

AMCC



ASOCIAȚIA DE MANAGEMENT
AL CREAȚELOR COMERCIALE



AMCC's mission is to represent its members at national and international level, to promote the concept of credit services management and support it in the national legislation.

AMCC wants to be a **national representative association for debt collection agencies** in Romania and to implement a high standard of quality in the management of receivables.

Since its establishment, AMCC is a full member of FENCA – Federation of European National Collection Associations.

Through AMCC, Romania became the 15th Member of FENCA.

AMCC's scope:

The main purpose of AMCC is to regulate the profession and to **set professional ethical principles to be followed by debt collection companies** in relation to retail and corporate debtors.

*AMCC was founded in 2007 at the initiative of Coface, EOS KSI and Creditreform.
Currently it brings together 15 members.*



AGENCY FOR CONTROL
OF OUTSTANDING DEBTS

B²KAPITAL
Part of B2Holding



intrum

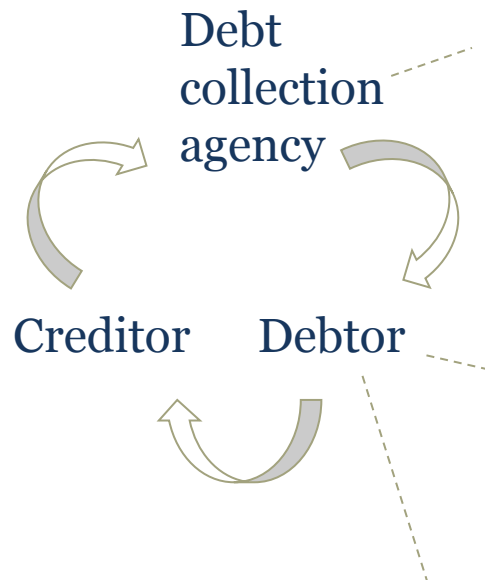


■ What is debt collection?

- Debt collection market evolution and trends in 2022
 - Romanian B2C debt collection market:
 - B2C – Serviced debt
 - B2C – Purchased debt
 - Romanian B2B debt collection market
 - Debt collection market for international clients
- Macroeconomic environment

Why do companies choose to externalize debt collection?

- A possible answer would be due to legislation (e.g.: prudential rules regarding non-performing loans), cash flows constraints and decisions to increase operational efficiency can lead to debt collection externalization.



- A debt collection agency acts as an intermediary between a debtor and a creditor. It can facilitate a payment schedule for the debtors.



- A creditor can have two categories of clients, B2C and B2B.
- B2C clients are natural persons (e.g. people who have a telecom subscription, etc.)
- B2B clients are legal persons (e.g. companies/NGOs that receive loans from banks, etc.)



- The communication between the collection agents and the debtors is the quickest and easiest way to solve the debt situation under conditions that are favorable to all parties.



Who are the companies (**creditors**) that refer collection of debt?

- **Banking institution**
- **Telecom companies**
- **Leasing**
- **Insurance**
- **FMCG**
- **Universities**
- **Pharma etc.**

Creditor

How is debt transferred to debt collection companies?

a. **Purchase rights for the debt**
(Debt purchased)

b. **Collection based on success fee**
(Debt Serviced)

What does this mean for the **debtor**?

- **Rights** over the **debt** are **referred** to a **debt collection agency** or a **consortium of companies**.
- **Collection** is taken over by the **company** which **owns the rights over the debt**.

- **Rights** over the **debt** are **kept** by the **creditor**
- **Debt collection operations** are **performed** by the **contracted company**, in return receiving a **fee**, according to the **service agreement**.

Who is a **debtor**?

- **Natural persons** (employees, students, etc.)
- **Legal persons** (limited liability company, corporations, etc.)

Debtor

How is the debtor contacted?

- Phone calls
- E-mail
- Written correspondence
- Field activities

What is the general approach?

