We are delighted with the EOS Group’s most successful financial year by far! By consistently following our strategic direction as a technology-based debt collection service provider and financial investor, we increased our revenue again in 2019/20 to a record total of EUR 853.1 million. The competence, commitment, and attitude of our employees, particularly contributed to this success. A company’s performance is always a team result. This is apparent in many places, such as the sensational growth in Eastern Europe. I take off my hat to this result. The companies in Western Europe too were again highly successful and generated a slight increase in turnover. Furthermore, EOS achieved its largest share of revenue on the very tight German market.

I would like to take this opportunity to single out the tremendous progress in digitalization, the high level of investment in our IT projects and the focus on our cultural transformation process as key success factors. This requires highly qualified employees who want to work independently and embrace change. We have all these qualities and that makes me very proud of the entire EOS team!

In addition to the figures in the section on performance and the corresponding review of the regions, this report gives an overview of our strategic fields financial investor, technology and global connectivity. A brief outlook for the current financial year awaits you. Seldom has this been as difficult as in the wake of the coronavirus pandemic. But it is more important than ever to have reliable processes, highly professional receivables management and sustainable financing for companies. The use of artificial intelligence and advanced data analyses also help boost innovation in our industry. We can offer all of this to our customers and we expect successful growth for our business in the coming year too.

Enjoy reading!

Klaus Engberding
Chairman of the EOS Group’s Board of Directors
Investor and provider of receivables management services with 26 national subsidiaries in Europe and North America

The markets we operate in continue to offer substantial growth potential. EOS can capitalize on its outstanding capabilities and expertise, more than 40 years of experience, over 80 partnerships worldwide and its membership of the Otto Group. All that and our technology make us one of the leading companies in the sector.

We are now reaping the rewards of the systematic and extensive investments in technology that we have been making for years, for example in data-driven portfolio assessment and the processing of receivables. Digitalization and the associated use of cutting-edge technology, big data management and advanced analytics will continue to be key areas of development for us in the future. Added to this is a further increase in the organizational responsiveness. This presupposes faster and more flexible collaboration models on the basis of adaptive structures and processes. To achieve this, EOS has been undergoing a fundamental cultural change process since 2017 and is working systematically to break down entrenched cultural patterns.

Cultural change is not an end in itself
The Group is confident that these new approaches to collaboration combined with the capabilities of its highly qualified teams and modern IT systems will among be of the main productivity drivers for the future.

In everything they do, the company’s more than 7,500 employees are focused on the EOS vision:

"We are a globally connected financial investor driven by technology and entrepreneurial spirit."
**Our customers:**
**global, diverse and individual**

The range of services and sectors

Drawing on its more than 40 years of experience, the EOS Group serves more than 20,000 customers from a large spectrum of industries and sectors.

Assuming responsibility for a healthy economy — EOS enables its customers to focus on their core business, increases their liquidity and minimizes the risks to their reputation. As a responsible company, we know that behind every receivables portfolio there are human beings. Accordingly, we acquire the portfolios at realistic prices and do not speculate with them. The outstanding receivables are processed in a professional manner by our trained staff who treat the defaulting payers fairly. By working this way, we ensure our long-term success and contribute to a healthy economy: Companies remain solvent, employees have secure jobs and our customers’ customers get back their purchasing power.

**Customers from a wide range of sectors**

1. **Outstanding payments result in cash flow problems.**
   - Whether through fiduciary processing or the purchasing of receivables, EOS restores liquidity.

2. **Internal receivables management ties up resources and results in long recovery periods e.g. due to judicial processes.**
   - Thanks to its longstanding experience, EOS generally achieves fast extra-judicial solutions, ensuring greater flexibility and independence for customers and defaulting payers.

3. **Recovering debts in-house can be a complex and critical task, which can lead to reputational damage.**
   - EOS sees itself as a go-between and protects the relationship between creditors and their customers by means of an individualized approach.

