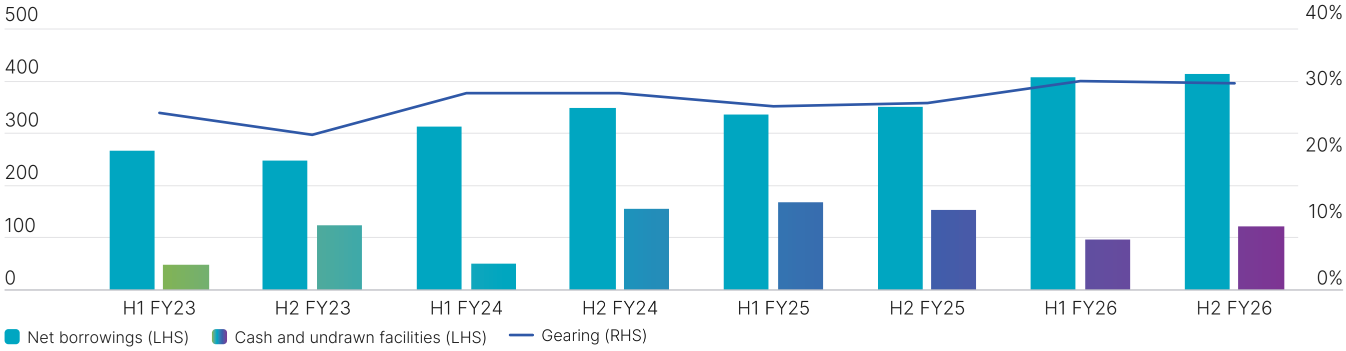


1. Value of Australian credit card balances accruing interest (https://www.rba.gov.au/statistics/tables/xls/c01hist.xlsx?v=2026-07-02-14-31-04).

Capital management

Gearing at the close of FY2026 remained modest, 32 per cent on a net basis with capital headroom of ~$121 million. Credit Corp is presently operating below its long-term, through-the-cycle, target gearing of 40 per cent, providing the flexibility to secure investment opportunities as they arise.

Cash facilities ($m) and gearing[1] (%)



1. Calculated as net borrowings as a per cent of carrying value of financial assets

A proposed final dividend of 77.5 cps represents a full-year payout ratio of 50 per cent in line with the long-standing practice.

Outlook

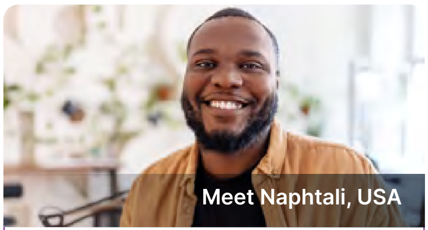
Credit Corp has secured solid investment pipelines in both the AU/NZ and US markets – A$54 and A$62 million respectively. The AU/NZ investment guidance range reflects the greater opportunity in that market with underlying volume growth relative to the US whilst noting both markets remain very competitive. Both debt buying segments are expected to grow earnings in FY2027 with the US collections performance benefitting from the operational improvement in FY2026 especially in the outsourced legal collections channel late in the year.

The record starting loan book should produce consumer lending NPAT segment growth in FY2027 even after funding of the NPAT losses in investing in the planned growth of the UK consumer lending pilot and the continued expansion of the Wizit digital credit card product.

Overall Group NPAT is expected to increase between 4 to 12 per cent in FY2027 relative to FY2026.

Customer stories

Every customer has a story. We listen.



Meet Naphtali, USA

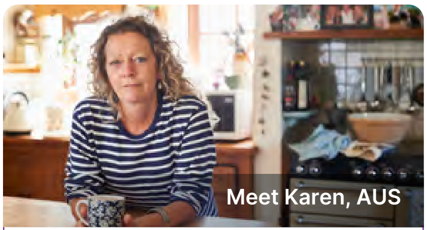
Naphtali had gone through a period of financial difficulty which caused him to fall behind on his financial obligations. When Naphtali initially heard from Credit Corp, he was reluctant to address the matter and was surprised to learn that his account had been sent to collections.

When Customer Relationship Manager Chanda called, Naphtali was apprehensive about discussing the account. He explained that he thought his only option was to pay the balance in full, and since he wasn't in a position to do so, he believed it wasn't worth having a conversation.

Chanda took the time to listen and address Naphtali's concerns, reassuring him they could work together to tailor a solution based on his unique circumstances.

Together they agreed on an affordable repayment arrangement, granting Naphtali peace of mind and setting him on track financially.

"I believe Chanda did everything in her power to deal with me in a fair and compassionate way while faithfully operating within the bounds of her role. Debt collection is tough for both the creditor and debtor – if I find myself in debt again, I hope I would have someone like Chanda to work on it with me."



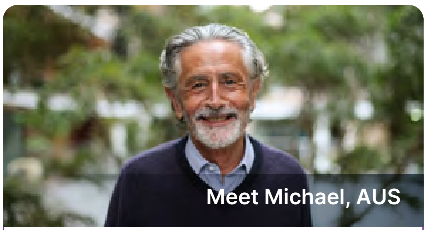
Meet Karen, AUS

Karen had an overdue credit card account that had been onsold to Credit Corp. After being contacted by a Customer Relationship Manager to discuss her financial circumstances, Karen agreed to chip away at the balance by establishing an affordable, monthly payment arrangement.

Sometime later, Karen reached out to Credit Corp to explain that her circumstances had changed. She had become the primary carer for her mother, and as a result, needed to rearrange her finances to better accommodate her caregiving responsibilities. James, Karen's Account Manager, took the time to listen, discuss, and gain a thorough understanding of her new situation.

Working alongside the Customer Experience team, James and Karen were able to establish a mutually agreeable outcome to resolve her account, granting her the peace of mind she needed to focus entirely on her mother. Shortly afterward, Karen reached out to James and the team to share her gratitude.

"I cannot begin to express how grateful I am that this matter has been resolved. It has been a weight on me for a long time, and I deeply appreciate Credit Corp's support during a major personal challenge."



Meet Michael, AUS

Michael had fallen behind on a number of bills. When he first heard from Credit Corp, he explained that he had gone through a period of financial difficulty, but was motivated to resolve his account to improve his credit standing. Michael worked closely with a Customer Relationship Manager to establish an affordable repayment arrangement tailored specifically to his personal circumstances.

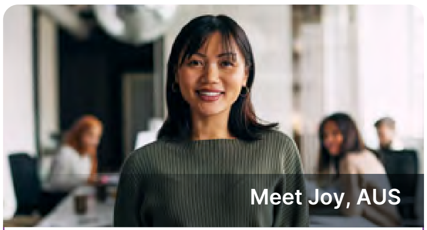
Some time later, Michael reached out to Credit Corp. His account manager, Heather, listened patiently as he explained that he was feeling overwhelmed about his finances, having recently lost his wife while managing his own health challenges. Heather took the time to comfort Michael, reassuring him that Credit Corp would support him through this incredibly difficult period.

Over the following months, Michael liaised with Customer Experience Officer Joy. Joy worked closely with Michael to understand his circumstances and provided ongoing support as he opened up about his grief. Before long, they reached an agreement to resolve his account. Shortly afterward, Michael reached out to Joy to share his appreciation for her guidance.

"Thank you so much for all your help and support. I really appreciate everything you've done, especially the compassion and kindness with which you've treated me."

Employee stories

Every employee has an aspiration. We help them grow.



Meet Joy, AUS

Joy joined Credit Corp 's Sydney office in 2013 as a Customer Relationship Manager. Prior to this, Joy worked as a State Sales Representative, where she developed strong communication, relationship-building and problem-solving skills. Seeking a career requiring less daily travel, she was drawn to Credit Corp's customer-focused approach and strong values.

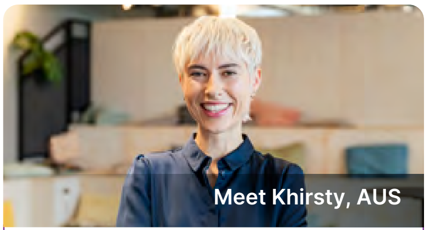
Joy quickly progressed from Customer Relationship Manager to Senior CRM in 2015. When a role for a Customer Care Officer came up in 2015, Joy's team recognised her innate skill for handling complex accounts and encouraged her to apply, supporting her through the process. Joy secured the promotion to Customer Care Officer where she spent six years specialising in dispute resolution and regulatory compliance.

Following parental leave, Joy returned in 2021 as a Customer Experience Officer, partnering closely with customers and financial counsellors to achieve fair and sustainable financial outcomes.

What has remained consistent throughout Joy's career is her passion for helping people, building meaningful connections and contributing to positive outcomes for customers, her colleagues and the broader community. Joy is also a member of Credit Corp's RAP Working Group and Pride in Diversity Network.

"Throughout my life I've always wanted to be a person that helps people and moves the needle for change. Working closely with financial counsellors and customers facing hardship allows me to make a positive impact in people's lives.

Beyond my role, I have proudly contributed to Credit Corp's RAP Working Group since 2021 and more recently supported our Pride and diversity initiatives. Being able to foster change, as well as an inclusive culture at Credit Corp means a lot to me."



Meet Khirsty, AUS

Khirsty joined Credit Corp in 2012 as a Customer Relationship Manager (CRM) based in the Parramatta office. Tired of working in door-to-door sales, Khirsty sought a workplace that would enable her to kick-start her career.

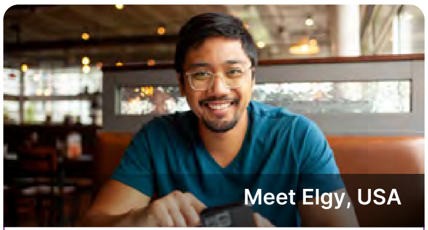
Khirsty's aptitude for negotiation and lateral thinking had her thriving from the outset. After only a few months with the company, she set an ambitious goal for herself: to become an Operations Manager. To build a strong foundation for success, she acquired a nationally recognised Certificate III in Financial Services (offered in-house) and completed multiple internal career pathway leadership programs.

Within two years, Khirsty was promoted to Senior CRM, and subsequently to Team Performance Manager (TPM), where she discovered her passion for helping others establish their own careers. To explore this further, she stepped into a Learning & Development (L&D) Specialist role. During this time, Khirsty successfully trained over 260 new starters before eventually returning to the TPM role.

After returning to this role, Khirsty focused heavily on supporting her own team members to advance their careers—mentoring several into Senior CRM and TPM roles. Her original career ambition was realised in June 2026 when she was promoted to Operations Manager. Khirsty is also a founding member of Credit Corp's RAP Working Group.

"Working at Credit Corp has been awesome. I've been able to buy a house, start a family, and really grow into who I am.

I'm incredibly thankful to my longstanding mentors and colleagues whose constant support has gotten me to where I am today. Because I had such amazing backing, I want to provide that same environment for others. Having the privilege of seeing people I have trained or had in my teams progress their careers to become team leaders themselves is a truly great feeling."



Meet Elgy, USA

Elgy joined Credit Corp in 2017 as a Customer Relationship Associate in the Manila office, looking for a role which would allow him to provide for his family. Prior to joining Credit Corp, Elgy worked in the banking industry in New Jersey, USA.

As a Customer Relationship Associate, Elgy gained purchased debt and collection services experience, working on Australian and New Zealand accounts. When Elgy heard in 2019 that Credit Corp was opening an office in Seattle, it reignited his desire to move back to the United States. Elgy reached out to the HR team to express interest in the Customer Relationship Manager role, and by 2020, became a thriving member of the Seattle team.

Within two years Elgy moved into a specialised collections team and secured a promotion to Team Performance Manager. Elgy's passion for encouraging his peers to build their own careers was realised in 2022 when he became an Onboarding Manager.

"The career progression coupled with the support I've received over the years are what makes Credit Corp stand out. If it wasn't for a lot of people's support, I wouldn't be where I am today.

Credit Corp has been able to provide me with an incredible skillset—to work both in the Philippines and the United States has been invaluable and encouraged me to develop new perspectives which allow me to be a more effective leader."

Our commitment to sustainability

We are committed to being a leader in sustainability and compliance. We embed our core values into everything we do to deliver responsible, long-term outcomes for our customers, our people, our clients, our shareholders, and the broader community.

Sustainability governance

Established in 2023, our Environmental, Social, and Governance (ESG) Working Group drives our strategic approach to sustainability, ensuring our policies, principles, and practices remain robust.

Comprising representatives from across the business, including the CEO, the ESG Working Group reports bi-annually, or as required, to the Audit and Risk Committee (ARC) and the Board. Key focus areas for FY2026 included updating our ESG materiality assessment, proactively managing ESG risks and opportunities, refining our Sustainability Framework, and enhancing our environmental reporting in preparation for the Australian Accounting Standards Board (AASB) S2 Climate-related Disclosure requirements.

Materiality assessment

Our annual materiality assessment identifies the sustainability topics most relevant to our stakeholders and our business. These insights shape our strategic initiatives, inform decision-making, and guide our sustainability disclosure.

During FY2026, the ESG Working Group refreshed our 2025 assessment to pinpoint our most material topics. This process involved:

- Desktop research: Analysing industry peers, media coverage, ESG ratings, benchmarking surveys, and investor feedback.
- Employee engagement: Gathering insights through internal surveys, open forums (including Executive Roadshow Q&A sessions with the CEO and Leadership Team), and targeted interviews with employees, particularly those experienced in customer care and financial hardship.
- Prioritisation: Consolidating material topics into four core themes that form the foundation of our Sustainability Framework.
- Validation and approval: Testing the Sustainability Framework with the ESG Working Group and external environmental consultants, before presenting the findings to the Board for final approval alongside our annual financial reporting.

As this is an iterative process, the material themes and topics will be subject to annual review.

Our Sustainability Framework

Our Sustainability Framework (Framework) outlines Credit Corp's commitment to driving responsible outcomes across four key pillars. It is grounded in strong corporate governance, responsible business conduct, effective risk management, and our corporate values.

The sustainability section of this report is structured around this Framework and explores the material topics identified in our latest assessment. While our core material topics remain largely consistent with 2025, we have made some refinements. We have elevated AI governance, reflecting growing stakeholder interest in the responsible use, risks, and opportunities of AI, and specified climate change, aligning with the introduction of mandatory AASB S2 Climate-related Disclosure requirements.

The Sustainability Framework outlines the material topics identified for Credit Corp to address in this report.

Engaged and supported people

- Talent attraction, development and retention
- Workplace culture and values
- Health, safety and wellbeing
- Diversity, equity and inclusion

See pages 20 to 27.

Customer support and experience

- Respectful and fair treatment of customers
- Tailored support for vulnerable customers
- Inclusive and accessible products
- Innovation, digitisation and AI

See pages 28 to 31.

Reducing our environmental impact

- Climate change, including emission reduction initiatives

See pages 36 to 37.

Good business practice

- Risk management
- AI governance
- Respect for human rights
- Business Conduct and accountability
- Data privacy and cybersecurity

See pages 32 to 34.

United Nations Sustainable Development Goals

Our materiality assessment enables us to better understand how we can align with the UN Sustainability Development Goals (SDGs), a set of 17 goals designed to address critical economic, social and environmental challenges by 2030, including poverty, inequality and climate action.

Our focus is on the five SDGs against which we feel we can have most impact given the nature of our business and our sphere of influence. Our actions against these goals are set out below.

Goal 3 – Good Health and Wellbeing

- Employee attraction, retention and engagement initiatives
- Health, safety and wellbeing programs for our employees

Goal 5 – Gender Equality

- Celebrating International Women's Day
- Increasing the representation of women in senior leadership positions
- Reducing the gender pay gap
- Initiatives driven by the Pride in Diversity Network

Goal 8 – Decent Work and Economic Growth

- Advancing our Reconciliation Action Plan
- Industry engagement and leadership
- Addressing human rights and modern slavery
- Providing customers with affordable solutions as a pathway to increased financial inclusion

Goal 12 – Responsible Consumption and Production

- Initiatives to reduce waste and improve waste management, including office recycling and e-waste reuse/disposal
- Procurement Policy updates to incorporate consideration of suppliers' environmentally sustainable practices

Goal 13 – Climate Action

- Improving data collection to enable a more robust calculation of our carbon footprint and emissions
- Reviewing policies for opportunities to reduce environmental impacts
- Publishing Sustainability Reporting in line with AASB S2 for the first time

Commitment to our people

Our people are the key to our success. Engaged and energised employees, aligned with our values, deliver superior customer experiences and drive exceptional results.

Our workforce at a glance

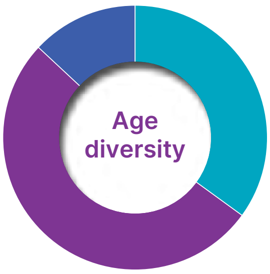
Total employees
2,223
headcount

Gender diversity

60%	40%
Female	Male

38%
female non-executive directors on the Board

64%
operational managers are female



- <30 years old – **35%**
- 30-50 years old – **52%**
- >50 years old – **13%**

5
countries

15
locations

50 +
languages spoken

159
internal promotions

66%
of leadership positions filled internally

Strengthening culture and accountability

Our Employee Code of Conduct outlines the principles that guide our workplace behaviour and sets clear expectations for how our people should act, both with each other and with our customers. At the heart of these relationships is mutual respect.

To ensure the Code of Conduct remains front of mind, all employees complete mandatory annual refresher training. Operational teams also participate in monthly training sessions to reinforce responsible standards in day-to-day activities.

The Board, Executive, and senior management take breaches of the Code of Conduct and other forms of misconduct seriously. Consequences may include additional training, impacts on reward and career progression, formal warnings, or termination of employment, depending on the severity of the breach.

We are committed to fostering a culture where our people feel safe to speak up when something does not feel right. In line with this, our Whistleblower Policy provides a clear, secure, and confidential pathway for reporting suspected misconduct, concerns or improper behaviour.

Employees can raise concerns through internal reporting channels, including directly to senior managers and office holders, and Company directors. We also partner with Your Call, an independent external service that enables anonymous reporting for both employees and external parties, in accordance with our whistleblower framework. Matters will be reported to the Board periodically, or as frequently as necessary depending on the seriousness of the issue.

In the 2026 financial year, zero matters went to an employment tribunal and 0.004 matters per 100 employees were lodged with an external regulator (such as the Fair Work Commission). All matters have since been resolved.

View our Employee Code of Conduct

View our Group Whistleblower Policy

Investing in our people platform

During FY2026, we successfully implemented HiBob as our new people platform, providing employees and leaders with a more modern, intuitive and self-service experience.

The new platform simplifies people processes, improves access to workforce information, and enables leaders to make more informed people decisions through enhanced data and reporting capabilities. Employees can now manage key employment information directly, reducing administrative effort and improving the overall user experience.

The platform has been positively received across the organisation and provides a strong foundation for continued improvements in workforce planning, people insights and employee experience. We will continue to enhance the platform during FY2027 to further support our people, leaders and business objectives.

Creating opportunity for our people

We foster a positive workplace that prioritises employee safety, wellbeing, and development. Our in-house Learning and Development team supports a global workforce, driving performance and career growth through a flexible mix of virtual and face-to-face learning solutions. In line with our strategic goals of operational excellence and capability uplift, our focus is on delivering scalable, targeted and data-informed learning that empowers our people and supports business priorities.

Developing leadership capability

Our in-house career pathway programs focus on developing a blend of technical and soft skills essential for operational success and leadership growth. These programs cover key competencies including effective communication, leadership, data-driven decision making, and building talent. A key achievement this year was the successful refresh and relaunch of our signature leadership development course, *Orbit*, for our Team Performance Managers in the US and the Philippines. This blended program of digital and face-to-face workshops introduces leaders to the key capabilities required to excel in their role.

Our *Jump* program, designed for team members ready to jump-start their careers, covers topics such as communicating with impact, resilience, and networking. In FY2026, 142 employees participated in *Jump* across our global locations.

In FY2026, 227 employees were enrolled in one of our in-house career pathway training programs (Jump, Rise, Ignite and Orbit) designed to support progression into leadership roles.

New starter support

To ensure new operational employees have a positive entry to Credit Corp, they complete a comprehensive induction and onboarding program, delivered by our dedicated in-house training and operational teams.

In FY2026, we successfully onboarded 667 new starters through 103 structured induction workshops, tailored to their specific roles, business units and global locations.

Commitment to our people

Strengthening operational capability and compliance

Continuous learning and robust compliance training are central to our operational resilience. In FY2026, Credit Corp continued to invest significantly in upskilling our global workforce and reinforcing our strong risk-management culture:

- **Targeted learning programs:** We completed over 30 curriculum design projects to deliver up-to-date modules on critical operational areas, including Privacy, AI, Work Health & Safety, and Responsible Lending.
- **Regulatory alignment:** We delivered over 120 mandatory compliance courses globally, including customised regulatory training to support our expanding UK operations.
- **Vocational education:** Through our Registered Training Organisation (RTO), Collective Learning and Development, we supported employees working toward a Certificate III in Financial Services. This fully funded pathway provides our entry-level workforce with nationally recognised qualifications and a clear career trajectory within the financial services sector.

> In FY2026 we supported over 250 employees actively progressing toward a Certificate III in Financial Services, with 10 completing their qualification during the year.

Looking ahead, the insights from our recent Training Needs Analysis have established a clear roadmap. We are focused on upgrading our digital learning infrastructure to deliver training at scale, while continuing to build leadership capability across all levels of the organisation to drive engagement and performance.

Investing in skills for the future

With more of our people now accessing AI tools in their role, it is important that we help them to use the technology responsibly and effectively to drive better outcomes. We continue to empower our employees with scaled access to our approved AI products, including Google Gemini Enterprise and Microsoft CoPilot.

We developed an in-house mandatory eLearning module for all employees to sit alongside our *Using AI at Credit Corp* guide to help our employees learn about AI and how to use it responsibly. In addition, facilitated training was provided to more than 250 people on navigating and maximising the capability of AI in the flow of work.

For further information on our approach to AI governance refer to page 34.

Energising our people

To support our employees, we have progressively enhanced communications, introduced new wellbeing initiatives, and tracked engagement through regular pulse checks.

We connect with our employees through a variety of channels to keep them informed and engaged. These include team meetings, emails, executive roadshows, functional townhalls, feedback tools, our shared intranet hub and our monthly newsletter.

During FY2026 we held executive roadshows, giving the leadership team an opportunity to engage directly with employees and enabling our employees to ask the CEO and leadership team anything – whether related to business strategy, the future of the company or employee initiatives. We again held a hybrid Executive Roadshow for Australia, with employees responding positively to this format, and our Parramatta and Sydney teams appreciating the opportunity to connect in-person with senior leaders and colleagues.

Giving back

Many of our employees find team volunteering a rewarding way to make a positive impact. Our Group Volunteering Policy supports this by providing employees with up to two paid days of volunteering leave each calendar year. Employees are encouraged to support causes aligned with our corporate purpose, including those that assist people experiencing financial hardship.

> In 2026, employees globally contributed over 2,000 hours, equivalent to 261 days, volunteering with causes that matter to them.

Our employees shared their volunteering experiences

Multiple teams across Australia volunteered with Foodbank during the year, an organisation dedicated to fighting hunger by providing food relief to vulnerable Australians.

In Sydney alone, two teams over two days assembled 800 school holiday hampers and packed more than 35,000 meals.

"It was a full-scale production line. Teams worked together to pack essential pantry items into food boxes, while others assembled boxes, sealed them at the end of the line, and stacked pallets. All up, it was a big day, a great workout, and a highly rewarding experience. We were proud to volunteer our time and support an incredible organisation that does so much for our community."

Matilda, Team Performance Manager, Sydney

Joede, Operations Manager, Brisbane, volunteers as a "Shero" for Share The Dignity, a charity supporting women and girls experiencing poverty, homelessness, or domestic violence by distributing essential items.

"I volunteer to collect donations for the annual *It's in The Bag* drive, inspect them to ensure they include appropriate essential items, and distribute them to registered charities. This year, with generous support from the Brisbane team, I was able to donate 27 completed bags to a local women's shelter."

Creating employment opportunities

We continued our partnerships with several employment services organisations, including MatchWorks, a partner since 2022, and The Salvation Army, to support workforce participation and community employment outcomes. These organisations provide candidates with training, job-readiness support, and skills development, before matching suitable participants with opportunities at Credit Corp. Through these partnerships, we have successfully offered 10 employment opportunities during the year to program participants.

Listening and acting on feedback

Feedback is essential to building a culture of trust and continuous improvement. It ensures our employees feel heard, empowered to act and aligned to our vision.

We surveyed our employees three times during FY2026 to understand what is working well and identify the areas that matter most to them. Following each survey, we establish practical action plans at both the corporate and local levels, tracking and communicating our progress throughout the year. An external provider, Culture Amp, administers the survey to ensure anonymity for our employees.

We held surveys in October 2025, January and June 2026, achieving a participation rate of approximately 70 per cent in our latest survey.

Our performance across certain categories – including Action, Feedback & Recognition, Learning & Development, and Leadership – outperforms the industry benchmarks provided by the Culture Amp platform. This feedback demonstrates that our employees have confidence in our future direction, recognise that we take tangible action in response to their feedback, and believe Credit Corp provides a supportive, values driven, and collaborative workplace.

Our focus areas for the coming year will centre on strengthening interdepartmental collaboration and communication, while continuing to embed our vision, Always Ahead, across all levels of the organisation.

What our employees are saying[1]

88% say that they know what they need to do to be successful in their role

87% believe their manager genuinely cares about their wellbeing

87% believe that they receive useful feedback on how well they are performing

83% believe their manager makes them feel valued

1. January 2026 Employee Engagement Survey

Creating a diverse, inclusive culture

We believe a diverse and inclusive workplace leads to better business outcomes. Employing people from varied backgrounds, with diversity of thought and experience, enables us to provide exceptional customer service to our equally diverse customer base.

We are proud of our workplace culture. We strive to create an inclusive environment where everyone is valued, respected and treated equally, regardless of their ethnicity, sexual orientation, gender, religion, background or any other personal characteristic. Our ultimate goal is to provide an environment in which our employees feel safe, comfortable, supported and confident at work.

Strengthening diversity, equity and inclusion

Our Diversity Strategy outlines our commitment to fostering a diverse and inclusive workplace. While we value all aspects of diversity, this strategy focuses on three key pillars where we believe we can have the most meaningful impact.

- **Gender equity:** Ensuring equitable opportunities, development and representation across all levels of our workforce.
- **Cultural diversity:** Celebrating and embracing the diverse backgrounds of our employees while fostering a culturally inclusive environment.
- **Pride:** Supporting our LGBTQIA+ employees and building an environment of safety, visibility and respect.

We are focused on practical initiatives under each of these pillars to strengthen inclusion and proactively prevent behaviours that could lead to inequality. Our progress and key activities across these three areas are shared on the following pages.

In our January 2026 Employee Engagement Survey:

- **83%** of employees believe people from all backgrounds have equal opportunities to succeed at Credit Corp
- **82%** believe that Credit Corp values diversity
- **77%** believe they can be their authentic self at work

View our Diversity Policy

Commitment to our people

Gender equity

Gender equality reporting

We're proud to have achieved overall gender balance across our workforce – 60 per cent women and 40 per cent men. Women represent 64 per cent of our frontline management roles and 40 per cent of top management roles.

We recently published our annual Australian Workplace Gender Equality Report for 2025-26, in line with the *Workplace Gender Equality Act 2012* (Cth). The report focuses on our Australian employees only and details our policies, strategies, and actions regarding gender equality, along with our workforce profile.

View our 2025-26 Australian Workplace Gender Equality Report

Gender pay gap reporting

In March 2026, the Workplace Gender Equity Agency (WGEA) publicly released Australian employer gender pay gap data for more than 10,000 organisations.

The WGEA median gender pay gap for our Australian workforce is 5.8 per cent as of 31 March 2025. This reflects a strong position and places us close to gender parity. Importantly, this gap has continued to reduce over time, decreasing from 6.1 per cent in the prior reporting period. While there is more work to do, the consistent downward trend demonstrates sustained progress in our gender pay outcomes.

Internal analysis shows the gender pay gap for our New Zealand, Philippines and US workforces is within WGEA's 5 per cent target.

We are proud to pay equitably, ensuring our people are paid the same regardless of gender for performing "like-for-like" roles. We also maintain a strong balance of women in leadership positions, with women holding 40 per cent of management roles across our global workforce. The main cause of our gender pay gap is our workforce composition, with fewer women currently occupying the most senior leadership positions.

To positively impact our gender pay gap, our focus is on increasing the representation of women in senior leadership. Following the 2024-2025 reporting period, 44 per cent of new appointments to senior leadership positions were women. We are encouraged by this progress and remain committed to continuing this momentum by addressing the remaining drivers of our gender pay gap.

Celebrating International Women's Day

To mark Credit Corp's fifth consecutive International Women's Day (IWD) event, we looked inward to focus on our own people. Our CEO, Thomas Beregi, and Chief People Officer, Carrie Luzar, hosted a company-wide panel discussion exploring the global IWD theme, *Balance the Scales*. They were joined by Board Members Sarah Brennan and Trudy Vonhoff, alongside leaders from our Australian and US businesses.

The session opened with a discussion on the meaning of IWD, exploring its role in celebrating progress, encouraging accountability, and driving continued efforts toward gender equity both at Credit Corp and in the broader community.

The panellists also shared practical career advice with the team, highlighting the importance of self-confidence, supportive networks, mentorship, and patience, reminding us all that choosing the right work environment is just as critical as the hard work you put into it.

View our Gender Pay Gap Statement on our website

38%

of our non-executive Board directors are female

Cultural diversity

Advancing reconciliation

We are proud to continue the Reconciliation Action Plan (RAP) journey we commenced in 2021, and in July 2026 launched our second *Innovate* RAP.

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples access employment and responsible financial solutions equally alongside the wider Australian community.

Guided by our *Innovate* RAP, the RAP Working Group focuses on practical actions to make tangible progress towards reconciliation. Through these actions, both large and small, we aim to enhance cultural understanding and create opportunities for Aboriginal and Torres Strait Islander communities within our sphere of influence. We believe that genuine change can only occur by working together and sharing knowledge and stories.

Our RAP Working Group brings together people from across our different business units and locations, including Aboriginal and Torres Strait Islander staff.

View our Innovate Reconciliation Action Plan

1.2%

of our Australian employees have indicated that they most strongly identify with Aboriginal and/or Torres Strait Islander ancestry

First Nations scholarship

This year, for the fourth consecutive year, Credit Corp granted a dedicated First Nations scholarship to an Aboriginal and Torres Strait Islander applicant through the Jan Pentland Foundation. The scholarship offers an individual in the not-for-profit sector the opportunity to gain their Diploma in Financial Counselling.

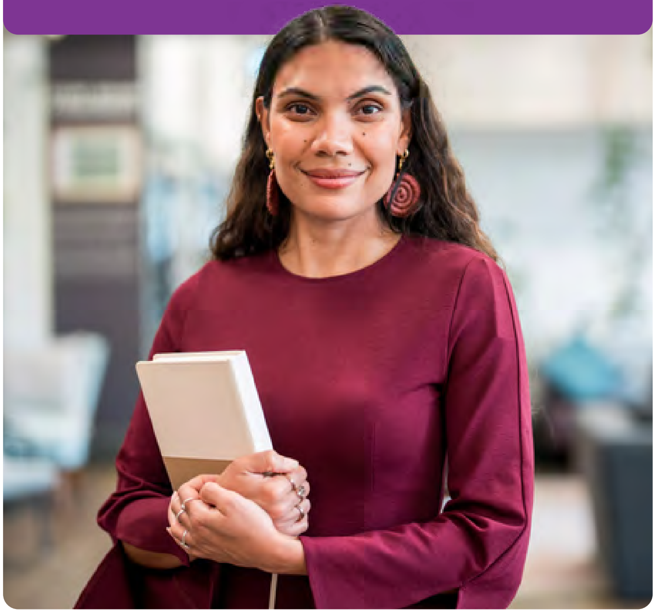
The 2026 recipient was announced at Financial Counselling Australia's (FCA) conference in May.

Courtney, based in Central Australia, recently completed her Certificate IV in Community Services with the Indigenous Consumer Assistance Network (ICAN). She shared her commitment to completing a Diploma in Financial Counselling:

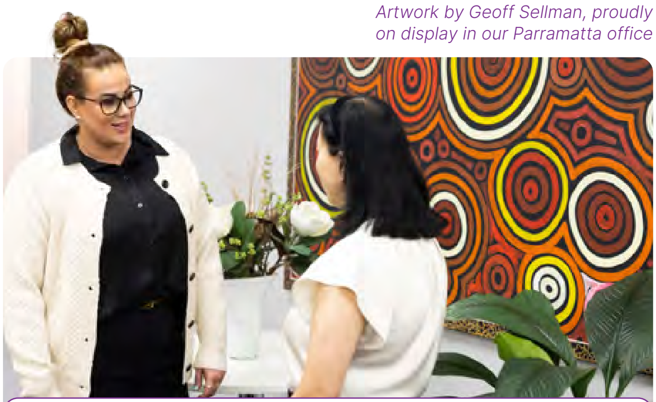
"I found my love and passion when I first started working as a Financial Capability Worker back in March 2025. Whilst passionate, I realised I am limited in the help I can provide my clients without completing my qualifications to become a Financial Counsellor. I am a young, Aboriginal woman who would like to support and empower our clients with their money story, supporting positive financial long-term outcomes. I feel like I can bring my cultural background to the financial counselling sector to help my people have a level of understanding through language and consistency. I have high ambitions and goals, and I am hoping this can be my long-term career path for my own personal and professional development."

This scholarship aligns directly with our RAP commitment to seek opportunities to support the professional development of Aboriginal and Torres Strait Islander peoples within the financial services sector. By assisting with educational and capability-building programs, we aim to improve long-term employment opportunities within the community.

Find out more about our broader support for the Jan Pentland scholarship on page 30.



Artwork by Geoff Sellman, proudly on display in our Parramatta office



Practical initiatives to progress reconciliation

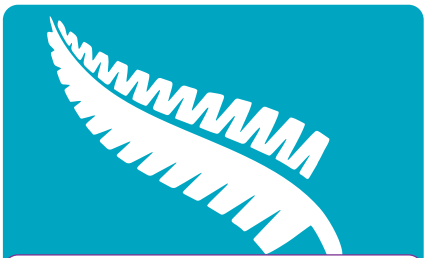
Increasing cultural awareness

- **National Reconciliation Week (NRW) and NAIDOC Week:** Supported both initiatives through our RAP Working Group, sharing educational resources and local event information to encourage active participation among our employees, families and friends.
- **Reconciliation trivia:** Held interactive, themed trivia events across our Australian offices during NRW to test and build employees' reconciliation knowledge. Prizes were sourced from *Yarn*, an Indigenous-owned business, and showcased beautiful First Nations artwork.
- **Welcome to Country guidelines:** Launched our refreshed *Welcome to Country* guidelines during NAIDOC Week. This educational resource clarifies the significance of cultural protocols, explains the difference between a Welcome to Country and an Acknowledgement of Country, and guides staff on how to deliver a personal, and meaningful Acknowledgement. Members of our RAP Working Group created videos demonstrating their own personalised Acknowledgements, to show others how easy it can be, and inviting team members to create their own.
- **Welcome to Country ceremony:** Partnered with a local Elder to open our Australian executive roadshow in Parramatta with a formal Welcome to Country ceremony, during which he shared valuable perspectives on the importance of reconciliation.

Supporting Indigenous businesses and employment

- **Indigenous engagement strategy:** Developed guiding principles for engagement with Aboriginal and Torres Strait Islander organisations and peoples, ensuring we positively influence reconciliation externally.
- **Procurement strategy integration:** Formally updated our Procurement Strategy to mandate the inclusion of Indigenous-owned businesses in our tender processes when sourcing goods, systems or services for Credit Corp.
- **Inclusive employment pathways:** Maintained relationships with specialised job networks and employment services agencies to facilitate direct, sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples.
- **Sourcing from Indigenous suppliers:** Sought opportunities to support First Nations businesses in our day-to-day operations, including sourcing our core office supplies from *Kulbardi* (a Supply Nation certified corporate supplier) and purchasing incentive rewards from *Yarn*.

Commitment to our people



New Zealand's commitment to Te Tiriti O Waitangi

Our New Zealand team has committed to Te Tiriti O Waitangi (The Treaty of Waitangi). As part of this commitment, they introduced Te Reo Māori (the Māori language) into the workplace as a way of helping ensure it remains a living language.

In September, the team recognised Te Wiki o te Reo Māori (Māori Language Week) by promoting Te Reo Māori words and phrases around the office. This encouraged team members to incorporate the language in their day-to-day communications or simply learn a new word or phrase.

To further embed this culture, employee events and client meetings are opened and closed with a *karakia* (a Māori prayer). Additionally, an eLearning module is available for all employees, covering Māori history, traditional culture, significant events, and a library of Te Reo Māori terms for the team to use.

Recognising diversity in the United States

Honouring Black History Month

In February, our US team honoured Black History Month by celebrating the contributions of Black workers and leaders, and reflecting on ways to foster a more inclusive workplace. Team members shared personal reflections on what the month means to them, and spotlighted Black-owned businesses local to our Federal Way (Washington State) and Salt Lake City (Utah) offices.

Asian American and Pacific Islander Heritage Month

Our US team also recognised Asian American and Pacific Islander (AAPI) Month, sharing historical information, organising dedicated office events, and highlighting the personal stories and cultural heritage of our employees.

Pride

We are committed to active allyship and celebrating the diversity of our workforce. Supporting Pride initiatives provides a valuable platform to advance conversations on LGBTQIA+ inclusion, strengthen employee belonging, and reinforce the positive diversity trends reflected in our recent engagement surveys.

The Pride in Diversity Network was established to celebrate and support our workplace LGBTIQA+ community. It aims to:

- **Promote inclusion:** Provide a welcoming space for all employees, regardless of sexual orientation or gender identity.
- **Raise awareness and understanding:** Share stories, insights, and educational resources to help all employees be informed and empathetic.
- **Support:** Offer a space to connect, ask questions, and access resources that help LGBQTIA+ employees feel supported at work.

Since its inception, the Pride in Diversity Network has launched a range of initiatives driven by employee feedback. More recently this has included Pride Month events as well as an intranet space with resources for members of the LBGTQIA+ community and allies.

These simple yet meaningful actions help affirm individuality, foster inclusion, and strengthen belonging across our workplace.

Celebrating Pride: Connection across Australia and New Zealand

In February 2026, Credit Corp offices across Australia and New Zealand came together to celebrate Auckland Pride and the Sydney Gay and Lesbian Mardi Gras.

To mark the occasion, we hosted Wear Your Pride morning teas across seven offices in two countries. These sessions were led by local employee speakers who shared personal insights on the meaning of Pride, inclusion, and the importance of visibility in the workplace.

To drive positive community impact, Credit Corp partnered with Minus18 – a registered charity supporting LGBTQIA+ youth – to distribute 140 rainbow ribbon pins. Across our locations, over 1,000 employees attended the morning teas, building meaningful connections and fostering dialogue.