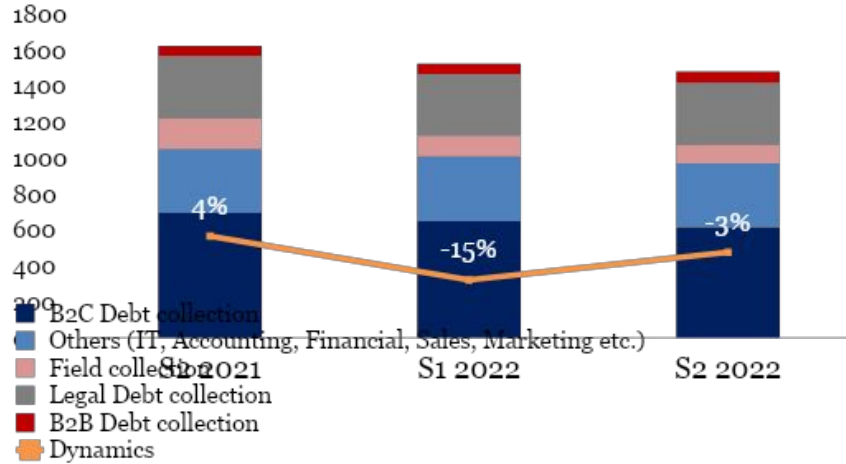
- Discussions with the debtor include:
1. **Identify solutions** for payment of debt;
 2. **Decide** on the **best option** for both the debtor and the creditor;
 3. **Agree** and **sign a written agreement** based on previous discussions.

The Romanian debt collection industry employs ~1500 people, almost half of them being in the B2C & B2B collection segment

Employee structure

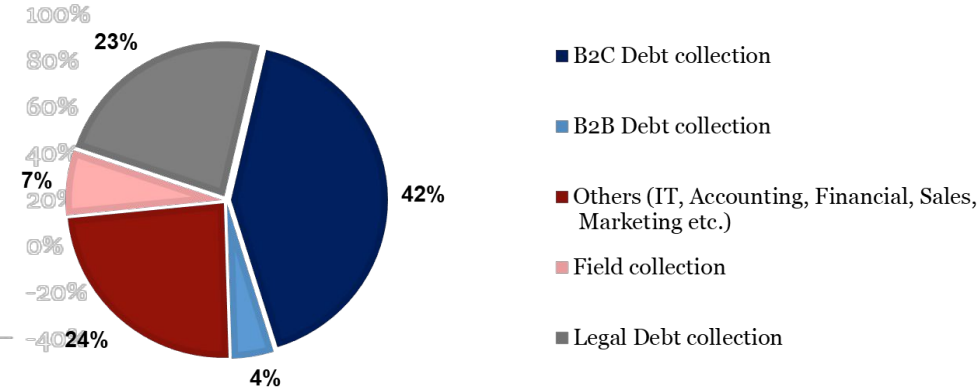
Total number of employees by service performed (full & part time)

S2 2021- S2 2022 evolution



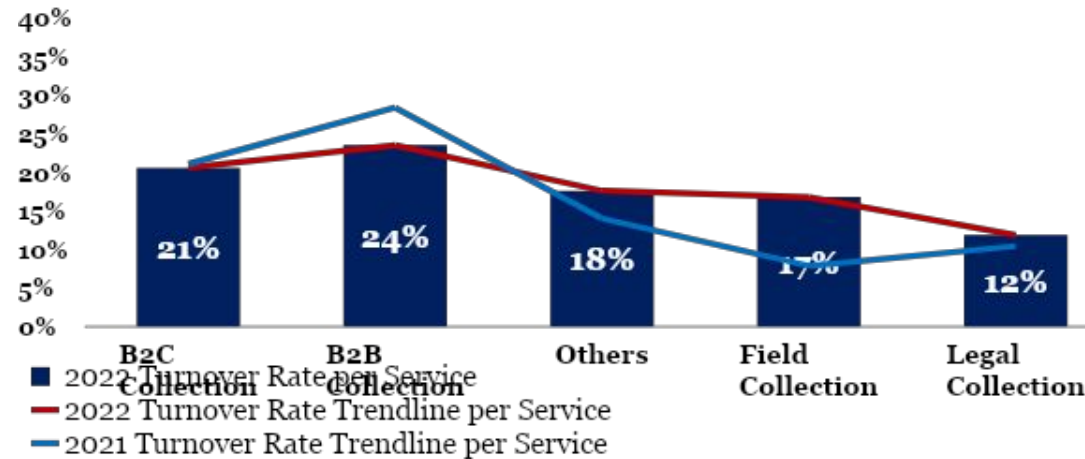
Full-time employee structure by service performed