4. **Regulations require that banks reduce their NPL inventories and recover outstanding debts as quickly as possible.**
   - By purchasing outstanding receivables, including long-term forward-flow agreements, EOS protects the equity of banks, ensures liquidity and helps them comply with regulatory requirements.

We know our business.
Over the years we have acquired extensive practical experience and expertise. More recently we have become one of our industry’s leaders in digitalization. We exercise good judgment when doing business. This is what makes the EOS Group extremely successful and stable. Consequently, our customers and partners regard us as a highly reliable and fair business partner.

Klaus Engberding, CEO of the EOS Group
The experts
There for our customers: 7,500 employees worldwide

From data science and statistics to software programming and much more: which experts are actually working in the debt collection sector?

For the EOS Group’s technology-based services, from debt purchase to contact with defaulting payers, experts from highly diverse specialist areas give their best each day. A company’s initial contact with EOS is usually with the sales expert in one of the national subsidiaries. The local teams have close contact with the customer so they can analyze, understand, and provide each customer with the service required. Large interdisciplinary teams work on implementation in the background.

1. Portfolio evaluation
In fiduciary collection, a sound understanding of the portfolio forms the basis for a successful, long-term business relationship. EOS receives the number of receivables to be processed in the portfolio, along with their average value. Specialists in the sales team evaluate this information to calculate the expected collection results. In receivables purchasing, the portfolio evaluation is much more extensive. To make a realistic, transparent evaluation with a fair pricing structure, EOS first analyzes and evaluates the data provided and makes forecasts based on comprehensive benchmarks. The second part of the analysis draws on experience, local industry knowledge and an in-depth understanding of the customer.

2. Contractual arrangements
As the next step, the legal departments in the relevant EOS national subsidiaries ensure the contractual arrangements are clear and complete. In complex and international transactions, corporate lawyers of the Hamburg headquarters are involved. Since the previous financial year, EOS has been offering its clients digital contracts in some countries.

3. Data integration and customer connection
A team of business experts and IT specialists ensure data integration is carried out properly. Firstly, the receivables portfolio is thoroughly analyzed once again to build the ideal interfaces with the EOS systems. Programmers then take care of the technical implementation. To ensure smooth and seamless implementation in fiduciary contracts and receivables purchase orders, the sales team maintains close contact with the customer. Once connected, customers can view transparent reports of their receivables in many areas, which are updated daily, online in the customer portal.

4. Collection services
With modern technology such as debt collection software developed in-house and AI-based analysis models, EOS supports the many experts in debt collection. To ensure the best possible outcome, everyone works to a clearly defined purpose “EOS. For a debt-free world”. The aim is that defaulting payers become debt-free as quickly as possible and that customers receive their money promptly. By taking over the debt collection process, EOS protects the reputation of its customers.

5. Expertise in the purchase of receivables and fiduciary collection:
*We are interested in entering into long-term partnerships with our customers. The longer and more intensively our teams work with a customer, the better and more customized the solutions we offer can be. We are therefore proud that many customers have remained loyal to us for over 10 years.*

Klaus Engberding, CEO of the EOS Group

Long-term business relationships

In the 2019/20 financial year, EOS experts processed assets under management (AUM) worth around EUR 63.6 billion.
The year in numbers

Revenue and earnings again at high level

**EOS Consolidated closes fiscal 2019/20 with a substantial increase in earnings compared with the very successful previous year. Earnings before interest, taxes, depreciation, and amortization (EBITDA) were EUR 343.4 million. At EUR 853.1 million, consolidated revenue was 4.8 percent higher than the previous year’s excellent value, despite the sale of two companies.**

**The increase in earnings is primarily due to substantial business development in Eastern Europe. In addition, the EOS Group invested in secured and unsecured receivables at a consistently high level.**

**EOS awarded A Rating**

Euler Hermes Rating, one of Europe’s leading credit rating agencies, once again gave EOS Holding the top rating of A for its creditworthiness. For the 16th time in a row EOS convinced the analysts with its continued high earnings and very good capital structure. That generates confidence. Despite the corona crisis, Euler Hermes assesses the financial risk as low. In the short and medium term, there could be decreases in sales and earnings, but in the long term, the analysts anticipate good to very good earnings.