Active employee allyship and community support

During Pride Month in June, Credit Corp employees in Australia and New Zealand partnered with the Pride in Diversity Network to participate in Sweat with Pride. This workplace and team challenge commits participants to 21 minutes of daily exercise throughout the month to raise funds for LGBTQIA+ community support programs.

Sofia, Team Performance Manager, Brisbane, shared her perspective on the initiative: **"As a proud queer woman training for a triathlon, two things I am passionate about are uplifting my community and moving my body. Participating in Sweat with Pride allowed me to bring these two areas of my life together in the most rewarding way possible. Throughout Pride Month, I have been sweating it up swimming, cycling, and running – the three disciplines needed for my upcoming triathlon – as well as hiking and yoga. Knowing that every active minute contributed to supporting rainbow communities across Australia and New Zealand was incredibly motivating."**

Credit Corp's collective fundraising efforts, boosted by employee-led office bake sales in Brisbane and Sydney and group walks to support those participating, placed the company third overall on the national Sweat with Pride Australian workplace leaderboard at the conclusion of the month, with Sofia also placing third individually.

Prioritising health, safety and wellbeing

The workplace health and safety of our people remains a top priority. We are committed to creating a positive and supportive environment that helps our people be their best. Our approach to wellbeing is holistic, recognising that everyone's journey is unique and shaped by a range of physical, mental, emotional, and financial factors.

We remain committed to building a strong safety culture that reflects the right of all our people to work in a safe and secure environment that is free from unlawful workplace conduct, such as discrimination, harassment, bullying, victimisation, as well as physical and psychosocial harm.

Maturing our WHS framework and governance

A key focus in 2026 was maturing our Work Health and Safety (WHS) framework through continuous improvement and proactive risk management:

- **Global WHS Policy:** We refreshed our *Global Work Health & Safety Commitment Statement* and launched a comprehensive *Global WHS Policy* after consultation across the business. This policy establishes a clear framework for a safe, healthy and respectful work environment, outlining obligations and behavioural expectations. It is accessible on our intranet, integrated into new employee inductions, and reinforced through mandatory annual refresher training. Our WHS eLearning module has been recently revamped.
- **Psychosocial risk management:** We onboarded a new dedicated WHS Advisor to enhance our capability to identify, assess, and manage psychosocial hazards. This appointment is driving the implementation of our psychosocial risk management roadmap, supported by ongoing risk assessments and targeted employee consultation.
- **Health and Safety Committees:** Our global Health and Safety Committees are active in all locations and meet quarterly. Comprising employee and Health and Safety Representatives, they play a vital role in consultation, hazard identification, and promoting a positive safety culture.
- **Incident reporting:** To proactively manage risks, we conduct regular assessments to reduce the likelihood of injuries and occupational illnesses. All incidents are logged, reported to the Board regularly, and followed by corrective actions, where appropriate, to drive continuous improvement.

Supporting mental health and overall wellbeing

We offer a variety of initiatives designed to build resilience, restore balance, and enhance overall employee wellbeing:

- **Mental health first aid:** We continue to build our network of accredited Mental Health First Aiders across our operations. During FY2026, we commenced work to align our global approach with Mental Health First Aid best practice guidelines, ensuring consistency in capability, training, and support across all regions.
- **Resilience training:** This is an important component of our onboarding programs, equipping new starters with the tools and strategies to manage stress and build emotional resilience from day one. In FY2026, 406 employees completed the training, including approximately 180 new starters participating in their onboarding cohort.
- **Employee Assistance Program (EAP):** Delivered by an independent provider, our EAP continues to offer free, confidential counselling services, including access to financial coaching for those experiencing or anticipating financial challenges.
- **Wellbeing month:** During October, we recognised Wellbeing Month under the theme *Thrive @ Work: Unlocking Your Potential Through Wellbeing*. Partnering with experts, we provided practical strategies focused on building sustainable habits, strengthening team connections, reframing stress, and working smarter by prioritising wellbeing.
- **Lifestyle leave policy:** This policy allows our Australian, New Zealand, and Philippines employees to purchase 10 days of leave in addition to their existing entitlements. This initiative empowers employees to prioritise their wellbeing while offering greater flexibility in managing their personal and professional lives.

Our WHS performance	2026	2025	2024
Injuries per 100 employees	0.4	0.5	0.4

Supporting our customers

Understanding our customers is fundamental to our success. Our relationships with our customers are built on respect and collaboration, with the goal of providing affordable financial solutions tailored to their unique needs, offering a pathway toward mainstream financial inclusion.

We want to make it simple and easy for our customers to do business with us and create opportunities that will ultimately allow them to participate in parts of the economy they may have been excluded from.

Customer engagement

Building strong relationships with our customers is essential to agreeing appropriate financial solutions. We take a respectful, collaborative approach to understanding each customer's unique circumstances, working together to establish responsible and realistic repayment arrangements. In FY2026, 88 per cent of collections in Australia and New Zealand came from mutually agreed repayment plans.

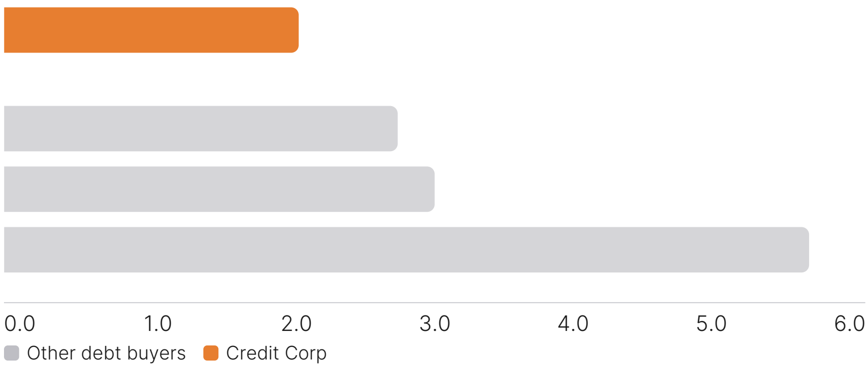
We maintain proactive controls to identify and respond to hardship, sensitive issues or dissatisfaction, ensuring we deliver the best possible service. In addition, we have measures in place to support customers experiencing vulnerability, including reinforcing contact points within our business with FCA for escalation of cases their members may wish to discuss.

Lowest industry complaint rates

In Australia we maintain the lowest number of external dispute resolution (EDR) complaints per million dollars collected among larger participants in the debt buying industry, as sourced from published results by our EDR provider. Our complaint rate is 25 per cent lower than our nearest competitor.

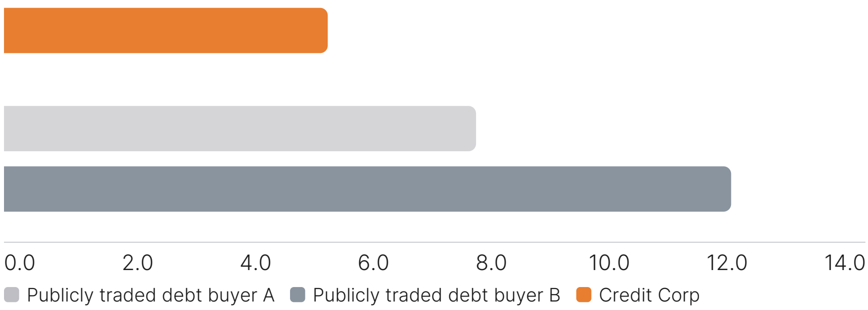
In the US, we maintain a dispute rate per million dollars collected which is significantly lower than our publicly traded competitors as reported by the federal regulator.

FY2026 H1 Australian EDR rate[1]



Credit Corp complaint rate is **25 per cent** lower than our nearest competitor

12 months to March 2026 US dispute rate[2]



Credit Corp complaint rate is **31 per cent** lower than our nearest competitor

Customer experience

Innovation and digitisation

We are continually enhancing our digital collection capabilities by integrating self-service technologies and online customer engagement channels. Our Self-Service Area (SSA) portal provides a positive customer experience, empowering customers to view their account status, accept tailored repayment arrangements, and access applicable special offers. The SSA also enables customers to seamlessly update their contact details or payment methods, utilise low-friction payment options such as digital wallets, and request a callback, at a time convenient to them.

Our digital capabilities are supported by advanced analytics, ensuring our offerings and messaging are tailored to the individual circumstances of our customers. Rather than relying solely on one channel, we adopt a holistic approach to our collection strategy, combining these advanced capabilities with the expertise of our highly trained collections teams.

We consistently monitor customer interactions using leading technologies to continuously improve service quality. We utilise speech analytics to review calls for respectful engagement, conversation sentiment, and hardship indicators, identifying exceptions for targeted auditing and intervention. Using data this way supports our quality assurance process, allows for timely interventions, and identifies areas for improvement and training in near real time.

1. Number of complaints reported by external dispute resolution (EDR) provider (The Australian Financial Complaints Authority) for the 12-month period to 31 December 2025 divided by total PDL collections expressed in millions of dollars.
2. Comparison is to the two largest US debt buyers with primarily in-house collection operations. Complaint metrics from Consumer Financial Protection Bureau (CFPB) database for the 12 months to March 2026 divided by reported collections: (https://www.consumerfinance.gov/data-research/consumer-complaints/search/?from=0&searchField=all&searchText=&size=25&sort=created_date_desc)

AI capability

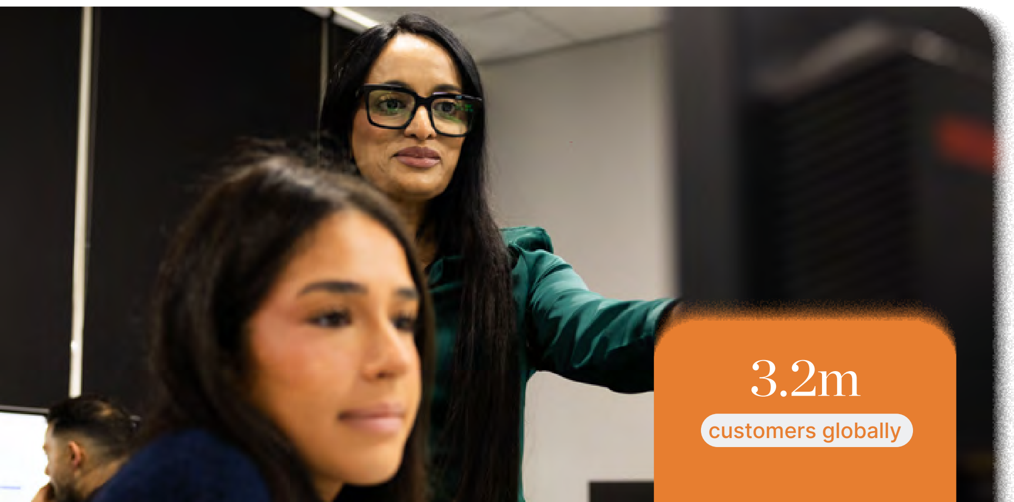
We are actively deploying AI capabilities, including Generative AI, across our global operations. We leverage these advanced technologies to enhance the customer experience through more personalised, responsive and seamless interactions, while simultaneously driving operational efficiency and increasing the overall effectiveness of our collections and customer engagement workflows.

A dedicated AI Centre of Excellence (CoE) is leading the development, deployment and scaling of AI initiatives across the business. Their focus is on embedding AI into core operational processes – such as customer contact strategies, agent support and quality assurance – to deliver measurable improvements in recovery outcomes, reduce servicing costs, and support more timely and informed decision-making. To further accelerate innovation, we have also equipped our technology teams with advanced AI-assisted development tools that help automate routine coding tasks, improve software quality and enable faster delivery of digital capabilities across the business.

As we continue to build these capabilities, our objective is to contribute meaningfully to long-term value creation and competitive advantage in our core markets.

Central to this approach is the consideration of the safe and secure deployment of AI across the organisation. Refer to page 34 for information on our responsible use of AI.

By continually leveraging innovative technology, we aim to make it simple and accessible for customers to receive the assistance they need, ultimately maximising their experience and our performance.



Improving accessibility

We aim to ensure all customers can communicate and transact with us in ways that are convenient and accessible to them. To support this, we have invested in technology that accommodates specific accessibility needs.

Our Self-Service Area (SSA) portal includes live chat support, offering practical solutions for customers who are deaf or hard of hearing. We have also embedded enhanced accessibility features across our website and the SSA, including adjustable contrast, font and cursor sizes, dyslexia-friendly fonts, and the ability to pause animations to support users with ADHD. Page readers are available in over 50 languages, and users can select from tailored accessibility profiles, including motor impairment, blindness, colour blindness, dyslexia, visual impairment, cognitive and learning needs, epilepsy and ADHD.

Customer advocacy

We work closely with financial counsellors and consumer advocates to develop responsible financial solutions for our customers. A dedicated escalation point through our Customer Experience function ensures financial counsellors can easily raise concerns and collaborate with us to support vulnerable consumers.

We recognise the important role financial counsellors play in supporting vulnerable customers, and for many years we have proudly sponsored their conferences. This ongoing partnership provides the opportunity to build stronger relationships, answer questions directly, and better understand the concerns of the sector – as part of our Always Ahead commitment to engaging with vulnerability.

Understanding vulnerability

In FY2026, we sponsored and attended the FCA national conference in Cairns, state conferences in New South Wales, Victoria, Queensland, South Australia, Western Australia and Tasmania, and a regional forum in Geraldton, Western Australia.

At the New South Wales conference, members of our Customer Experience team conducted role-play exercises with students undertaking a Diploma of Financial Counselling, acting as clients for the prospective financial counsellors. The experience provided a realistic and supportive environment for the students to practice and grow their skills.

We also visited financial counsellors and local agencies in regional and metropolitan areas, including Kempsey, Liverpool, Gordon and Campbelltown in New South Wales, hearing perspectives on issues from gambling to natural disaster relief to family violence support. In New Zealand, we attended a financial wellbeing networking event with community agencies.

This year for the first time, we participated in *Bring Your Bills* days in Bendigo and Pakenham in Victoria. *Bring Your Bills* is a community initiative that gives people the opportunity to obtain free, confidential advice on managing their bills, whether with Credit Corp, banks, telcos, or utility providers. We look forward to continuing our support and participation in future events.

These face-to-face and virtual engagements are invaluable in enhancing our understanding of local challenges, such as rising living costs, employment issues and extreme weather events, helping us continuously refine our approach to hardship and vulnerability.

Responding to financial hardship

All our frontline operations staff are trained to identify and respond to financial hardship, whether raised by a customer or financial counsellor, and are empowered to apply appropriate forbearance at the first point of contact. We provide training on respectful engagement and understanding customer circumstances, including family and domestic violence. This helps ensure our people can recognise underlying issues that may be affecting our customers and develop tailored solutions to meet their individual needs.

Supporting our customers

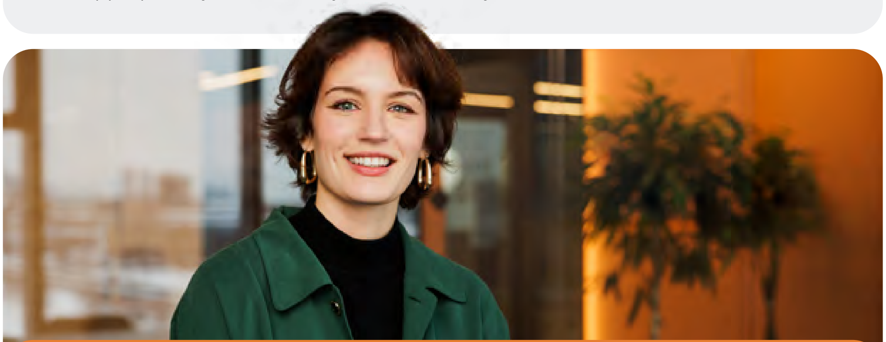
Stellar Stakeholder Award recipient

The South Australian Financial Counsellors Association (SAFCA) Conference brings together stakeholders from industry, government, financial services and the financial counselling sector to share insights and celebrate achievements. During the conference, SAFCA hosted awards to acknowledge and encourage the positive work happening in the sector to support people experiencing financial difficulty.

We are honoured that our Customer Experience Manager, Laura Pringle, was granted the Stellar Stakeholder Award this year. Voted on by financial counsellors in SA and NT, the award recognises an organisation, team or individual that has worked with SAFCA members to achieve outstanding outcomes for clients.

The award was given *"in recognition of our outstanding commitment to client focused financial hardship support, responding promptly and fairly and delivering compassionate outcomes, particularly to survivors of family and domestic violence."*

For our teams, this is a reminder that doing the right thing and responding quickly and appropriately is noticed by the community, and makes a difference.



Jan Pentland scholarship

For the last eleven years, Credit Corp has granted an annual scholarship through the Jan Pentland Foundation, providing an opportunity for a recipient in the not-for-profit sector to gain their Diploma in Financial Counselling. The Foundation honours Jan Pentland, who championed the cause for financial counselling and campaigned for a better deal for people on low incomes or experiencing vulnerability.

The 2026 scholarship winner was announced at the FCA National Conference in May. This year's recipient, Sarah, is based in regional Victoria and impressed us with her passion for becoming a financial counsellor:

"Through my work in social services administration, I have been fortunate to work alongside financial counsellors. This is how I became aware of the profession, and the diverse, knowledgeable, and passionate people involved. I have been able to witness first-hand the hardships and triumphs and gain insight from clients as they share their stories when they come and go from appointments. This has inspired me to pursue the profession myself, seeking work with real meaning and purpose.

I am currently working full-time alongside my studies, and while I have been saving to meet regular course payments, financial assistance will relieve a great deal of pressure. I am a single woman in my 40s, and I have only experienced financial stability for the first time in the last few years. Studying a Diploma in Financial Counselling not only brings the opportunity for increased job satisfaction, it also gives me future career security. Thank you so much for this opportunity."

In addition, we granted a scholarship to an Aboriginal and Torres Strait Islander applicant in line with our RAP commitments. Find out more on page 25.

Rank the Banks survey

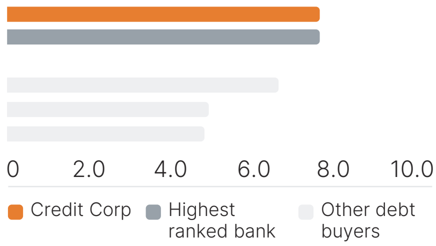
In July 2026, FCA released its *Rank the Banks* survey. The survey received responses from over 200 financial counsellors identifying how well they felt the banking industry and other lenders were responding to customers in financial hardship.

For the third consecutive survey, Credit Corp was recognised as having the highest ranked response to financial hardship among financial services providers in Australia. Our score of 7.6 out of 10 was equal first with a major bank.

We remain committed to continually enhancing our hardship practices and consistently maintaining respectful interactions with customers each day.

Financial Counselling Australia's Rank the Banks survey ranked Credit Corp's consumer hardship response #1 with a score of 7.6/10. This was equal top score with a major bank.

Rating of banks and debt buyers by financial counsellors in 2026[2] (score out of 10)



Consumer lending

Aligned with our purpose, we recognise that many people in the community face barriers to accessing credit. Our lending business provides responsible, transparent and competitively priced credit solutions to consumers who are often excluded from mainstream finance or limited to borrowing alternatives that are significantly more expensive.

Technological efficiency and a low-cost structure allow us to offer customers some of the most affordable loan products in the credit-impaired segment.

- **Wallet Wizard:** Our flagship cash loan product, offered in Australia and New Zealand, recently celebrated its 10-year milestone, a reflection of the credibility and customer confidence it has earned over time. Wallet Wizard remains one of the lowest-cost, most flexible consumer loan options available, priced up to 76 per cent cheaper than competitor products.[1] Building on this success, Wallet Wizard was recently launched in the UK.

1. Refer to walletwizard.com.au.
2. Financial Counselling Australia's Rank the Banks, Other Lenders and Debt Collectors, 2026 Report. See https://www.financialcounsellingaustralia.org.au/docs/rank-the-banks-and-other-lenders-and-debt-collectors-report-2026/.

- **CarStart:** CarStart offers tailored vehicle and integrated vehicle-and-loan packages directly through our network of three retail dealerships.
- **Wizit:** In Australia, our dual-product credit solution offers a digital interest-free credit card and an optional line of credit. These products are designed to support customers as they progressively rebuild and improve their credit standing.

Responsible lending

We are committed to responsible lending and hold an Australian Credit Licence, complying with all relevant laws and regulations, including responsible lending and design and distribution obligations.

We often lend to people with poor credit records or on lower incomes who are unlikely to qualify for credit from mainstream consumer lenders. As a responsible lender, our core focus is ensuring the customer has the capacity to repay the loan safely. Before approving any loan, we undertake a financial capacity assessment to satisfy ourselves that the customer can meet the required repayments from their income after necessary living expenses are met. These assessments are supported by automated analysis of verified customer data, including income and expenses. Any inconsistencies are resolved through direct discussion with applicants, and further substantiation is obtained where needed before a loan is approved.

Unlike many short-term lending products, our offerings are designed to be flexible and cost-effective, with manageable repayment structures. Our loan products are priced below the interest and fee caps applicable to mainstream consumer lending.

The Target Market Determination framework guides the design and distribution of our products and forms part of our lending assessment criteria. We regularly review product performance and distribution channels to ensure our loans consistently meet the likely needs, objectives, and financial situations of our target market.

Measuring and improving our customers' experience

We aim to deliver the best outcomes for our customers and actively seek feedback to improve their experience. When issues arise, we focus on understanding the underlying cause and making meaningful improvements.

Net Promoter Score (NPS) is a key measure of customer experience, capturing feedback from a broad range of customers – including new, returning, approved, declined, and those who have withdrawn or let their application expire. By subtracting detractors from promoters, NPS provides a clear view of overall customer sentiment and helps guide our continuous improvement efforts.

Our NPS of 19 represents a 10-point decline from the prior year. This decline was primarily driven by a survey methodology shift which resulted in lower participation from our historically high-promoting customer demographics.[1]

Customer satisfaction with our products

Wallet Wizard

For the second consecutive year, Wallet Wizard has been recognised as a ProductReview.com.au award winner in the Best Short-Term Loans category.

These annual awards recognise products and services that consistently receive high ratings by the ProductReview.com.au community, achieving an average rating of at least 4.0 stars over the past year.

Out of 1,538 Wallet Wizard customer reviews, 82 per cent were positive, resulting in an overall rating of 4.4 stars.[2]

This recognition is particularly meaningful as it reflects genuine customer satisfaction and reinforces the credibility Wallet Wizard has built over the past decade.

CARSTART

CarStart was named Best Bundled Car & Finance Solution at the 2026 WeMoney Personal and Car Loan Awards, recognising our commitment to making car ownership simpler, more transparent, and more accessible.

The WeMoney Financial Services Awards recognise leading financial institutions, lenders, and innovators in the Australian market that offer outstanding value and service to customers.

The award highlights CarStart's comprehensive approach that combines vehicle selection, competitive finance options and customer support in one seamless experience. This recognition reflects the strength of CarStart's partnerships and goal of helping customers find the car they want.

wizitcard

The Wizitcard interest free credit card was awarded the 2026 WeMoney Non-Bank Lender Credit Card Awards for Best Interest Free Credit Card and Excellent Rates and Fees.

These awards recognise Wizitcard's commitment to offering affordable and predictable repayments. This is industry recognition that our transparent pricing model is setting a new benchmark for consumer finance in Australia.

1. The NPS score is measured with a single-question survey and reported with a number ranging from -100 to +100, where a higher score is desirable.
2. From ProductReview.com.au as at 17 July 2026.

$1.65b	$13.8b	238k	19 NPS
Face value	Face value	Lending customers	Lending customers
of receivables in ongoing payment arrangements	of receivables globally		(-10 VS. PCP)

Good business practice

Good governance underpins our culture and is essential in achieving our strategic goals.

Risk governance

Effective risk management is an integral element in achieving our strategic objectives. Information on the Group's management of risk is provided in the Corporate Governance Statement, on pages 56 to 58.

Managing our supply chain

We work with over 1,200 Australian and international suppliers and during the year procured goods and services worth more than $130 million to support our global operations. It is important we fulfil our responsibilities to those businesses as well as manage potential risks. We aim to support small business suppliers by paying invoices within 30 days and in line with our contractual arrangements with them.

In FY2026, we enhanced our procurement policy to more explicitly integrate environmental and social criteria. This included strengthening our procurement framework to embed modern slavery risk considerations throughout the supplier lifecycle, including enhanced due diligence during onboarding and risk assessments.

We aim to prioritise partnerships with suppliers with strong ESG practices, provided their offerings remain commercially competitive and meet our operational standards. To support this, we centralised our vendor management onto a single platform, embedding mandatory ESG questionnaires into our supplier onboarding and review processes.

Through our Supplier Code of Conduct we share our values and commitments with our suppliers, clearly articulating the standards we expect them to adhere to within their own operations and supply chains. The code covers areas such as data security and privacy, human rights, environmental impact and conflicts of interest. We require suppliers to acknowledge this code as part of their contractual agreement with us.

Our Whistleblower Policy reflects the engagement of an external service, Your Call, which supports suppliers to raise any concerns safely and anonymously, if needed.

View our Supplier Code of Conduct and Group Whistleblower Policy

Our approach to human rights and modern slavery

We recognise that human rights are universal and acknowledge that our role in respecting and promoting the fundamental human rights of our people, suppliers, customers and the communities impacted by our operations and supply chain is an important one.

Credit Corp commits to the principles of the United Nations Global Compact on human rights, labour standards and anti-corruption, as well as local labour standards wherever we operate.

We commit to fair pay and working conditions in keeping with, or more than, the minimum standards required in each country in which we operate.

We respect our employees and do not discriminate against any attribute protected by law, including freedom of association.

Minimising the risks of modern slavery

We have no tolerance for slavery of any kind.

Whether in our operations or our supply chain, we are committed to taking all necessary steps to operate our business in a responsible manner, and to mitigate the risk of modern slavery and human trafficking.

We published our sixth Modern Slavery and Human Trafficking Statement in December 2025.

This was prepared in consultation with our Modern Slavery Working Group.

Read our Modern Slavery Statement in line with the *Modern Slavery Act 2018* (Cth)

The Credit Corp Group Privacy Policy details the types of information we may collect, how we use it, who we may share it with, as well as how we store and secure personal information. We also have processes in place to enable individuals to exercise their privacy rights as set out in the *Privacy Act 1988*.

We prioritise staff training on secure information handling practices, with mandatory privacy training annually.

View our Privacy Policy

We have had no notifiable privacy breaches to OAIC in the past 12 months

Safeguarding information – privacy and data security

Protecting the personal data of our customers and employees, along with our confidential business information, is a priority. We maintain robust privacy policies, continuously enhance our systems, and hold ISO 9001 (quality management) and ISO 27001 (information security) certifications.

Our approach to identifying data security risks and remediating any vulnerabilities includes regular internal and external penetration testing, 24/7 monitoring, and strong encryption and access controls, including mandatory multi-factor authentication. We also assess third party suppliers through rigorous security and privacy evaluations to mitigate external risks.

Our data security and privacy controls are regularly audited by clients and our security auditors, and we continually align with evolving industry best practices.

Training and awareness

Our people play a vital role in safeguarding information. All new staff complete comprehensive induction training, and privacy and information security forms part of an annual training module undertaken by all employees. We also maintain an Information Security Policy and an incident response framework to ensure preparedness.

Cybersecurity awareness and testing

Safeguarding our customers' personal information through strong cybersecurity has never been more important. We have an obligation to keep sensitive information protected.

Our Chief Information Officer is responsible for managing cybersecurity risk, developing and implementing plans, and reporting to the Board on a regular basis.

We align with ISO27001:2022 Information Security Standard, National Institute of Standards and Technology (NIST) Cybersecurity Framework and the Open Web Application Security Project (OWASP).

To stay ahead of evolving cyber threats, Credit Corp continues to invest in robust cybersecurity controls and actively monitors for risks that could affect our infrastructure, data security, and customer privacy. We invest in people, processes, and technology to strengthen our defence against cyber attacks, with a focus on maturing our resilience and recovery capabilities to minimise the potential impact of a significant cyber event.

We regularly conduct simulation exercises to strengthen our cyber response and recovery capabilities. In November 2025, the Senior Management Team participated in a cybersecurity desktop scenario exercise, which was subsequently reviewed by the Board. This exercise successfully identified system and process improvements to enhance our overall cybersecurity capabilities and risk management. Following this, the Board engaged in an extension desktop exercise in March 2026 to further build on the management session. These scenario exercises are conducted annually in partnership with an external security firm, with the next scheduled for 2027.

We constantly monitor the health of our technology systems and perform security risk reviews, threat monitoring, and business continuity planning for a range of disruption scenarios. Annual testing of our Disaster Recovery and Business Continuity Plans is undertaken to assess the strength of our recovery capabilities in managing any risks or threats.

We have engaged a third-party cybersecurity specialist to carry out an incident preparedness assessment to assess our controls and identify areas for improvement. They will also be on hand to assist with forensic investigations and respond to any cyber incidents, should the need arise. Additionally, we undertake 24/7 dark web monitoring to help mitigate fraud risk for our customers.

Employee awareness

We run ongoing cybersecurity awareness campaigns, including during Cybersecurity Awareness month, to highlight employees' critical role in protecting data.

These campaigns cover key threats such as phishing, business email compromise and incident response, along with practical tips on being cybersecure in today's world.

Regular simulated phishing tests are conducted, with automatic training modules assigned to employees who fail a simulation. Our mandatory annual training also includes information security awareness to help staff stay vigilant.

Each initiative is designed to equip employees with the knowledge required to identify and respond to cybersecurity threats at all levels of the business, to ensure our processes are robust and our systems remain secure.

In FY2026, our secure email gateway successfully blocked 80,766 phishing emails, reinforcing our commitment to safeguarding against cyber threats.

Good business practice

Combating financial crime

Credit Corp is committed to detecting, deterring, and disrupting money laundering, terrorism financing, and other serious financial crimes. We operate in compliance with applicable laws and regulations, maintaining our reputation as an industry compliance leader.

Our AML/CTF Group Statement outlines our core principles for identifying, mitigating and managing the risk that our products or services may be used to facilitate money laundering or terrorism financing.

View our AML/CTF Statement

Anti-bribery and corruption

Credit Corp has no tolerance for any form of bribery or corruption.

Our suite of anti-bribery and corruption policies is underpinned by our corporate values – doing the right thing, being open and honest and making it happen – and includes the following:

- Employee Code of Conduct
- Gifts and Entertainment Group Policy
- Securities Trading Policy
- Credit Corp Group Whistleblower Policy
- Supplier Code of Conduct
- External Auditor Policy
- Conflicts of Interest Policy

Position on political donations and industry associations

We belong to a number of industry associations as part of our normal course of business. We appreciate the opportunity to share perspectives and gain valuable insights from these groups in ways that are lawful and not anti-competitive.

While we do not make political donations, we may from time to time pay to attend political events aimed at the business community. In 2026, we did not participate in any such events, nor did we contribute to any political party in Australia.

Strategic integration of AI

Credit Corp's overarching AI Strategy, approved by the Board, is a key component of our Always Ahead vision. The strategy is driven by two core objectives: leveraging AI to improve collection outcomes, strengthen lending decisions, and drive operational effectiveness; and making AI accessible across the organisation so it becomes an everyday part of how our people work.

To bring this strategy to life, we established an internal AI CoE, which includes a team of specialised AI engineers. Working closely with the broader business, the CoE identifies opportunities and develops practical, secure AI solutions aligned with business needs. As part of this collaborative framework, the CoE has enabled a network of "AI Champions" who are building custom agents to support their own workflows and at the same time assisting their peers, helping to democratise AI adoption across the Company.

Responsible use and governance

Credit Corp is committed to the responsible use of AI. Our focus is on using AI to support and empower our people, reducing administrative work and making roles more impactful. We apply a principles-based approach to the design, development, and deployment of AI, anchored by our Artificial Intelligence Compliance and Governance Policy.

A cornerstone of this policy is a human-in-the-loop requirement for all critical customer facing interactions. While AI may assist with tasks and provide guidance to our employees, the final work outputs and accountability for accuracy and quality remain with our team.

To operationalise our governance principles, in FY2026 we launched our *Using AI at Credit Corp* guide for employees, alongside a mandatory e-Learning module. These tools provide our employees with clear, practical guidance on how best to leverage our approved enterprise platforms. With practical everyday "do's and don'ts," the focus is on building safe usage habits to complement our broader governance framework of supplier oversight and ongoing model monitoring, ensuring transparency, fairness, and regulatory compliance as our capabilities evolve.

We will regularly review our responsible AI approach in line with evolving technology, regulations and industry best practices. As the landscape continues to shift, we expect our approach to adapt over time.

View our Group Code of AI Ethics

Our approach to tax

We recognise the important contribution taxes make to support government assets and services. Our approach to managing our tax affairs is in accordance with Credit Corp's values and strategy. We seek to comply with prevailing tax laws in all jurisdictions that we operate in, and to maintain transparent and collaborative relationships with tax authorities.

Reducing our environmental impact

As a technology-enabled services business with a predominantly digital operating model, we recognise that environmental factors influence our operations, just as our activities impact the environment. This awareness drives our efforts to foster positive environmental change across our operations.

Our Group Environmental Policy outlines our strategic approach to reducing our environmental footprint.

View our Group Environmental Policy

Progress and priorities

We continue to strengthen our data collection, policies, and practices. The following table highlights our progress to date and outlines our key priorities moving forward. Notably, it details our readiness and compliance preparation for the AASB S2 Climate-related Disclosure Standard, which we have adopted for the first time in FY2026.

Our inaugural Sustainability Report in accordance with AASB S2 can be found on page 80.

FY2025

- Completed a gap analysis with an external consultant and developed a three-to-five-year roadmap for compliance with upcoming climate-related disclosure requirements
- The ESG Working Group completed an assessment of climate-related risks and opportunities and held initial discussions to prepare for climate scenario analysis
- Aligned the structure of the FY2025 environmental reporting with AASB S2 requirements, initiating a phased approach to implementation
- Improved our data collection systems for reporting of Scope 2 emissions for our overseas sites
- Finalised revisions to our procurement policy to incorporate principles addressing environmental and social considerations

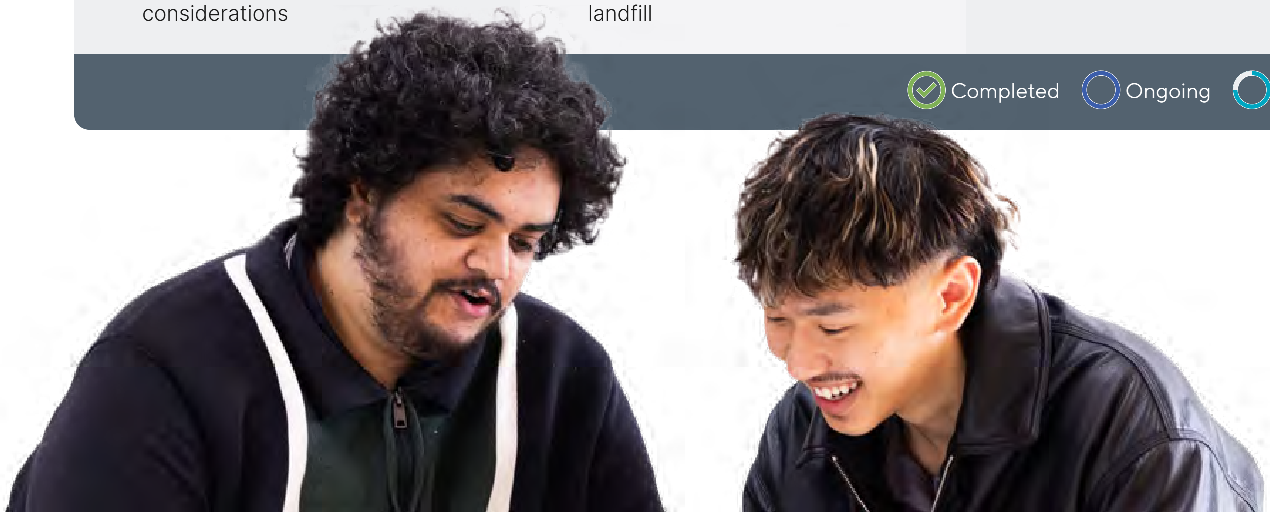
FY2026

- Advanced environmental initiatives in line with our roadmap, including validating identified climate-related risks and opportunities and conducting qualitative scenario analysis, to assess financial materiality and identify any potential impacts on our business or climate strategy
- Continued developing environmental and data management systems, particularly for Scope 3 emissions, and identifying and evaluating targeted emissions reduction opportunities
- Commenced purchasing GreenPower for our Sydney head office and Auckland office
- Trialed daylight harvesting in our Salt Lake City office to reduce energy use for lighting, with a view to future expansion
- Maintained recycling systems at our sites to reduce waste to landfill

Priorities for FY2027

- Refine data collection processes for Scope 3 calculations to meet AASB S2 reporting requirements in FY2027
- Finalise the update of our corporate travel policy
- Roll out a formalised e-waste management procedure across all locations to standardise secure recycling and disposal protocols
- Purchase GreenPower for our remaining Australian offices serviced by direct electricity contracts from FY2027 onwards
- Engage with landlords to discuss GreenPower purchasing opportunities
- Develop an environmental framework for office fit-outs to integrate environmental considerations into lease negotiations and workplace design

Completed Ongoing Underway



Governance

The Board has overall responsibility for environmental and climate-related risks, delegating oversight to the ARC to ensure these factors are integrated into our enterprise-wide risk management. Detailed disclosure of the Group's risk management framework is available in our Corporate Governance Statement on pages 56 to 58 and the Sustainability Report on page 89.

Climate risk management and strategic considerations

Our climate-related disclosures have been prepared in accordance with the Australian Sustainability Reporting Standards (AASB S2) and are detailed in the Sustainability Report on page 80.

This report includes our global Scope 1 and 2 emissions disclosure. While our direct emissions are minimal, we recognise that our Scope 3 emissions, originating from our supply chain, including professional services, mail houses, business travel and waste management, constitute the most significant portion of our total carbon footprint. We are proactively measuring and analysing our Scope 3 emissions to establish a robust baseline for mandatory AASB S2 reporting in FY2027.

Emission reduction activities

Our emission reduction activities are summarised below:

Scope 1 emissions

Our emissions for Scope 1 are small and primarily consist of Kyoto-listed refrigerant gases from fridges, vending machines and air conditioners within our operational control. As a result, further Scope 1 reduction opportunities are currently limited.

Scope 2 emissions

We are actively reducing our Scope 2 emissions through a combination of energy efficiency initiatives and strategic workplace optimisation.

In our Australian offices, we have implemented energy-saving measures such as timers on air conditioning units and display screens, alongside installing energy-efficient LED and T5 lighting with proximity sensors to minimise energy consumption. Our hybrid work model has also enabled us to optimise office space, reducing our overall energy needs for lighting, heating, and cooling.

Our Sydney head office is in a building with a 5.5-star NABERS energy rating and a 3.5-star NABERS water rating.

In FY2026, we launched a daylight harvesting trial in our Salt Lake City office, using sensor-based lighting that automatically dims with sufficient natural light.