The rating rationale also made note of EOS Holding’s extensive experience in evaluating, acquiring and recovering non-performing debt, its market leadership in Germany and its strong market position in Europe.

**Strong development:**

» I feel very proud as I look back at the last financial year. It has been the most successful year in the history of the EOS Group.«

Klaus Engberding, CEO of the EOS Group

**Performance**

Our video tip:
The business year in 90 seconds
https://eos-solutions.com/figures

**Revenue growth over the last four years (in EUR million):**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>663.8</td>
<td>795.0</td>
<td>813.7</td>
<td>853.1</td>
<td></td>
</tr>
</tbody>
</table>

**Earnings (EBITDA) over the last four years (in EUR million):**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>222.6</td>
<td>279.8</td>
<td>283.6</td>
<td>343.4</td>
<td></td>
</tr>
</tbody>
</table>

**Our success comes from technological advances in digitalization and cultural change based on new organizational and collaboration models. This makes us a stable and reliable partner now and in the future.**

Klaus Engberding, CEO of the EOS Group
Financial performance
Positive developments for top and bottom line

With an increase in revenue of 4.8 percent, fiscal 2019/20 went very well for EOS Consolidated. The EBT was once again substantially higher than the previous year’s excellent level. At EUR 651.3 million, the investment volume in receivables purchasing has fallen slightly compared with the previous year (EUR 668.4 million), but from a Group perspective continues to be at a consistently high level. The major drivers of this positive development were:

Increase in earnings due to a very strong business development in Eastern Europe
Repeated high investment activity in secured and unsecured receivables
Strong digitalization push

Income statement (summary)
Fiscal 2019/20 was also successful on the bottom line: EOS Consolidated reported a net income of EUR 269.9 million, an increase of 15.2 percent.

Despite the sale of two group companies in the 2018/19 reference year, revenue in the current financial year was up by 4.8 percent, or a very good TEUR 39,433. The EBITDA grew even more strongly than the revenue, but compared to the previous year it benefited from the initial application of IFRS 16 standard (reclassification of leasing expenses). EBT (+130 percent) and net income (+15.2 percent) grew significantly faster than revenue. In both periods the result is supported by extraordinary income from sales of subsidiaries which is shown in the financial result.

Equity and financing
In the last financial year, the sale of EOS Health Honorarmanagement AG also influenced the total financing of EOS Consolidated. However, EOS was able to increase its equity through profit retention from the previous year and the issue of new profit-sharing rights. The equity-to-assets ratio rose by almost 5 percent to 33.5 percent, a comparatively very high level for a financial services provider. From the highly positive free cashflow, refinancing to banks and the parent company was reduced, so that their share of external financing fell by 5.9 percent compared with the previous year.

Assets situation
The total assets of EOS Consolidated decreased by 0.5 percent compared with the previous year to EUR 2.2 billion. In addition to intensified working capital management, the sale of EOS Health Honorarmanagement AG was primarily responsible for the decline. This was offset by the continued intense purchase of secured and unsecured portfolios. In the last fiscal year, their book value increased by around EUR 200 million to EUR 1.83 billion. Purchased portfolios and real estate in inventories made up 83.3 percent of the total assets.

Other factors included a high level of investment in future-oriented debt collection systems, the use of advanced analytics and the rights of use capitalized for the first time in accordance with IFRS 16.
The revenue of EOS Consolidated for the 2019/20 financial year by individual region:

<table>
<thead>
<tr>
<th>Region</th>
<th>2019/20 Revenue (EUR million)</th>
<th>2018/19 Revenue (EUR million)</th>
<th>Change (EUR million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>203.2</td>
<td>188.1</td>
<td>+15.1</td>
</tr>
<tr>
<td>Western Europe</td>
<td>313.7</td>
<td>286.0</td>
<td>+27.7</td>
</tr>
<tr>
<td>Germany</td>
<td>853.1</td>
<td>793.0</td>
<td>+60.1</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>266.7</td>
<td>203.1</td>
<td>+63.6</td>
</tr>
<tr>
<td>EOS Consolidated</td>
<td>1,589.1</td>
<td>1,482.2</td>
<td>+106.9</td>
</tr>
</tbody>
</table>

Consolidated revenue by region

The very pleasing growth in operational business, especially in Belgium, France and Austria. The region concluded the financial year with overall turnover up 5 percent on the previous year, as did the subsidiaries in North America.

Germany remains the region with the highest turnover within EOS Consolidated. The decrease compared to the previous year is due mainly to the sale of EOS Health Honorarmanagement AG. On the fiercely competitive German market, EOS acquired several significant receivables portfolios and increased the investment volume compared to the previous year. Since EOS has consistently pursued its strategy of risk diversification in the existing markets, the share of turnover especially in Eastern and Western Europe increased further. The EOS subsidiaries in Eastern Europe achieved a particularly strong 31.3 percent revenue growth. A significant portion of this is attributed to a sharp increase in revenues from receivables purchases, primarily in Russia and Poland, but also in Croatia and Hungary. Western Europe also recorded very pleasing growth in operational business, especially in Belgium, France and Austria. The region concluded the financial year with overall turnover up 5 percent on the previous year, as did the subsidiaries in North America.

Total revenue 2019/20

- Germany: 853.1 million EUR (at EUR 303.3 million)
- Western Europe: 313.7 million EUR (at EUR 236.0 million)
- North America: 203.2 million EUR (at EUR 51.0 million)
- Eastern Europe: 266.7 million EUR (at EUR 303.0 million)
- EOS Consolidated: 1,589.1 million EUR (at EUR 853.1 million)

Success factors and local highlights

**Top highlights | Germany**

Many years of experience and a good reputation secured the regional top spot, with 35.6 percent of total EOS Consolidated revenues.

**Strong market position:** EOS won crucial revolving portfolios and confirmed its leading position in the market, despite fewer significant offers to purchase debt portfolios.

**Increased investments:** With a total of EUR 236.0 million, the level of investment exceeded that of the previous year. Larger investments were made primarily in the area of unsecured receivables.

**Focus on performance:** The reorganization of processes led to reduced bureaucracy, shorter decision paths, more autonomy, better use of resources and improved cost efficiency. In addition, EOS in Germany is driving digitalization throughout the entire company, including the core business of debt collection. EOS expects further increases in productivity as a result of the ongoing development of its receivables management software.

**Top highlights | Eastern Europe**

A EUR 63.6 million increase in revenue compared to the previous year resulted in an absolute record high.

**Significant revenue increase:** A key driver was the substantial increase in revenue from receivables purchases in Russia and Poland. Croatia, Hungary, Serbia and Bulgaria also achieved noteworthy growth in turnover.

**High level of investment activity:** EOS also completed significant NPL transactions in the last financial year, although the record level of investments from the previous year could not be matched due to the steady decline in NPLs in line with a noticeable slowdown of transactions in the Eastern European region. The largest NPL investments were made in Poland, Croatia, Russia, and Hungary.

**Digitalization offensive:** The development of the "Kollecto+" debt collection software resulted in increased efficiency in processing receivables. The collaboration of international IT resources using agile methods is another clear success factor.

**Top highlights | Western Europe**

Stable growth brought about a slight 5 percent increase in revenues, with a plus of EUR 11.1 million.

**Strong business growth:** The very pleasing growth in operational business in Belgium, France and Austria resulted in a slight overall increase in revenue and exceeded the previous year’s figure.

**Leading position as debt purchaser:** The Western European EOS subsidiaries held their ground as the leading provider for debt purchases in the last financial year too. Despite persistently tough market conditions, France stood out and made significantly larger investments in both portfolios secured by real estate and unsecured portfolios. Belgium and Spain also increased their investment activities.