During FY2026, we began purchasing 100% renewable electricity for our Sydney head office and Auckland office, reducing our market-based Scope 2 emissions at these sites.

We plan to extend the purchase of 100% renewable electricity to our other Australian offices which have direct electricity contracts from FY2027.

Scope 3 emissions

We continue to seek opportunities to reduce indirect emissions across our value chain. Our Scope 3 reduction strategies focus on sustainable procurement, optimised business travel, efficient off-site data centres, and recycling and waste reduction initiatives.

Procurement

In FY2026, we enhanced our procurement policy to more explicitly integrate environmental and social criteria. We aim to prioritise partnerships with suppliers with strong ESG practices, provided their offerings remain commercially competitive and meet our operational standards. To support this, we centralised our vendor management onto a single platform, embedding mandatory ESG questionnaires into our supplier onboarding and review processes.

Data centres

The energy efficiency of data centres is measured in terms of their power usage effectiveness (PUE) rating, an industry measurement standard. Total energy use for the whole building is divided by the energy used for the IT equipment itself. The lower the PUE, the more efficient the site – an ideal PUE is 1.0, with all power going directly to IT equipment.

We partner with established data centre providers in Sydney, Brisbane and the US. Our two data centres in Sydney each have a power usage effectiveness (PUE) rating of 1.3 and 1.45, while our Brisbane data centre has a PUE of 1.3. Our data centres in Utah and Denver both have a PUE rating of 1.33.

Technology partners, including AI

As we integrate AI capabilities into our operations, we recognise the importance of considering the environmental impacts of AI, particularly regarding energy and water use.

Much of our AI capacity is provided by third-party partners through enterprise platforms including Google Gemini and Microsoft Copilot. We note our partners' commitments to minimising data centre emissions. Microsoft has pledged to be carbon negative and water positive by 2030, while Google reports that it continues to advance its renewable energy and data storage efficiency targets.

We are currently establishing methodologies to measure the energy impact of our enterprise AI usage, which will be incorporated into our Scope 3 emissions reporting from FY2027.

Travel

Our travel policy encourages limiting the use of business class air travel (which has a larger carbon footprint than economy travel) and encourages the use of web conferencing wherever practical. Our continued hybrid working arrangements, with most Australian teams working from home two days per week (varying between department and location) also reduce greenhouse gas (GHG) emissions associated with staff commuting while lowering resource consumption in our offices.

Waste management

Our Sydney head office building maintains best-practice recycling streams for food organics, paper and cardboard, toner cartridges, disposable coffee cups and commingled items.

To reduce paper use, our offices have printers set to double-sided printing, and a security code needs to be entered at the printer to release the print job, reducing paper use and improving security.

In addition to extending the lifecycle of our IT infrastructure where possible through refurbishment, our end-of-life computers, phones and network equipment are collected to be securely recycled, repurposed, or destroyed by ShredX in Australia or through tenanted building e-waste recycling programs.

Our sustainability performance

This table summarises the metrics in line with our Sustainability Framework.

Metric	Unit	2026	2025	2024
Commitment to our people				
Total employees per location (FTE number)	#	**2,196**	**2,065**	**2,231**
Australia		1,127	1,082	1,229
New Zealand		101	97	89
Philippines		554	507	480
Unites States of America		408	379	433
United Kingdom		6	—	—
Total headcount #	#	**2,223**	**2,149**	**2,311**
Australia		1,149	1,154	1,287
New Zealand		102	100	92
Philippines		554	513	491
Unites States of America		412	382	441
United Kingdom		6	—	—
Employment type (headcount)	%			
Full-time		94.5	92.7	91.4
Part-time		5.1	6.8	8.2
Casual		0.4	0.5	0.4
Safety and wellbeing	#			
Injuries per 100 employees		0.4	0.5	0.4
Work-related fatalities		0	0	0
Parental leave				
Employees who have accessed parental leave:				
Female		54	23	28
Male		8	4	8
Employees still employed 12 months after returning from parental leave:				
Female		11	13	27
Male		6	3	16
Employee training				
Total training hours:		**132,534**	**65,800**	**72,000**
Leadership levels		2,670	3,100	1,500
Frontline employees		129,864	62,700	70,500
Average hours per FTE		60	32	32
Gender diversity	%			
Women in workforce		60	60	61
Women in all management roles		56	56	57
Women in frontline management roles		64	62	62
Women in top management roles		40	42	29
Women in management roles in revenue-generating functions		59	60	60
Women in STEM-related roles		26	32	31
Female Non-Executive Directors on Board		38	38	29

Metric	Unit	2026	2025	2024
Commitment to our people				
Age diversity	%			
< 30 years old		35	33	36
30-50 years old		52	54	53
> 50 years old		13	13	11
Tenure split	%			
0-5 years		61.7	61.8	63.0
6-10 years		18.5	22.9	22.5
11-15 years		12.9	10.2	9.8
16-20 years		4.9	3.6	3.2
21+ years		2.0	1.5	1.5
Hires and internal candidates				
Leadership positions filled by internal candidates	%	66	81	94
Internal promotions	#	159	103	151
Flexible working	#			
Employees working flexibly (approved arrangements)		337	404	377
Employees with caring responsibilities		134	195	200
Credit Corp Indigenous workforce				
Represents the proportion of Australian employees who have indicated they most strongly identify with Australian Aboriginal and/or Torres Strait Islander ancestry.[1]	%	1.2	0.84	1.2

1. Disclosure is voluntary and indicative only

Metric	Unit	2026	2025	2024
Supporting our customers				
Net Promoter Score – Wallet Wizard	#	19	29	21
Complaint rate[2]				
Australia – EDR		2.1	1.7	1.6
USA – Federal regulator		5.3	5.4	1.6

2. Refer to page 28 for information on the calculation of complaint rates

Metric	Unit	2026	2025	2024
Reducing our environmental impact				

Scope 1 and 2 emissions data is included in the Sustainability Report on page 90.

Our sustainability performance

Assessing our performance

We benchmark our progress as we strive to deliver better economic, social and environmental outcomes. We take part in a range of sustainability indices and surveys, including:

Morgan Stanley Capital International (MSCI):

In July 2026, Credit Corp Group received a rating of "AAA" (on a scale of AAA-CCC) in the MSCI ESG Ratings Assessment, an improvement on the "AA" rating from the previous year.

THE USE BY CREDIT CORP GROUP OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF CREDIT CORP GROUP BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

Sustainalytics:

In January 2025, Credit Corp Group received an ESG Risk Rating of 20.4 and was assessed by Morningstar Sustainalytics to be at Medium Risk of experiencing material financial impacts from ESG factors. In no event this report shall be construed as investment advice or expert opinion as defined by the applicable legislation. The information contained or reflected herein is not directed to or intended for use or distribution to India-based clients or users and its distribution to Indian resident individuals or entities is not permitted and Morningstar/Sustainalytics accepts no responsibility or liability whatsoever for the actions of third parties in this respect.

The score is out of 100, where 0 equals negligible risk and 40 or above equals severe risk.

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Corporate governance statement

Corporate governance overview

Credit Corp Group Limited (the Company) and its subsidiaries (collectively, the Group) maintains governance policies and practices that provide a framework for and guide decision-making to meet stakeholder expectations of sound corporate governance, acknowledging Credit Corp's responsibilities to its shareholders, creditors, clients, customers, employees and the communities in which it operates.

The Group's corporate governance practices comply with the 4th edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations released by the ASX Corporate Governance Council.

Our purpose is to empower customers by providing genuine and affordable solutions as a pathway to increased financial inclusion. Our objective is to be the leading global provider of responsible financial services in the credit-impaired consumer segment.

Our business demands high standards of governance and control. Financial services have become a basic need in modern economies and the sector is heavily scrutinised. In our segment of the market we are more likely to encounter consumers suffering from different forms of hardship and vulnerability. Mitigating the risk associated with working with such customers requires a strong control framework overseen by the Group's Board.

Credit Corp has a positive governance culture supported by its values of discipline, accountability and transparency. Discipline involves the adherence to established standards and controls. Accountability ensures that targets for stakeholder outcomes are set and achieved to deliver continuous improvement. Transparency keeps stakeholders informed of all material aspects of performance and promotes the timely recognition of opportunities for improvement.

Our corporate governance practices also reflect these values.

This statement relates to the financial year ended 30 June 2026, and is current as at 4 August 2026. This statement has been approved by the Board.

The Board

Our Board is a strong, diverse team, which enables it to guide the strategic management of the Company and ensure that controls are in place to meet standards of performance set by shareholders, clients and the community.

Pictured above from Left to Right: Phillip Aris, James M Millar, Lyn McGrath, Thomas Beregi, Eric Dodd, Sarah Brennan, Trudy Vonhoff, and Brad Cooper. Greg Cooper, not pictured, became a director on 1 July 2026.

Particulars of the skills, experience, expertise and responsibilities of the directors at the date of this report, including all directorships of other listed companies held by a director at any time in the three years immediately before 30 June 2026, and the period for which each directorship has been held, are set out in pages 43 to 45.

Board of Directors

Eric Dodd

Chair and Independent Non-Executive Director

Appointed

Appointed as a Non-Executive Director in July 2009 and Chair on 4 February 2021

Board Committees

- Member of the Audit & Risk Committee
- Member of the Remuneration & HR Committee
- Member of the Nomination Committee

Experience

Eric has more than 50 years experience in the insurance, finance, banking and healthcare sectors.

Eric previously held the position of CEO of Insurance Australia Group, and Managing Director and CEO of MBF Australia Limited for a six-year period, before being 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 has held a number of senior positions within the financial services industry.

Directorships of listed entities over the past three years

Nil

Other current external appointments

Eric has recently stepped down as Chair of First American TItle Insurance Company of Australia Pty Limited and Chair of Integrity Insurance Group.

Qualifications

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

Interest in shares and options

6,927 ordinary shares of Credit Corp Group Limited.

Thomas Beregi

Managing Director
CEO and Company Secretary

Appointed

Appointed as Managing Director on 21 March 2023 and Company Secretary on 21 September 2007

Board Committees

- Nil

Experience

Thomas joined Credit Corp as Chief Financial Officer in September 2007, before being appointed to his current role as Chief Executive Officer in October 2008. Prior to joining Credit Corp, he was the Chief Operating Officer of real estate services firm Jones Lang LaSalle Australia.

Thomas has previously held senior finance and operational positions with multinational consumer goods companies Diageo plc and PepsiCo Inc.

Directorships of listed entities over the past three years

Nil

Other current external appointments

Nil

Qualifications

Thomas holds a Bachelor of Economics and Bachelor of Laws (Hons), is a Certified Practising Accountant and a Graduate of the Australian Institute of Company Directors.

Interest in shares and options

41,086 ordinary shares and 353,520 performance rights of Credit Corp Group Limited.

Trudy Vonhoff

Independent Non-Executive Director

Appointed

19 September 2019

Board Committees

- Chair of the Nomination Committee
- Member of the Remuneration & HR Committee

Experience

Trudy is an experienced Non-Executive Director and has over 25 years experience in retail and business banking, corporate banking, financial markets and strategy. Trudy brings to the Board strong financial, risk management and governance skills. She has held executive positions with Westpac Banking Corporation and AMP Bank Limited and has led customer, finance, technology and operations businesses in a rapidly changing regulatory environment. Previous board roles include Non-Executive Director of AMP Bank Limited, Cabcharge Australia, Ruralco Holdings and Tennis NSW.

Directorships of listed entities over the past three years

Non-Executive Director of Cuscal Limited (ASX: CCL) since April 2019 and Chair of the Risk Committee, and Non-Executive Director of Iress Limited (ASX:IRE) since February 2020 and Chair of the Audit & Risk Committee since May 2021.

Other current external appointments

Director of Australian Cane Farms Limited and Independent Member, Nomination Committee for Tennis Australia.

Qualifications

Trudy holds a Bachelor of Business (Hons) and a Master of Business Administration and has completed further development courses at Harvard Business School, Sydney University and the Australian Institute of Company Directors. She is a Fellow of the Australian Institute of Company Directors and a Senior Fellow of the Financial Services Institute of Australasia.

Interest in shares and options

16,175 ordinary shares of Credit Corp Group Limited.

Corporate governance statement

Board of Directors continued

Phillip Aris
Independent Non-Executive Director

Appointed
15 July 2021

Board Committees
- Chair of the Remuneration & HR Committee
- Member of the Nomination Committee

Experience
Phillip brings extensive senior executive and board experience across a range of roles within the financial services and technology sectors across Australia, the UK and Asia. Past executive roles include Head of Credit Cards for Commonwealth Bank, Chief Executive Officer of CountPlus Limited (Count Limited), and Regional Head of Strategy and Business Development for Thorn-EMI Asia Pacific, working across Australia, the UK and Hong Kong.

Directorships of listed entities over the past three years
Non-Executive Chair of XPON Technologies Group Limited (ASX: XPN) from 16 December 2021 to 8 April 2024.

Other current external appointments
Nil

Qualifications
Phillip holds a Bachelor of Economics and a Master of Management.

Interest in shares and options
4,500 ordinary shares of Credit Corp Group Limited.

James M Millar AM
Independent Non-Executive Director

Appointed
21 December 2021

Board Committees
- Chair of the Audit & Risk Committee

Experience
James brings extensive senior leadership experience to the Board from both his professional services and Non-Executive Director careers. He has had a distinguished professional services career, initially in corporate reconstruction, culminating in his role as Chief Executive Officer of the Asia Pacific region for EY and serving the firm's global operations. James has served as Chair of Fantastic Furniture Ltd, Export Finance Australia, and Forestry Corporation of NSW. He is also a former Director of Fairfax Media Ltd, Macquarie Media Ltd, Helloworld Ltd and Slater & Gordon Ltd.

Directorships of listed entities over the past three years
Non-Executive Director of Mirvac Group (ASX: MGR) from 19 November 2009 to 31 December 2023.

Other current external appointments
Nil

Qualifications
James holds a Bachelor of Commerce, is a retired Fellow of the Institute of Chartered Accountants Australia and New Zealand and is a Fellow of the Australian Institute of Company Directors.

Interest in shares and options
9,000 ordinary shares of Credit Corp Group Limited.

Lyn McGrath
Independent Non-Executive Director

Appointed
1 January 2023

Board Committees
- Member of the Audit & Risk Committee
- Member of the Nomination Committee

Experience
Lyn has had a long and successful executive career in financial services, culminating in her role as Group Executive Retail Banking at BOQ responsible for both the BOQ Retail Bank and the Virgin Money Australia Digital Bank. Prior to BOQ, Lyn was at Commonwealth Bank for almost 12 years, including Executive General Manager roles leading retail banking distribution and the wealth advice business.

Directorships of listed entities over the past three years
Non-Executive Director of Auswide Bank Limited from 1 March 2023 to 28 February 2025.

Other current external appointments
Chair of Heartland Bank Australia Limited, Chair of the Australian Digital Health Agency and Non-Executive Director and Chair of the Group Risk and Compliance Committee of CIMB Group Holding Berhad, a Malaysian listed bank.

Qualifications
Lyn holds a Bachelor of Arts and a Master of Business Administration. She is a Graduate of the Australian Institute of Company Directors, a Senior Fellow of FINSIA, a Vincent Fairfax Fellow in Ethical Leadership and a member of Chief Executive Women.

Interest in shares and options
Nil

The Credit Corp Board of Directors is committed to strong corporate governance policies and practices, and guides the business and affairs of the Group on behalf of shareholders.

Brad Cooper

Independent Non-Executive Director

Appointed
18 April 2023

Board Committees
- Member of the Audit & Risk Committee
- Member of the Remuneration & HR Committee

Experience
Brad has had a successful executive career in financial services spanning over 20 years at the CEO level. He served as CEO of BT Financial Group for nearly a decade to 2019 and was formerly CEO of Westpac New Zealand Limited, appointed in 2007. Prior to Westpac, Brad had a long career with the then GE Consumer Finance businesses in Australia, the UK and Ireland, serving as CEO of Consumer Finance in each region, as well as serving as Chair of GE Capital Bank in the UK.

Directorships of listed entities over the past three years
Non-Executive Director of Judo Bank (ASX: JDO) since December 2024.

Other current external appointments
Non-Executive Chair of the Australian and New Zealand Boards for DUAL Group since November 2024, Non-Executive Chair of Wise Group PLC, Australia (NASDAQ: WSE) since March 2026.

Qualifications
Brad has a Master of Business Administration from the Macquarie Graduate School of Management.

Interest in shares and options
Nil

Sarah Brennan

Independent Non-Executive Director

Appointed
9 September 2024

Board Committees
- Member of the Audit & Risk Committee
- Member of the Remuneration & HR Committee

Experience
Sarah has a breadth of board and executive experience in financial services. She previously held senior positions in life and wealth management at MLC, Citibank and Deutsche Bank. Sarah also co-founded a successful strategic financial services consultancy, Comparator Business Benchmarking, which was later acquired by CoreLogic.

Directorships of listed entities over the past three years
Non-Executive Director of NobleOak Life Limited (ASX: NOL) since December 2021 and Chair since January 2025, Non-Executive Director of Netwealth Group Limited (ASX: NWL) since February 2024 and Non-Executive Director of Argo Global Listed Infrastructure Ltd (ASX: ALI) since July 2024.

Other current external appointments
Nil

Qualifications
Sarah holds a Bachelor of Arts and a Graduate Management Diploma from the Australian Graduate School of Management. Sarah is a Graduate of the Australian Institute of Company Directors, a graduate of Massachusetts Institute of Technology (Leadership for the AI Age), a member of Chief Executive Women and is a Fellow of the Financial Planning Association of Australia.

Interest in shares and options
3,720 ordinary shares of Credit Corp Group Limited.

Greg Cooper

Independent Non-Executive Director

Appointed
1 July 2026

Board Committees
Nil

Experience
Greg has extensive executive, Board and Chair experience across a diverse range of organisations, including ASX-listed, private, not-for-profit, and Government-owned corporations. His local and overseas financial services experience includes 18 years at Schroders Investment Management based in Australia, Singapore, and the UK, in roles including the Chief Executive Officer Australia, Director for Schroders Investment Management Australia, Global Head of Institutional Distribution and Head of Product Strategy for Asia Pacific. A qualified actuary, Greg is the former Head of Actuarial Consulting for Towers Perrin in Asia, based in Hong Kong.

Directorships of listed entities over the past three years
Non-Executive Director of Perpetual Limited (ASX: PPT) since September 2019 and Chair since February 2025.

Other current external appointments
Non-Executive Chair of Avanteos Investments Limited (trustee of the Colonial First State Superannuation funds) and Calvary Health Care, Non-Executive Director of Australian Payments Plus Limited and member of the Private Equity Investment Committee of Queensland Investment Corporation.

Qualifications
Greg holds a Bachelor of Economics (Actuarial Studies) from Macquarie University, is a Fellow of the Institute of Actuaries Australia and a Graduate of the Australian Institute of Company Directors.

Interest in shares and options:
Nil

Corporate governance statement

Senior Management Team

Matt Angell
President, Credit Corp USA

20 YEARS WITH CREDIT CORP

Priorities
Matt is responsible for the performance of Credit Corp USA including achieving financial, operational and asset management performance objectives, managing market and client interactions, overseeing all back office functions and delivering on business improvement initiatives. He is committed to growing the contribution of the US business to Credit Corp and achieving the Group's objectives for this key strategic priority.

Experience
Matt has over 25 years of management experience. He spent 17 years as Credit Corp's Chief Operating Officer before relocating to the USA in 2024. Prior to joining Credit Corp he ran software development and consulting teams in Australia and the USA.

Matt holds a Bachelor of Engineering and is a Graduate of the Australian Institute of Company Directors.

Mitch Symes
Chief Operating Officer, AU/NZ

7 YEARS WITH CREDIT CORP

Priorities
Mitch is responsible for oversight of the revenue generating businesses of Credit Corp across Australia and New Zealand. He is committed to delivering on the revenue and profit objectives of the Group each year, whilst also overseeing the execution of strategic priorities that will drive growth into the future.

Experience
Mitch has over 20 years experience leading businesses in the credit-impaired consumer segment. He joined Credit Corp in 2019 as Head of Product and Digital Operations before being promoted to the role of Chief Operating Officer for Australia and New Zealand in 2023. Prior to joining Credit Corp, Mitch held executive positions in several high-growth financial services organisations.

Mitch holds a Master of Applied Finance, a Bachelor of Business and Commerce and a Diploma of Financial Services.

Tim Cullen
Chief Information Officer

12 YEARS WITH CREDIT CORP

Priorities
Tim is responsible for information technology, security (including cyber, fraud and physical security), business continuity, client administration and facilities for Credit Corp Group. His priorities are to improve and deliver operational excellence, customer experience and drive competitive advantage through automation, digitisation and smart technologies.

Experience
Tim has more than 30 years experience in technology and financial services. Prior to joining Credit Corp, Tim held roles at NAB and MLC leading their direct channels, digital and e-security business as well as leading technology functions in the retail bank.

Tim holds a Bachelor of Computer Science and Pure Mathematics.

Carrie Luzar
Chief People Officer

2 YEARS WITH CREDIT CORP

Priorities
Carrie leads the Human Resources function, championing initiatives that foster engaging, inclusive, and high-performing work environments. Her priorities include attracting and retaining top talent, building meaningful career pathways, and developing internal capabilities to support the Company's growth. Carrie also oversees workplace safety and ensures that people processes comply with regulatory standards, reinforcing a culture of accountability, wellbeing, and continuous improvement.

Experience
Carrie has over 20 years experience in human resources. Prior to joining Credit Corp in 2024, Carrie led HR teams and held senior roles across a range of industries including seven years at Alinta Energy and 11 years at Jacobs/SKM.

Carrie holds a Bachelor of Business (HR and Management) and is an Affiliate of the Australian Institute of Company Directors.

Our people are the cornerstone of our success and we are committed to providing them with the ability to succeed in their roles and develop their careers.

Michael Eadie
Chief Financial Officer and Company Secretary

17 YEARS WITH CREDIT CORP

Priorities

Michael is accountable for the financial management of Credit Corp, including ASX reporting, forecasting, taxation, treasury and capital management. Alongside the CEO, President Credit Corp USA and ANZ COO, he is responsible for the strategic planning and execution that has underpinned the growth and diversification of Company earnings over the last decade. Michael has served as Company Secretary since 17 March 2011.

Experience

Michael joined Credit Corp in 2009 as Financial Controller before becoming Chief Financial Officer in 2010. Prior to joining Credit Corp, Michael held a variety of senior roles in leading financial services companies, including 10 years at Macquarie Bank. These roles were primarily commercially focused, supporting the financial management and capital allocation decisions of operating divisions.

Michael holds a Bachelor of Accounting and a Master of Applied Finance. He is a Certified Practising Accountant and Fellow of the Financial Services Institute of Australasia.

Alana Hampton
Head of Risk

2 YEARS WITH CREDIT CORP

Priorities

Alana is responsible for overseeing Credit Corp's enterprise risk management and internal audit functions across all jurisdictions. She is dedicated to fostering a proactive risk culture that enhances accountability, drives continuous improvement, and underpins sustainable growth across the organisation.

Experience

Alana has over 20 years experience in financial services, and has held various senior positions in risk, compliance and governance. Before joining Credit Corp, she was General Manager – Enterprise Risk Management and Compliance at Equifax and previously served as Head of Compliance and Governance at FlexiGroup Ltd. In her prior roles, she has led transformative enterprise-wide risk strategies and compliance initiatives, strengthening overall risk posture and regulatory compliance.

Alana holds a Bachelor of Laws and a Bachelor of Communication.

Niki Brown
Head of Marketing

2 YEARS WITH CREDIT CORP

Priorities

Niki is responsible for the development and implementation of the marketing strategy for Credit Corp's lending operations. Her priorities are the acquisition of new customers and efficiently aligning marketing investment with business growth objectives.

Experience

Niki is a seasoned marketing executive with over 20 years experience across a variety of industries including financial services, retail, media and automotive. Niki has held senior roles across global corporates and high growth organisations, navigating complex markets and regulatory environments with a clear focus on customer acquisition, brand management and data-driven marketing.

Niki holds a Bachelor of Commerce (Marketing and Finance).

Martin Wu
Chief Analytics Officer

12 YEARS WITH CREDIT CORP

Priorities

Martin leads the Group's analytics, forecasting and data capabilities, supporting debt purchasing, asset management and consumer lending decisions across the Group. His focus is on applying advanced analytics, statistical modelling, machine learning and AI to improve business performance, optimise decision-making and support strategic growth.

Experience

Martin has more than 20 years experience across debt buying, consumer lending, insurance and actuarial consulting. Prior to joining Credit Corp, he held roles with PricewaterhouseCoopers and Suncorp, where he was responsible for pricing, claims valuation, model validation, financial modelling and risk analytics.

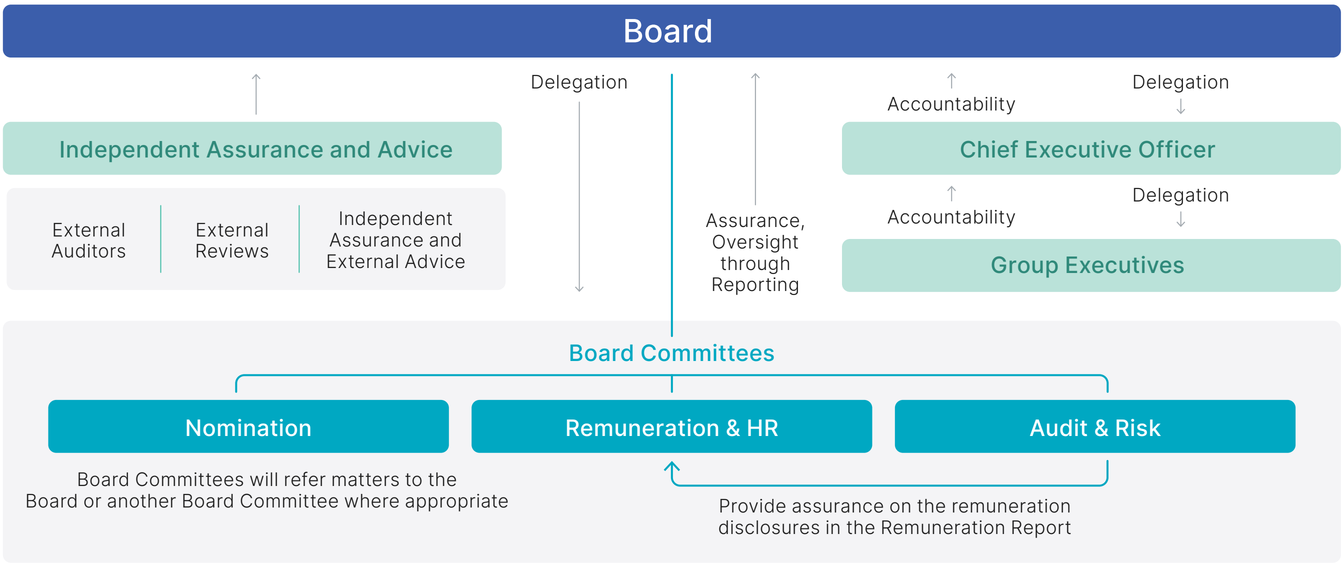
Martin holds degrees in Computer Engineering (First Class Honours), Finance and Actuarial Studies. He is a Fellow of the Institute of Actuaries of Australia (FIAA) and a Chartered Enterprise Risk Actuary (CERA).

Corporate governance statement

The Board continued

Roles and responsibilities

Credit Corp's Board and Board Committee structure.



The key focus areas of the Board during the 2026 financial year are set out below.

The Board's key governance activities in FY2026 include:

- continuing the process of Board and Chair succession, including the appointment of a new director and Chair
- meeting with shareholders and proxy advisors as part of the Group's ongoing engagement to discuss matters relating to the Group's business performance, governance and remuneration
- reviewing the resilience of the Group's systems and response to potential cyber incidents and data breaches
- reviewing the preparedness of the Group for reporting on climate-related disclosures required in FY2026 for the first time
- reviewing the Group's risk management framework and implementation of recommended changes
- conducting its annual Board and Board Committee performance reviews
- considering the governance implications of AI as well as reviewing the planning and execution of initial AI use cases
- reviewing and refreshing the Group's strategic plan for the next five years
- reviewing business cases and the performance of pilots to diversify the product suite of the lending business
- reviewing credit risk settings and performance for consumer lending
- monitoring the Group's liquidity, financial position and key metrics, including financial covenants.

Management

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 to ensure the Group is 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
- keeping abreast of industry and economic trends in the Group's operating environment.

The Board continued

Accountability of Company Secretary

The Company Secretaries are accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

Board skills, expertise and attributes

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 non-executive directors are summarised in the following skills matrix.

	Skill	Description	Number of Non-Executive Directors
Core	Governance leadership	Detailed governance knowledge including the legal, compliance, regulatory and voluntary frameworks applicable to listed entities and highly regulated industries. Experience in cross-border environments and global conduct risk regimes, and a track record of guiding through transformation and growth	●●●●●● Expert (6), ● General working knowledge (1)
Core	Financial acumen	Highly proficient in accounting or related financial management and reporting for businesses of significant size	●●●●●● Expert (6), ● General working knowledge (1)
Core	Risk	Experience in anticipating, recognising and managing risks, including financial, non-financial and emerging risks, and monitoring risk management frameworks and controls	●●●●●●● Expert (7)
Core	Customer focus	Experience in developing and overseeing the embedding of a strong customer-focused culture in large and complex organisations, and a demonstrable commitment to achieving customer outcomes	●●●●●●● Expert (7)
Strategic	Strategy	An ability to define strategic objectives, constructively question business plans, apply commercial judgement to strategy decisions and bring a global perspective to bear	●●●●●●● Expert (7)
Strategic	Financial services	Experience working in, or advising, the banking and financial services industry with strong knowledge of its economic drivers and global business perspectives	●●●●●●● Expert (7)
Strategic	International and market expansion	Operating experience in the US and/or UK, regulatory knowledge of offshore markets and the ability to steer strategic expansion and manage global risk	●● Expert (2), ●●●● General working knowledge (4), ● Basic understanding (1)
Strategic	AI, digital and cybersecurity governance	Understands scaled technology delivery, AI governance, cybersecurity risk management, digital transformation and associated regulatory frameworks across jurisdictions	● Expert (1), ●●●●●● General working knowledge (6)
Strategic	New market and product diversification	Experience entering or scaling in adjacent financial services sectors, partnership ecosystems/alliances and M&A, integration and divestment capability	●●● Expert (3), ●●● General working knowledge (3), ● Basic understanding (1)
Future focused	Environment and social	Experience in understanding and identifying potential risks and opportunities arising from environmental and social issues, including the transition to a climate resilient future, management of biodiversity, and addressing human rights and modern slavery within supply chains	●● Expert (2), ●●●●● General working knowledge (5)
Future focused	People and culture	Experience in people matters including workplace health and safety, cultures, morale, inclusion and diversity, management development, succession, remuneration and talent retention initiatives	●●●●●●● Expert (7)
Future focused	Executive leadership	Having held a CEO or similar senior role in a large complex organisation, and having experience in that position in managing the business through periods of significant change and delivering desired business outcomes	●●●●●●● Expert (7)

● Expert ● General working knowledge ● Basic understanding

Induction of new directors

New directors undergo an induction program that includes meetings with members of management, the Chair of the Board and the Chair of each relevant Sub-Committee to gain an insight into the Group's business, values and culture. The directors utilise various programs and opportunities, including through their professional associations and accreditations, to maintain and enhance their skills and knowledge.

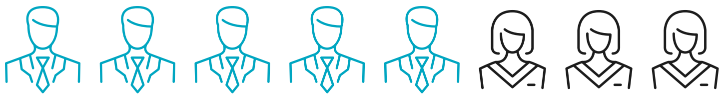
Corporate governance statement

The Board continued

Board diversity

A diverse group of skilled directors makes the Group a stronger organisation that makes better decisions. The Group also has a specific objective of achieving gender diversity in the composition of the Board, which is to have not less than 30 per cent of each gender.

The Group has met its objective for Board gender diversity, and will continue to focus on maintaining alignment with this objective, noting that our performance against it will vary at any given time depending on the timing of Board renewal and Board composition changes.



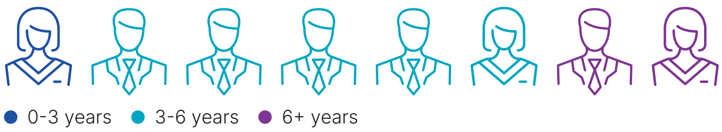
3 of 8 Board members are female = 38%

Board composition

The term held by each director in office during the year at the date of this report, or at the date of retirement, is as follows:

Name	Position	Term in office
Mr Eric Dodd (Chair)[1]	Independent Director	17 years
Mr Thomas Beregi	Managing Director and CEO	3 years
Mr Phillip Aris	Independent Director	5 years
Ms Sarah Brennan	Independent Director	2 years
Mr Brad Cooper	Independent Director	3 years
Ms Lyn McGrath	Independent Director	3 years
Mr James M Millar AM	Independent Director	4 years
Ms Trudy Vonhoff	Independent Director	7 years

1. Greg Cooper, Chair-designate, joined the Board on 1 July 2026 and assumes the Chair position on 5 August 2026.



Average board tenure = ~5.5 years

Independence

All non-executive directors satisfy the Group's criteria for independence, which aligns with the guidance provided in the ASX Corporate Governance Council Recommendations.

The Board assesses the independence of non-executive directors on appointment and annually. Each non-executive director provides an annual attestation of their interests and independence. Directors are considered to be independent if they are independent of management and free from any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with:

- the exercise of their unfettered and independent judgement
- their ability to act in the best interests of Credit Corp Group rather than the interests of another party.

Materiality is assessed on a case-by-case basis by reference to each non-executive director's individual circumstances rather than by applying general materiality thresholds.

Each non-executive director is required to disclose any interest in or relationship that they have, directly or indirectly, with a Group entity. The Board considers information about any such interests or relationships, including any related financial or other details, when it assesses the non-executive director's independence.

Appointment of directors

The Board, with the support of the Nomination Committee, has responsibility for the selection and nomination to shareholders of new or retiring directors standing for re-election. The Group's Appointment of Directors Policy sets out the Group's policy for the selection, appointment and re-election of directors.

Where a candidate is recommended by the Nomination Committee, 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. In addition, appropriate checks are made of a candidate's background as well as assessing any actual or perceived issues of independence.

If, after carrying out this checking and assessment, the Board appoints the candidate as a director, that director will stand for election by shareholders 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 appointment, including their duties and responsibilities, and requirement to disclose interests affecting independence or giving rise to a potential conflict of interest.

The Board continued

Performance reviews

Board's and Committees' performance reviews

The Board regularly reviews its performance and that of its Committees to ensure they are operating effectively and fulfilling their respective charters.

In FY2026 the Board engaged an independent, external specialist to conduct a comprehensive evaluation of the performance of the Board and its Committees. The review confirmed that the Board and its Committees are operating well, exhibiting strong dynamics and effectively discharging their responsibilities. As part of its ongoing commitment to strong governance and continuous improvement, the Board has considered the insights from the review to inform enhancements and opportunities for improvement.

Executive performance reviews

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

The performance review of the CEO is undertaken by the Chair of the Board, reviewed by the Remuneration and HR Committee and approved by the Board. The performance reviews of other executives are undertaken by the CEO and approved by the Remuneration and HR Committee. Performance reviews for each executive were conducted in FY2026.

Role of the Board committees

The Board is assisted by its three standing Board Committees, and membership of each of the Board Committees is outlined in their respective charters and is summarised in the table below. All of the Board Committees are comprised of non-executive directors. Board Committee members are chosen for the skills and experience that they can contribute to the respective Board Committee.

Committee	Key responsibilities	Membership
Audit and Risk Committee	The responsibilities of the Audit and Risk Committee are set out in the Audit and Risk Committee Charter, which is available on the Group's website and includes accountabilities to review and provide recommendations to the Board on the following: • approval of the annual and interim financial statements of the Group with the review process to include consideration as to whether the financial statements provide a true and fair view of the financial position and performance of the Group • review of the Group's risk management framework to ensure that it continues to be sound and that the Group is operating with due regard to the risk appetite set by the Board • appointment, re-appointment, rotation or removal of the external auditor with such appointment subject to shareholder approval in a general meeting • review and assessment of the effectiveness of the Group's compliance program in ensuring compliance with relevant legal and regulatory requirements, having regard to the Group's obligations in all jurisdictions in which it operates.	Mr James M Millar AM (Chair) Ms Sarah Brennan Mr Brad Cooper Mr Eric Dodd Ms Lyn McGrath
Remuneration and HR Committee	The responsibilities of the Remuneration and HR Committee are set out in the Remuneration and HR Committee Charter, which is available on the Group's website and includes accountabilities to review and provide recommendations to the Board on the following: • the Company's executive remuneration framework, policy and practice to ensure that it supports the Company's strategic objectives and core values and delivers outcomes consistent with the Company's risk management framework and risk appetite • the structure, design and maximum award values applicable to the Company's short-and long-term incentive plans • non-executive director remuneration, including any aggregate non-executive director (NED) fee cap amendments • the design of the performance appraisal system and the annual performance appraisals of executives other than the CEO • employee engagement surveys and action plans • succession planning for executives other than the CEO • objectives to achieve gender diversity in the composition of executives and the total workforce and the Group's progress in achieving its objectives.	Mr Phillip Aris (Chair) Ms Sarah Brennan Mr Brad Cooper Mr Eric Dodd Ms Trudy Vonhoff
Nomination Committee	The responsibilities of the Nomination Committee are set out in the Nomination Committee Charter, which is available on the Company's website, and includes accountabilities to review and provide recommendations to the Board on the following: • developing and maintaining a Board skills matrix • determining the size and composition of the Board, including reviewing Board succession plans • assessing the ongoing independence of non-executive directors • setting the criteria for nomination as a director and the membership of the Board • making appointments and setting succession plans for the Board • undertaking Board, Committee and individual director performance evaluations.	Ms Trudy Vonhoff (Chair) Mr Phillip Aris Mr Eric Dodd Ms Lyn McGrath

Corporate governance statement

Culture and values

The Group believes that its values represent its culture and underpin its success. All staff are encouraged to embrace these values. During induction, new staff are introduced to the values and staff are publicly recognised across the business where they demonstrate exceptional alignment to one or more of the Group's values.

The Group's values are:

- **"Doing the right thing" or Discipline:**
  Doing the right thing means adhering to controls to ensure that established standards are always achieved.
- **"Making it happen" or Accountability:**
  Making it happen is all about delivering the right results by taking responsibility for setting targets and measuring outcomes.
- **"Being open and honest" or Transparency:**
  Being open and honest means providing accurate and balanced communication to stakeholders together with recognising challenges and issues so they can be addressed.

The Board oversees compliance with key policies that are intended to instil a culture of acting lawfully and responsibly. An overview of the key policies that apply to our staff, such as the Whistleblower Policy and Anti-bribery and Corruption Policy, is provided in the Group's Code of Conduct. Material incidents and breaches relating to those policies and the Code of Conduct are reported to the Board, typically through the relevant Board Committee.

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.

Whistleblower Policy

The Group's Whistleblower Policy is designed to ensure alignment to the values of the Group, with transparency being one of those values. This policy ensures that the confidentiality of the whistleblower's identity is safeguarded and the whistleblower is protected from retaliation or victimisation. The policy provides direction for staff, contractors, and service providers to raise concerns to the Group in relation to unlawful, unethical or irresponsible behaviour. Training for staff that defines whistleblowing and describes how to make a whistleblowing complaint, what process the Group will follow if it receives such a complaint and the protections that are available for whistleblowers is provided. The Group also partners with an external service provider that enables anonymous reporting for both employees and external parties, in accordance with our Whistleblower Policy. The Group Whistleblower Policy is published on the Group's website.

Anti-Bribery and Anti-Corruption Policy

The Group's Anti-Bribery and Anti-Corruption Policy is included in the Gifts and Entertainment Policy. The policy identifies that giving or receiving bribes or other improper payments is prohibited. The policy requires that breaches are reported to the Head of Legal and Compliance who then reports any material breaches to the Board. Training is provided to staff annually.

Diversity

Diversity, equity and inclusion

The Group recognises that the diversity of its people is one of its greatest strengths and is fundamental to its success. An inclusive and equitable workplace enables the Group to embrace diversity to deliver more innovation and sustainable solutions for its people, clients, shareholders and other stakeholders.

The Group's Diversity Policy outlines the Board's objectives to achieve diversity. A summary of the policy is available on the Group's website.

The Group's Diversity Policy defines its diversity commitment and the structures in place to promote:

- a diverse workforce that is reflective of the communities in which the Group operates
- equitable processes that enable staff to reach their full potential
- an inclusive environment where all staff can bring their full selves to work.

Measurement of progress against the Group's diversity objectives occurs annually by the Board.

Culture and values continued

The table below sets out the Group's diversity objectives and the progress made towards achieving them in the 2026 financial year. The Board will review these objectives in the 2027 financial year and report on progress being made towards their achievement.

Objectives	Progress in achieving objectives
Provide equal opportunities for candidates regardless of cultural, gender or any other difference	• The primary goal of the Group's recruitment process for all operational roles is to maximise objectivity in the decision-making process for frontline employees. • The Group utilises online tools as well as scenario-based interviews in the recruitment process. This allows the skill level and predicted performance of candidates to be assessed against the requirements of each frontline role.
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 individuals who identify as females in the Group is as follows: (see table below) • A number of employees worked under flexible work arrangements to balance family and other commitments with their employment. During the reporting period, 15 per cent of the Group's workforce utilised a formal flexible work arrangement.
Provide development opportunities for employees regardless of cultural, gender or any other difference	• The Group provided nationally recognised accredited training to all eligible employees. • Access to a Learning Library of over 120 courses for all employees to drive continuous learning and skill development. • Documented career pathways enabled 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 inclusive culture. • The annual employee engagement survey enables the Group to gather data on issues relating to equality, respect and fairness and uses this data to set measurable goals. • The Group's Reconciliation Action Plan (RAP) sets out our steps to build relationships, respect and trust between Aboriginal and Torres Strait Islander peoples and the wider Australian community. This process is facilitated by the RAP Working Group established to set relevant objectives and foster understanding across the Group. The RAP Working Group brings together people from across the different business units and locations, including Aboriginal and Torres Strait Islander staff.
Ensure internal promotion decisions within the Group are merit-based	• Recruitment procedures for selection into frontline supervisory roles and management development programs are in place to maximise objectivity in the decision-making process. • This includes having panels of senior management from Human Resources and Operations participating in the decision-making process.

	2026	2025
Board	**38%**	38%
CEO and executive management[1]	**27%**	30%
Frontline management	**64%**	62%
The Group's workforce	**60%**	60%

1. The CEO and executive direct reports of the CEO.

Bullying and harassment

The Group believes that the working environment should be one where each individual is treated with respect and consideration, a place where bullying and harassment are known to be unacceptable and where individuals can bring complaints forward without fear of reprisal. Bullying and harassment are unacceptable and will not be tolerated by Credit Corp.

Credit Corp specifically encourages employees:

- to immediately raise a formal grievance through the Human Resources department if they are subject to sexual harassment of any form
- if they believe they are the subject of any workplace bullying, to raise the issue with their manager or as per the employee grievance procedure.

The Board receives reporting on proven instances of sexual harassment and the disciplinary measures implemented. In addition, the Board reviews preventative strategies implemented by the Group including compulsory employee training in appropriate workplace behaviour, which covers sexual harassment.

Corporate governance statement

Corporate reporting

Periodic corporate reports are verified internally by management prior to release to the ASX and subjected to external audit or review by Hall Chadwick as required. The verification process allocates disclosures within the relevant document to designated persons to substantiate the disclosures by reference to Company source documents or, if no source documents are available, by persons with the knowledge and expertise to confirm the accuracy and completeness of the disclosures.

Financial reporting and audit

Approach to financial reporting

Our approach to financial reporting reflects three core principles:

- that our financial reports present a true and fair view of our financial position and performance
- that our accounting methods comply with applicable accounting standards and policies
- that our external auditor is independent and serves security holders' interests.

The Board, through the Audit and Risk Committee, has regard to Australian and international developments relevant to these principles when reviewing our practices.

The Board delegates oversight responsibility for the integrity of financial statements and financial reporting systems to the Audit and Risk Committee. Similarly, the Board delegates oversight responsibility for the preparation of remuneration reports and disclosures to the Remuneration and HR Committee, which recommends remuneration reports and related disclosures, and provides relevant assurances through the Audit and Risk Committee to the Board for approval.

CEO and CFO assurance

The Board receives regular reports from management about the Group's financial condition and operational results, as well as that of controlled entities. Before the Board approves the half year and full year financial statements, the CEO and the CFO declare to the Board that in all material respects:

- Credit Corp's financial records:
  - > correctly record and explain its transactions, and financial position and performance
  - > enable true and fair financial statements to be prepared and audited
  - > are retained for seven years after the transactions covered by the records are completed
- the financial statements and notes comply with applicable accounting standards
- the financial statements and notes give a true and fair view of the Group's financial position and of its performance
- any other matters that are prescribed by the Corporations Act and regulations as they relate to the financial statements and notes are satisfied
- the declarations above have been formed on the basis of a sound system of risk management and internal control, and that the system is operating effectively in all material respects in relation to financial reporting risks.

The CEO and CFO have provided such statements for the financial year ended 30 June 2026.

External auditor

The Group's external auditor is Hall Chadwick. Our Hall Chadwick lead audit partner is Mr Drew Townsend. Mr Drew Townsend assumed responsibility for this role in December 2021.

The external auditor receives all the Audit and Risk Committee papers, attends meetings of this Committee and is available to Committee members at any time. The external auditor also attends the AGM to answer questions from shareholders regarding the conduct of its audit, the audit report and financial statements and its independence.

Hall Chadwick is required to confirm its independence and compliance with specified independence standards at the Group's half and full financial year.

The Group's relationship with the external auditor is strictly governed, including restrictions on employment, business relationships, financial interests and use of the Group's financial products by the external auditor.

Periodically, the Audit and Risk Committee consults with the external auditor without the presence of management about internal controls over financial information, reporting and disclosure and the fullness and accuracy of the Group's financial statements.

Financial reporting and audit continued

Engagement of the external auditor

To avoid possible independence or conflict issues, the Group's policies prohibit the external auditor from carrying out certain types of non-audit services for the Group. The policies also limit the extent to which Hall Chadwick can perform other non-audit services. Use of Hall Chadwick for any non-audit services must be assessed and approved in accordance with the pre-approval process set out in these policies.

The Audit and Risk Committee dialogue with management and external auditor

The Audit and Risk Committee maintains an ongoing dialogue with management and the external auditor, including regarding those matters that are likely to be designated as Key Audit Matters in the external auditor's report. Key Audit Matters are those matters which, in the opinion of the external auditor, are of the most significance in their audit of the financial report.

As part of its oversight responsibilities, the Audit and Risk Committee also conducts discussions with a range of internal and external stakeholders including:

- the external auditor, about major financial reporting risk exposures and the steps management has taken to monitor and control such exposures
- the external auditor, concerning their reports regarding significant findings in the conduct of their audits, and their oversight of any issues identified to ensure they are rectified by management in an appropriate and timely way or reported to the Audit and Risk Committee
- management and the external auditor concerning the half year and full year financial statements.

Market governance-related disclosure and shareholder communications

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 enables 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.

Communication with shareholders

The Group recognises the rights of its shareholders and other interested stakeholders to access 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 Group's website contains all corporate governance related policies, charters, the Company's constitution, ASX announcements, and other corporate governance material, including The Security Holders' Rights and Communication Policy, which sets out the communication strategy of the Group including electronic facilities, formal reporting to security holders and the AGM.

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 security holders

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 other quarter of the financial year.

Annual General Meeting

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

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

Shareholders can ask questions of the Group's external auditor at the meeting in relation to the conduct of the audit, the preparation and content of the auditor's report, the accounting policies adopted by the Group in the preparation of the financial statements and the independence of the auditor in relation to the conduct of the audit.

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 can also submit questions in advance of the meeting via the Group's share registry or the Group's auditor.

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

Corporate governance statement

Risk governance

Effective risk management is integral to the Group achieving its strategic objectives.

The Group maintains an enterprise-wide risk management framework, overseen by the Board and the Audit and Risk Committee, which supports the identification, assessment and management of current and emerging risks. The framework enables informed decision-making aligned to the Board-approved risk appetite and associated limits.

Risk appetite is operationalised through defined key risk indicators and tolerances, which are regularly monitored and reported to the Audit and Risk Committee to support timely decision-making, escalation and remediation where required, including actions to return exposures within risk appetite.

The framework is enabled by a centralised risk management system, which enhances risk transparency, workflow, reporting and accountability across the Group. These activities support the ongoing maturity and continuous improvement of the risk management framework.

Management regularly reviews and updates risk profiles, controls and mitigation plans to reflect changes in the operating environment, business activities and external risk landscape. Emerging risks are actively identified and assessed through horizon scanning and input from risk and business forums, with material themes reported to the Executive and the Board (via the Audit and Risk Committee).

During the reporting period, the Board completed its annual review of the entity's risk management framework to satisfy itself that the framework continues to be sound and remains fit for purpose. This was achieved through the review and formal approval of an updated Risk Management Policy and a new Risk Appetite Statement (RAS) to align with our current strategic objectives. Additionally, the Board reviewed reports from internal audit on the effectiveness of key framework components, including the corporate compliance program, to ensure the entity is structured to operate with due regard to the newly approved risk boundaries.

Three lines model

The Group's risk management approach is structured in accordance with the three lines model:

- **First line – Management:** Management is responsible for identifying, assessing and managing risks within their areas of accountability. This includes designing, implementing and monitoring effective controls and embedding risk considerations into day-to-day decision-making.
- **Second line – Risk and Compliance:** The Risk and Compliance functions provide oversight, challenge and support to the business. This includes maintaining the risk management framework, monitoring risk and control effectiveness, and providing subject matter expertise across key risk domains, including compliance, operational risk and information security.
- **Third line – Internal audit:** Internal audit provides independent assurance on the effectiveness of the risk management framework, governance and internal controls.

The internal audit program is overseen by the Head of Risk, with delivery supported by external independent providers to ensure appropriate expertise and objectivity. Audit activities are conducted in accordance with a risk-based annual audit plan approved by the Audit and Risk Committee, with findings, recommendations and progress against remediation actions reported regularly to the Committee.

The Group adopts a structured approach to assurance across the three lines model, incorporating management control monitoring, oversight by Risk and Compliance, and independent assurance from internal audit. Outcomes of assurance activities are used to inform continuous improvement of controls and governance processes.

The Group's material business risks and how they are managed are summarised below.

Material risk area	How Credit Corp manages the risk
Credit	• Use of analytically derived credit scorecards within a highly automated underwriting process • Scorecards calibrated to achieve loss outcomes within defined risk appetite settings • Ongoing performance monitoring and periodic recalibration of models • Monitoring and reporting of arrears, recoveries and losses to validate portfolio performance
Information and computer security	• Maintain ISO 27001 certification (global information security standard) • Dedicated cyber security function overseeing design and operation of security controls • Regular staff training, including phishing simulations and awareness programs • Ongoing risk and threat assessments • Vulnerability management and timely patching practices • Regular penetration testing and security assessments • Encryption and secure data lifecycle management • Incident response and recovery plans, regularly tested • Independent third-party reviews and audits

Risk governance continued

Material risk area	How Credit Corp manages the risk
Technology	• Maintain and regularly test incident response and escalation procedures • Operate and test data backup, recovery and resilience capabilities • Maintain and test Business Continuity and Disaster Recovery Plans • Align technology investments to strategic objectives • Monitor emerging technologies, including artificial intelligence, and associated risks
Reputational	• ESG Working Group with periodic reporting to the Board and Audit and Risk Committee • Confidential whistleblower framework, including independent reporting channels • Implementation of a Reconciliation Action Plan • Ongoing stakeholder engagement, including with financial counsellors and consumer advocates • Monitoring of customer outcomes and complaints to identify emerging risks
Strategic	• Annual strategic planning involving the Board and executive leadership • Regular monitoring of strategic performance against objectives • Diversified business model to reduce reliance on single revenue streams
Market	• Diversified business model with capital deployment across multiple geographies and products • Broad client base across AU/NZ and US debt buying markets • Active monitoring of market conditions and investment opportunities • Experienced executive team with strong market knowledge and industry relationships
Investment	• PDL pricing performed by specialist data analytics team • Independent review of PDL pricing by internal executive pricing committee • Board oversight through approval/ratification processes • Ongoing asset performance tracking to validate pricing assumptions
Liquidity	• Daily, weekly, monthly and medium-term cash flow forecasting • Regular Board review of medium-term liquidity position • Maintenance of surplus liquidity through cash reserves and undrawn facilities • Active capital management to support operational and investment needs
Operational	• Data-driven operational management supported by performance analytics • Ongoing monitoring of operational metrics across key activities • Incentive structures aligned to long-term value creation and risk management • Continuous review and optimisation of operational processes • Ongoing control monitoring, testing and assurance activities
People	• Access to diversified global workforce across multiple locations • Structured recruitment and onboarding processes • Accredited training programs for operational staff • Career progression supported through internal promotion pathways • Low supervisory spans to support capability development • Hybrid working arrangements for Australian and New Zealand staff where appropriate
Compliance	• Compliance control framework, including automated controls and exception reporting • Compliance function providing oversight and challenge • Monitoring of customer interactions using automated review tools • Structured training and supervision of staff • Defined consequence management framework for non-compliance

Corporate governance statement

Risk governance continued

Environmental, social and governance risk

The Board and management recognise the importance of sound ESG practices as part of their responsibility to our shareholders, funders, clients, employees and other stakeholders.

The Group recognises the social risks associated with the provision of financial services to credit-impaired customers and maintains a strong framework of internal controls to mitigate these risks.

While the Group's activities present limited exposure to environmental risks, a detailed review of climate-related risks has been integrated into our reporting to comply with the AASB S2 Climate-related Disclosures standard. Climate scenario analysis was undertaken in FY2026 to assess any potential impact on the Group's business strategy.

The Group's ESG approach is structured around four focus areas considered to be material to our business and stakeholders. They are:
- commitment to our people
- supporting our customers
- reducing our environmental impact
- good business practice.

Building on our values and the Code of Conduct, these focus areas reflect the risks and opportunities identified by the business and the issues of interest to our stakeholders.

These focus areas are also reflected in the material risk areas within the Group's risk management framework.

Information on the Group's management of environmental and social risks is provided within the "Our commitment to sustainability" section of this annual report.

Policies

Securities Trading Policy

The Group's Securities Trading Policy governs when its directors and employees may deal in Credit Corp shares and the process that 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 Credit Corp shares during any blackout or closed periods (except in exceptional circumstances):
- two months immediately preceding the announcement of the Group's annual results until the commencement of the next trading day after the release of the annual results
- one month 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
- one month immediately preceding the announcement of a Group quarterly update until the commencement of the next trading day after the release of the quarterly update
- 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 Credit Corp shares where:
- directors, excluding the Chair and key management personnel (KMP) obtain the prior written clearance of the Chair
- the Chair obtains prior written clearance from the Chair of the Audit and Risk Committee and in the event that person is not available, the Chair of the Remuneration and HR Committee
- other employees obtain prior written clearance from a Company Secretary.

The Group's employees are only permitted to enter into margin loans secured against Credit Corp shares with the prior written approval of the Chair. 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.

Minimum Shareholding Policy

The Group adopted a Directors' Minimum Shareholding Policy which applies to non-executive directors. The purpose of this Policy is to:
- strengthen the alignment between the interests of directors and the interests of shareholders
- encourage a focus on building long-term shareholder value.

The Group's non-executive directors are required to acquire and hold a minimum shareholding in the Company equivalent to 100 per cent of the annual pre-tax base director fee within three years from the time of their appointment or the effective date of this Policy, whichever is the later. Once the minimum shareholding requirement is met, it must be maintained as long as the individual remains as a non-executive director of the Company.

As noted in the Remuneration Report, the initial deadline to comply with the minimum shareholding policy for non-executive directors was extended to 19 June 2027 due to the Humm Group Limited (ASX:HUM) non-binding indicative offer (NBIO) which was on foot from November 2025 until the withdrawl of the NBIO on 22 June 2026. During this period, non-executive directors did not trade in the Company's shares.

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.creditcorpgroup.com.au/investors/corporate-governance.

Directors' report

The directors present their report together with the financial report of the Group for the financial year ended 30 June 2026.

Principal activities

The principal activities of the Group during the course of the financial year were debt buying and 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 a statutory Net Profit After Tax (NPAT) of a record $105.5 million, a 12 per cent increase from FY2025. Earnings grew across all segments, with the US debt buying segment producing most of the growth. Highlights of the result include the following:

- 57 per cent increase in US segment earnings.
- 15 per cent growth in lending volume to a record level, producing a closing book of $510.5 million.
- 2 percentage point uplift in Return on equity (ROE) to 13 per cent (at pro-forma 40 per cent gearing).

US debt buying

Increased investment and a focus on operational improvement accelerated the turnaround in US segment performance. Collections grew by 24 per cent, while productivity and asset return measures also lifted. Consequently, US segment NPAT grew by 57 per cent to $26.2 million and segment ROE improved by 2 percentage points to 8 per cent (at pro-forma 40 per cent gearing). Operational outcomes improved over the course of the year.

The US operation exited FY2026 in a stronger competitive position. Final quarter collections were up by 25 per cent over the prior corresponding period (pcp). A re-engineering of the legal collection channel produced final quarter legal collections growth of 36 per cent over the pcp. Leading indicators suggest that legal collections will continue to grow strongly over coming quarters. The improved performance in legal collections has increased Credit Corp's competitiveness in the US market.

Investment conditions have been more challenging over the last six months, with the supply of charge-offs now contracting from its peak and price increases on some larger re-tendering processes. While maintaining discipline, Credit Corp secured A$166 million of US ledger investment during FY2026 and the pipeline for FY2027 is presently A$62 million.

Credit Corp is well positioned to add to the current pipeline and invest A$100 to 130 million during FY2027 without compromising return discipline with its diversity of seller relationships and increased competitiveness.

Consumer lending

Improved marketing and underwriting accuracy contributed to total lending and new customer volume growth of 15 per cent and 22 per cent, respectively. While there was evidence of increased demand over the second half, Credit Corp attributes much of the growth over the prior year to market share gains.

Lending segment NPAT rose by 3 per cent over the pcp to $56 million. This result was suppressed by the impact of volume growth on loan provisioning and increased start-up losses associated with new products and markets. After adjusting for the increased earnings drag from new products and markets, segment earnings growth was 9 per cent. With arrears and losses remaining within pro-forma, the closing book of $510.5 million has established a platform to offset further earnings drag and produce segment NPAT growth in FY2027.

The Wizit digital credit card and line-of-credit product grew encouragingly during FY2026, accounting for 17 per cent of all new customers acquired. Ongoing refinements to underwriting and marketing brought the customer mix to target over the final quarter of FY2026. While Wizit continues to record short-term losses, run rate breakeven is expected to be achieved during FY2027.

Product and geographical diversification are critical to longer-term consumer lending segment earnings growth. Consistent with this objective, UK lending operations commenced during FY2026, with the first loans to UK customers issued early in July 2026. UK lending represents an opportunity to establish a strong business in a large and presently underserved market.

AU/NZ debt buying

The acquisition of a credit card run-off book in the third quarter of FY2026 pushed investment to $136 million, 50 per cent higher than FY2025. This helped to deliver 4 per cent growth in collections and a commensurate 5 per cent increase in NPAT.

While AU/NZ sale volumes are showing signs of recovery, the market remains small and competitive. Credit Corp retains the capacity to secure larger opportunities as they arise and continues to work on improving its leading operational platform as a source of ongoing advantage. Credit Corp enters FY2027 with an AU/NZ debt buying investment pipeline of $54 million and expects to outlay $100 to $150 million over the year.

Outlook

Credit Corp is guiding for earnings growth of 4 to 12 per cent in FY2027 with the range reflecting more challenging investment conditions in the US debt buying market as well as the potential to accelerate UK and Wizit lending volumes. Ongoing improvement in the US is expected to remain as a driver of earnings growth.

Directors' report

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 review of operations and financial statements or notes thereto.

Dividend paid or recommended

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

Declared and paid during the year 2026	Cents per share	Total amount $'000	Date of payment
Interim 2026 ordinary	32.0	21,770	27 Mar 2026
Final 2025 ordinary	36.0	24,491	26 Sep 2025
Total		**46,261**	

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

Proposed after end of year	Cents per share	Total amount $'000	Date of payment
Final 2026 ordinary	45.5	**30,954**	25 Sep 2026

The financial effect of this dividend has not been brought to account in the consolidated financial statements for the year ended 30 June 2026 and will be recognised in the FY2027 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 and Mr Michael Eadie) and all executives of the Group against liabilities incurred as a director, secretary or executive officer to the extent permitted by the Corporations Act. 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.

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. 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	13,524
Total	**13,524**

Auditor's independence declaration

The auditor's Independence Declaration for the period ended 30 June 2026 has been received and can be found on page 97 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 meetings

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

	Directors meetings		Audit and Risk Committee		Remuneration and HR Committee		Nomination Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Mr Eric Dodd	13	13	6	6	6	6	2	2
Mr Thomas Beregi	13	13	—	—	—	—	—	—
Mr Phillip Aris	13	12	—	—	6	6	2	2
Ms Sarah Brennan	13	13	6	6	6	6	—	—
Mr Brad Cooper	13	12	6	6	6	6	—	—
Ms Lyn McGrath	13	12	6	6	—	—	2	1
Mr James M Millar AM	13	13	6	6	—	—	—	—
Ms Trudy Vonhoff	13	13	—	—	6	6	2	2

Introduction from the Chair of the Remuneration and HR Committee

Dear Fellow Shareholders

On behalf of the Board, I am pleased to present Credit Corp's 2026 Remuneration Report (the Report).

Performance during FY2026

The Group's FY2026 Net Profit After Tax (NPAT) was $105.5 million, 12 per cent higher than the prior corresponding period (pcp), as a result of the following:

- US collections were 24 per cent higher than pcp, producing a 57 per cent increase in US debt buying segment NPAT.
- Record consumer loan book as at June 2026 of $510.5 million due to record lending volumes of $424.0 million, 15 per cent higher than the pcp.
- Recovery in the AU/NZ debt buying segment NPAT with collections 4 per cent higher than the pcp amidst modest growth in charge-off volumes offered for sale.

Effective performance incentives

With respect to the Group's performance during FY2026:

- It is anticipated that most, if not all, of the Short-term incentive (STI) will be awarded to executive Key Management Personnel (KMP) based on the prima-facie achievement of the NPAT gateway and individual key performance indicators (KPI) as set out in Section 2 of the Remuneration Report.
- In advance of the formal assessment of the FY2024-26 Long-term incentive (LTI) in November, the failure to achieve the Return on Equity (ROE) gate-opener in FY2026 means LTI performance rights will not be eligible to vest. The NPAT compound annual growth rate (CAGR) hurdle was not achieved over the FY2024-26 triennium, and it is considered very unlikely that the Total Shareholder Return (TSR) hurdle will be achieved.

The likely award of the STI reflects that FY2026 saw the second consecutive year of double-digit NPAT growth producing a two-year CAGR in NPAT growth of 14 per cent. Whilst this strong performance has improved medium-term growth and return measures, it remains below the LTI hurdles:

- The ROE adjusted for 40 per cent pro-forma gearing was 13 per cent in FY2026, below the hurdle 16 per cent.
- The NPAT CAGR over the triennium performance period from FY2024-26 was 5 per cent, below the minimum growth rate of 6 per cent under the LTI program.

Evolving our remuneration structure for the future

At Credit Corp, our remuneration framework is designed to align executive reward with the creation of sustainable, long-term shareholder value. The Board is committed to periodically reviewing our framework to ensure it remains effective, competitive, and aligned with both our business strategy and market best practice.

During the year, the Board commissioned a comprehensive external review of our executive remuneration framework. The review confirmed our structure is fundamentally sound, while also identifying opportunities to enhance its alignment with our strategic objectives and market practice.

As a result, and with a view to strengthening the link between performance and reward, the Board has approved several prospective changes that will take effect from the FY2027 plan year. The key changes, which are described in detail in Section 6, include:

1. **Introducing STI deferral and re-weighting incentives:** From FY2027, 20 per cent of any STI achieved will be deferred into equity for two years, with no re-testing of performance measures. For KMP, this is being introduced alongside a slight re-weighting of the incentive mix: an increase in the maximum STI opportunity is balanced by a corresponding reduction in LTI opportunity. Importantly, because of the mandatory 20 per cent deferral into equity, this re-weighted opportunity remains delivered as equity. This structural shift maintains the total proportion of at-risk pay and creates a more continuous pipeline of equity vesting to strengthen medium-term executive alignment with shareholder outcomes.
2. **Refining LTI metrics:** For the LTI plan commencing in FY2027, the earnings-based hurdle will transition from an NPAT CAGR to an Earnings Per Share (EPS) CAGR (calculated as fully diluted EPS as per the statutory accounts). Furthermore, the ROE gateway will be removed to ensure the LTI plan remains a robust and effective incentive for driving long-term performance.
3. **Strengthening governance:** We have also formalised malus and clawback provisions, reinforcing the Board's discretion and commitment to strong governance.

We are confident these enhancements will further strengthen the alignment between executive pay and shareholder interests, and position Credit Corp to continue delivering sustainable performance.

Fixed remuneration

In line with annual benchmarking, a minimal increase in non-executive director's fee will take effect from 1 July 2026 (detailed in Section 5). For the upcoming financial year, the Board has also approved a market-aligned adjustment of $30,000 to the fixed remuneration of the Chief Financial Officer (CFO), following a comprehensive benchmarking review.

On behalf of the Board, I invite you to read our Remuneration Report and welcome your feedback.

Phil Aris
Chair, Remuneration and HR Committee

Remuneration report

Remuneration report overview

This Remuneration Report for the financial year ended 30 June 2026 has been prepared in accordance with section 300A of the *Corporations Act 2001* and has been audited as required by section 308(3C) of the Corporations Act.

The KMPs during the reporting period are as set out below.

Name	Position	Term as KMP
Non-Executive Directors		
Mr Eric Dodd[1]	Non-Executive Director, Chair	Full financial year
Mr Phillip Aris	Non-Executive Director	Full financial year
Ms Sarah Brennan	Non-Executive Director	Full financial year
Mr Brad Cooper	Non-Executive Director	Full financial year
Ms Lyn McGrath	Non-Executive Director	Full financial year
Mr James M Millar AM	Non-Executive Director	Full financial year
Ms Trudy Vonhoff	Non-Executive Director	Full financial year
Executive KMP		
Mr Thomas Beregi	Managing Director and CEO	Full financial year
Mr Matthew Angell	President, Credit Corp USA	Full financial year
Mr Michael Eadie	CFO	Full financial year

1. Mr Eric Dodd will resign as Chair and Non-Executive Director effective 5 August 2026. Mr Greg Cooper was appointed as a Non-Executive Director effective 1 July 2026 and will succeed Mr Dodd as Chair of the Board effective 5 August 2026.

This Remuneration Report is set out in the following sections:

Section 1 **Group executive remuneration framework to 30 June 2026**
Section 2 **Remuneration outcomes and alignment to performance**
Section 3 **Structure of variable remuneration**
Section 4 **Remuneration governance**
Section 5 **Non-Executive Director remuneration**
Section 6 **Changes to executive remuneration for FY2027**
Section 7 **Statutory remuneration tables and data**

Section 1 Group executive remuneration framework to 30 June 2026

Remuneration principles

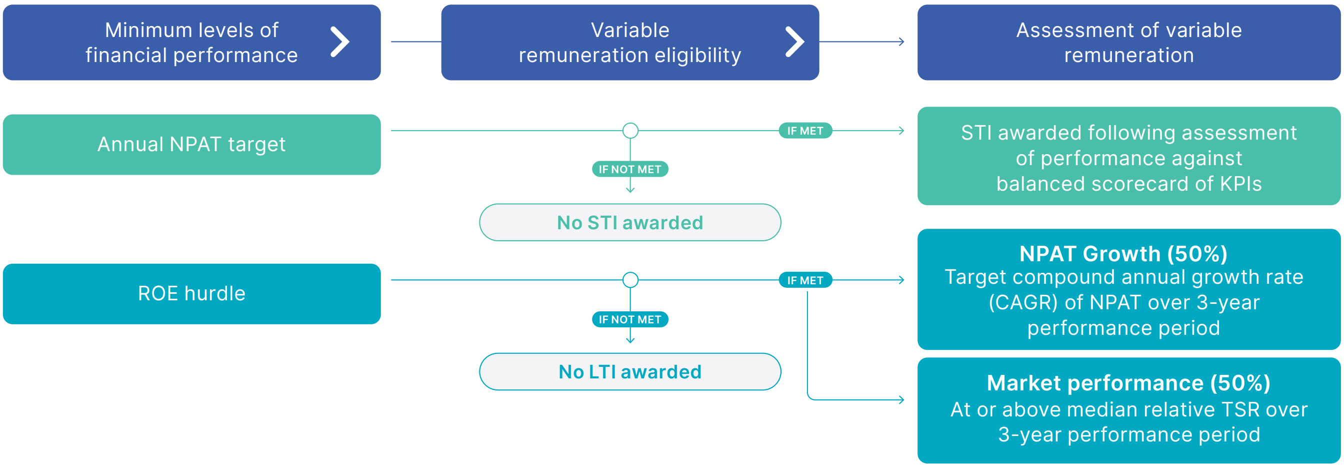
The Group's remuneration strategy is designed to attract, retain and motivate talented individuals, rewarding strong performance with top quartile remuneration at the maximum whilst ensuring fixed remuneration benchmarks at or around the median of comparable ASX listed companies. The principles that guide this strategy are summarised below:

Alignment	Maximise alignment to shareholders with a high proportion of performance-based remuneration subject to the achievement of sustained earnings growth and market performance
Transparency	Set performance hurdles that are objective, easily understood and predominantly linked to financial performance
Competitive	Attract, retain and motivate talented and capable executives to execute the Group's strategy
Culture	Drive a performance-based culture with strong engagement throughout the Group
Equitable	Maintain a significant proportion of executive remuneration at-risk and provided in the form of equity
Risk management	Link LTI vesting to hurdle returns achieved with a conservative capital structure and require a financial performance gate-opener for the STI. All incentives are subject to Board discretion based on adherence to risk appetite parameters

Remuneration report

Section 1 Group executive remuneration framework to 30 June 2026 continued

Financial performance is the cornerstone of executive remuneration



How is remuneration structured?

Total remuneration

Total remuneration is designed to attract and retain capable and experienced executives, reward them for creating long-term, sustainable value and provide a direct link between the interests of shareholders and executives.

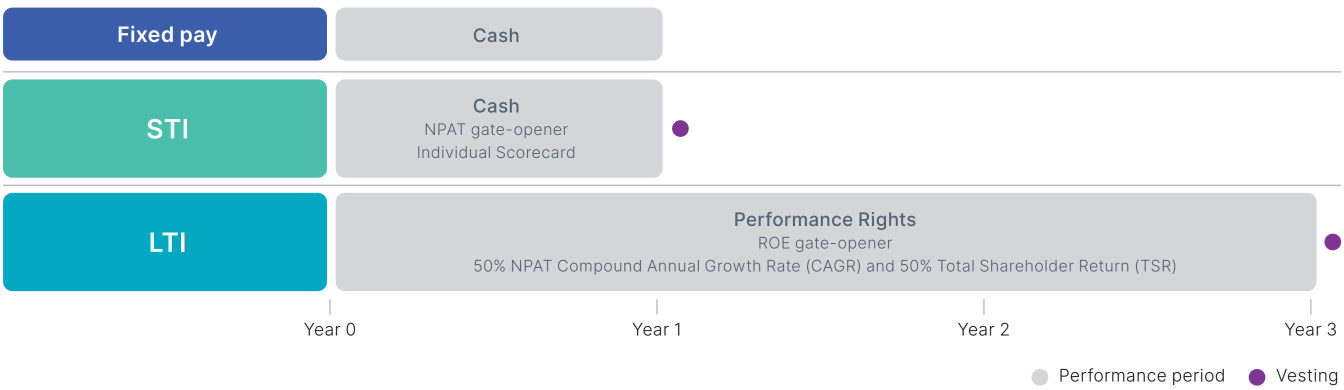
Fixed remuneration	Short-term incentive (STI)	Long-term incentive (LTI)
Purpose		
Attract and retain experienced and capable leaders	Drive and reward the achievement of challenging annual performance targets	Create long-term value and shareholder alignment through an equity-based incentive
Description		
Salary and other benefits (including statutory superannuation)	Annual incentive opportunity delivered in cash, awarded based on the achievement of financial targets as a gateway as well as a balanced scorecard of individual KPIs	Three-year incentive opportunity delivered through share rights, with a hurdle ROE gateway and vesting dependent on achievement of threshold measures that deliver acceptable growth in earnings as well as shareholder returns through the cycle
Link to strategy / performance		
Provides competitive ongoing remuneration in recognition of day-to-day responsibilities and accountabilities	• Supports annual delivery of key strategic and operational targets that will position the Group for longer-term growth • Earnings gateway as well as significant proportion of individual targets are linked to financial performance • Balanced scorecard of individual KPIs to achieve adherence with the Group risk appetite	• Focuses on multi-year metrics that support sustained shareholder value creation • Delivered in equity to align the interests of executives and shareholders • Supports retention

Section 1 Group executive remuneration framework to 30 June 2026 continued

Fixed remuneration	Short-term incentive (STI)	Long-term incentive (LTI)
Market positioning		
At or around market median fixed remuneration for listed companies of similar size and operational complexity	Maximum STI set between the median and top quartile in market for listed companies of similar size and operational complexity and eligibility only when acceptable financial performance has occurred	Maximum LTI at the top quartile in market for listed companies of similar size and operational complexity in order to ensure commensurate remuneration outcomes for executive KMP where shareholder value has been created
Performance measures		
Considerations: • Skills, experience and accountabilities • Role and responsibilities	**Gateway conditions:** • Performance at or above annual budgeted earnings • Compliance with banking facility covenants **CEO individual targets:** • Balanced scorecard of financial and non-financial measures focused on achieving strategic milestones required to sustain and grow earnings in the medium term • Satisfactory performance against role accountabilities	**Gateway condition:** • Achievement of hurdle ROE (on a pro-forma gearing basis) **Vesting conditions:** ***Sustained earnings growth (50 per cent of total)*** • Minimum 6 per cent (50 per cent vesting) and maximum 9 per cent (100 per cent vesting) NPAT CAGR over the three-year performance period ***Market performance (50 per cent of total):*** • Minimum above median (50 per cent vesting at the 50th percentile) and maximum top quartile (100 per cent vesting at the 75th percentile) TSR performance relative to the ASX200 index excluding materials and energy stocks

How and when is remuneration delivered?

The following diagram shows how remuneration is delivered to executives.



Remuneration report

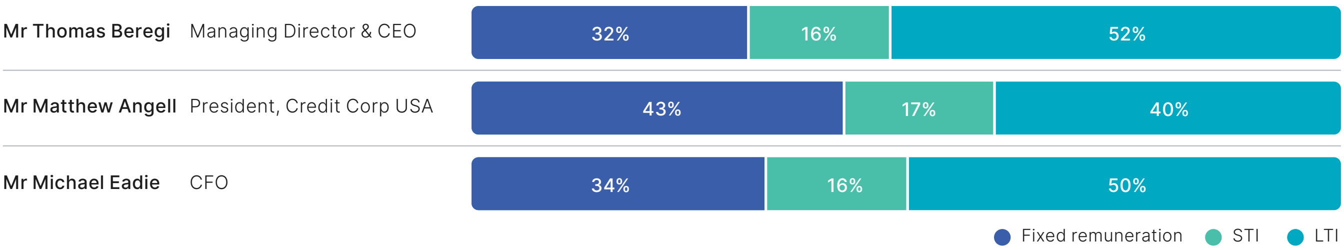
Section 1 Group executive remuneration framework to 30 June 2026 continued

Executive remuneration mix

Total remuneration includes both a fixed component and an at-risk or performance-related component, comprising both short-term and long-term incentives. The Board views the at-risk component as an essential driver of a high-performance culture and one that contributes to achievement of long-term shareholder returns.

The intent is to ensure that fixed remuneration benchmarks at or around median remuneration of comparable listed entities, with a relatively higher component of performance-based remuneration. The overall objective is to ensure that remuneration which benchmarks in the top quartile of comparable listed entities is paid only for strong performance that results in outcomes that create shareholder value.

The following illustration shows the remuneration mix at maximum achievement levels for the Group KMP executives in FY2026.



Proportions are based on the table below.

Executive KMP		Fixed remuneration	Non-monetary benefits [1,2]	Maximum STI	Maximum LTI [3]	Total remuneration at maximum
Mr Thomas Beregi	Managing Director & CEO	$1,100,000	$19,302	$550,000	$1,795,000	$3,464,302
Mr Matthew Angell	President, Credit Corp USA	$950,000	$291,000	$500,000	$1,150,000	$2,891,000
Mr Michael Eadie	CFO	$470,000	$19,302	$235,000	$705,000	$1,429,302

1. Non-monetary benefits for Mr Beregi and Mr Eadie consist of car parking.
2. Non-monetary benefits for Mr Angell consist of expatriate related costs for his role of President, Credit Corp USA.
3. Maximum LTI on a face value basis referencing the FY2026-28 performance rights grant.

Fixed remuneration benchmarking

Fixed executive remuneration was benchmarked in May 2026 using Executive Remuneration Benchmarking data provided by Ernst & Young (EY). The primary peer group is comprised of similarly sized publicly listed companies from within the financial services sector that Credit Corp competes with for executive talent. This peer group was primarily used for benchmarking the majority of Credit Corp's executive KMP roles, i.e. CEO and CFO.

The President, Credit Corp USA role was benchmarked against other organisation heads and senior executives from comparable sized organisations within a bespoke US peer group.