**Top highlights | North America**

With a revenue increase of EUR 2.6 million, the North American region was slightly above its previous year’s result.

**Growing investments in the USA:** The strategic focus on debt purchasing is paying off. EOS attributes the increase in turnover primarily to debt purchasing activities. The company invested a total of EUR 98.8 million, almost 4 million more than in the previous year.

**EOS in Canada focuses on fiduciary services:** Revenue in Canada was markedly higher than in 2018/19 and therefore well above target. The focus on fiduciary services, in particular, was developed further.
**Assessments from the regions**

**Germany**

The success of the EOS Group in Germany is primarily due to our operational excellence and intense sales activities in close proximity to our customers.

Together with numerous digitalization initiatives and our outstanding reputation – also with respect to data protection – this makes us a reliable and attractive partner for our customers. To secure this position and our future viability, we are focusing our investments on our most important areas: employees, culture and technology. Besides the digital transformation, a major challenge for the current financial year is the new regulation in the German debt collection law, which primarily affects the level of debt collection fees.

**Regional team sizes**

- Germany: 2,042
- Eastern Europe: 1,193
- Western Europe: 3,527
- North America: 816
- Total: 7,578

**Western Europe**

The EOS Group is very well positioned in Western Europe.

We are a preferred strategic partner for our customers on account of our expertise and many years of experience, especially in the fields of banking and telecommunications. We are making huge investments in big data and analytics and are helping to resolve problems relating to NPLs. Despite the Covid-19 crisis, which has hit France and Spain particularly hard, we remain a reliable partner in the field of fiduciary services and debt purchasing – also due to our strong financial background as a family company. We are therefore in a good position to overcome this crisis. In the second half year, we expect an increased need for our customers to divest themselves of NPLs and we will then be available to them as a stable partner.

**Eastern Europe**

Our strong local expertise, our approach to dealing fairly with defaulting payers and our cooperation with customers, often across borders, are all paying off.

As a result, we gained important momentum in secured and unsecured debt collection and could share knowledge and expertise within the Group. The Hamburg-based Transaction Center for Eastern Europe is an essential success factor in this regard. We also made substantial investments in secured debt portfolios in Slovenia and Serbia, and are now in a position to process secured and unsecured receivables in all the Eastern European countries in the best possible way. The forward flow agreements we offer for secured receivables, which have led to impressive results in Hungary, for example, are proof of our ongoing development of innovative solutions and products.

**North America**

The North American market is a challenging environment for the EOS Group, but Canada is developing very satisfactorily.

In recent years, we have become one of the market leaders in fiduciary collection in Canada. The expectations for revenue and earnings in the past financial year were clearly exceeded. Our Canadian team and we are very proud of this. In the US, our increased investment in purchase of receivables is showing positive trends. We intend to continue this focus in the current financial year.
The purchase of NPLs and real estate in need of restructuring make up the core business and a growth area of EOS. In 2019/20, EOS once again reinforced its commitment as a global investor. Here are some of the key investments:

**Our vision:**

We are a globally connected financial investor driven by technology and entrepreneurial spirit.

**Selected top investments**

**EUR 45.2 million** is the value of non-performing consumer loans acquired from AO UniCredit Bank by EOS in Russia.

**EUR 215 million** is the nominal value of the receivables package that EOS purchased in fiscal 2019/20 with the help of its Portuguese partner Servdebt.

**EUR 350 million** is the value of the NPL portfolio that EOS Bulgaria acquired from Eurobank subsidiary Postbank in March 2019. To date this is the largest secured debt purchase that EOS has ever made on the Bulgarian market.

**EUR 12 million** is the volume of receivables from a contract with a major German supplier from the mobility sector in fiscal 2019/20. Within the scope of the new partnership initiated in 2019, EOS will process around 10,000 receivables monthly in a fiduciary capacity only.