The table below provides an overview of Credit Corp's relative positioning across one-year average market capitalisation, total revenue and total assets against the constituents of the primary peer group for the May 2026 benchmarking exercise.

Market analysis	Market capitalisation (1-year average) AUD m	Total annual revenue AUD m	Total assets AUD m
25th percentile	$679	$234	$1,094
50th percentile	$937	$423	$2,181
75th percentile	$1,499	$546	$7,068
Credit Corp percentile ranking	52nd	71st	41st

Section 2 Remuneration outcomes and alignment to performance

Summary of FY2026 remuneration outcomes

Fixed remuneration		No change
STI	Expected to be awarded	NPAT hurdle was met
LTI	Not awarded	FY2024-26 ROE gate-opener not achieved

Alignment between remuneration and group performance

Elements of the Group's remuneration strategy and framework are directly linked to Group performance.

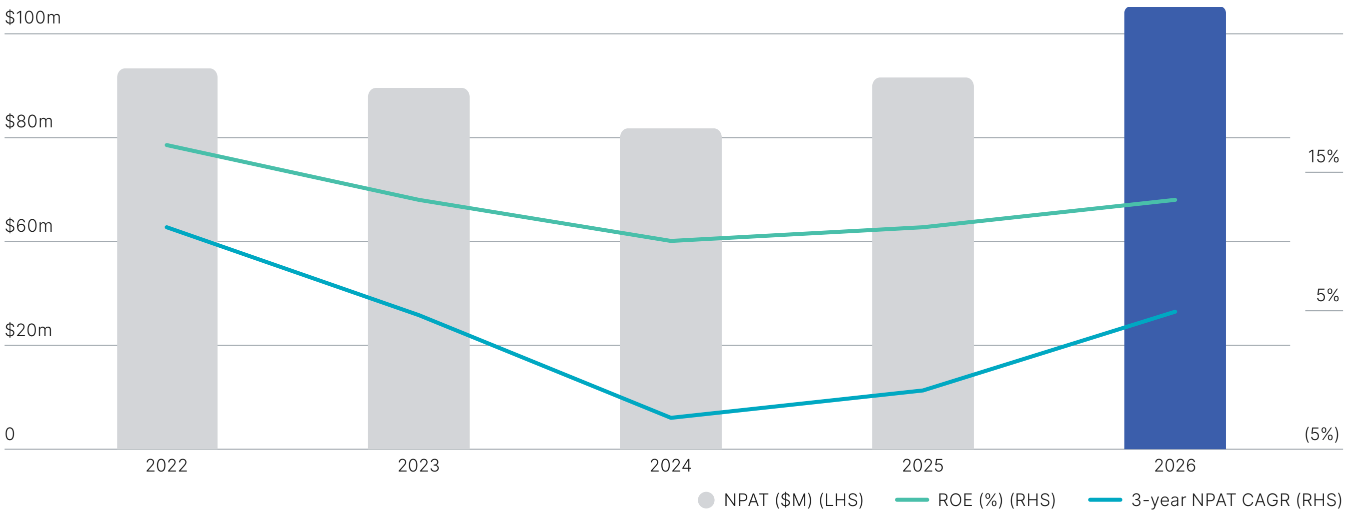
The table below sets out movements in shareholder wealth for the financial years ending 30 June 2022 to 30 June 2026.

	2026	2025	2024	2023	2022
Earnings					
Total revenue ($'000) [1]	**585,952**	545,637	519,628	473,369	411,200
NPAT ($'000) [1, 2]	**105,510**	94,095	81,163	91,251	96,216
Change in NPAT	**12%**	16%	(11%)	(5%)	9%
3-year NPAT CAGR	**5%**	(1%)	(3%)	5%	11%
Shareholder value					
Share price at the end of the year ($)	**12.90**	13.53	14.97	19.80	20.28
Change in share price ($)	**(0.63)**	(1.44)	(4.83)	(0.48)	(9.45)
Total dividends paid per share (cents)	**77.5**	68	38	70	74
ROE [3]	**13%**	11%	10%	13%	17%

1. FY2024 Total revenue and NPAT exclude US PDL impairment and the gain that arose from adjusting the assumed collection life cycle from six to eight years in applying the PDL accounting policy.
2. FY2022 NPAT excludes US Paycheck Protection Program (PPP) loan forgiveness.
3. The ROEs are calculated assuming pro-forma gearing (30 per cent to FY2024 and a default 40 per cent from FY2025).

The graph below shows the earnings, ROE and the three-year earnings growth CAGRs from FY2022 to 2026.

Earnings, ROE ($M) and the three-year Earnings Growth CAGRs (%)



Remuneration report

Section 2 Remuneration outcomes and alignment to performance continued

The graph below shows the Credit Corp share price movement relative to the ASX200 Index from July 2021 to June 2026.

Share price movement relative to the ASX200 Index[1]

1. ASX200 index excluding materials and energy stocks.

Incentive remuneration outcomes for KMP executives

	2022	2023	2024	2025	2026[1]
LTI	50%	nil	nil	nil	nil
STI	100%	nil	nil	100%	100%

1. The outcomes for 2026 financial year are subject to performance assessment.

Remuneration policy and link to strategy

The Group's Remuneration Policy is designed to ensure that remuneration outcomes are aligned with the long-term success of the Group. Incentives are based on the achievement of sustained growth in earnings at an appropriate level of ROE as well as relative shareholder return.

The overall remuneration structure consists of the following elements:

- Executive KMP fixed remuneration packages are at or around the median for roles with equivalent responsibilities by companies of a similar market capitalisation
- STI payable only on achievement of annual financial and strategic targets
- LTI paid in the form of performance rights potentially converting to shares after a three-year performance period, subject to an ROE gateway based on the following performance conditions:
  - > 50 per cent dependent on exceeding financial targets over a three-year performance period
  - > 50 per cent dependent on Total Shareholder Return (TSR) relative to the ASX200 (excluding materials and energy shares) over the same three-year performance period.
- There are no termination benefits payable under any contract other than in respect of the notice periods disclosed in Section 4.

Use of NPAT as a performance measure

While achieving earnings targets is a key component of both the STI and LTI schemes, the application of these targets under each scheme is distinct as summarised below:

STI	The NPAT hurdle under the STI is the annual budget set by the Board at the start of the financial year and serves two purposes: • Achieving budgeted NPAT is the gate-opener in order for the STI pool to be funded. • Once the gate-opener is achieved, performance against financial and non-financial targets determines STI payment.
LTI	• The LTI gate-opener is a minimum ROE of 16 per cent. • If the minimum ROE is achieved: > A CAGR of NPAT over three years of a minimum 6 and a maximum 9 per cent represents 50 per cent of the vesting conditions for the vesting of performance rights. > The remaining 50 per cent will vest subject to a minimum median and maximum top quartile TSR performance relative to the ASX200 excluding materials and energy shares.

The use of the NPAT hurdles as summarised above has the following objectives:

- Ensure that if the Group underperforms its earnings and/or return targets, no STI will be payable to executive KMP
- Create a focus on sustained earnings growth over at least a three-year period under the LTI and ensure short-term earnings are not excessively rewarded under the STI
- Under the LTI, long-term underperformance in NPAT growth will result in at least 50 per cent of performance rights failing to convert and vest.

Section 2 Remuneration outcomes and alignment to performance continued

Remuneration outcomes

The remainder of this section of the Remuneration Report discloses the likely outcome of awards made under:

- The FY2026 STI award (performance period 1 July 2025 – 30 June 2026)
- The FY2026 LTI grant (performance period 1 July 2023 – 30 June 2026).

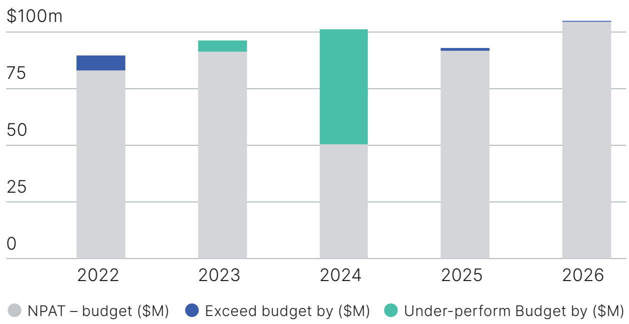
STI outcomes

Indicative FY2026 STI outcomes

The Group NPAT in 2026 of $105.5 million exceeded the NPAT hurdle of $105.3 million.

As financial performance exceeded the budget, the gateway conditions for funding the STI in respect of the 2026 year were met.

The Remuneration Report discloses the expected maximum STIs payable in respect of FY2026. 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 FY2027. Each Executive will be assessed on their individual performance against their KPIs and role accountabilities.



Scorecard measure	Weighting	FY2026 outcome	Further detail
Gate-opener Company NPAT to exceed budgeted $105.3 million to fund the STI pool		Opened	Actual NPAT of $105.5 million exceeded the target of $105.3 million, therefore the STI pool is funded
CEO individual targets			
US debt buying improvement • US collections and segment NPAT	25%	100%	• Achieved - operational performance and segment NPAT exceeded ingoing expectations
AI objectives • AI strategy and platform implementation	15%	100%	• Achieved
Consumer lending • Wizit performance	20%	100%	• Target customer mix achieved in FY2026 at pro-forma economics
Geographic lending expansion • UK lending operations commencement	20%	100%	• Acquisition of lending shell to enter market - establishment of systems, decisioning tool and distribution channels to enable commencement of lending operations
Risk management objectives • Upgrade risk management	10%	100%	• Achieved
Employee engagement • Gender pay gap and engagement score	10%	100%	• Employee engagement improved to the targeted level, and gender pay gap target was achieved

Formal assessment of the performance of the CEO and other executives against their FY2026 KPIs will occur in September 2026. Each Executive will be assessed on their individual performance against their KPIs and role accountabilities. The actual STI payable to each executive will be subject to this performance review process. It is expected that KMP executives will be eligible for 100 per cent of their STI.

Remuneration report

Section 2 Remuneration outcomes and alignment to performance continued

FY2025 STI outcomes

The following table outlines the STI awarded to each executive KMP during the 2026 financial year in respect of the 2025 financial year:

Executive KMP		Maximum STI	Maximum STI as % of fixed remuneration	STI awarded as % of maximum	STI not awarded as % of maximum
Mr Thomas Beregi	Managing Director & CEO	$550,000	50%	100%	0%
Mr Matthew Angell	President, Credit Corp USA	$500,000	53%	100%	0%
Mr Michael Eadie	CFO	$235,000	50%	100%	0%

LTI outcomes

Indicative FY2026 LTI outcomes

Following FY2026, performance under the FY2024-26 LTI scheme will be considered with FY2026 being the final year of the performance period triennium. The other two on-foot LTI schemes will be assessed after FY2027 (FY2025-27 scheme) and FY2028 (FY2026-28 scheme).

The following table summarises the FY2024-26 LTI scheme gateway, performance hurdles and expected outcomes.

ROE gate-opener

Performance condition	> 16%
Outcome – not met	13% – insufficient for LTI gate-opener to be triggered

Performance outcome – NPAT CAGR (50% weighting)

Vesting condition	**Credit Corp's three-year NPAT CAGR**	**Proportion of Performance rights that vest**
	< 8%	0%
	8%	40%
	≥ 8% and ≤ 11%	Between 40% and 100% determined on a linear basis
	> 11%	100%

Outcome – hurdle not met		**NPAT $'000**
	FY2023 (base)	$91,251
	FY2024	$81,163
	FY2025	$94,095
	FY2026	$105,510
	Average % growth over the 3 years compared to the base period NPAT	5%

Performance outcome – relative TSR (50% weighting)

Vesting condition	**Credit Corp's TSR ranking versus ASX200** [1]	**Proportion of Performance rights that vest**
	≤ 50th percentile	0%
	Between the 51st and 75th percentile	Up to 100% determined on a linear basis
	≥ 76th percentile	100%
Outcome – hurdle not met [1,2]	Credit Corp's TSR was at the 22nd percentile	

1. ASX200 excluding materials and energy stocks.
2. Actual performance will be determined based on the Group VWAP (volume weighted average price) over Group share price over the 90 days to 31 October 2026. The percentile shown is measured to 30 June 2026 for illustrative purposes.

Section 2 Remuneration outcomes and alignment to performance continued

FY2025 LTI outcomes

Following FY2025, performance under the FY2023-25 LTI scheme was assessed with FY2025 being the final year of the performance period triennium.

The following table summarises the FY2023-25 LTI scheme gateway, performance hurdles and actual outcomes.

ROE gate-opener

Performance condition	> 16%
Outcome – not met	11% – insufficient for LTI gate-opener to be triggered

Performance outcome – NPAT CAGR (50% weighting)

Vesting condition	**Credit Corp's three-year NPAT CAGR**	**Proportion of Performance rights that vest**
	< 8%	0%
	8%	40%
	≥ 8% and ≤ 11%	Between 40% and 100% determined on a linear basis
	> 11%	100%
Outcome – hurdle not met [1]		**NPAT $'000**
	FY2022 (base)	$96,216
	FY2023	$91,251
	FY2024	$81,163
	FY2025	$94,095
	Average % growth over the 3 years compared to the base period NPAT	(1%)

Performance outcome – relative TSR (50% weighting)

Vesting condition	**Credit Corp's TSR ranking versus ASX200** [1]	**Proportion of Performance rights that vest**
	≤ 50th percentile	0%
	Between the 51st and 75th percentile	Up to 100% determined on a linear basis
	≥ 76th percentile	100%
Outcome – hurdle not met [1]	Credit Corp's TSR was at the 13th percentile	

1. ASX200 excluding materials and energy stocks.

Remuneration report

Section 3 Structure of variable remuneration

Short-Term Incentive

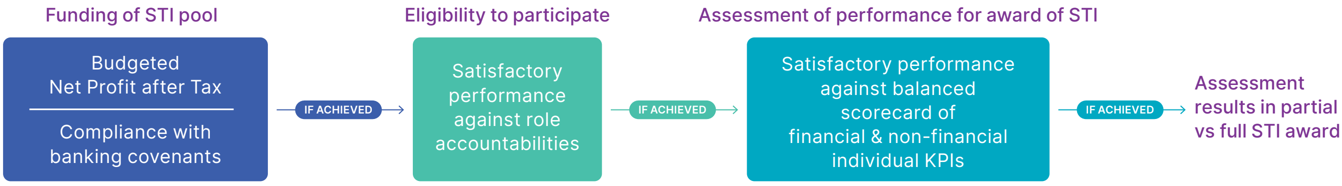
STI award eligibility is determined by KPIs set before the start of each year. These KPIs are annual operational and financial targets that are aligned with the Group's longer-term strategic goals.

The following table outlines the major features of the 2026 STI plan:

<table>
<tr><th>Features</th><th>Description</th></tr>
<tr><td>Performance period</td><td>1 July 2025 to 30 June 2026</td></tr>
<tr><td>Purpose</td><td>To motivate and reward participants for achieving annual financial targets and a balanced scorecard, with weighted allocations to financial and non-financial measures that position the Group to achieve its long-term strategic goals. Achievement of the STI outcomes provides the foundation for achievement of the three-year strategic plan objectives of the LTI program.</td></tr>
<tr><td>Financial gateway for funding of STI pool</td><td>The STI pool is only funded if:
• the Group achieves its budgeted NPAT
• the Group complies with its banking covenants.</td></tr>
<tr><td>Appropriateness of budgeted NPAT</td><td>The FY2026 budget of $105.3 million NPAT represented growth of 12 per cent over the FY2025 NPAT of $94.1 million. This was regarded as a challenging objective in the context of the highly competitive markets in which Credit Corp operates and that such growth was to be derived entirely organically.</td></tr>
<tr><td>Minimum criteria required to be achieved before any payments are made</td><td>If the STI pool is funded, the proportion of each individual's targeted STI that is paid depends on satisfactory performance against individual KPIs and role accountabilities.</td></tr>
<tr><td>Maximum STI that can be earned</td><td>The amount is set at the start of the year by the Remuneration and HR Committee and is approved by the Board. The maximum STI amount for FY2026 for each executive KMP is summarised below.
<table>
<tr><th>Executive KMP</th><th>Maximum FY2026 STI</th><th>% of fixed remuneration</th></tr>
<tr><td>Mr Thomas Beregi</td><td>$550,000</td><td>50%</td></tr>
<tr><td>Mr Matthew Angell</td><td>$500,000</td><td>53%</td></tr>
<tr><td>Mr Michael Eadie</td><td>$235,000</td><td>50%</td></tr>
</table></td></tr>
<tr><td>Assessment of STI</td><td>Gateway
1. Achievement of Group budgeted NPAT for year
2. Compliance with banking facility covenants
3. Satisfactory performance against role accountabilities.
Assessment of individual performance
CEO KPIs are summarised in the following table:
<table>
<tr><th>CEO KPIs</th><th></th><th>Weighting</th></tr>
<tr><td>US debt buying improvement</td><td>Segment collections and NPAT</td><td>25%</td></tr>
<tr><td>AI objectives</td><td>AI strategy and platform implementation</td><td>15%</td></tr>
<tr><td>Consumer lending</td><td>Wizit performance</td><td>20%</td></tr>
<tr><td>Geographic lending expansion</td><td>UK lending operations commencement</td><td>20%</td></tr>
<tr><td>Risk management objectives</td><td>Upgrade risk management</td><td>10%</td></tr>
<tr><td>Employee engagement</td><td>Gender pay gap and engagement score</td><td>10%</td></tr>
</table></td></tr>
<tr><td>Approval</td><td>Post completion of the annual financial statement audit and performance review process in September 2026, the proportion of the targeted STI payable to each executive KMP will be determined by the Remuneration and HR Committee and approved by the Board.
The Board retains discretion over any STI award and will consider compliance, reputational or other issues that may arise before awarding STI. This is the case even if the financial gateway is met and prima facie STI eligibility exists in any given year.</td></tr>
<tr><td>Payment timing</td><td>September 2026</td></tr>
<tr><td>Form of payment</td><td>Cash</td></tr>
<tr><td>Terminating executive KMP</td><td>There is no mandatory STI entitlement where an executive KMP's employment terminates prior to the payment date for the STI.</td></tr>
</table>

Section 3 Structure of variable remuneration continued

The operation of the STI is summarised diagrammatically below:



Long-Term Incentive (LTI)

The LTI is designed to align the interests of shareholders and executive KMP by motivating and rewarding executive KMP to achieve strong annual earnings growth and shareholder returns over the medium to long-term. The LTI operates on a rolling three-year performance period basis.

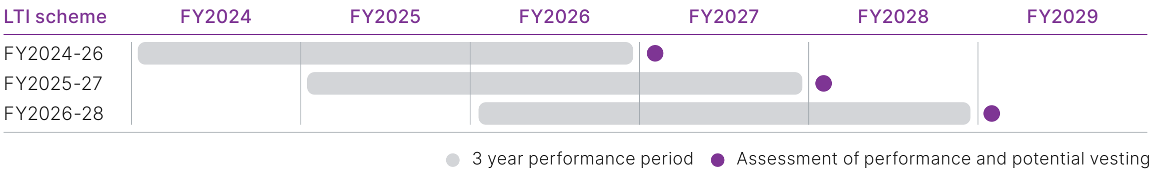
The LTI has a minimum ROE gateway and consists of the following performance hurdles:

- earnings-based hurdle (CAGR of NPAT)
- relative TSR against the performance of the ASX200, excluding materials and energy companies

Each performance hurdle accounts for 50 per cent of the total potential award.

There were three LTI schemes on foot during FY2026 with each featuring annual grants of performance rights:

- a scheme with a performance period from FY2024-26
- a scheme with a performance period from FY2025-27
- a scheme with a performance period from FY2026-28.

Features	Description
Performance period	The performance period for the NPAT hurdle is a three-year period with NPAT growth being assessed on a cumulative basis with a minimum CAGR hurdle of 6 per cent. Similarly, performance under the TSR hurdle is assessed on a cumulative basis over the same three-year performance periods. 
Purpose	The Group established the LTI plan to assist in motivating, retaining and rewarding key employees. The Group's LTI plan aligns the interests of shareholders and executive KMP by: • 50 per cent of the potential award being based on achieving and exceeding target cumulative earnings growth, with earnings growth being a critical driver of shareholder returns • 50 per cent of the potential award using relative TSR as a performance hurdle, which directly aligns the financial interests of executive KMP and shareholders by linking reward to the Group's relative share price performance. These performance hurdles operate independently and are designed to mitigate the risk of an excessive focus on share price performance by executives, while still driving strong alignment with shareholder outcomes.

Remuneration report

Section 3 Structure of variable remuneration continued

Features	Description
Allocation	The allocation of performance rights (PRs) to executive KMP, as determined by the Remuneration and HR Committee and the Board, for each of the on-foot LTI schemes is summarised below.

Scheme	KMP	Face value allocated to KMP executives	Number of PRs issued	Determination of valuation
FY2024-26	Mr Thomas Beregi	$1,795,000	101,355	Face value determined using the VWAP share price over 90 days up to grant date ($17.71).
	Mr Matthew Angell	$950,000 [1]	53,642	
	Mr Michael Eadie	$705,000	39,808	
	Total		**194,805**	
FY2025-27	Mr Thomas Beregi	$1,795,000	116,181	Face value determined using the VWAP share price over 90 days up to grant date ($15.45).
	Mr Matthew Angell	$1,150,000	74,433	
	Mr Michael Eadie	$705,000	45,631	
	Total		**236,245**	
FY2026-28	Mr Thomas Beregi	$1,795,000	135,984	Face value determined using the VWAP share price over 90 days up to grant date ($13.20).
	Mr Matthew Angell	$1,150,000	87,121	
	Mr Michael Eadie	$705,000	53,409	
	Total		**276,514**	

1. With Mr Angell's appointment to the role of President, Credit Corp USA, his maximum LTI face value allocation increased to $1,150,000. The increased face value allocation of $200,000 will be in the form of cash top-up if the FY2024-26 LTI becomes eligible to vest. As noted above, this is not expected to be the case.

Performance eligibility

- A minimum return on equity (ROE) of 16 per cent must be achieved in the final year of the triennium performance period. Gearing is adjusted to the prevailing pro-forma corporate gearing level in assessing ROE. This gearing level is at present 40 per cent.
- Satisfactory performance by an executive KMP against their job accountabilities as assessed in the annual performance review process described in the STI section above.

Vesting

NPAT CAGR (50%)

Over the three-year performance period, the proportion of performance rights converting to shares and vesting is as follows:

6% cumulative CAGR of NPAT	50%
6% to 9% cumulative CAGR of NPAT	Pro-rata 50% – 100%
9% cumulative CAGR of NPAT	100% vesting

The benefit of assessing earnings growth over a three-year performance period is that it represents sustained earnings growth.

The above compound annual NPAT growth ranges align with the financial objectives of the Group's strategic plan.

Relative TSR (50%)

Over the three-year performance period, the proportion of performance rights converting to shares and vesting is as follows:

50th percentile	50%
50th-75th percentile	Pro-rata 50% – 100%
75th percentile	100% vesting

The TSR performance is measured on a cumulative basis over the three-year performance period under each LTI plan. The TSR for the testing period is calculated using the volume weighted average price (VWAP) during the testing period, in order to mitigate the impact of short-term price volatility on the TSR calculation. The testing period is the 90 days to 31 October following the conclusion of each three-year performance period.

The Group's TSR is compared to the TSR of the peer group for the purpose of determining the Group's ranking. The peer group is comprised of the ASX 200 (excluding materials and energy shares). The use of a broad peer group:

- reflects the absence of a relevant peer group amongst financial services stocks with Credit Corp's operating model being relatively unique
- avoids comparison to the Diversified Financials index, which is considered inappropriate with the constituent listed Companies including fund managers, listed investment companies (LICs) and insurance companies with business models far removed from Credit Corp's business
- effectively compares the returns achieved from investing in Credit Corp shares with returns available from alternative investments in Australian equities by Credit Corp's investors.

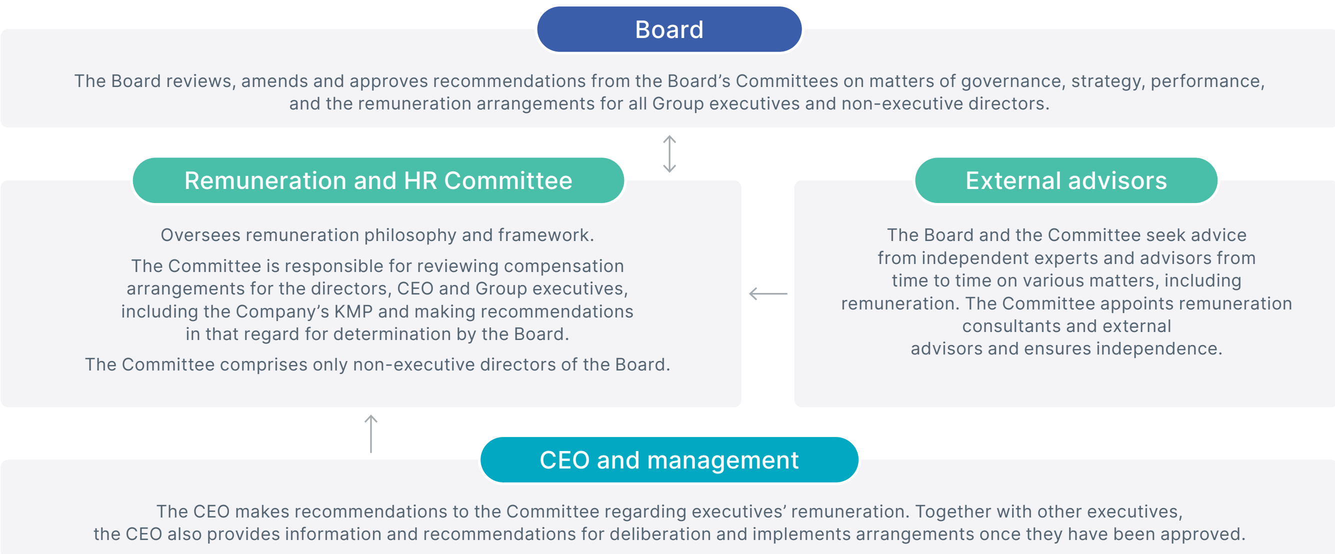
Section 3 Structure of variable remuneration continued

Features	Description
Use of NPAT versus EPS	The Group uses an NPAT growth hurdle with an ROE qualifier, based on a pro-forma capital structure, as this is the most appropriate approach for Credit Corp. The use of these measures captures the following: • The opportunistic element of Credit Corp's debt buying business means holding excess capital and diluting returns at times should maximise investment and returns through the cycle. • Executives are not incentivised to recommend dysfunctional long-term capital management e.g. returning capital to achieve an EPS hurdle or maximising gearing to achieve an ROE hurdle. The Board retains discretion over any LTI award and will consider compliance, reputation or other issues that may arise before awarding LTI in respect of any three-year performance period. This is the case even if the financial gateway is met and prima facie LTI eligibility exists in respect of any three-year performance period.
Dividends	An LTI participant has no entitlement to dividends until the performance rights have been converted into shares and vested.
Forfeiture	Forfeiture of an LTI participant's reward will occur should the executive KMP 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 KMP's employment terminates prior to the vesting date of an LTI benefit. The Board retains an overarching discretion to forfeit any performance rights granted under the LTI at any time.
Change of control	There is no mandatory entitlement to any benefit under the LTI in the event of a change in control of the Group and the Board has absolute discretion to vary any terms of the LTI program in these circumstances.

Section 4 Remuneration governance

Overview

The following diagram illustrates the Company's remuneration governance framework:



Remuneration report

Section 4 Remuneration governance continued

Executive service agreements

All contracts with executive KMP 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	Managing Director & CEO	Ongoing, 12-month notice period	Fixed salary package consisting of base salary and superannuation, reviewed annually by the Remuneration and HR Committee.
Mr Matthew Angell	President Credit Corp USA	Ongoing, 6-month notice period	Fixed salary package consisting of base salary and superannuation, reviewed annually by the Remuneration and HR Committee.
Mr Michael Eadie	CFO	Ongoing, 6-month notice period	Fixed salary package consisting of base salary and superannuation, reviewed annually by the Remuneration and HR Committee.

Share trading policy

The Group's share trading policy states that all Group employees are only permitted to enter margin loans secured against Credit Corp shares with the prior written approval of the Chair. Group employees are also 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.

Breaches of the Group's share trading policy are regarded very seriously and may lead to disciplinary action being taken (including termination of employment).

As noted in the Corporate Governance Statement, the Group has a minimum shareholding policy for non-executive directors requiring them to hold Group shares representing a value of at least one year of base non-executive director fees within three years of their appointment or 19 June 2027 (whichever is the later).

The date of 19 June 2027 as the initial deadline to comply with the minimum shareholding policy for non-executive directors was extended from 19 June 2026 due to the non-binding indicative offer (NBIO) for Humm Group Limited (ASX: HUM) which was on foot from November 2025 until the withdrawal of the NBIO on 22 June 2026. During this period, non-executive directors did not trade in the Company's shares.

Remuneration consultants

Remuneration consultants were utilised to review the executive remuneration structure during the year, as described above. The review consisted of the provision of benchmarking and other market data. No recommendations were made as part of the review.

Section 5 Non-executive director remuneration

Components and details of non-executive remuneration

Under the Group's Remuneration Policy, non-executive directors are to be awarded fair remuneration that is appropriate to their responsibilities, performance, knowledge and skills. Fees for non-executive directors are fixed and are not linked to the performance of the Group, 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 $1.5 million including superannuation was approved by the shareholders at the 2021 Annual General Meeting (AGM), and it is not proposed to increase the aggregate fee cap at this time.

The comparator group of companies used for benchmarking purposes consists of a group of 20 ASX-listed entities based on industry, size and complexity, ownership profile and talent market. These entities are AUB Group Limited, BSP Financial Group Limited, Fleet Partners, Helia Group Limited, HUB24 Limited, Insignia Financial Limited, Judo Capital Holdings Limited, Latitude Group Holdings Limited, Liberty Financial Group Limited, MA Financial Group Limited, Magellan Financial Group Limited, MyState Limited, Navigator Global Investments Limited, Netwealth Group Limited, Omni Bridgeway Limited, Pepper Money Limited, Perpetual Limited, Pinnacle Investment Management Group Limited, Resimac Group Limited and Zip Co Limited. Credit Corp's positioning in the peer group is summarised below:

Market capitalisation	24th percentile
Total revenue	40th percentile
Total assets	34th percentile

Section 5 Non-Executive Director remuneration continued

Remuneration of non-executive directors

Following the review of market practice and to ensure the Company remains competitive in attracting and retaining high-calibre directors, the Board approved a modest increase to the non-executive director fees, effective 1 July 2026. This adjustment is the first increase to fees since 1 July 2023.

In line with our commitment to simplifying our governance and enhancing transparency, all non-executive director fees are now presented as a single, all-inclusive figure that incorporates all committee work and statutory superannuation. The updated fee structure, effective 1 July 2026, is as follows

	From 1 July 2026 $	FY2026 $
Chair	**310,000**	307,500
Director and Committee Chair	**169,000**	162,400
Director and Committee member	**157,000**	151,200
Director	**140,000**	134,400

The above remuneration includes the 12 per cent (2025: 11.5 per cent) statutory superannuation entitlement.

Section 6 Changes to executive remuneration for FY2027

Executive remuneration structure review

Following an independent review by EY, the Board approved several enhancements to the remuneration framework, effective from 1 July 2026 (for the FY2027 incentive plans).

The review found that while the existing framework has served the company well, there are opportunities to better align it with shareholder value creation, market practice and our strategic priorities. The following changes ensure our remuneration structure is fit for purpose and continues to attract, motivate, and retain high-calibre executives.

Re-balancing the incentive mix and introducing STI deferral

To foster a more continuous pipeline of equity ownership, strengthen medium-term alignment, and strengthen the retention mechanism through unvested equity, the Board has approved a structural re-weighting of the at-risk incentive mix for KMPs. This involves shifting a portion of the LTI opportunity into the STI plan, subject to a new deferral mechanism.

- Shift from LTI to STI: The maximum STI opportunity for KMPs will increase by 25 per cent. This is funded by an equivalent reduction in the LTI opportunity, ensuring that total target remuneration remains unchanged.
- Maintaining a strong LTI focus: The adjustment does not compromise the Board's emphasis on long-term, at-risk pay, and the LTI remains the most significant component of the executive pay mix, preserving our strong focus on sustained shareholder value creation.
- Mandatory equity deferral: As part of this re-weighting, a new rule requires that 20 per cent of the total STI award achieved must now be mandatorily deferred into share rights for a two-year period.

Enhancements to the LTI plan

The following changes refine our LTI plan to ensure it effectively drives sustained long-term performance and operates as a competitive tool to attract and retain critical leadership talent.

- Removal of the ROE gateway: The review noted that using a ROE measure as a gateway is an unusual market feature that can have a punitive impact on vesting outcomes following even short periods of lower earnings growth. Its removal ensures that executives are appropriately rewarded for delivering sustained, long-term earnings growth and shareholder returns.
- Transition from NPAT to EPS: The primary performance hurdle will change from NPAT CAGR to Earnings Per Share (EPS) CAGR. EPS is a more direct measure of shareholder value and better aligns executive rewards with shareholder outcomes.
- Formal implementation of malus and clawback: The Board has formalised explicit malus and clawback provisions. This gives the Board clear authority to cancel unvested awards or claw back vested awards in instances of serious misconduct or a material misstatement of financial results.

In all other respects, the LTI program will remain consistent with the FY2026-28 scheme described in this Report.

ROE remains a key objective for Credit Corp and the basis of all investment and capital allocation decisions made by the Company.

Credit Corp relies on the constant re-investment of capital while maintaining return discipline, so earnings growth can naturally fluctuate across different phases of the investment and economic cycle. Transitioning to an EPS metric, without the constraint of a secondary ROE gateway, ensures that our executives remain appropriately incentivised to make disciplined, long-term capital allocation decisions through all phases of the cycle, without being penalised by short-term macroeconomic shifts.

Looking ahead

The Board is confident that this refined remuneration framework achieves the right balance between motivating our executive team and aligning their rewards with the long-term experience of our shareholders. Together, the introduction of STI equity deferral, the strategic re-weighting of the incentive mix, and the refinement of our LTI metrics ensure that Credit Corp's remuneration structure remains competitive, transparent, and firmly focused on driving sustainable, profitable growth.

Remuneration report

Section 7 Statutory remuneration tables and data

Compensation of directors and other KMP

Statutory reporting basis – period ending 30 June 2026

		Short-term benefits				Post-employment benefit	Long-term benefit			
		Salary and fees $	Short-term incentive [1] $	Non-monetary benefits [2] $	Total $	Super-annuation $	Long-term incentive [3] $	Long-service leave $	Total $	Proportion of remuneration performance-related %
Non-Executive Directors										
Mr Eric Dodd	**2026**	**275,000**	**—**	**19,302**	**294,302**	**30,000**	**—**	**—**	**324,302**	**—**
Non-Executive Director	2025	275,000	—	18,116	293,116	30,000	—	—	323,116	—
Mr Phillip Aris	**2026**	**145,000**	**—**	**—**	**145,000**	**17,400**	**—**	**—**	**162,400**	**—**
Non-Executive Director	2025	139,538	—	—	139,538	16,047	—	—	155,585	—
Ms Sarah Brennan [4]	**2026**	**151,200**	**—**	**—**	**151,200**	**—**	**—**	**—**	**151,200**	**—**
Non-Executive Director	2025	111,609	—	—	111,609	4,180	—	—	115,789	—
Mr Brad Cooper	**2026**	**135,000**	**—**	**—**	**135,000**	**16,200**	**—**	**—**	**151,200**	**—**
Non-Executive Director	2025	135,000	—	—	135,000	15,525	—	—	150,525	—
Ms Lyn McGrath	**2026**	**135,000**	**—**	**—**	**135,000**	**16,200**	**—**	**—**	**151,200**	**—**
Non-Executive Director	2025	135,000	—	—	135,000	15,525	—	—	150,525	—
Mr James M Millar AM	**2026**	**145,000**	**—**	**—**	**145,000**	**17,400**	**—**	**—**	**162,400**	**—**
Non-Executive Director	2025	145,000	—	—	145,000	16,675	—	—	161,675	—
Ms Trudy Vonhoff	**2026**	**145,000**	**—**	**—**	**145,000**	**17,400**	**—**	**—**	**162,400**	**—**
Non-Executive Director	2025	145,000	—	—	145,000	16,675	—	—	161,675	—
Executive KMP										
Mr Thomas Beregi										
Managing Director, CEO,	**2026**	**1,070,000**	**550,000**	**19,302**	**1,639,302**	**30,000**	**(488,849)**	**17,864**	**1,198,317**	**5**
Company Secretary	2025	1,070,000	550,000	18,116	1,638,116	30,000	582,856	17,789	2,268,761	50
Mr Matthew Angell	**2026**	**950,000**	**500,000**	**291,000**	**1,741,000**	**—**	**(275,808)**	**—**	**1,465,192**	**15**
President, Credit Corp USA	2025	950,000	500,000	291,000	1,741,000	—	342,281	—	2,083,281	40
Mr Michael Eadie	**2026**	**440,000**	**235,000**	**19,302**	**694,302**	**30,000**	**(191,999)**	**7,344**	**539,647**	**8**
CFO, Company Secretary	2025	440,000	235,000	18,116	693,116	30,000	204,115	7,318	934,549	47
Total remuneration	**2026**	**3,591,200**	**1,285,000**	**348,906**	**5,225,106**	**174,600**	**(956,656)**	**25,208**	**4,468,258**	**7**
	2025	3,546,147	1,285,000	345,348	5,176,495	174,627	1,129,252	25,107	6,505,481	37

1. The STI has been included in the above table on an accruals basis and has been recorded at 100 per cent of the maximum potential payment. Individual performance reviews to be conducted after the finalisation of the FY2026 audited consolidated financial statements will determine the final entitlement.
2. The non-monetary benefits for Mr Dodd, Mr Beregi and Mr Eadie represent car parking provided during the year. Non-monetary benefits for Mr Angell consist of expatriate related costs for his role of President, Credit Corp USA commencing 1 July 2024.
3. The LTI is included on an accruals basis in accordance with applicable accounting standards. In FY2026, it was assessed that the overarching non-market ROE hurdle for the active LTI tranches is unlikely to be met. Consequently, under AASB 2, no expense was recognised for the new LTI 26-28 tranche, and previously recognised expenses for the LTI 24-26 and LTI 25-27 tranches have been reversed. This results in a negative statutory LTI value for the current year.
4. Ms Brennan was appointed on 9 September 2024.

Section 7 Statutory remuneration tables and data continued

Performance rights held, vested and granted as at 30 June 2026

A reconciliation of performance rights (PRs) issued to executive KMP in respect of each LTI scheme is as follows:

	LTI schemes	Opening balance at 1 July 2025 Number	PRs issued during the year Number	Vested during the year Number	Forfeited during the year Number	Closing balance at 30 June 2026 Number
Executive KMP						
Mr Thomas Beregi	LTI scheme 2023-25	90,115	—	—	(90,115)	—
	LTI scheme 2024-26	101,355	—	—	—	101,355
	LTI scheme 2025-27	116,181	—	—	—	116,181
	LTI scheme 2026-28	—	135,984	—	—	135,984
Mr Matthew Angell	LTI scheme 2023-25	53,449	—	—	(53,449)	—
	LTI scheme 2024-26	53,642	—	—	—	53,642
	LTI scheme 2025-27	74,433	—	—	—	74,433
	LTI scheme 2026-28	—	87,121	—	—	87,121
Mr Michael Eadie	LTI scheme 2023-25	26,853	—	—	(26,853)	—
	LTI scheme 2024-26	39,808	—	—	—	39,808
	LTI scheme 2025-27	45,631	—	—	—	45,631
	LTI scheme 2026-28	—	53,409	—	—	53,409

Shares held in Credit Corp Group Limited as at 30 June 2026

The movements during 2026 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 2025 Number	Shares vested during the year Number	Shares acquired during the year Number	Other changes during the year Number	Closing balance at 30 June 2026 Number
Non-Executive Directors					
Mr Eric Dodd	6,927	—	—	—	**6,927**
Mr Phillip Aris	4,500	—	—	—	**4,500**
Ms Sarah Brennan	3,720	—	—	—	**3,720**
Mr Brad Cooper	—	—	—	—	**—**
Ms Lyn McGrath	—	—	—	—	**—**
Mr James M Millar AM	9,000	—	—	—	**9,000**
Ms Trudy Vonhoff	16,175	—	—	—	**16,175**
	40,322	—	—	—	40,322
Executive KMP					
Mr Thomas Beregi	41,086	—	—	—	**41,086**
Mr Matthew Angell	399	—	—	—	**399**
Mr Michael Eadie	—	—	—	—	**—**
	41,485	—	—	—	**41,485**
Total	81,807	—	—	—	81,807

Transactions with KMP

No transactions with KMP occurred during the year other than remuneration arrangements as disclosed in this report.

Phil Aris
Chair, Remuneration and HR Committee
4 August 2026

Eric Dodd
Chair of Board

Sustainability report

Basis of preparation

This report presents the climate-related financial disclosures for Credit Corp Group Limited and its controlled entities (collectively, the Group or Credit Corp) for the year ended 30 June 2026.

The Group's climate-related disclosures have been prepared in accordance with AASB S2 Climate-related Disclosures (AASB S2), the mandatory Australian Sustainability Reporting Standard issued by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001* (Cth).

This report has been prepared for the same consolidated reporting entity and reporting period as Credit Corp Group's Consolidated Financial Statements (refer to Note 2 Basis of Preparation in the financial statements), unless otherwise stated.

For the purposes of climate-related disclosures prepared under AASB S2, the Group's reporting boundary is consistent with its financial reporting boundary. Disclosures are prepared on an operational control basis and include the parent entity and all controlled entities.

As this is the first year in which Credit Corp has prepared climate-related financial disclosures in accordance with AASB S2, Credit Corp has elected to adopt transition relief from the requirement to:

- disclose comparative information
- disclose Scope 3 GHG emissions information.

Director's Declaration

In the opinion of the Directors of Credit Corp Group Limited, the Company has taken reasonable steps to ensure that the substantive provisions of the Sustainability Report of the Company and its controlled entities for the year ended 30 June 2026, as presented on pages 81 to 91, are in accordance with the *Corporations Act 2001* (Cth) (The Act), including:

a) Complying with Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures and any further requirements determined under section 296C(2) of the Act; and

b) Containing the climate statement disclosures required by section 296D of the Act.

This declaration is made in accordance with a resolution of the Directors, pursuant to section 296A(6) of the Act, as modified by section 1707C(2).

James M Millar AM
Chair of the Audit and Risk Committee
4 August 2026

Eric Dodd
Chair of Board

About Credit Corp

Headquartered in Sydney, Credit Corp is Australia's largest provider of responsible financial solutions to the credit-impaired consumer segment. Credit Corp is committed to providing fair and affordable financial solutions that support customers in improving their financial position over time. This commitment is underpinned by a strong culture of compliance, transparency and responsible conduct, alongside a respectful and empathetic approach to customer engagement.

The Group's success and reputation is supported by advanced analytics, proprietary technology and disciplined operational practices, enabling it to manage credit risk responsibly and adapt to evolving market conditions.

Credit Corp operates across three core areas of operation: Debt Buying and Collection, Collection Services, and Lending. As a services and technology-enabled business with a predominantly digital operating model, the Group maintains call centre and operational facilities across Australia (Sydney, Brisbane, Melbourne, Adelaide and Perth), New Zealand (Auckland), the Philippines (Manila), the United States (Salt Lake City and Seattle), and the United Kingdom (Frome).

The Group's client base includes a diverse range of organisations, from major banks, finance companies, telecommunications providers and utilities to government departments and small to medium-sized enterprises. As at 30 June 2026, the Group employed 2,223 people.

Governance

Board oversight

The Credit Corp Board of Directors (Board) is responsible for setting and overseeing the Company's corporate governance, strategy, and risk management framework in accordance with its Charter. This includes the strategic consideration of climate-related risks and opportunities as part of the Board's broader oversight of the Group's strategic direction, operating environment, and risk profile.

The Board is supported by its committees, which provide focused oversight of key responsibilities, including climate-related matters.

The Audit and Risk Committee (ARC) holds primary oversight of climate-related risks as part of its broader responsibility for risk management. As outlined in its Charter, the ARC assists the Board in overseeing emerging and strategic risks, the effectiveness of the risk management framework, and the integrity of internal and external assurance processes. The ARC regularly reviews the status of material risks and the effectiveness of related controls, supported by the Head of Risk and relevant members of management.

The Remuneration and HR Committee supports the Board by reviewing and recommending performance metrics and outcomes relevant to executive remuneration, including those linked to risk management and broader organisational objectives, for final Board approval and oversight, as outlined in the Remuneration Report.

The Board maintains direct visibility over climate-related matters by receiving ARC minutes and having access to committee papers, which include detailed information on relevant risks, opportunities, and internal controls.

The ARC considers climate-related matters at least bi-annually, including receiving updates on the management and potential financial impacts of climate-related risks. The Board reviews and approves disclosures on environmental performance included in the Group's annual reporting.

In FY2026, the Board and ARC considered climate-related matters on two separate occasions, in line with ESG Working Group meetings. This involved reviewing and discussing ESG Working Group briefing papers on the status of preparatory reporting activities, director obligations and climate-related risk reviews, alongside the proposed approach to external assurance and the preliminary draft of the Sustainability Report.

Further information on the Group's governance framework is available in our Corporate Governance Statement on page 42.

Board skills and experience

The Board assesses the appropriate mix of skills, experience, knowledge, independence, expertise and diversity required to support effective governance and regularly evaluates the extent to which these attributes are represented across the Board and its Committees.

To support this assessment, Board members, including the Chair, complete periodic self-assessments, the results of which inform the development and ongoing refinement of the Board skills matrix. The skills matrix includes core capability areas such as Strategy, Governance Leadership, Risk, and Environment and Social, which encompasses expertise in legal and regulatory compliance, risk management, strategic decision-making, and oversight of environmental, social and governance (ESG) matters.

The Board recognises the importance of climate-related competence as part of its broader ESG capability. This includes an understanding of potential climate-related risks and opportunities and the ability to assess and oversee their implications for the Group's strategy and performance.

In the 2026 Board self-assessment:

- **Strategy and Risk:** All seven directors assessed themselves as having "expert" capability
- **Governance leadership:** Six of seven directors assessed themselves as having "expert" capability, with the remaining director indicating a "general working knowledge"
- **Environment and Social**: Two of seven directors assessed themselves as having "expert" capability, with the remaining directors indicating a "general working knowledge"

Board experience and qualifications are provided in the Corporate Governance Statement on pages 43 to 45.

Role of management

The Board delegates responsibility for the day-to-day execution of strategy and risk management, including climate-related matters, to the Chief Executive Officer (CEO), supported by the executive management team. Management is responsible for implementing and maintaining governance processes, controls and procedures that support effective risk management and delivery of the Group's strategic objectives, including those related to climate.

The CEO oversees the execution of strategy within the Board-approved risk appetite and ensures that climate-related considerations are appropriately reflected in operational and strategic decision-making.

Responsibility for the identification, assessment and management of environmental and climate-related risks and opportunities is supported by the ESG Working Group. The ESG Working Group comprises cross-functional representatives from across the business, selected based on relevant expertise and experience, and supports the integration of ESG considerations into business operations.

The ESG Working Group provides updates to management and reports to the ARC on a bi-annually basis, or more frequently as required, on ESG-related matters including climate-related risks, opportunities, and performance. Material matters are escalated to the CEO, ARC and Board through established reporting channels or as required. This structure ensures that climate-related risks and opportunities are subject to appropriate executive oversight and governance.

Sustainability report

Governance continued

Management's oversight of climate-related risks is integrated within the Group's Risk Management Framework (RMF), leveraging existing processes, controls and mitigation strategies. The RMF, including the "three lines of defence" model and associated management responsibilities, is described in the Risk Governance section of the Annual Report pages 56 to 58.

Under this framework, management is responsible for monitoring compliance with the RMF and supporting policies and procedures. This includes assessing control effectiveness, reviewing the outcomes of risk assessments (including self-assessments and external assurance activities), and ensuring appropriate documentation is maintained. Management also prioritises risks and associated control activities and allocates resources to support effective risk mitigation and monitoring.

Operationally, business units form the first line of defence, responsible for identifying and managing risks, implementing controls, and ensuring their effectiveness. The centralised risk function acts as the second line of defence, providing oversight, coordination and independent challenge to risk management activities. The internal audit function represents the third line of defence, delivering independent assurance on the effectiveness of governance, risk management and internal controls, and supporting continuous improvement.

Remuneration

The Group's executive remuneration framework is aligned with the key drivers of its business strategy, as outlined in the Remuneration Report on page 62.

Climate-related considerations are not identified as standalone strategic drivers within the executive remuneration framework. Accordingly, key performance indicators (KPIs) for executives do not include specific climate-related metrics or performance measures. However, executives are assessed against Board-approved KPIs relating to enterprise-wide risk management, within which climate-related risks are considered as part of the Group's broader risk profile.

For employees with defined responsibilities for environmental and climate-related matters, individual performance objectives incorporate relevant climate-related accountabilities. Performance against these objectives is considered in determining short-term incentive outcomes.

Strategy

Credit Corp is a services and technology-based business with a predominantly digital operating model. As a result, the Group's exposure to climate-related risks and opportunities arises primarily through indirect channels, including potential impacts on borrower affordability, changes in customer behaviour, and evolving regulatory and disclosure expectations.

Within this context, the Group has identified customer affordability, hardship management, and disclosure readiness as the most relevant climate-related risk areas. These risks may arise through the broader economic and social impacts of climate change, including the potential for increased financial stress among customers and heightened regulatory scrutiny.

Credit Corp considers climate-related risks and opportunities as part of its broader strategic planning and risk management processes. This integrated approach supports the ongoing resilience of the Group's operations and lending activities under a range of potential climate-related scenarios.

The Group's Environmental Policy outlines its commitment to managing environmental impacts responsibly and to monitoring climate-related risks and opportunities in a manner that is proportionate to the nature and scale of its operations. Consistent with this approach, climate-related considerations are embedded within existing governance structures and risk management processes, rather than managed through a standalone climate strategy.

The identification, assessment and ongoing monitoring of climate-related risks are undertaken within the Group's enterprise risk management framework. Initial identification of relevant climate-related risks was supported by external advisors in 2025, with these risks subsequently incorporated into the Group's enterprise Risk Register and embedded within ongoing risk management and reporting processes.

Current and financial impacts

Climate-related risks currently influence the Group primarily through operational and strategic channels, including operational readiness, customer hardship response, customer servicing activity, insurance cost pressures, and governance capability. At this stage, these impacts are indirect in nature and have not resulted in material financial effects.

> Based on the Group's current assessment, management has not identified any material climate-related impacts requiring adjustments to financial performance, financial position or cash flows for the reporting period or the near-term planning horizon.

Over the medium to longer term, the potential financial effects of climate-related risks and opportunities remain uncertain. This reflects the evolving nature of climate-related data, modelling techniques, regulatory developments and industry approaches. The Group will continue to monitor these factors and refine its assessment as methodologies and information quality improve.

This section outlines:

- observed and emerging climate-related impacts affecting the Group's operations
- potential physical and transition risks and opportunities across relevant time horizons
- management's assessment of the extent to which these factors have resulted, or may result, in material financial effects.

Strategy continued

Physical impacts

Physical climate-related risks for the Group arise primarily from acute weather events, including storms, flooding and other extreme weather conditions across the regions in which the Group operates, including Australia, New Zealand, the Philippines, the UK and the US.

Based on the Group's analysis of extreme weather events and historical portfolio performance:

- Physical events have led to modest and temporary increases in customer contact volumes and hardship requests. These short-term impacts have been found to be consistent with the forward-looking assumptions and macroeconomic factors already incorporated into the Group's existing Expected Credit Loss (ECL) models and expected realisation models on purchased credit impaired assets.
- These impacts have generally been short-lived, with repayment behaviour typically returning toward baseline levels following the event period.
- Management has not identified any sustained deterioration in arrears migration, write-offs or recovery outcomes attributable to observed weather events across either the consumer lending or debt purchasing portfolios.
- Due to the Group's distributed workforce model, limited reliance on physical infrastructure and its remote operating capability, no material disruption to core business operations or asset values has been observed.

Accordingly, physical climate-related impacts are currently assessed as limited in scale and not material to the Group's financial performance, financial position or cash flow in the reporting period.

Transition impacts

Transition-related climate risks for the Group arise primarily through indirect economic channels affecting borrowers, customers and counterparties, rather than through direct regulatory or technological disruption to the Group's operations.

Key transition-related considerations include:

- changes in household affordability driven by rising energy costs, insurance premiums and broader cost-of-living pressures
- potential employment impacts in transition-sensitive industries which may affect customer repayment capacity
- evolving regulatory, governance and disclosure requirements for financial institutions
- increasing stakeholder expectations regarding climate risk management, transparency and accountability.

During the reporting period, management has not identified any separately measurable or attributable impacts from transition-related climate factors on portfolio performance, provisioning outcomes or capital allocation decisions. Observed affordability pressures are consistent with broader macroeconomic trends and are managed through the Group's existing credit risk, hardship and customer management frameworks.

Transition-related climate risks are therefore currently assessed as incremental in nature and manageable within existing business processes and controls. No material changes to the Group's business model, strategy or capital allocation have been required in response to transition-related factors during the reporting period.

Assessment of financial impacts

The Group has assessed whether climate-related physical or transition risks have resulted in separately identifiable financial effects on its financial position, financial performance or cash flows for the year ended 30 June 2026.

Based on this assessment, management concluded that no material climate-related financial effects, either individually or in aggregate, were identified that required adjustment to the FY2026 financial statements. Consequently, no separately identifiable impairments, valuation adjustments, or changes to credit provisioning methodologies were required as a direct result of climate-related factors.

The key judgements, specific assumptions, data limitations, and materiality benchmarks underpinning this conclusion are detailed in the "Significant Judgements, Assumptions and Measurement Uncertainty" section on page 86 of this report.

Climate scenario analysis

During FY2026, Credit Corp primarily undertook qualitative climate scenario analysis to assess how different climate pathways could affect the Group's operations, customers and risk profile across the short, medium and long term.

These scenarios are not forecasts and do not represent probability-weighted expectations of future outcomes. Rather, they are used as a forward-looking risk management tool to assess the resilience of the Group's strategy, governance arrangements and operational processes under a range of plausible climate conditions.

The scenarios applied in the analysis are broadly aligned with pathways developed by the Network for Greening the Financial System, ensuring consistency with widely recognised industry approaches.

The analysis considered 12 identified climate-related risks spanning physical, transition, regulatory, conduct and customer-related categories. These risks were assessed using the Group's enterprise risk framework, including established impact and likelihood criteria, to evaluate potential changes in risk exposure under each scenario.

The scenarios selected represent contrasting climate pathways at either end of the transition spectrum, reflecting the most relevant potential outcomes for the Group given its:

- predominantly digital operating model
- indirect exposure to climate-related risks through borrowers and counterparties
- limited reliance on physical infrastructure and assets.

Sustainability report

Strategy continued

Orderly transition scenario (1.5°C – net zero by 2050)

This scenario assumes a globally coordinated and orderly transition to a low-carbon economy, supported by progressive policy development, increasing regulatory clarity and normalisation of climate-related disclosure expectations across financial services. It is broadly aligned with the objectives of Australia's *Climate Change Act 2022* and the Paris Agreement, which aim to limit global warming to 1.5°C above pre-industrial levels.

Under this pathway, climate-related impacts for Credit Corp are expected to arise primarily through transition dynamics, including:

- gradual changes in household affordability driven by increases in energy costs and insurance premiums
- increased expectations for data transparency, governance and disclosure maturity
- heightened regulatory and stakeholder scrutiny of portfolio characteristics rather than direct emissions exposure.

The scenario does not assume abrupt economic disruption or disorderly market repricing. Instead, it reflects a measured transition in which climate considerations become increasingly embedded into regulatory frameworks, customer expectations and business practices.

Under this scenario, transition-related risks are assessed as most relevant over the short-to-medium term, with some risks moderating over the longer term as regulatory settings stabilise and markets adjust to a lower-carbon environment.

High physical risk scenario (>3°C – current policies)

This scenario assumes a slower and less coordinated global transition, characterised by limited emissions reductions and continued reliance on existing policies. As a result, warming exceeds 3°C, with a greater emphasis on adaptation to escalating physical climate impacts.

Under this pathway, climate-related risks for the Group arise primarily through acute physical events, including more frequent and severe localised extreme weather events, rather than through rapid policy or market change.

For Credit Corp, key impact channels under this scenario include:

- increased frequency and severity of localised extreme weather events across operating regions
- temporary disruption to customer income and repayment capacity following such events
- short-term increases in hardship requests and customer contact volumes
- operational resilience considerations, particularly in relation to offshore servicing and remote working capability.

This scenario does not assume permanent economic dislocation or structural impairment of the Group's portfolios. Instead, it is used to assess the resilience of the Group's diversified lending and debt purchasing activities to repeated, localised physical shocks over time.

Under this scenario, physical, affordability and operational resilience risks are assessed as increasing over the medium to long-term, with impacts remaining elevated relative to the orderly transition scenario. While no immediate structural change to the Group's business model is assumed, the scenario considers the potential for persistent customer stress and recurring disruption over time.

Time horizons

Credit Corp assesses climate-related risks and opportunities over short, medium and long-term time horizons, aligned with the timeframes used for internal business planning, risk management and strategic decision-making. These horizons are intended to support an understanding of when climate-related factors may become operationally or strategically relevant, rather than representing forecasts or financial projections.

Given the Group's predominantly digital operating model and indirect exposure to climate-related risks through borrowers, climate-related impacts are expected to arise primarily through short-term operational effects and gradual affordability trends, rather than through direct impacts on long-dated physical asset impacts.

The time horizons applied are defined as follows:

Short term (0–3 years)

Focuses on near-term operational impacts, including borrower affordability pressures, customer hardship activity, servicing demand following extreme weather events, and the implementation of climate-related governance, risk management and disclosure requirements.

Medium term (3–6 years)

Considers the evolving impact of regulatory expectations, market practices and stakeholder requirements, as well as the extent to which climate-related factors may become increasingly relevant for portfolio monitoring, credit risk assessment and strategic decision-making.

Long term (greater than 6 years)

Reflects longer-dated transition dynamics and chronic physical climate trends. Given the inherent uncertainty, data limitations and indirect exposure pathways, impacts over this horizon are primarily assessed qualitatively, rather than through quantitative estimation.

Strategy continued

These time horizons are reviewed periodically to ensure they remain appropriate as climate data availability, modelling capability and regulatory expectations continue to evolve.

Scenario pathways and key trends

Scenario Attribute	Orderly Transition (1.5°C – Net Zero by 2050)	High Physical Risk (>3°C – Current Policies)
Climate pathway	Rapid emissions reduction broadly consistent with global net zero pathways	Limited emissions reduction with higher long-term warming outcomes
Policy and regulatory environment	Progressive policy development; increasing standardisation of climate disclosures and stronger governance expectations	Slower policy response with greater reliance on adaptation measures
Key economic and social trends	Gradual changes in household affordability linked to energy, insurance and compliance costs	More frequent localised extreme weather events and temporary income disruption
Primary risk type	Transition risk	Physical risk
Primary transmission channels for Credit Corp	Borrower affordability, governance uplift, disclosure readiness, stakeholder expectations	Hardship demand, servicing volumes, collections timing, operational continuity
Expected impact on business model	No material change currently expected to core business model; increased emphasis on governance and data capability	No material change expected to core business model; reliance on digital and distributed operations supports resilience
Current financial impact expectation	No separately identifiable material financial effects currently identified, although climate-related impacts are observed indirectly and remain stable under an orderly transition	No separately identifiable material financial effects currently identified, although climate-related impacts are observed indirectly and may increase under higher-emissions pathways
Primary use in scenario analysis	Assess strategy resilience and readiness in a transition-aware regulatory environment	Assess resilience tor repeated but localised physical shocks and persistent affordability pressure

Using historical data to assess future resilience

In assessing the Group's resilience and modeling future climate-related risks under different scenarios, management utilised the observed impacts from recent historical extreme weather events as a baseline. This historical analysis provided reasonable and supportable information to inform our forward-looking scenario analysis. By demonstrating that our existing credit risk and hardship management frameworks successfully absorbed these recent acute shocks without a material deterioration in write-offs or portfolio performance, we established a quantitative baseline. When projecting forward into a >3°C scenario, where the frequency and severity of such physical events are anticipated to increase, management used this historical baseline to conclude that the Group's underlying portfolio performance remains highly resilient and that its existing risk management frameworks are expected to remain effective in managing the increased operational pressures.

Application and limitations

The Group applies climate scenario analysis on a qualitative basis to assess how different climate pathways may influence its operations, customer behaviour and risk profile. The analysis focuses on plausible transmission channels, including borrower affordability, hardship activity, servicing demand and operational continuity, rather than direct physical asset exposure or emissions intensity.

Scenario analysis is not used to produce forecasts, probability-weighted outcomes or quantitative financial estimates. This reflects the Group's indirect exposure to climate-related risks, the absence of sustained climate-driven financial impacts to date, and current limitations in borrower-level and geographic data.

Accordingly, scenario analysis is applied as a governance and risk management tool, supporting ongoing monitoring, disclosure readiness and periodic assessment of strategic resilience. It is not currently used as an input into valuation, credit provisioning or capital allocation decisions.

Scenario outcomes summary

Overall, the scenario analysis indicates that:

- There is no immediate need for changes to the Group's core business model or capital allocation approach.
- Governance capability, data maturity and disclosure readiness remain key focus areas under an orderly transition (1.5°C) scenario, particularly over the short to medium term.
- Customer affordability pressures, hardship demand and insurance-related cost impacts may persist across both scenarios over time.
- Under a high physical risk >3°C scenario, borrower stress, operational disruption and conduct-related risks may become more pronounced over medium to long-term horizons.
- Climate-related risks remain strategically relevant and subject to ongoing monitoring and periodic reassessment.
- Based on the analysis performed, these impacts are not expected to result in material financial statement effects for the current reporting period.

Strategy resilience summary

Based on the scenario analysis performed, climate-related opportunities for the Group are currently assessed as incremental in nature. These relate primarily to enhancements in digital efficiency, data capability, operational resilience and, over time, potential product or service adaptation.

Sustainability report

Strategy continued

Given the Group's predominantly digital operating model, diversified activities and established control environment, Credit Corp considers its current business model to be reasonably resilient to the climate-related risks identified under the scenarios assessed.

However, under higher-emissions pathways, increasing pressures on borrower affordability, greater demand for customer hardship support, and the potential for recurring operational disruption may require enhanced monitoring, refinement of controls and periodic reassessment of risk management approaches.

The Group will continue to review climate-related risks and opportunities on at least an annual basis, incorporating improvements in data quality, modelling capability and evolving regulatory and stakeholder expectations.

Anticipated impacts and financial impacts

Consistent with the scenario analysis, climate-related risks and opportunities are expected to affect the Group primarily through indirect economic channels, including borrower affordability, customer behaviour and operational resilience.

Over the short to medium term, potential impacts may include:

- increased hardship activity and servicing demand
- changes in borrower repayment behaviour following extreme weather events
- affordability pressures associated with rising energy costs, insurance premiums and broader cost-of-living factors.

These impacts are expected to be manageable within existing credit risk, hardship management and servicing frameworks.

Over the medium to long term, climate-related transition dynamics, insurance affordability pressures and evolving regulatory expectations may influence market conditions, customer demand and disclosure requirements.

Based on current analysis and available data, management has determined that these factors are currently manageable within the Group's existing risk management frameworks. This assessment will continue to be monitored and refined as climate-related data, scenario methodologies and external conditions evolve.

Climate-related risks and opportunities

A summary of the Group's climate-related risks and opportunities identified through scenario analysis and risk assessment processes is provided on the next page.

The Group has assessed its exposure to climate-related physical and transition risks across relevant time horizons, considering its business model, operational footprint and the nature of its activities. As a predominantly digital business with a limited physical asset base, the Group has low direct exposure to physical risks affecting owned assets. Instead, climate-related risks arise primarily through indirect channels, including impacts on customers, servicing operations and counterparties, rather than through material damage to Group-owned infrastructure.

The time horizons presented in the tables to the right reflect the potential duration and evolution of risk exposure, whereas the Group's Enterprise Risk Register identifies the primary management horizon used for ongoing monitoring and control activities.

Significant judgements, assumptions and measurement uncertainty

In preparing these climate-related disclosures, management has made significant judgements, estimates, and assumptions that affect the reported information.

Given the evolving nature of climate science and the inherent overlap between climate effects and broader macroeconomic factors (such as inflation and cost-of-living pressures), the following key judgements and uncertainties underpin the Group's conclusions:

- **Materiality assessment:** In determining whether climate-related risks had a material financial effect, management applied a holistic framework considering both quantitative and qualitative factors. Quantitatively, the assessment was aligned with the materiality thresholds applied to the Group's financial statement reporting. Qualitatively, management considered the localised, temporary nature of observed weather impacts, the natural resilience of our geographically diversified portfolios, and our formal risk management assessments. This combined approach underpinned the conclusion that no separate climate-related adjustments were required.
- **Use of historical event data as a proxy:** The Group's assessment assumes that customer repayment behaviour observed during recent "climate signal" severe extreme weather events provides a reasonable and supportable analogue for assessing portfolio resilience in the current reporting period and under future climate scenarios.
- **Geographic scoping for event impact:** The Group's assessment of physical risk relies on the assumption that identifying customer concentrations in historically impacted geographic regions is a reasonable and supportable indicator of the portfolio's overall regional sensitivity to acute physical climate events.
- **Portfolio performance thresholds:** Conclusions regarding portfolio resilience are based on management-defined analytical frameworks that evaluate the performance of affected customer segments against standard baselines following extreme weather events. Management applies judgement to determine whether any observed post-event variations fall within the normal operating volatility already captured and absorbed by our existing pricing and impairment models.
- **Hardship-applicant balances:** When estimating the potential forward-looking financial impact of climate-related hardship, management applied the assumption that the profile and characteristics of affected accounts are broadly representative of the wider portfolio.
- **Qualitative scenario analysis:** The Group's scenario analysis is currently qualitative. Management judged that existing data limitations, specifically the inability to reliably disaggregate a distinct 'climate signal' from broader macroeconomic volatility, preclude the development of supportable, highly quantitative financial models over medium-to-long-term climate horizons.
- **No adjustment to expected credit loss provisions:** Management concluded that no specific climate-related adjustments to expected credit loss provisions or purchased credit impaired assets balances were required. This judgement rests on the analytical finding that the quantifiable financial impact of recent extreme weather events was immaterial, and that such temporary shocks are already adequately captured within the forward-looking macroeconomic assumptions built into existing expected credit loss models and expected realisation on purchased impaired assets.
- **Control effectiveness assumptions:** The Group's assessment of climate risk relies on the assumption that existing operational controls, including upfront credit screening, pricing, geographic diversification and established customer hardship frameworks, remain effective in mitigating emerging physical and transition climate pressures.

Strategy continued

The following tables summarise the key climate-related risks and opportunities identified through the Group's scenario analysis and integrated enterprise risk management processes.

Risk	Description	Potential impact on Credit Corp	Time horizon: Short	Time horizon: Medium	Time horizon: Long	Management response/mitigation
Physical risks						
Acute extreme weather events	Increased frequency and severity of localised storms, flooding or heatwaves	Temporary disruption to borrower income; short-term increase in hardship requests and customer contact volumes	●			Hardship assistance frameworks; flexible servicing arrangements; remote operating capability
Disruption to customer accessibility	Physical events affecting customer ability to engage (e.g. outages, displacement)	Short-term delays in repayments or contact, with no sustained credit deterioration observed	●			Digital servicing channels; offshore servicing continuity; monitoring of event-linked impacts
Operational continuity pressure	Localised climate events affecting staff availability or service centre	Temporary operational pressure rather than asset damage or business interruption	●			Business continuity planning; distributed and remote workforce
Chronic climate effects	Gradual changes in weather patterns	Limited direct exposure to physical assets, with primary impacts arising indirectly through customer affordability behaviour		●	●	Ongoing monitoring only
Transition risks						
Household affordability pressure	Rising energy and insurance costs affecting borrower cash flow	Potential indirect impact on repayment capacity; increased hardship demand, monitored within existing credit risk frameworks	●	●		Affordability monitoring; hardship support; portfolio diversification
Employment impacts in transition-sensitive sectors	Structural changes in carbon-intensive industries	Indirect exposure through borrower employment		●		Portfolio diversification; ongoing risk assessment
Regulatory and disclosure change	Evolving climate-related reporting expectations	Increased governance, data and disclosure requirements, with potential compliance and conduct risk exposure	●	●		ESG governance uplift; systems and data enhancement
Market and stakeholder expectations	Increased scrutiny of climate-related risks management	Reputational, governance or regulatory risk, with potential indirect financial consequences		●		Transparent disclosure; alignment with AASB S2
Technology transition in transport sector	Shift toward low-emission vehicles and changing consumer preferences	Changes in demand for financed vehicle products may affect lending volumes and portfolio mix		●	●	Monitoring market and consumer trends; potential adaptation of lending products

Sustainability report

Strategy continued

Climate-related opportunities

Climate-related opportunities for Credit Corp are currently assessed as incremental in nature and closely aligned with the Group's existing strategy and operating model. These opportunities primarily relate to enhancements in digital capability, data maturity, operational resilience and customer engagement practices.

At present, these opportunities do not require material changes to the Group's capital allocation, business model or risk appetite. Instead, they are monitored for their potential to support strategic positioning, operational efficiency and regulatory readiness over time, rather than for immediate financial materiality.

Opportunity	Description	Potential benefit to Credit Corp	Time horizon			Status/response
			Short	Medium	Long	
Opportunities						
Potential growth in lending associated with electric vehicles (EVs)	Increased adoption of EVs as part of the transition to lower emissions transport	Potential increase in lending volumes over time, subject to market adoption and demand conditions		●	●	Monitoring market developments and consumer demand, potential product adaptation if commercially appropriate
Digital automation and technology	Continued shift toward digital servicing and analytics	Reduced reliance on physical infrastructure; improved operational resilience	●	●		Ongoing investment embedded in core strategy
Enhanced data and ESG systems	Improvements in climate, risk and ESG-related data capability	Better monitoring, governance and disclosure readiness	●	●		Capability uplift underway
Operational efficiency	Energy efficiency initiatives in offices and data services	Lower operating costs and reduced Scope 2 emissions		●		Considered as part of facilities and procurement decisions
Regulatory preparedness	Early alignment with climate disclosure standards	Reduced compliance and reputational risk	●	●		AASB S2 reporting implemented

Transition plan

Credit Corp does not currently maintain a standalone climate transition plan involving material changes to its business model, capital allocation or portfolio composition. This reflects the Group's predominantly digital operating model, limited direct GHG emissions, and indirect exposure to climate-related risks, which arise primarily through borrower affordability rather than through physical or emissions-intensive assets.

The most relevant transition considerations for the Group relate to customer affordability trends, hardship management capability, and disclosure readiness.

Accordingly, the Group's approach to climate transition is embedded within existing strategies and operating practices, including:

- ongoing investment in digital platforms and automation, reducing reliance on physical infrastructure
- progressive enhancement of ESG, risk and data capabilities to support evolving regulatory and disclosure expectations
- active monitoring of borrower affordability trends, including pressures associated with energy costs, insurance premiums and broader cost-of-living factors.

These actions support resilience in a transitioning economy without requiring fundamental changes to the Group's business model or risk appetite. At the reporting date:

- the Group is in an early-stage, monitoring-led phase of transition planning
- climate-related considerations are integrated within governance, risk management and disclosure processes, rather than managed through a standalone transition program
- no material transition-related capital expenditure, portfolio reallocation or changes to credit policy have been implemented or are currently planned
- the Group has established emissions reduction intentions and a forward work program to enhance climate-related capabilities over time. This includes improving portfolio-level climate data, refining scenario analysis inputs and assumptions, and strengthening internal processes for monitoring climate-related risks.

The Group will continue to assess the need for a more formalised transition plan as climate-related risks and opportunities evolve, including where they become financially material or where regulatory and market expectations change.

Risk management

Effective risk management is integral to the achievement of the Group's strategic objectives. The Group's Risk Management Framework (RMF), overseen by the Board and the ARC, provides a structured approach to the identification, assessment and management of enterprise-wide and emerging risks, including climate-related risks. The RMF supports informed decision-making within the Board-approved risk appetite and defined risk limits.

In accordance with the RMF, Credit Corp maintains a Risk Appetite Statement (RAS), which outlines the material risk classes that may impact the Group's financial position, financial performance, operations and strategic objectives. Further detail on these risk classes and associated mitigation strategies is provided in the Risk Governance section of the Annual Report (pages 56 to 58).

Climate-related risks are integrated within the Group's broader risk management approach which recognises climate risk dimensions including physical, regulatory and reputational risks. The RAS also articulates the level of risk the Group is willing to accept in pursuit of its strategic objectives, providing a framework for managing climate-related exposures in a consistent and proportionate manner.

Risk profiles and associated mitigation plans are regularly reviewed and updated by management to reflect changes in the operating environment, including emerging climate-related risks. The Board reviews the Group's key risks and assesses the effectiveness of the RMF annually, in line with the ASX Corporate Governance Principles and Recommendations.

Credit Corp promotes a strong risk management culture across the organisation. The RMF is supported by a suite of policies, frameworks and procedural documentation, which are subject to regular review to ensure continued relevance and effectiveness.

The Group maintains an Enterprise Risk Register as the primary repository of risk information, including identified risks, controls and mitigation actions. Climate-related risks identified through scenario analysis and ongoing risk assessment processes are incorporated into this register and managed through established risk management practices. The Head of Risk provides training, guidance and oversight to support consistent and effective risk management across the organisation.

Risk process

Credit Corp's approach to identifying, assessing and monitoring climate-related risks is guided by its enterprise RMF. This ensures climate-related risks are considered in a manner consistent with other enterprise risks and integrated into existing governance and oversight processes.

The process for identifying, assessing, prioritising and monitoring climate-related risks and opportunities is as follows:

Identifying climate-related risks

The Group's climate-related risk identification process includes:

- identifying relevant physical and transition risks across its lending, debt purchasing and servicing activities
- considering a range of internal and external inputs, including historical operational experience, observed extreme weather events, regulatory developments and peer benchmarking
- subjecting identified risks to review and challenge by the ESG Working Group, with escalation to management, the ARC and the Board where appropriate
- formally documenting identified risks within the Enterprise Risk Register, ensuring they are incorporated into ongoing risk monitoring and management processes.

Climate-related risks are reviewed at least annually, and more frequently where emerging issues or changes in the operating environment are identified.

Risk assessment

Climate-related risks are assessed using the Group's enterprise risk assessment framework, ensuring consistency with the evaluation of other strategic, financial and operational risks.

Once identified, climate-related risks are evaluated based on likelihood and impact, using both qualitative and quantitative criteria where applicable. This includes consideration of relevant financial and non-financial thresholds, as well as the potential scale, duration and nature of impacts.

Climate-related risks are prioritised within the broader risk profile to support effective management and resource allocation.

Risk monitoring

The Group maintains an Enterprise Risk Register, supported by a dedicated risk management system, which serves as the central repository for risk information. This includes documentation of identified risks, associated controls, mitigation actions and review outcomes, and supports consistent communication and reporting across the organisation.

Climate-related risks are monitored through:

- periodic review of operational and portfolio performance indicators
- ongoing monitoring of customer hardship activity and borrower behaviour, including following extreme weather events
- regular risk reporting to management, ARC and the Board as part of established reporting cycles.

In accordance with the RMF, all risks, including climate-related risks, are subject to regular review and reassessment.

Climate-related risks are reviewed by the ESG Working Group, escalated to management through the Executive Risk Committee, and considered by the ARC at least annually, or more frequently where required.

Identify → Assess → Monitor

Sustainability report

Metrics and targets

2026 GHG emissions performance

The Group's greenhouse gas emissions (GHG) profile reflects its digital operating model and limited physical footprint.

Scope 1 emissions: comprise direct emissions from sources under the Group's operational control. These relate to fugitive emissions of Kyoto-listed refrigerant gases from equipment such as fridges, vending machines and air conditioning units within our operational control.

Scope 2 emissions: relate to indirect emissions from the purchased electricity consumed in the Group's offices. Emissions are calculated based on electricity usage (kWh), using data obtained from utility invoices, landlord reports or sub-metering at selected sites (including Federal Way, WA state and Draper, Utah state). Scope 2 emissions are reported using both:

- the location-based method, reflecting the average emissions intensity of the relevant electricity grid
- the market-based method, reflecting emissions associated with the Group's electricity procurement decisions, including any use of renewable energy arrangements.

Scope 3 emissions: comprise indirect emissions arising from the Group's value chain, including suppliers such as professional services (e.g. accounting and legal), mail house providers, air travel and waste management services. These emissions represent a significant proportion of the Group's total carbon footprint.

The Group continues to monitor Scope 3 emissions internally; however, it has elected to apply the first-year transitional relief under AASB S2 (paragraph C4(b)) and has not disclosed Scope 3 emissions for the current reporting period.

Credit Corp's Scope 1 and Scope 2 GHG emissions for each country of operation are detailed below.

Emissions (tonnes CO2-e) 2026	Australia	New Zealand	Philippines	United Kingdom	United States	Total
Scope 1 emissions						
Refrigerants	13	—	—	—	—	**13**
Total Scope 1 emissions	**13**	**—**	**—**	**—**	**—**	**13**
Scope 2 emissions						
Electricity – Location-based approach [1]	344	7	265	1	52	**669**
Total emissions	**357**	**7**	**265**	**1**	**52**	**682**
Electricity – Market-based approach [2]	367	—	255	3	52	**677**
Total emissions	**380**	**—**	**255**	**3**	**52**	**690**

Credit Corp commenced reporting total Scope 1 and 2 emissions for our global operations in FY2025. A comparison of Scope 1 and Scope 2 emissions for FY2025 and FY2026 is detailed below.