**EUR 36 million** is the nominal value of a portfolio of 47,000 receivables that EOS Aremas purchased from bpost bank. On an ongoing basis, EOS Aremas is also buying bpost bank’s non-performing unsecured loans and overdrawn checking accounts that have not been serviced for at least 150 days.
Investments 2019/20
EOS maintains high investment level of previous year

In fiscal 2019/20, EOS Consolidated continued the pattern of the previous year and invested a total of EUR 651.3 million in unsecured and secured receivables and real estate. In Germany investment in the unsecured segment increased by more than 80 percent. The investment volume in Eastern and Western Europe, on the other hand, declined slightly (by 20 and 10 percent, respectively).

EOS also buys receivables portfolios in countries where it does not have its own companies. Working with local debt collection specialists, EOS decides on the purchase of receivables portfolios that are then professionally handled by the local partner. At EOS, these kinds of alliances in the field of receivables purchasing are designated “Debt Collection 4.0.”

One highly successful example is the development of this business on the Portuguese market. Although EOS does not have its own company in Portugal, it has made a name for itself as a major investor through its collaboration with debt collection firm Servdebt.

The EOS Group invested heavily again in the past year and continued growing.
It is very important that we spread our investment risk over several countries. Nevertheless, we do not win every portfolio with our pricing models. In certain markets, we do not succeed at times. Nevertheless, we are adhering to our signature approach because it makes us a stable, solidly managed and reliable company now and in the future.

Justus Hecking-Veltman, CFO of the EOS Group
In recent years EOS has systematically stepped up its activities as a financial investor and in some countries has established itself as market leader in the acquisition of receivables portfolios.

Identifying the right investments and setting priorities
With its longstanding experience, technology-driven portfolio analysis and fair prices, EOS has become established as one of the top investors in the sector. In this environment, it pays to have discipline and nerves of steel. Not every tender is the right one. “The investments that we choose to make are tied to sustainability and not to quarterly targets and figures,” says Hecking-Veltman.

EOS buys secured receivables, which are a particular burden on banks’ balance sheets as non-performing loans secured by real estate. Having EOS take over the handling of these NPLs solves several problems at once: It reduces creditors’ risks and increases equity, particularly because since the global financial crisis, these kinds of loans now have to be declared non-performing at a much earlier date. In turn, EOS works out good solutions for borrowers and creates financial leeway for them.

EOS buys unsecured receivables and processes them systematically on its own behalf. For e-commerce companies, telecommunications providers, utilities and financial services providers in particular, the transfer to EOS of non-performing unsecured receivables owed to them by private or business customers relieves them of a huge burden and improves their cash flow.

EOS purchases future bad debts through what are known as forward-flow agreements. This means that EOS acquires portfolios of secured and unsecured receivables from a company at regular intervals over a specified period for a previously determined purchase price. On the divestment dates, the seller deletes the bad debts from its books and systematically increases liquidity.

The year 2020 and subsequent years will be characterized to a great extent by the Group’s activities as a ‘financial investor’. We do not associate this term with the aspiration to become a major investor like a private equity firm or large fund. In our context it expresses our ambition to invest sustainably and on a substantial scale in receivables portfolios. To be able to make these investments, we are increasingly establishing financing models that are independent of our parent company Otto Group, so we can participate accordingly in the major markets relevant to us. Our partners benefit from our excellent evaluation and exploitation expertise.

Justus Hecking-Veltman, CFO of the EOS Group

EOS buys real estate in need of restructuring and relieves the previous owners of the associated risks and costs. EOS upgrades the real estate, develops it to provide viable utilization and rental concepts and sells the properties again afterwards. This is a significant strength that EOS can offer thanks to its longstanding experience, which many property owners do not have themselves. It allows sellers to gain financial leeway for more promising investments.

“Forward flow transactions and the evaluation of secured and unsecured receivables place particular demands on the buyer. This is where the expertise of EOS comes into play; along with the wide network of external local experts the EOS team works closely with.”