Emissions (tonnes CO2-e)	2026 Global	2025[3] Global
Scope 1 emissions		
Refrigerants	13	13
Total Scope 1 emissions	**13**	**13**
Scope 2 emissions		
Electricity – Location-based approach [1]	669	626
Total Emissions	**682**	**639**
Electricity – Market-based approach [2]	677	719
Total Emissions	**690**	**732**

1 The location-based method reflects a company's electricity emissions in the context of its location. It calculates the emissions from a company's electricity consumption, reflecting the emissions intensity of electricity generation within the state or territory where it operates.

2 The market-based method reflects a company's electricity emissions in the context of its investments in different electricity products and markets. This includes from voluntary purchases of renewable electricity and mandatory schemes like the Large-scale Renewable Energy Target. The market-based method assigns an emissions factor of zero for a company's investments in renewable electricity and uses a national residual mix factor to calculate emissions from any remaining electricity consumption. Source: Australian National Greenhouse Accounts Factors (dcceew.gov.au).

3 Comparative data for 2025 has not been assured.

Metrics and targets continued

During FY2026 Credit Corp commenced purchasing 100 per cent renewable electricity for both the Sydney head office and Auckland office, which reduced the market-based Scope 2 emission for those sites. Plans are underway for 100 per cent renewable electricity to be purchased at Australian offices serviced by direct electricity contracts from FY2027 onwards.

However, total location-based Scope 2 emissions increased slightly on the prior year due to:

- the addition of our new office in Frome, UK, and an additional floor, Level 9, at our Sydney head office
- the inclusion of electricity consumption from air conditioning usage in our Philippines office, which is individually sub-metered. These were determined to be within our operational control so were included in our calculations for the first time in FY2026.

Reporting methodology for GHG emissions

Credit Corp prepares its GHG emissions disclosures in accordance with the World Business Council for Sustainable Development *GHG Protocol Corporate Standard 2004* to guide our reporting of carbon dioxide equivalent (CO2-e) emissions and is also working to measure Scope 3 emissions according to the *GHG Protocol Corporate Value Chain (Scope 3) Standard 2011*.

An operational control approach is applied to define the Group's organisational boundary for GHG reporting purposes. Under this approach, emissions are recognised from operations over which the Group has the authority to introduce and implement operating policies.

The Group measures emissions across all seven Kyoto Protocol GHGs: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3), which are reported as CO2-e (carbon dioxide equivalents).

Global Warming Potential for GHGs are sourced from the most recently applicable government sources as required.

Transition risk exposure

The Group's exposure to transition risks arises primarily through indirect economic effects on borrowers, including potential impacts on affordability associated with energy costs, insurance premiums and broader cost-of-living pressures.

The Group does not have direct exposure to emissions-intensive assets or activities. Accordingly, transition-related impacts are currently assessed as incremental in nature and manageable within existing credit risk, hardship and servicing frameworks.

Physical risk exposure

The Group has assessed its exposure to climate-related risks across its planning horizons, taking into account its business model, operational footprint and the nature of its activities.

As a predominantly digital business with a limited physical asset base, the Group has low direct exposure to physical climate-related risks affecting owned assets. Physical risks arise primarily through indirect channels, including potential impacts on customers, servicing operations and counterparties, rather than through damage to Group infrastructure.

Based on current analysis, exposure to physical risks affecting owned assets is assessed as low, with the Group's primary exposure arising from indirect impacts on customer behaviour and operational continuity.

Climate-related opportunities

Climate-related opportunities for the Group are currently assessed as incremental and aligned with its existing strategy. These opportunities primarily relate to continued investment in digital capability, data systems and operational efficiency.

Management has not identified any climate-related opportunities that are expected to have a material effect on the Group's financial position, financial performance or cash flows across its planning horizons.

Capital deployment

Given the immaterial financial effects of climate-related risks and opportunities during the reporting period, the Group has not separately identified material capital deployed specifically in response to climate-related factors.

Investments undertaken during the period, such as enhancements to systems, data capability and operational resilience, form part of business-as-usual activities and are not separately classified as climate-related capital deployment.

Estimation uncertainty

The assessment of climate-related risks and opportunities involves a degree of measurement and estimation uncertainty.

A comprehensive outline of the data limitations and the significant judgements management has applied, particularly regarding the overlap of climate impacts with broader macroeconomic factors, is detailed in the "Significant Judgements, Assumptions and Measurement Uncertainty" section on page 86.

Internal carbon prices

The Group does not currently apply an internal carbon price in capital allocation or financial planning decisions.

Materiality

In preparing these climate-related disclosures, the Group has applied the materiality principles set out in AASB S1. Based on current analysis and management judgement, climate-related risks and opportunities are not currently assessed as having a material effect on the Group's financial position, financial performance, or cash flows in the reporting year.

For details regarding the specific quantitative and qualitative materiality considerations applied to reach this conclusion, please refer to the "Significant Judgements, Assumptions and Measurement Uncertainty" section on page 86.

Auditor's report

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

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

Report On Specified Sustainability Disclosures

Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of Credit Corp Group Limited (the Company) and controlled entities (the Group) for the year ended 30 June 2026 as required by *Australian Standards on Sustainability Assurance* ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the *Auditing and Assurance Standards Board* (AUASB):

Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) (including related general disclosures required by Appendix D)	Location in Sustainability Report
Governance	Paragraph 6	Governance section; pages 81 - 82
Strategy (risk and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	Strategy section, including climate-related risks and opportunities, climate scenario analysis, resilience assessment and transition planning; pages 82 - 88
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	Metrics and Targets section, including Scope 1 and Scope 2 greenhouse gas emissions disclosures and emissions methodologies; pages 90 - 91

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

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Auditor's report

HALL CHADWICK

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

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

Basis for Conclusion

Our review has been conducted in accordance with *Australian Standard on Sustainability Assurance* ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed.

Our responsibilities under ASSA 5000 are further described in the Auditor's Responsibilities section of this report.

We are independent of the Group in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to July 2025) (the Code), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

We confirm that the independence declaration required by the Act, which has been given to the directors of the Group, would be on the same terms if given to the directors as at the time of this auditor's report.

Our firm applies *Australian Standard on Quality Management* ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

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

Other Information

The directors of the Group are responsible for the other information.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon.

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

Auditor's report

HALL CHADWICK

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

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

Responsibilities of the Directors for the Specified Sustainability Disclosures

The directors of the Group are responsible for:

- The preparation of the specified Sustainability Disclosures in accordance with the Act; and
- Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in Preparing the Specified Sustainability Disclosures

The specified Sustainability Disclosures include information relating to climate-related governance, strategy, risk management processes and greenhouse gas emissions. Climate-related information is subject to inherent limitations arising from the evolving nature of climate-related reporting, the use of estimates, assumptions and judgement, and uncertainties associated with future events and conditions.

The specified Sustainability Disclosures include information derived from management's assessment of climate-related risks and opportunities, qualitative climate scenario analysis, extreme weather impact assessments and consideration of potential future impacts on the Group's operations, customers and strategy. Such information is inherently uncertain as future climate conditions, economic circumstances, regulatory developments and market responses may differ from the assumptions applied by management.

Greenhouse gas emissions information is also subject to measurement uncertainty as it is based on available activity data, estimation methodologies, emission factors and assumptions applied in calculating emissions. The comparability of sustainability information between entities, and over time, may be affected by differences in methodologies, assumptions and reporting practices.

Accordingly, actual future outcomes may differ materially from those reflected in the specified Sustainability Disclosures and the level of precision associated with certain climate-related information may be lower than that expected for historical financial information.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional skepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. 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.

Auditor's report

HALL CHADWICK

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

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

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Performed inquiries of management and other relevant personnel responsible for climate-related governance, risk management and sustainability reporting processes.
- Obtained an understanding of the Group's governance framework for climate-related risks and opportunities, including the roles and responsibilities of management, the ESG Working Group, the Audit and Risk Committee and the Board.
- Obtained an understanding of the processes used by management to identify, assess, monitor and report climate-related risks and opportunities, including consideration of climate scenario analysis and climate risk assessments.
- Reviewed supporting documentation relating to climate-related governance, strategy, risk management and metrics and targets disclosures and considered whether the disclosures were consistent with the information obtained during our review.
- Considered management's assessment of the potential impacts of climate-related risks and opportunities on the Group's business model, strategy, financial position and financial performance, including consistency with relevant financial statement considerations.
- Obtained an understanding of the methodologies used to prepare Scope 1 and Scope 2 greenhouse gas emissions disclosures and reviewed the supporting calculations, assumptions and methodologies applied by management.
- Performed analytical procedures, selected recalculations and limited testing of supporting documentation in relation to Scope 1 and Scope 2 greenhouse gas emissions disclosures.
- Evaluated whether the specified Sustainability Disclosures were prepared, in all material respects, in accordance with the applicable requirements of AASB S2 Climate-related Disclosures and the Corporations Act 2001.

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

Hall Chadwick

HALL CHADWICK (NSW)
Level 40, 2 Park Street
Sydney NSW 2000

DREW TOWNSEND
Partner
Dated: 4 August 2026

Financial statements

Auditor's independence declaration

HALL CHADWICK

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

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

In accordance with Section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the directors of Credit Corp Group Limited. As the lead audit partner for the audit of the financial report of Credit Corp Group Limited for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, 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 (NSW)
Level 40, 2 Park Street
Sydney NSW 2000

DREW TOWNSEND
Partner
Dated: 4 August 2026

ADELAIDE	BRISBANE	DARWIN	MELBOURNE	PERTH	SYDNEY
Level 9	Level 4	Level 1	Level 14	Level 11	Level 40
50 Pirie Street	240 Queen Street	48-50 Smith Street	440 Collins Street	77 St Georges Tce	2 Park Street
Adelaide SA 5000	Brisbane QLD 4000	Darwin NT 0800	Melbourne VIC 3000	Perth WA 6000	Sydney NSW 2000
+61 8 7093 8283	+61 7 2111 7000	+61 8 8943 0645	+61 3 9820 6400	+61 8 6557 6200	+61 2 9263 2600

Consolidated income statement

For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Purchased debt ledger (PDL) interest revenue	4	**302,536**	274,016
Consumer lending revenue	4	**214,753**	199,620
Other revenue	4	**68,663**	72,001
Finance costs		**(37,918)**	(36,248)
Employee benefits expense		**(196,777)**	(196,223)
Depreciation and amortisation expense		**(9,887)**	(8,537)
Office facility expenses		**(28,519)**	(27,833)
Collection expenses		**(63,500)**	(54,931)
Consumer loan loss provision expense		**(69,982)**	(62,254)
Marketing expenses		**(17,624)**	(13,215)
Other expenses		**(11,511)**	(12,778)
Profit before income tax		**150,234**	133,618
Income tax expense	5	**(44,724)**	(39,523)
Profit for the year		**105,510**	94,095
Earnings per share for profit attributable to owners of the Company			
Basic earnings per share (cents per share)	6	**155.0**	138.2
Diluted earnings per share (cents per share)	6	**155.0**	136.6

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

Consolidated statement of comprehensive income

For the year ended 30 June 2026

	2026 $'000	2025 $'000
Profit for the year	105,510	94,095
Other comprehensive income		
Items that may be reclassified subsequently to profit / (loss):		
Foreign currency translation reserve, net of income tax	(34,181)	6,240
Other comprehensive income for the year, net of income tax	(34,181)	6,240
Total comprehensive income for the year	71,329	100,335

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

Consolidated statement of financial position

As at 30 June 2026

	Note	2026 $'000	2025 $'000
Current assets			
Cash and cash equivalents	8	**61,510**	56,712
Trade and other receivables	9	**12,904**	13,596
Consumer loan receivables	10	**217,203**	197,120
Purchased debt ledgers	11	**270,361**	273,912
Other assets	12	**8,137**	6,778
Total current assets		**570,115**	548,118
Non-current assets			
Consumer loan receivables	10	**202,401**	184,049
Purchased debt ledgers	11	**604,904**	552,152
Plant and equipment	13	**9,315**	4,182
Right-of-use assets	14	**17,844**	20,917
Deferred tax assets	5	**66,757**	73,924
Intangible assets	15	**16,894**	14,800
Total non-current assets		**918,115**	850,024
Total assets		**1,488,230**	1,398,142
Current liabilities			
Trade and other payables	16	**28,572**	25,233
Current tax liabilities	5	**20,593**	29,596
Lease liabilities	14	**5,282**	5,536
Provisions	17	**24,849**	18,921
Total current liabilities		**79,296**	79,286
Non-current liabilities			
Borrowings	18	**470,735**	400,856
Deferred tax liabilities	5	**6,027**	6,483
Lease liabilities	14	**15,334**	18,035
Provisions	17	**2,907**	3,207
Total non-current liabilities		**495,003**	428,581
Total liabilities		**574,299**	507,867
Net assets		**913,931**	890,275
Equity			
Issued capital	20	**375,141**	375,141
Reserves	21	**17,043**	52,636
Retained earnings		**521,747**	462,498
Total equity		**913,931**	890,275

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

Consolidated statement of changes in equity

For the year ended 30 June 2026

	Note	Issued capital $'000	Reserves $'000	Retained earnings $'000	Total equity $'000
Balance at 1 July 2025		375,141	52,636	462,498	890,275
Total comprehensive income for the year					
Profit for the year		—	—	105,510	105,510
Foreign currency translation reserve		—	(34,181)	—	(34,181)
Total comprehensive income for the year		—	(34,181)	105,510	71,329
Transactions with owners in their capacity as owners					
Share-based payment arrangements		—	(1,412)	—	(1,412)
Dividends paid or provided for	7	—	—	(46,261)	(46,261)
Transactions with owners in their capacity as owners		—	(1,412)	(46,261)	(47,673)
Balance at 30 June 2026		375,141	17,043	521,747	913,931
Balance at 1 July 2024		375,141	44,710	405,820	825,671
Total comprehensive income for the year					
Profit for the year		—	—	94,095	94,095
Foreign currency translation reserve		—	6,240	—	6,240
Total comprehensive income for the year		—	6,240	94,095	100,335
Transactions with owners in their capacity as owners					
Share-based payment arrangements		—	1,686	—	1,686
Dividends paid or provided for	7	—	—	(37,417)	(37,417)
Transactions with owners in their capacity as owners		—	1,686	(37,417)	(35,731)
Balance at 30 June 2025		375,141	52,636	462,498	890,275

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

Consolidated statement of cash flows

For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
Receipts from customers and debtors		821,312	758,728
Payments to suppliers and employees		(311,322)	(300,363)
Interest received on bank deposits		1,331	1,516
Interest paid – leases		(918)	(1,018)
Interest paid – other		(34,343)	(33,434)
Income tax paid		(49,099)	(39,166)
Cash flows from operating activities before changes in operating assets		426,961	386,263
Changes in operating assets arising from cash flow movements			
Net funding of consumer loans		(119,090)	(95,123)
Acquisition of purchased debt ledgers		(305,167)	(238,575)
Changes in operating assets arising from cash flow movements		(424,257)	(333,698)
Net cash inflow / (outflow) from operating activities	19	2,704	52,565
Cash flows from investing activities			
Acquisition of plant and equipment	13	(9,334)	(1,493)
Acquisition of intangible assets		(1,648)	—
Net cash outflow from investing activities		(10,982)	(1,493)
Cash flows from financing activities			
Proceeds from borrowings		214,137	151,726
Repayment of borrowings		(146,914)	(137,222)
Repayment of lease principal		(5,683)	(5,860)
Dividends paid	7	(46,261)	(37,417)
Net cash (outflow) / inflow from financing activities		15,279	(28,773)
Net increase / (decrease) in cash and cash equivalents		7,001	22,299
Cash and cash equivalents at 1 July		56,712	34,849
Effect of exchange rate fluctuations on cash held		(2,203)	(436)
Cash and cash equivalents at 30 June	8	61,510	56,712

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 2026 were authorised for issue in accordance with a resolution of the directors on 4 August 2026.

Credit Corp Group Limited is a for-profit company limited by shares incorporated in Australia whose shares are publicly traded on the ASX. 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 buying, as well as collection services 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 24: Subsidiaries. Information on other related party relationships of the Group is provided in Note 29: Related party transactions.

The parent entity, Credit Corp Group Limited, has not prepared separate financial statements as permitted by the Corporations Act. The financial information for the parent entity is disclosed in Note 33: 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 and Australian Accounting Standards and Interpretations issued by the AASB.

a) Compliance with international financial reporting standards

The consolidated financial statements also comply with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board (IASB).

b) Accruals basis

Except for cash flow information, the Consolidated Financial Statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

c) Rounding of amounts

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.

d) 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 from within the Group.

In the application of the Group's accounting policies, 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. 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	112
Impairment of financial assets	11	112
Provisions	9, 10 & 17	110, 111 & 116
Share-based payments	30	125
Goodwill and impairment	15	115

e) Material accounting policies

The material accounting policies adopted in the presentation of these consolidated financial statements are set out below. Other material 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.

Principles of consolidation

These consolidated financial statements incorporate the assets, liabilities and results of all subsidiaries at 30 June 2026.

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.

Notes to the consolidated financial statements

Note 2 Basis of preparation continued

Functional currency

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

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 income statement, 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 income statement.

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 income statement in the period in which they are incurred.

f) New and amended standards adopted by the Group

The Group has adopted all new or amended Accounting Standards and Interpretations that have become applicable for the current financial reporting period.

AASB S2 Climate-related Disclosures

The standard AASB S2 Climate-related Disclosures became mandatory for the Group for the financial year ending 30 June 2026. The Group has prepared its climate-related disclosures in accordance with AASB S2. These disclosures are presented in the Group's Sustainability Report.

In preparing its inaugural climate-related disclosures, the Group has applied the first-year transition reliefs permitted under AASB S2, which provide relief from disclosing comparative information and Scope 3 GHG emissions.

Based on the Group's assessment, climate-related risks and opportunities have not had a material financial impact on the Group's financial position, financial performance, or cash flows for the reporting period.

Other Standards

The adoption of all other new or amended Accounting Standards and Interpretations did not have any material impact on the profit or loss or financial position of the Group.

Voluntary sustainability reporting standards

The Group has not adopted the voluntary standard AASB S1 General Requirements for Disclosure of Sustainability-related Financial Information. The Group will continue to monitor developments in sustainability reporting and reassess its position if regulatory expectations or stakeholder requirements evolve.

Note 3 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/or incur expenses. The Group has identified its operating segments based on the internal reports that are reviewed and used by the chief operating decision maker, the CEO, to make strategic decisions. The Group has three main operating segments: debt buying (Australia and New Zealand), debt buying (US) and consumer lending (Australia and New Zealand). All operating segments and results are reviewed regularly by the CEO of the Group, who reviews the operating segments' results on an ongoing basis to assess performance and allocate resources.

The reportable segments are as follows:

Debt buying – Australia and New Zealand

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

This segment also includes the collection services business in Australia and New Zealand.

Debt buying – United States

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

Note 3 Operating segments continued

Consumer lending – Australia and New Zealand

This business offers various consumer loan products to credit-impaired consumers.

	Debt buying – Australia & New Zealand $'000	Debt buying purchasing – United States $'000	Consumer lending – Australia & New Zealand $'000	Total for continuing operations $'000
Year ended 30 June 2026				
Segment revenue				
External revenue	220,591	150,488	214,873	585,952
Segment result				
Segment profit	49,811	53,435	94,793	198,039
Finance costs				(37,918)
Depreciation and amortisation expense				(9,887)
Profit before income tax expense				150,234
Income tax expense				(44,724)
Profit after income tax expense				105,510
Year ended 30 June 2025				
Segment revenue				
External revenue	219,899	125,889	199,849	545,637
Segment result				
Segment profit	47,504	40,100	90,799	178,403
Finance costs				(36,248)
Depreciation and amortisation expense				(8,537)
Profit before income tax expense				133,618
Income tax expense				(39,523)
Profit after income tax expense				94,095

b) Geographical information

The Group predominantly operates in two geographic segments, Australia and the US.

Note 4 Revenue

The Group recognises revenue from the following major sources:

Interest revenue from PDLs

Revenue from PDLs represents the component designated as interest income through the application of the credit-adjusted effective interest rate to the amortised cost of the PDLs.

Interest revenue also includes realisations derived from fully amortised PDLs.

Revenue from PDLs includes the impact of changes in expected realisations, which represent an impairment loss or gain. When material, these gains or losses are disclosed as a separate line item within revenue.

Interest and fee income from consumer lending

Interest and fee income is recognised when payments are received.

Notes to the consolidated financial statements

Note 4 Revenue continued

Revenue from contracts

Other income mainly consists of revenue from contracts from the collection services business in Australia and New Zealand. This business provides collection services to clients. Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a client and excludes amounts collected on behalf of third parties.

Revenue is recognised at a point in time when the service has been performed and the Group has a right to invoice.

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

	2026 $'000	2025 $'000
PDL interest revenue	302,536	274,016
Interest and fee income from consumer lending	214,753	199,620
Other interest received	1,331	1,516
Other income	67,332	70,485
Total	585,952	545,637

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 5 Income tax

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

Current tax

Current tax expense charged to the income statement 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 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.

Income taxes relating to items recognised directly in equity are recognised directly in equity and not in the income statement or in other comprehensive income.

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 5 Income tax continued

Components of the tax balances are detailed below:

	2026 $'000	2025 $'000
a) Income tax expense		
Current tax	(39,515)	(34,651)
Deferred tax	(6,711)	(3,888)
(Under provision) / over provision in respect of prior years	1,502	(984)
Total	(44,724)	(39,523)
b) Reconciliation between tax expense and pre-tax accounting profit		
Profit before income tax	150,234	133,618
Prima facie tax payable on profit from ordinary activities before income tax at 30% (2025: 30%)	(45,070)	(40,085)
Difference in overseas tax rate	(48)	291
Tax effect of amounts that are not deductible in calculating taxable income:		
Other non-deductible items	(1,108)	1,255
	(46,226)	(38,539)
(Under provision) / over provision in respect of prior years	1,502	(984)
Income tax expense	(44,724)	(39,523)
Applicable weighted average effective tax rates	30%	30%
c) Tax assets and liabilities		
Non-current tax assets		
Deferred tax assets	66,757	73,924
Total	66,757	73,924
Current tax liabilities		
Tax liabilities	20,593	29,596
Non-current tax liabilities		
Deferred tax liabilities	6,027	6,483
Total	26,620	36,079

	Assets		Liabilities		Net	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Deferred tax assets and liabilities are attributable to:						
Provision for employee benefits	5,211	4,958	—	—	5,211	4,958
ROU assets	—	—	(5,342)	(6,258)	(5,342)	(6,258)
Lease liabilities	6,172	7,051	—	—	6,172	7,051
Provision for impairment of trade receivables	43	42	—	—	43	42
Provision for expected credit losses	27,217	25,331	—	—	27,217	25,331
Accruals on wages and bonuses	277	205	—	—	277	205
Difference between accounting and tax depreciation	—	—	(646)	(181)	(646)	(181)
Tax losses carried forward	23,827	33,443	—	—	23,827	33,443
Other accruals not tax deductible until expense incurred	4,010	2,894	(39)	(44)	3,971	2,850
Net tax assets	66,757	73,924	(6,027)	(6,483)	60,730	67,441

Notes to the consolidated financial statements

Note 5 Income tax continued

	Opening balance $'000	Recognised in profit or loss $'000	Closing balance $'000
Year ended 30 June 2026			
Movement in temporary differences during the year			
Provision for employee benefits	4,958	253	5,211
ROU assets	(6,258)	916	(5,342)
Lease liabilities	7,051	(879)	6,172
Provision for impairment of trade receivables	42	1	43
Provision for expected credit losses	25,331	1,886	27,217
Accruals on wages and bonuses	205	72	277
Difference between accounting and tax depreciation	(181)	(465)	(646)
Tax losses carried forward	33,443	(9,616)	23,827
Other accruals not tax deductible until expense incurred	2,850	1,121	3,971
Total	67,441	(6,711)	60,730
Year ended 30 June 2025			
Movement in temporary differences during the year			
Provision for employee benefits	5,075	(117)	4,958
ROU assets	(7,457)	1,199	(6,258)
Lease liabilities	8,179	(1,128)	7,051
Provision for impairment of trade receivables	67	(25)	42
Provision for expected credit losses	25,933	(602)	25,331
Accruals on wages and bonuses	196	9	205
Difference between accounting and tax depreciation	(323)	142	(181)
Tax losses carried forward	37,915	(4,472)	33,443
Other accruals not tax deductible until expense incurred	1,744	1,106	2,850
Total	71,329	(3,888)	67,441

Note 6 Earnings per share

	2026	2025
Basic earnings per share (cents)	155.0	138.2
Diluted earnings per share (cents)	155.0	136.6
Weighted average number of ordinary shares – basic ('000)	68,067	68,067
Add: Adjustment for calculation of diluted earnings per share (performance rights) ('000)	—	814
Weighted average number of ordinary shares at 30 June – diluted ('000)	68,067	68,881

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 granted under the Group's LTI plan are considered to be potential ordinary shares. These rights are included in the determination of diluted earnings per share only to the extent that the conditions for vesting are considered to be satisfied. For the current period, the performance rights have been assessed as non-dilutive as the performance hurdles are not expected to be met. 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 30.

Note 7 Dividends paid and proposed

	Cents per share	Total $'000	Franked / unfranked	Date of payment
The following dividends were declared and paid by the Group:				
Year ended 30 June 2026				
Interim 2026 ordinary	32.0	**21,770**	Franked	27 Mar 2026
Final 2025 ordinary	36.0	**24,491**	Franked	26 Sep 2025
Total		**46,261**		
Year ended 30 June 2025				
Interim 2025 ordinary	32.0	21,770	Franked	28 Mar 2025
Final 2024 ordinary	23.0	15,647	Franked	27 Sep 2024
Total		37,417		
After 30 June 2026 the following dividends were proposed by the directors. The dividends have not been provided for and there are no income tax consequences.				
Final 2026 ordinary	45.5	30,954	Franked	25 Sep 2026

	2026 $'000	2025 $'000
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	**260,045**	244,483
Subsequent to year-end, the franking account would be reduced by the proposed dividend	**(13,266)**	(10,496)
Total	**246,779**	233,987

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.

	2026 $'000	2025 $'000
Cash and cash equivalents	**61,510**	56,712

The cash and cash equivalents as at 30 June 2026 includes $8 million (2025: $9 million) of cash held on behalf of clients. The Group's exposure to interest rate risk and a sensitivity analysis of financial assets and liabilities is disclosed in Note 22.

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 recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method, less any provision for doubtful debts and impairment.

Due to the short-term nature of the current receivables, their carrying amount is considered to be the same as their fair value.

	2026 $'000	2025 $'000
Current		
Trade receivables	9,766	10,319
Less: Provision for impairment	(149)	(143)
	9,617	10,176
Other receivables	3,287	3,420
Less: Provision for impairment	—	—
	3,287	3,420
Total	12,904	13,596

The Group applies the AASB 9 simplified approach in measuring expected credit losses, which permits the use of the lifetime expected loss provision for all trade receivables.

The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience, adjusted for macroeconomic factors affecting the ability of the customers to settle the receivables and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognised a loss allowance of 100 per cent against receivables over 120 days past due, excluding lease bonds and deposits, because historical experience has indicated that these receivables are generally not recoverable.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The following table details the loss allowance as at 30 June 2026 and 30 June 2025. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer bases.

Note 22 provides detail about the Group's exposure to credit risk.

	Current $'000	> 30 days past due $'000	> 60 days past due $'000	> 120 days past due $'000	Total $'000
Year ended 30 June 2026					
Expected loss rate	0%	0%	0%	100%	—
Gross carrying amount	12,149	380	375	149	13,053
Provision for impairment	—	—	—	(149)	(149)
Net carrying amount	12,149	380	375	—	12,904
Year ended 30 June 2025					
Expected loss rate	0%	0%	0%	100%	—
Gross carrying amount	12,635	794	167	143	13,739
Provision for impairment	—	—	—	(143)	(143)
Net carrying amount	12,635	794	167	—	13,596

The fair value of the trade and other receivables is $12.9 million (2025: $13.6 million).

Note 9 Trade and other receivables continued

The following table shows the movement in lifetime expected credit loss that has been recognised for trade and other receivables in accordance with the simplified approach set out in AASB 9.

	2026 $'000	2025 $'000
Lifetime expected credit loss		
Opening balance	**(143)**	(227)
Decrease / (Increase) in loss allowance recognised in profit or loss during the year	**(6)**	84
Closing balance	**(149)**	(143)

No trade receivables are recognised at balance date that are past due and deemed impaired. The Group has provided a loss allowance of $0.149 million at reporting date (2025: $0.143 million).

Note 10 Consumer loan receivables

Consumer loans are initially recognised at fair value of the loan written 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 according to the due date within the contracted 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 expected life of loan loss rates derived from static pool analysis of the performance of loan products. These estimates are updated on an ongoing basis.

Note 22 provides more details in relation to carrying amounts and the Group's exposure to credit risk.

	2026 $'000	2025 $'000
Current		
Consumer loan receivables	**263,907**	239,845
Less: Provision for expected credit losses	**(46,704)**	(42,725)
	217,203	197,120
Non-current		
Consumer loan receivables	**246,561**	225,904
Less: Provision for expected credit losses	**(44,160)**	(41,855)
	202,401	184,049
Total	**419,604**	381,169
Provision for expected credit losses		
Movement in the provision for expected credit losses		
Opening balance	**(84,580)**	(86,664)
Net movement for the year	**(6,284)**	2,084
Closing balance	**(90,864)**	(84,580)

Loan book arrears performance management

The arrears composition of the loan products is monitored closely to determine whether there is any increased delinquency that may indicate that future losses could be greater than the pro-forma benchmark. The monitoring includes reporting on a daily and weekly basis to operational management and on a monthly basis to executive management and the Board. Arrears remain within pro-forma levels.

Sensitivity analysis

The Group performed sensitivity analysis to assess the impact of changing the level of provision for expected credit losses compared to the carrying value of the provision in the financial statements. The differences implied by the sensitivity analysis were assessed to be immaterial.

Notes to the consolidated financial statements

Note 11 Purchased Debt Ledgers (PDLs)

PDLs are considered purchased or originated credit-impaired assets (POCI) under AASB 9 Financial Instruments. For POCIs, the fair value at initial recognition already takes into account lifetime expected credit losses and represents the consideration paid including statutory costs. PDLs are subsequently measured at amortised cost by applying the credit-adjusted effective interest rate, in accordance with AASB 9 Financial Instruments. This occurs at the level of individual tranches of PDLs by using a maximum eight-year forecast of realisations or expected cash flows, which implies a level of expected credit losses. This credit-adjusted effective interest rate is derived in the period of acquisition of the tranche of PDLs and equates to the Internal Rate of Return (IRR) of the forecast cash flows without any consideration of collection costs.

This credit-adjusted effective interest rate is used over the collection life cycle to apportion cash collections between the principal and interest components. Changes in expected realisations are determined at the level of each tranche of PDLs, which are then aggregated to generate either an impairment loss or gain.

The fair value of the PDLs is materially the same as the carrying value measured under amortised cost using the credit-adjusted effective interest rate, as the risk-adjusted discount rate used in applying fair value would be similar to the credit-adjusted effective interest rate used in amortised cost measurement.

Note 22 provides detail about the Group's exposure to credit risk.

	2026 $'000	2025 $'000
Current	270,361	273,912
Non-current	604,904	552,152
Total	875,265	826,064
Debt ledger balance movement		
Opening balance	826,064	780,661
PDL investments	305,213	245,796
Amortisation	(227,098)	(204,621)
Foreign currency revaluation	(28,914)	4,228
Total	875,265	826,064

Sensitivity analysis

The Group performed sensitivity analysis on the PDL carrying value by analysing the impact of increasing or decreasing the forecast collections realisations. The change in asset carrying value implied by the sensitivity analysis was assessed to be immaterial.

Note 12 Other assets

	2026 $'000	2025 $'000
Current		
Prepayments	7,267	5,872
Inventory	870	906
Total	8,137	6,778

Note 13 Plant and equipment

Plant and equipment are measured at historical cost less accumulated depreciation and accumulated impairment losses. In the event the carrying amount is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised. A formal assessment of the recoverable amount is made when impairment indicators are present. 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 income statement during the financial period in which they are incurred.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the income statement.

Note 13 Plant and equipment continued

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 plant and equipment are reviewed at each financial year-end and adjusted prospectively, if appropriate.

	Plant and Equipment $'000	Computer software $'000	Leasehold improvements $'000	Total $'000
A) Cost or valuation				
Year ended 30 June 2026				
Opening balance	**15,839**	**3,952**	**13,188**	**32,979**
Additions	**8,321**	**509**	**504**	**9,334**
Revaluation	**(448)**	**(103)**	**(513)**	**(1,064)**
Disposals	**(1,345)**	**(1,337)**	**—**	**(2,682)**
Closing balance	**22,367**	**3,021**	**13,179**	**38,567**
Year ended 30 June 2025				
Opening balance	14,554	3,812	12,880	31,246
Additions	1,197	113	183	1,493
Revaluation	88	27	156	271
Disposals	—	—	(31)	(31)
Closing balance	15,839	3,952	13,188	32,979
B) Accumulated depreciation or amortisation				
Year ended 30 June 2026				
Opening balance	**(13,748)**	**(3,618)**	**(11,431)**	**(28,797)**
Revaluation	**288**	**103**	**390**	**781**
Depreciation / amortisation for the year	**(2,798)**	**(88)**	**(1,032)**	**(3,918)**
Disposal	**1,345**	**1,337**	**—**	**2,682**
Closing balance	**(14,913)**	**(2,266)**	**(12,073)**	**(29,252)**
Year ended 30 June 2025				
Opening balance	(12,336)	(3,524)	(10,269)	(26,129)
Revaluation	(75)	(27)	(76)	(178)
Depreciation / amortisation for the year	(1,337)	(67)	(1,103)	(2,507)
Disposal	—	—	17	17
Closing balance	(13,748)	(3,618)	(11,431)	(28,797)
C) Carrying amounts				
At 1 July 2025	**2,091**	**334**	**1,757**	**4,182**
At 30 June 2026	**7,454**	**755**	**1,106**	**9,315**
At 1 July 2024	2,218	288	2,611	5,117
At 30 June 2025	2,091	334	1,757	4,182

Notes to the consolidated financial statements

Note 14 Right-of-use assets and lease liabilities

The Group leases various offices, showrooms, car parks and equipment. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

The Group recognises leases as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use. Each lease payment is allocated between the liabilities and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

a) Right-of-use assets

Right-of-use assets are measured at cost, comprising the following:

- the amount of the initial measurement of lease liabilities
- initial direct costs incurred
- any lease payments made at or before the commencement date less any lease incentives received
- restoration costs.

	2026 $'000	2025 $'000
Opening balance	**20,917**	24,927
Additions	**3,727**	1,595
Depreciation charge	**(5,969)**	(6,029)
Lease modification	**141**	—
Effects of exchange rate changes	**(972)**	424
Closing balance	**17,844**	20,917
Cost	**36,512**	36,901
Accumulated depreciation	**(18,668)**	(15,984)
Closing balance	**17,844**	20,917

b) Lease liabilities

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to exercise, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has the option, under some of its leases, to lease the assets for additional terms. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not exercise) the option to renew.

Note 14 Right-of-use assets and lease liabilities continued

	2026 $'000	2025 $'000
Current lease liabilities	5,282	5,536
Non-current lease liabilities	15,334	18,035
Closing balance	**20,616**	23,571

Total cash outflow for leases and related interest paid are disclosed separately in Consolidated Statement of Cash Flows.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the income statement. Short-term leases are leases with a lease term of 12 months or less. Low-value assets mainly comprise IT and office equipment.

Note 15 Intangible assets

Intangible assets recognised by the Group consist of goodwill arising from the historical acquisition of collection services businesses and credit licences. Goodwill represents the excess of the cost of the acquisition over the fair value of the Group's share of 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 income statement 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.

Credit licences are assessed as having an indefinite useful life and are not amortised, but are tested for impairment annually. During the year, the Group acquired a UK credit license through the acquisition of a UK entity to facilitate entry into the UK consumer lending market.

	Goodwill $'000	Credit licences $'000	Total $'000
a) Carrying amounts			
Year ended 30 June 2026			
Opening balance	14,800	—	14,800
Additions through Business Combinations	—	2,214	2,214
Effects on exchange rate changes	—	(120)	(120)
Closing balance	**14,800**	**2,094**	**16,894**
Year ended 30 June 2025			
Opening balance	14,800	—	14,800
Closing balance	14,800	—	14,800

b) Impairment testing for cash-generating unit containing goodwill and indefinite-life intangible assets

For the purpose of impairment testing, goodwill is allocated to the Group's collection services operating unit, which represents the lowest level within the Group at which the goodwill is monitored for internal management purposes.

Collection services goodwill

For the 2026 and 2025 reporting periods, the recoverable amount of the collection services operating unit was determined based on value-in-use calculations. These calculations use cash flow projections from financial budgets approved by management covering a three-year period. Cash flows beyond the budget period have been extrapolated using an estimated revenue growth rate of 3.0 per cent per annum and an expense growth rate of 4.0 per cent per annum. The cash flows are discounted using a pre-tax discount rate of 10.0 per cent per annum (2025: 10.0 per cent). No impairment was recognised for the collection services operating unit during the year ended 30 June 2026 (2025: nil).

UK credit licence

The UK credit licence was acquired during the year through the acquisition of a corporate entity to facilitate entry into the UK market. As the acquired entity did not constitute a business, the transaction was accounted for as an asset acquisition. The total capitalised cost of the licence is $2.2 million, which comprises the cash purchase consideration, directly attributable legal fees, and the net liabilities assumed at the acquisition date. As the related UK operations have not yet commenced generating independent cash

Notes to the consolidated financial statements

inflows, the licence was tested for impairment as a stand-alone asset for the year ended 30 June 2026. No impairment was recognised.

Note 16 Trade and other payables

	2026 $'000	2025 $'000
Current		
Unsecured liabilities		
Trade payables	4,672	5,037
Employee-related accruals	8,753	6,837
Other payables and accruals	15,147	13,359
Total	28,572	25,233

The Group's exposure to liquidity risk related to trade and other payables is disclosed in Note 22.

Note 17 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.

	2026 $'000	2025 $'000
Current		
Employee benefits	24,849	18,921
	24,849	18,921
Non-current		
Employee benefits	1,667	1,962
Other provisions	1,240	1,245
	2,907	3,207
Total	27,756	22,128

	Employee benefits $'000	Other provisions $'000	Total $'000
Year ended 30 June 2026			
Opening balance	20,883	1,245	22,128
Additional provisions	39,815	—	39,815
Amounts used	(34,182)	—	(34,182)
Effects on exchange rate changes	—	(5)	(5)
Closing balance	26,516	1,240	27,756
Year ended 30 June 2025			
Opening balance	19,802	1,457	21,259
Additional provisions	28,639	—	28,639
Amounts used	(27,558)	(212)	(27,770)
Closing balance	20,883	1,245	22,128

Note 18 Borrowings

Financial liabilities mainly comprise 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.

	2026		2025	
	Facility limit $'000	Carrying amount $'000	Facility limit $'000	Carrying amount $'000
Bank loan facilities	**535,000**	**470,735**	505,000	400,856
Total	**535,000**	**470,735**	505,000	400,856

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

The $285 million corporate loan facility matures in July 2029.

The $250 million securitised consumer loan warehouse facility expires in October 2028.

The corporate loan facility requires compliance with various undertakings. These include a minimum Tangible Net Worth (TNW), a maximum Loan to Valuation Ratio (LVR), a minimum Interest Cover Ratio, and a maximum Gearing Ratio.

- The minimum TNW is set as the greater of $550 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.
- The minimum Interest Cover Ratio is 3.50 to 1.
- The maximum Gearing Ratio is 2.00 to 1.

All undertakings under the bank loan facilities, including the TNW, LVR, Interest Cover, and Gearing ratio requirements, were complied with during the year ended 30 June 2026.

Note 19 Cash flow information

	2026 $'000	2025 $'000
a) Reconciliation of cash flow from operations with profit after income tax		
Cash flows from operating activities		
Profit for the year	**105,510**	94,095
Non-cash items in profit and loss		
• Foreign currency revaluation	**323**	388
• Depreciation and amortisation	**9,887**	8,537
• Share-based payments	**(1,412)**	1,686
• Amortisation of borrowing cost	**2,657**	1,802
• Consumer loan – expected credit losses	**69,982**	62,254
• Other	**(336)**	771
(Increase) / decrease in assets		
• Trade and other receivables	**98**	(442)
• Consumer loan receivables	**(109,629)**	(84,710)
• Purchased debt ledgers	**(78,115)**	(41,175)
• Other assets	**(1,048)**	6,178
• Deferred tax assets	**5,599**	6,423
Increase / (decrease) in liabilities		
• Trade and other payables	**2,882**	2,890
• Tax provision	**(9,133)**	(4,835)
• Provisions	**5,761**	840
• Deferred tax liabilities	**(322)**	(2,137)
Net cash inflow/ (outflow) from operating activities	**2,704**	52,565

Notes to the consolidated financial statements

Note 19 Cash flow information continued

b) Non-cash investing and financing activities

The Group did not make a dividend reinvestment plan (DRP) offer in the current year (2025: nil) and therefore no dividends have been reinvested by shareholders and not paid out in cash.

Non-cash financing activity on the acquisition of right-of-use assets is disclosed in Note 14(a).

	Borrowings $'000	Leases $'000	Total $'000
Debt as at 1 July 2025	400,856	23,571	424,427
Cash flows	67,222	(5,683)	61,539
Acquisition of leases	—	3,727	3,727
Foreign exchange movements	—	(1,140)	(1,140)
Amortisation of borrowing costs	2,657	—	2,657
Other changes	—	141	141
Closing balance as at 30 June 2026	**470,735**	**20,616**	**491,351**
Debt as at 1 July 2024	384,550	27,346	411,896
Cash flows	14,504	(5,860)	8,644
Acquisition of leases	—	1,595	1,595
Foreign exchange movements	—	489	489
Amortisation of borrowing costs	1,802	—	1,802
Other changes	—	1	1
Closing balance as at 30 June 2025	400,856	23,571	424,427

Note 20 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.

	2026 $'000	2025 $'000
Issued capital		
Opening balance	375,141	375,141
Performance rights converted during the year	—	—
Total	**375,141**	375,141

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.

	2026 '000	2025 '000
Number of fully paid ordinary shares		
On issue at 1 July	68,067	68,067
On issue at 30 June	**68,067**	68,067

Refer to Note 30 for further details on the LTI and the employee share scheme.

Note 21 Reserves

	2026 $'000	2025 $'000
Share-based payment reserve	(125)	1,288
Foreign currency translation reserve	17,168	51,348
Total	17,043	52,636

Share-based payment reserve

The share-based payment reserve is used to recognise:

- the fair value of performance rights granted to executives and senior management
- other share-based payment transactions.

Refer to the remuneration report on pages 62 to 79, and Note 30 for further details on the LTI and the employee share scheme.

Foreign currency translation reserve

The foreign currency translation reserve records exchange differences arising on translation of the controlled foreign subsidiaries.

Note 22 Financial risk management

The Group's financial assets and liabilities consist mainly of PDLs, consumer loan receivables, deposits with banks, trade and other receivables, payables, lease liabilities 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	2026 $'000	2025 $'000
Financial assets			
Cash and cash equivalents	8	61,510	56,712
Trade and other receivables	9	12,904	13,596
Consumer loan receivables	10	419,604	381,169
Purchased debt ledgers	11	875,265	826,064
Total		1,369,283	1,277,541
Financial liabilities			
Trade and other payables	16	28,572	25,233
Borrowings	18	470,735	400,856
Lease liabilities	14	20,616	23,571
Total		519,923	449,660

Notes to the consolidated financial statements

Note 22 Financial risk management continued

a) Market risk management

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 US dollar, New Zealand dollar and the Philippines peso relative to the Australian dollar have the potential to impact the Group's financial results. The Group adopts a hedging strategy to hedge the revaluation of foreign currency denominated assets and liabilities to minimise the impact of these revaluations on earnings.

As a result, 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 profit for the year would have been immaterial. This assumes all other variables remain constant. The impact on equity at the end of the year is presented as below:

	2026 $'000	2025 $'000
Change in equity		
Australian dollar appreciate by five per cent	**(30,345)**	(30,056)
Australian dollar depreciate by five per cent	**30,345**	30,056

Interest rate risk

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

Profile

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

		Fixed interest rate		Floating interest rate		Non-interest bearing		Total	
	Note	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Financial assets									
Cash and cash equivalents	8	**—**	—	**61,510**	56,712	**—**	—	**61,510**	56,712
Trade and other receivables	9	**—**	—	**—**	—	**12,904**	13,596	**12,904**	13,596
Consumer loan receivables	10	**419,604**	381,169	**—**	—	**—**	—	**419,604**	381,169
Purchased debt ledgers	11	**875,265**	826,064	**—**	—	**—**	—	**875,265**	826,064
Total		**1,294,869**	1,207,233	**61,510**	56,712	**12,904**	13,596	**1,369,283**	1,277,541
Financial liabilities									
Trade and other payables	16	**—**	—	**—**	—	**28,572**	25,233	**28,572**	25,233
Borrowings	18	**—**	—	**470,735**	400,856	**—**	—	**470,735**	400,856
Lease liabilities	14	**20,616**	23,571	**—**	—	**—**	—	**20,616**	23,571
Total		**20,616**	23,571	**470,735**	400,856	**28,572**	25,233	**519,923**	449,660

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 over the ensuing 12 months as shown below. These sensitivities assume all other variables remain constant.

	2026 $'000	2025 $'000
Change in net profit after tax		
Increase in interest rates by two percentage points	**(6,590)**	(5,612)
Decrease in interest rates by two percentage points	**6,590**	5,612
Change in equity		
Increase in interest rates by two percentage points	**(6,590)**	(5,612)
Decrease in interest rates by two percentage points	**6,590**	5,612

Note 22 Financial risk management continued

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 resides with the Board, 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 analyses 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
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

The following table reflects 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	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Non-derivative financial liabilities									
Trade and other payables	16	**28,572**	25,233	**—**	—	**—**	—	**28,572**	25,233
Borrowings	18	**—**	—	**—**	—	**470,735**	400,856	**470,735**	400,856
Lease liabilities	14	**6,052**	6,392	**5,827**	5,420	**10,522**	14,199	**22,401**	26,011
Total		**34,624**	31,625	**5,827**	5,420	**481,257**	415,055	**521,708**	452,100

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 carrying amount 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	2026 $'000	2025 $'000
Cash and cash equivalents	8	**61,510**	56,712
Trade and other receivables	9	**12,904**	13,596
Consumer loan receivables	10	**419,604**	381,169
Purchased debt ledgers	11	**875,265**	826,064
Total		**1,369,283**	1,277,541
AA-rated counterparties		**62,782**	59,649
Counterparties not rated		**1,306,501**	1,217,892
Total		**1,369,283**	1,277,541

Notes to the consolidated financial statements

Note 22 Financial risk management continued

The Group's maximum exposure to credit risk on the above financial assets at balance date by type of counterparty are as follows.

	2026 $'000	2025 $'000
Government	1,272	1,564
Bank	61,510	58,085
Other	1,306,501	1,217,892
Total	1,369,283	1,277,541

d) Fair value versus carrying amounts

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

Note 23 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 balances. The Group's overall strategy for capital management, which is based on the following principles, remains unchanged from 2025:

- 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
- generally returning to shareholders any excess cash that accumulates and is unable to be reinvested at the hurdle return.

The Group's bank facilities require compliance with various undertakings. These are summarised in Note 18. By targeting relatively modest gearing, 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 2026 and 30 June 2025 are as follows.

	Note	2026 $'000	2025 $'000
Borrowings	18	470,735	400,856
Less: Cash and cash equivalents	8	(61,510)	(56,712)
Net debt / (cash)		409,225	344,144
Total consumer loan receivables and PDLs		1,294,869	1,207,233
Gearing ratio		32%	29%

Note 24 Subsidiaries

Interests in subsidiaries are:

	Country of incorporation	Percentage owned 2026	Percentage owned 2025
Alpha Credit Pty Limited	Australia	100	100
Alupka Holdings Pty Limited	Australia	100	100
Alliance Factoring Pty Limited	Australia	100	100
BC Holdings I Pty Limited [1]	Australia	—	100
BC Holdings II Pty Limited [1]	Australia	—	100
Baycorp (Aust) Pty Limited	Australia	100	100
Baycorp (NZ) Limited	New Zealand	100	100
Baycorp (WA) Pty Limited	Australia	100	100
Baycorp Collection Services Pty Limited	Australia	100	100
Baycorp Collection Services (Aust) Pty Limited	Australia	100	100
Baycorp Group Finance Pty Limited	Australia	100	100
Baycorp Holdings Pty Limited [1]	Australia	—	100
Baycorp Holdings (NZ) Limited	New Zealand	100	100
Baycorp Legal Pty Limited [1]	Australia	—	100
Baycorp International Branch [2]	Philippines	—	100
Baycorp International Pty Limited	Australia	100	100
Car Start Pty Limited	Australia	100	100
CCP Trust No.1 [3]	Australia	100	100
Certus Partners Pty Limited	Australia	100	100
CLH Business Services Pty Ltd	Australia	100	100
CLH Legal Group Pty Ltd	Australia	100	100
Collection House Limited	Australia	100	100
Collection House (NZ) Limited	New Zealand	100	100
Collection House International BPO, Inc.	Philippines	100	100
Collective Learning and Development Pty Ltd	Australia	100	100
Creditcorp BPC Pty Limited	Australia	100	100
Credit Corp Acceptance Pty Limited	Australia	100	100
Credit Corp Australia Pty Limited	Australia	100	100
Credit Corp Baycorp Holdings I Pty Limited [1]	Australia	—	100
Credit Corp Baycorp Holdings II Pty Limited [1]	Australia	—	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.	United States	100	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 (UK) Limited [4]	United Kingdom	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 Group US Collections LLC	United States	100	100
Credit Corp Leasing Pty Limited	Australia	100	100
Credit Corp Lending Pty Limited	Australia	100	100
Baycorp Collections PDL (Australia) Pty Limited [5]	Australia	100	100
Credit Corp Management (NZ) Limited	New Zealand	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

Notes to the consolidated financial statements

Note 24 Subsidiaries continued

	Country of incorporation	Percentage owned 2026	2025
Credit Corp Services Pty Limited	Australia	100	100
Credit Corp Services Malaysia Pty Limited [1]	Australia	—	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 UK Debt Solutions Limited	United Kingdom	100	100
Credit Corp US Holdings Inc.	United States	100	100
Credit Corp Western Australia Pty Limited	Australia	100	100
Credit Plan B Pty Limited	Australia	100	100
Customer Assist Pty Limited	Australia	100	100
Dayroma Pty Limited	Australia	100	100
Hudson Legal Pty Ltd	Australia	100	100
Lion Finance Pty Ltd	Australia	100	100
Lion Finance Limited	New Zealand	100	100
Malthiest Pty Limited	Australia	100	100
Midstate Creditcollect Pty Ltd	Australia	100	100
National Credit Management Limited	Australia	100	100
Personal Insolvency Management Pty Limited	Australia	100	100
PMG Collect Pty Limited [1]	Australia	—	100
Receivables Finance Limited	New Zealand	100	100
Receivables Management (NZ) Limited	New Zealand	100	100
Receivables Management (International) Limited	New Zealand	100	100
Ruily Pty Limited	Australia	100	100
Safe Horizons Pty Ltd	Australia	100	100
Southern Receivables Limited	New Zealand	100	100
TFS Newco Pty Ltd	Australia	100	100
ThinkMe Finance Pty Ltd	Australia	100	100
Torbige Pty Limited	Australia	100	100
Tulovo Pty Limited	Australia	100	100
Valute Pty Limited	Australia	100	100
Vindelo Pty Limited	Australia	100	100
Votraint No. 1537 Pty Ltd	Australia	100	100

1. These entities were voluntarily deregistered on 2 June 2026.
2. The Baycorp Philippine branch license was withdrawn on 26 June 2025; all remaining closures were finalised in the year ended 30 June 2026.
3. The Group holds 100 per cent beneficial interest and control of this funding trust; BNY Trust Company of Australia Limited acts as trustee.
4. Credit Corp Financial Services (UK) Limited was acquired on 2 October 2025. The entity was formerly known as Lifestyle Loans Ltd until its name was changed on 17 March 2026.
5. Formerly disclosed under its trading name, Credit Corp Management.

Note 25 Contingent liabilities

The Group had contingent liabilities in respect of:

	2026 $'000	2025 $'000
US collections agency licensure bonds [1]	3,612	3,818
Total	**3,612**	3,818

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

Note 26 Capital commitments

	2026 $'000	2025 $'000
Within one year	**116,000**	209,000

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 $116 million (2025: $209 million). These purchases will be funded by existing cash flows and bank facilities currently in place.

Note 27 Subsequent events

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.

Note 28 Key Management Personnel (KMP) compensation

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

	2026 $	2025 $
Short-term employee benefits	**5,225,106**	5,176,495
Post-employment benefits	**174,600**	174,627
Other long-term benefits	**25,208**	25,107
Equity-settled share-based payments	**(956,656)**	1,129,252
Total	**4,468,258**	6,505,481

Note 29 Related party transactions

The immediate parent and ultimate controlling entity 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 in Note 28 and in the directors' report.

Note 30 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 cost of employee remuneration in the form of equity-settled transactions in relation to the Group's 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 those inputs.

Performance rights are eligible for conversion and vesting based on achievement of performance hurdles. During the current period, the Group revised its estimate of the number of performance rights expected to vest under the active LTI 24-26 and LTI 25-27 tranches to nil, as the overarching non-market Return on Equity (ROE) gatekeeper is not expected to be met. In accordance with AASB 2, previously recognised expenses for these active tranches have been reversed in the current period, resulting in a credit to the profit or loss. No expense has been recognised for the new LTI 26-28 tranche as the ROE gate is not expected to be met. Refer to the remuneration report for further details on the Group's LTI plan.

Notes to the consolidated financial statements

Note 31 Auditor's remuneration

	2026 $	2025 $
Audit services		
Audit and review of financial reports	**444,434**	408,049
Services other than statutory audit		
Taxation compliance services	**13,524**	44,215
Taxation services	**—**	—
Total	**457,958**	452,264

Note 32 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 requirements for the preparation, audit and lodgement of financial statements and a directors' report.

It is a condition of the Class Order that the Group and each of the participating subsidiaries enter into a Deed of Cross Guarantee.

The effect of the Deed is that the Group 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.

During the year ended 30 June 2026, the following eight entities were voluntarily deregistered: BC Holdings I Pty Limited, BC Holdings II Pty Limited, Baycorp Holdings Pty Limited, Baycorp Legal Pty Limited, Credit Corp Baycorp Holdings I Pty Limited, Credit Corp Baycorp Holdings II Pty Limited, Credit Corp Services Malaysia Pty Limited, and PMG Collect Pty Limited.

Upon deregistration, these entities ceased to be parties to the Deed of Cross Guarantee. However, their financial results from the beginning of the financial year up to their date of deregistration on 2 June 2026 remain consolidated in the statement of comprehensive income below.

The subsidiaries subject to the Deed are:

- Alpha Credit Pty Limited
- Alupka Holdings Pty Limited
- Car Start Pty Limited
- Certus Partners Pty Limited
- CLH Business Services Pty Ltd
- CLH Legal Group Pty Ltd
- Collection House Limited
- Collective Learning and Development Pty Ltd
- 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 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 Western Australia Pty Limited
- Credit Plan B Pty Limited
- Creditcorp BPC Pty Limited
- Customer Assist Pty Limited
- Dayroma Pty Limited
- Hudson Legal Pty Limited
- Lion Finance Pty Ltd
- Malthiest Pty Limited
- Midstate Creditcollect Pty Ltd
- National Credit Management Limited
- Personal Insolvency Management Pty Limited
- Ruily Pty Limited
- Safe Horizons Pty Ltd
- TFS Newco Pty Ltd
- ThinkMe Finance Pty Ltd
- Torbige Pty Limited
- Tulovo Pty Limited
- Valute Pty Limited
- Vindelo Pty Limited
- Votraint No. 1537 Pty Limited
- Baycorp Group Finance Pty Limited
- Baycorp Collections PDL (Australia) Pty Ltd
- Baycorp (Aust) Pty Limited
- Alliance Factoring Pty Limited
- Baycorp Collection Services (Aust) Pty Limited
- Baycorp (WA) Pty Limited
- Baycorp Collection Services Pty Limited
- Baycorp International Pty Ltd

Note 32 Cross guarantee continued

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

	2026 $'000	2025 $'000
a) Statement of comprehensive income		
Revenue	453,985	402,587
Finance costs	(37,734)	(35,998)
Employee benefits expense	(141,129)	(141,455)
Depreciation and amortisation expenses	(6,829)	(5,770)
Office facility expenses	(18,376)	(18,842)
Collection expenses	(14,096)	(12,776)
Consumer loan loss provision expense	(67,708)	(59,989)
Marketing expenses	(17,014)	(12,717)
Other expenses	(23,704)	(9,974)
Profit before income tax expense	127,395	105,066
Income tax expense	(32,446)	(30,981)
Profit for the year	94,949	74,085
b) Other comprehensive income		
Profit for the year	94,949	74,085
Other comprehensive income net of income tax	—	—
Total comprehensive income for the year	94,949	74,085
c) Movements in retained earnings		
Opening balance	454,708	418,040
Dividends recognised during the year	(46,261)	(37,417)
Net profit attributable to parties in the Deed of Cross Guarantee	94,949	74,085
Closing balance	503,396	454,708

Notes to the consolidated financial statements

Note 32 Cross guarantee continued

	2026 $'000	2025 $'000
d) Statement of financial position		
Current assets		
Cash and cash equivalents	44,748	41,548
Trade and other receivables	336,478	304,006
Consumer loan receivables	211,039	190,565
Purchased debt ledgers	100,687	112,259
Other assets	6,579	6,257
Total current assets	699,531	654,635
Non-current assets		
Consumer loan receivables	198,698	180,396
Purchased debt ledgers	210,344	165,271
Plant and equipment	5,733	2,490
Deferred tax assets	43,829	41,834
Intangible assets	14,800	14,800
Investment in subsidiaries	255,497	255,497
ROU assets	13,189	16,556
Total non-current assets	742,090	676,844
Total assets	1,441,621	1,331,479
Current liabilities		
Trade and other payables	20,037	17,623
Current tax liabilities	20,348	28,787
Provisions	21,361	16,609
Lease liabilities	3,687	4,317
Total current liabilities	65,433	67,336
Non-current liabilities		
Borrowings	470,735	400,856
Provisions	2,741	3,026
Deferred tax liabilities	3,957	4,967
Lease liabilities	11,537	14,142
Total non-current liabilities	488,970	422,991
Total liabilities	554,403	490,327
Net assets	887,218	841,152
Equity		
Issued capital	375,141	375,141
Reserves	8,681	11,303
Retained earnings	503,396	454,708
Total equity	887,218	841,152

Note 33 Parent entity information

	2026 $'000	2025 $'000
a) Statement of comprehensive income		
Profit for the year	47,027	64,823
Other comprehensive income net of income tax	—	—
Total comprehensive income for the year	47,027	64,823
b) Statement of financial position		
Assets		
Current assets	476,018	431,681
Non-current assets	250,523	245,882
Total assets	726,541	677,563
Liabilities		
Current liabilities	41,793	49,855
Non-current liabilities	137,259	79,573
Total liabilities	179,052	129,428
Net assets	547,489	548,135
Equity		
Issued capital	375,141	375,141
Reserves	2,123	3,535
Retained earnings	170,225	169,459
Total equity	547,489	548,135

c) Contractual commitments

At balance date, the parent entity has not entered into any material contractual agreements for the acquisition of plant or equipment other than as separately noted in the financial statements (2025: nil).

Consolidated entity disclosure statement

The below list relates to entities that are consolidated in the consolidated financial statements at 30 June 2026, as required by the Corporations Act (s.295(3A)(a)).

Name of entity	Body corporate, partnership or trust	Percentage of share capital held by the Company	Country of incorporation	Australian resident or foreign tax resident	Jurisdiction of foreign tax resident
Credit Corp Group Limited	Body corporate	N/A	Australia	Australia	N/A
Alpha Credit Pty Limited	Body corporate	100	Australia	Australia	N/A
Alupka Holdings Pty Limited	Body corporate	100	Australia	Australia	N/A
Alliance Factoring Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp (Aust) Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp (NZ) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Baycorp (WA) Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp Collection Services Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp Collection Services (Aust) Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp Group Finance Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp Holdings (NZ) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Baycorp International Pty Limited	Body corporate	100	Australia	Australia	N/A
Car Start Pty Limited	Body corporate	100	Australia	Australia	N/A
CCP Trust No.1 [1]	Trust	100	Australia	Australia	N/A
Certus Partners Pty Limited	Body corporate	100	Australia	Australia	N/A
CLH Business Services Pty Ltd	Body corporate	100	Australia	Australia	N/A
CLH Legal Group Pty Ltd	Body corporate	100	Australia	Australia	N/A
Collection House Limited	Body corporate	100	Australia	Australia	N/A
Collection House (NZ) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Collection House International BPO, Inc.	Body corporate	100	Philippines	Foreign	Philippines
Collective Learning and Development Pty Ltd	Body corporate	100	Australia	Australia	N/A
Creditcorp BPC Pty Limited [2]	Body corporate	100	Australia	Australia	N/A
Credit Corp Acceptance Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Australia Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Brokering Services Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Collections Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Collections Agency Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Collections Agency US Holdings Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Collections Agency US Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Collections US Holdings Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Employee Share Administration Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Facilities Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Financial Services (UK) Limited	Body corporate	100	United Kingdom	Foreign	United Kingdom
Credit Corp Financial Services Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Financial Services Holdings Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Financial Services Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Financial Solutions Pty Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Credit Corp Group US Collections LLC	Body corporate	100	United States	Foreign	United States
Credit Corp Leasing Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Lending Pty Limited	Body corporate	100	Australia	Australia	N/A
Baycorp Collections PDL (Australia) Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Management (NZ) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Credit Corp New Zealand Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Queensland Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Receivables Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Recoveries Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Services (NH) Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Services Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Corp Services US Collections Inc.	Body corporate	100	United States	Foreign	United States

Name of entity	Body corporate, partnership or trust	Percentage of share capital held by the Company	Country of incorporation	Australian resident or foreign tax resident	Jurisdiction of foreign tax resident
Credit Corp Services US Holdings Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Solutions Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp UK Debt Solutions Limited	Body corporate	100	United Kingdom	Foreign	United Kingdom
Credit Corp US Holdings Inc.	Body corporate	100	United States	Foreign	United States
Credit Corp Western Australia Pty Limited	Body corporate	100	Australia	Australia	N/A
Credit Plan B Pty Limited	Body corporate	100	Australia	Australia	N/A
Customer Assist Pty Limited	Body corporate	100	Australia	Australia	N/A
Dayroma Pty Limited	Body corporate	100	Australia	Australia	N/A
Hudson Legal Pty Ltd	Body corporate	100	Australia	Australia	N/A
Lion Finance Pty Ltd	Body corporate	100	Australia	Australia	N/A
Lion Finance Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Malthiest Pty Limited	Body corporate	100	Australia	Australia	N/A
Midstate Creditcollect Pty Ltd	Body corporate	100	Australia	Australia	N/A
National Credit Management Limited	Body corporate	100	Australia	Australia	N/A
Personal Insolvency Management Pty Limited	Body corporate	100	Australia	Australia	N/A
Receivables Finance Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Receivables Management (NZ) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Receivables Management (International) Limited	Body corporate	100	New Zealand	Foreign	New Zealand
Ruily Pty Limited	Body corporate	100	Australia	Australia	N/A
Safe Horizons Pty Ltd	Body corporate	100	Australia	Australia	N/A
Southern Receivables Limited	Body corporate	100	New Zealand	Foreign	New Zealand
TFS Newco Pty Ltd	Body corporate	100	Australia	Australia	N/A
ThinkMe Finance Pty Ltd	Body corporate	100	Australia	Australia	N/A
Torbige Pty Limited	Body corporate	100	Australia	Australia	N/A
Tulovo Pty Limited	Body corporate	100	Australia	Australia	N/A
Valute Pty Limited	Body corporate	100	Australia	Australia	N/A
Vindelo Pty Limited	Body corporate	100	Australia	Australia	N/A
Votraint No. 1537 Pty Ltd	Body corporate	100	Australia	Australia	N/A

1. CCP Trust No. 1 is a trust; the percentage disclosed represents the Group's beneficial interest rather than share capital.
2. Credit Corp BPC Pty Ltd is incorporated in and operates in Australia and has a registered branch in the Philippines. The branch operations have tax obligations in the Philippines under the Philippines' tax laws.

Directors' declaration

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

1) The financial statements and notes, as set out on pages 96 to 129, 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 2026 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.
2) The consolidated entity disclosure statement, as set out on pages 130 to 131, is in accordance with the *Corporations Act 2001*, and it is true and correct as at 30 June 2026.
3) 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.
4) 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 32 to the financial statements, will, as a group, be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the Deed of Cross Guarantee.

Eric Dodd
Chair
4 August 2026

James M Millar AM
Non-Executive Director

Auditor's report

HALL CHADWICK

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 Financial Report

Opinion

We have audited the financial report of Credit Corp Group Limited (the company) and controlled entities (the group), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended, notes to the consolidated financial statements, including a summary of material accounting policies, the consolidated entity disclosure statement and the directors' declaration.

In our opinion the accompanying financial report of the group is in accordance with the *Corporations Act 2001*, including:

a. giving a true and fair view of the group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

b. complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those Standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the group in accordance with the auditor independence requirements of 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 Accountants (including Independence Standards)* (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 confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the group, would be in the same terms if given to the directors as at the time of this auditor's report.

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 for the year ended 30 June 2026. 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.

ADELAIDE	BRISBANE	DARWIN	MELBOURNE	PERTH	SYDNEY
Level 9	Level 4	Level 1	Level 14	Level 11	Level 40
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Adelaide SA 5000	Brisbane QLD 4000	Darwin NT 0800	Melbourne VIC 3000	Perth WA 6000	Sydney NSW 2000
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Auditor's report

HALL CHADWICK

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

Key Audit Matter	**How Our Audit Addressed the Key Audit Matter**
1. Carrying value of purchased debt ledgers (Refer to Note 11 Purchased Debt Ledgers)	
The carrying value of purchased debt ledgers (PDLs) is dependent on forecast 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 in reliably measuring these assumptions including the estimated internal rate of return and forecast cash collections which includes consideration of the impact of macroeconomic factors.	Our audit procedures included but were not limited to: • We assessed and performed appropriate procedures on the third-party software used to produce the file detailing the relevant data and calculations that produce journals for recognition of PDL balances. • We tested the mathematical accuracy of the excel amortisation models used to calculate the carrying value of purchased debt ledgers across PDL portfolios and confirmed internal integrity checks without exceptions. • We validated the 8-year forecast collection horizon remains unchanged from prior year. • We checked and validated the determined internal rate of return remains unchanged over the life of the individual ledgers debt. • We assessed, challenged and compared forecasts with historical actuals and examined key forward-looking assumptions including forecast cash collections. • We reviewed sensitivity analysis on key forward-looking assumptions. • We reviewed reconciliations of collections from the PDL models to the accounting records without exceptions. • We assessed the reasonableness of the assumptions used and evaluated whether there were any impairments on a sample of PDLs by comparing NPV of forecast cash flows to the carrying value as at 30 June 2026.
2. Provision for expected losses on the consumer loans (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. Past arrears and write-offs are analysed to determine an expected loss curve by product which is used to determine the estimated loss amounts to be provided against each product. Levels of provisions are reviewed and updated for the most recent expected life of loan loss estimates at each reporting date. We focused on this area as a key audit matter due to the amounts involved being material and the inherent subjectivity involved in reliably measuring the key forward looking assumptions being changes in credit risk and future loan.	Our audit procedures included but were not limited to: • Tested the mathematical accuracy of the arrears model. • Assessed the application of the group's model for provision that considers past arrears, write-offs and the expected life of loan loss estimates. • Reviewed actual results against the model to assess the accuracy and appropriateness of the model assumptions. • Reconciled gross loan book balances by product to control reports. • Assessed sensitivity analysis on key forward-looking assumptions. • Compared historical actuals with management's view of credit risk.

Auditor's report

HALL CHADWICK

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the group's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly 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 this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the group 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 the 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 preparing the financial report, the directors are responsible for assessing the ability of the group 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 group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

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 the 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 the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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
- Obtain an understanding of internal control relevant to the audit 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 group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- 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 group'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 group to cease to continue as a going concern.

Auditor's report

HALL CHADWICK

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

– 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.

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

We communicate with the directors regarding, among 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.

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 financial report of the current period and are therefore the 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.

Report on the Remuneration Report

We have audited the remuneration report included in pages 62 to 79 of the directors' report for the year ended 30 June 2026.

In our opinion, the remuneration report of Credit Corp Group Limited for the year ended 30 June 2026 complies with s300A of the *Corporations Act 2001*.

Responsibilities

The directors of the group 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.

Hall Chadwick

HALL CHADWICK (NSW)
Level 40, 2 Park Street
Sydney NSW 2000

DREW TOWNSEND
Partner
Dated: 4 August 2026

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Five-year financial summary

	2026 $'000	2025 $'000	2024 $'000	2023 $'000	2022 $'000
Income and profit					
Purchased debt ledger collections	**529,634**	478,637	463,694	493,849	535,227
Less: Purchased debt ledger amortisation	**(227,098)**	(204,621)	(199,694)	(223,810)	(245,231)
PDL change in lifetime expected credit losses	**—**	—	(64,982)	—	—
PDL change in accounting estimate	**—**	—	21,618	—	—
Interest revenue from purchased debt ledgers	**302,536**	274,016	220,636	270,039	289,996
Interest and fee income from consumer lending	**214,753**	199,620	179,075	147,847	93,737
Other revenue	**68,663**	72,001	76,553	55,483	27,467
Total revenue	**585,952**	545,637	476,264	473,369	411,200
NPAT	**105,510**	94,095	50,707	91,251	100,716
Financial position					
Current assets	**570,115**	548,118	488,134	482,491	409,045
Non-current assets	**901,221**	835,224	821,395	751,496	564,768
Intangible assets	**16,894**	14,800	14,800	14,800	800
Total assets	**1,488,230**	1,398,142	1,324,329	1,248,787	974,613
Current liabilities	**79,296**	79,286	79,665	84,292	66,032
Non-current liabilities	**495,003**	428,581	418,993	347,079	167,940
Total liabilities	**574,299**	507,867	498,658	431,371	233,972
Net assets	**913,931**	890,275	825,671	817,416	740,641
Borrowings	**470,735**	400,856	384,550	314,210	128,589
Shares on issue ('000)	**68,067**	68,067	68,067	68,067	67,832
Cash flows					
From operating activities	**2,704**	52,565	(48,583)	(84,002)	(100,296)
From investing activities	**(10,982)**	(1,493)	(1,465)	(16,782)	(3,820)
From financing activities	**15,279**	(28,773)	20,020	136,648	71,538
Net increase / (decrease) in cash	**7,001**	22,299	(30,028)	35,864	(32,578)
Key statistics					
Earnings per share					
• Basic (cents)	**155.0**	138.2	74.5	134.2	148.9
• Diluted (cents)	**155.0**	136.6	73.6	132.4	148.5
Dividends per share (cents)	**77.5**	68.0	38.0	70.0	74.0
NPAT / revenue	**18%**	17%	11%	19%	24%
ROE (on pro-forma gearing basis)	**13%**	11%	10%	13%	17%
NTA backing per share (dollar)	**13.18**	12.86	11.55	11.43	10.51

Shareholder information

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

	Ordinary shares	
Twenty largest shareholders as at 30 June 2026	**Number**	**%**
J.P. Morgan Nominees Australia Limited	14,252,513	20.9
HSBC Custody Nominees (Australia) Limited	13,191,755	19.4
Citicorp Nominees Pty Ltd	8,896,940	13.1
National Exchange Pty Ltd	3,800,000	5.6
BNP Paribas Nominees Pty Limited	5,063,056	7.4
Prudential Nominees Pty Ltd	1,750,000	2.6
Dixson Trust Pty Ltd	854,688	1.3
Netwealth Investments Limited	677,662	1.0
152 Pty Ltd	492,572	0.7
Sheffield Management Pty Ltd	328,721	0.5
Uptons Salvage Trading Pty Ltd	305,977	0.4
Westor Asset Management Pty Ltd	273,296	0.4
UBS Nominees Pty Ltd	241,909	0.4
Ioof Investment Services Ltd	221,803	0.3
Mr Mark Sheffield Hancock & Mr Ian Denis Westwood	173,271	0.3
Torres Industries Pty Limited	152,527	0.2
Tom Hadley Enterprises Pty Ltd	150,000	0.2
Mr John Armour	145,000	0.2
Bond Street Custodians Limited	125,971	0.2
Mr Peter Upton	120,390	0.2
Total	**51,218,051**	**75.3**

Substantial shareholders

At 30 June 2026 the following shareholders were registered by the Company as a substantial holder, having declared a relevant interest in accordance with the Corporations Act, in the voting shares below:

Holder	Ordinary shares	%	Date of last change
National Exchange Pty Ltd & Prudential Nominees Pty Ltd	5,010,000	7.4	30 March 2026
Vanguard Group	4,108,842	6.0	3 September 2025
Australian Retirement Trust Pty LTD ATF Australian Retirement Trust	4,094,704	6.0	17 June 2026
Fisher Funds Management Limited	4,073,301	6.0	7 August 2025
State Street Corporation and subsidiaries	3,965,129	5.8	23 June 2026
Macquarie Group Limited	3,568,547	5.2	25 June 2026

Details of ordinary shareholdings

Details of the spread of ordinary shareholdings at 30 June 2026 are:

Category	Number of shareholders	Number of shares	%
1 – 1,000	5,693	1,776,153	2.61
1,001 – 5,000	2,104	4,995,737	7.34
5,001 – 10,000	401	2,900,733	4.26
10,001 – 100,000	321	7,176,182	10.54
100,001 and over	20	51,218,051	75.25
Total	**8,539**	**68,066,856**	**100.00**

743 shareholders (representing 14,671 fully paid ordinary shares) held less than a marketable parcel.

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
Level 8, 210 George Street Sydney NSW 2000 Australia

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Fax	+61 2 9279 0664
Email	enquiries@boardroomlimited.com.au
Website	www.boardroomlimited.com.au

Glossary and abbreviations

AASB	The Australian Accounting Standards Board is an Australian Government agency that develops and maintains financial reporting standards applicable to entities in the private and public sectors of the Australian economy
AGM	Annual General Meeting of shareholders, typically held in October of each year
Amortised cost	Amortised cost accounting method applied under accounting standard AASB 9 Financial Instruments used to measure the carrying values of PDLs post their acquisition by applying the credit-adjusted effective interest rate
ASIC	Australian Securities and Investments Commission. The principal regulator for all Australian lending and debt collection activities on financial services debts
ATO	Australian Taxation Office
CAGR	Compound annual growth rate
CCP	Credit Corp Group Limited's stock ticker or abbreviation on the Australian Securities Exchange (ASX)
COVID-19	A viral disease, declared as a pandemic by the World Health Organisation on 11 March 2020
DPS	Dividends per share
ECL	Expected credit losses. Provision for expected credit losses is recognised based on expected life of loan loss rates derived from static pool analysis of the performance of loan products
EDR	External Dispute Resolution. The EDR body in Australia is the Australian Financial Complaints Authority (AFCA)
EIR	The credit-adjusted effective interest rate derived in applying the amortised cost account method in measuring PDLs. The EIR is the rate that discounts the forecast cash flows for a PDL over the assumed collection life cycle to the cost of that PDL
EPS	Earnings per share
ESG	Environmental, social and governance
FTE	Full-time equivalent. A calculation based on number of hours worked by full and part-time employees as part of their normal duties
FWC	Fair Work Commission
IFRS	International Financial Reporting Standards. Australian Generally Accepted Accounting Principles (AGAAP) closely follow IFRS, but are not identical
KMP	Key management personnel as set out in the Company's Remuneration Report. KMP consist of the Board of Directors as well as the Chief Executive Officer, Chief Operating Officer and Chief Financial Officer
LTI	Long-Term Incentive awards. These are performance rights which convert and vest based on performance over a three-year time horizon for executive KPI against NPAT growth hurdles (with an ROE qualifier) as well as relative TSR over the same period against the ASX 200 (excluding materials and energy shares)
NPAT	Net Profit after Tax
NPS	Net Promoter Score
NTA	Net tangible assets. (Total equity less goodwill and other intangible assets less minority interests) divided by the number of ordinary shares on issue (reported)
PCP	Prior corresponding period
PDLs	Purchased debt ledgers or books of charged-off receivables acquired by debt buyers such as Credit Corp, usually direct from credit issuers including banks, finance companies as well as telco and utility providers
POCI	Purchased or originated credit-impaired (POCI) receivables refer to receivables that are already impaired when they are purchased or originated
PUE	Power usage effectiveness
ROE	Return on equity. Net profit attributable to the owners of CCP divided by average ordinary equity
ROU assets	Right-of-use assets as defined in AASB16
STI	Short-Term Incentive awards
TSR	Total Shareholder Return
VWAP	Volume weighted average price

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 Eric Dodd
Mr Thomas Beregi
Mr Phillip Aris
Ms Sarah Brennan
Mr Brad Cooper
Ms Lyn McGrath
Mr James M Millar AM
Ms Trudy Vonhoff
Mr Greg Cooper

Company Secretaries

Mr Thomas Beregi
Mr Michael Eadie

Head office and registered office

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Share registry

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Auditor

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Credit Corp Group