Tamás Lencsés
Managing Director EOS Hungary

“Our objective is to put a solidly leased, properly documented piece of real estate back on the market that represents a sound investment.”

Jochen Prinz
Managing Director of CINTHIA Real Estate (EOS Group)
Machine learning and artificial intelligence are not just empty words at EOS, but are already improving performance in receivables management and supporting the evaluation of portfolios in many areas. I am convinced that these tools enable us to make a real difference for our customers, staff and defaulting payers. That is our motivation.

Justus Hecking-Veltman, CFO of the EOS Group
Globally connected

Debt collection in all regions of the world

The EOS Group is represented around the world by its own companies and 83 partners. Regardless of where defaulting payers are located, EOS ensures that outstanding invoices are settled through its cross-border debt collection services. In more than 180 countries in almost all regions of the world, the company enforces claims against private or business customers in other countries.

From the company’s headquarters in Hamburg, the EOS Cross-border Center manages all cases via the international IT platform EOS Global Collection. The respective cases relating to defaulting payers located abroad are then transferred to the relevant national subsidiaries, which are very familiar with the local circumstances.

EOS processed a total of 74,331 cross-border cases worldwide.

In the past financial year EOS processed debt collection cases in 170 countries.

70% of all payments worldwide were made as installments.

88 days is the average time it takes until EOS cross-border experts receive the first payment, representing a 12 percent improvement on the previous year’s figures.

1,861 customers used the international collection services of EOS; 727 were new customers.

» Being “globally connected” is an important part of our corporate strategy. The EOS Cross-border Center has been providing the necessary framework for the past ten years.

«

521 employees work for EOS in international debt collection, 303 of them at EOS companies.

99% of all successful collections were settled out of court in the international collection process (2018/19: 98%), which reduces costs and allows agreements to be reached faster.

71% of cases involve receivables owed by private customers.

Share of cases by industry

- 20% e-commerce
- 39% other
- 13% trade and logistics
- 12% IT hardware
- 9% telecommunications
- 7% consumer credit

Klaus Engberding, CEO of the EOS Group

88 days
Global presence:

We strengthen the financial performance of our customers through our more than 60 subsidiaries in 26 countries.
It is almost impossible to provide an outlook for the current 2020/21 financial year on development. The coronavirus pandemic will have a huge impact on the economy. According to the IMF and the OECD, the global economy is facing a severe recession. The debt collection sector also has been affected by the coronavirus restrictions, such as closed courts and the field staff not being able to work. However, operational activities have continued at a high level. Our employees are doing a fantastic job in this area. They have succeeded in finding customized solutions for defaulting payers to settle their debts and to pay the money back to customers as quickly as possible.

For 2020/21, the EOS Group is anticipating a noticeable decrease of the fiduciary volume and a partial postponement of receivable portfolios offered on the market until the third and fourth quarters, particularly due to the pandemic-related moratoria. Nevertheless, we are looking towards the second half year with confidence. As a reliable and stable company, EOS will continue to participate in the market as a global financial investor. Our experience, our fair pricing strategy, and our team of 7,500 employees allow us to say this with certainty. Another key factor for success is the EOS Group’s strong digitalization activities, as our customers benefit hugely from the data-driven and AI-based receivables processing. This not only improves performance, but also makes it easier to calculate the value of portfolios – a benefit for our partners in financing, meaning that EOS is well positioned for further co-investments.

Furthermore, start-ups are becoming increasingly important as new partners for EOS as they develop interesting products and services in many places which support us in our digitalization efforts and/or inspire us to rethink our products and processes. To achieve all of this, it is important that we continue improving our organizational responsiveness while giving our employees more personal responsibility. Every beginning in this type of change process was difficult. However, I think I can safely say that a large part of the organization is already midway through this process and there is no going back.

Klaus Engberding
Chairman of the EOS Group’s Board of directors

Outlet 2020/21
Change as a constant

Our aim is to retain or reach a top 3 position in our markets, with the exception of the USA.

Klaus Engberding, CEO of the EOS Group