S2 2022



Employee turnover rate by service performed

2021 - 2022

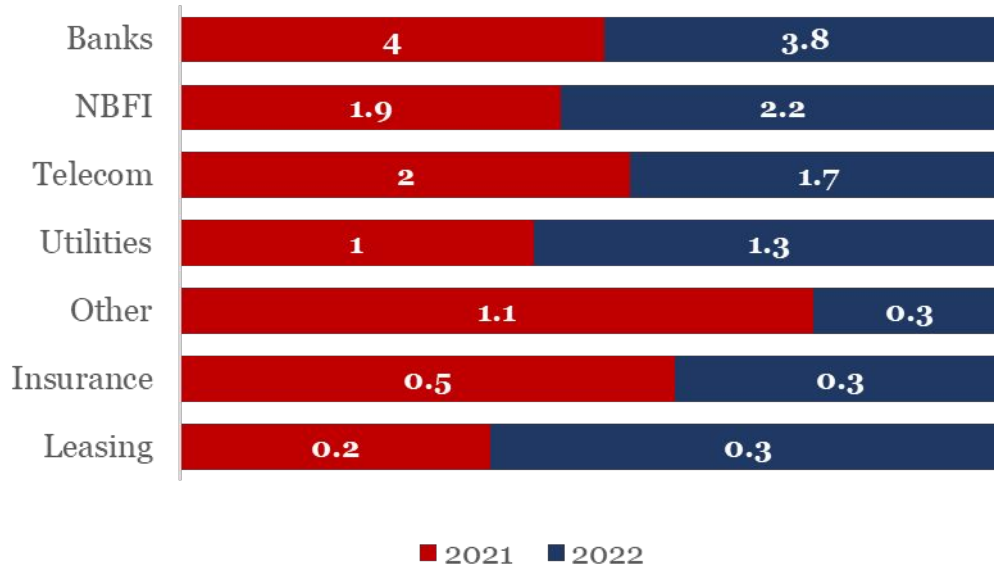


- For S2, as for 2022 overall, B2C debt collection is the most employee-intensive function, accounting for approx. 42% of the total full-time employees.

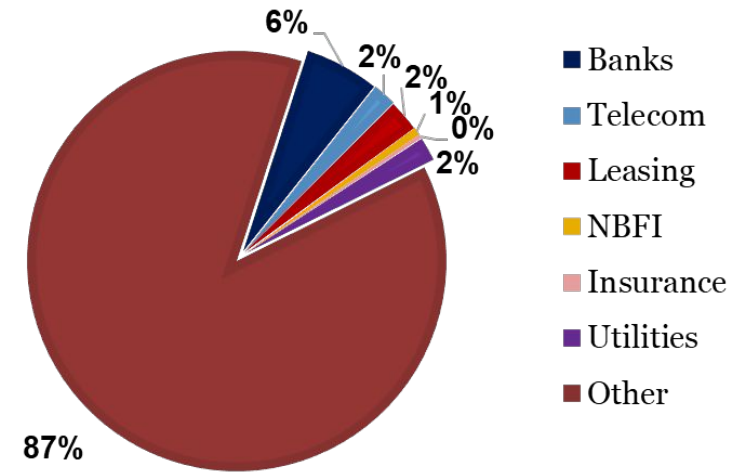
In 2022, the total number clients has decreased compared to 2021, with a relatively similar industry structure.

Active clients

B2C – Average clients per respondent 2022



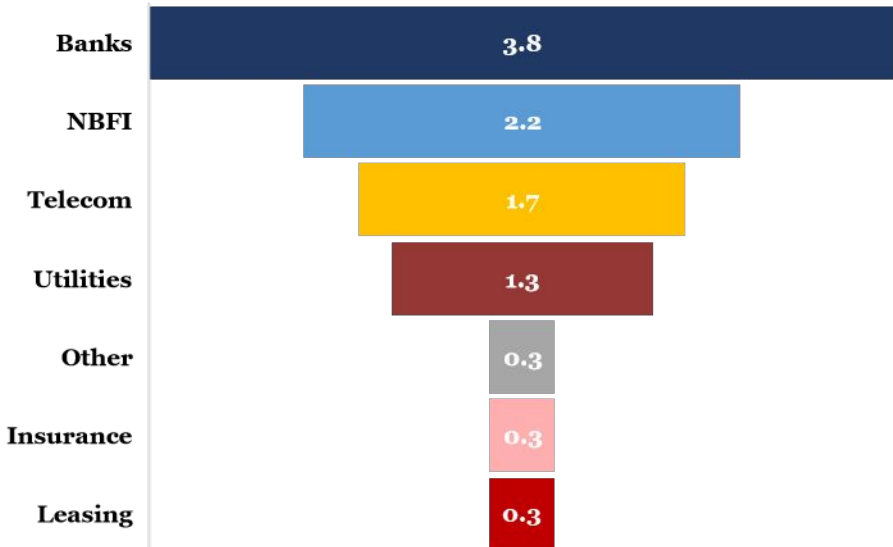
B2B - Active clients by activity sector 2022



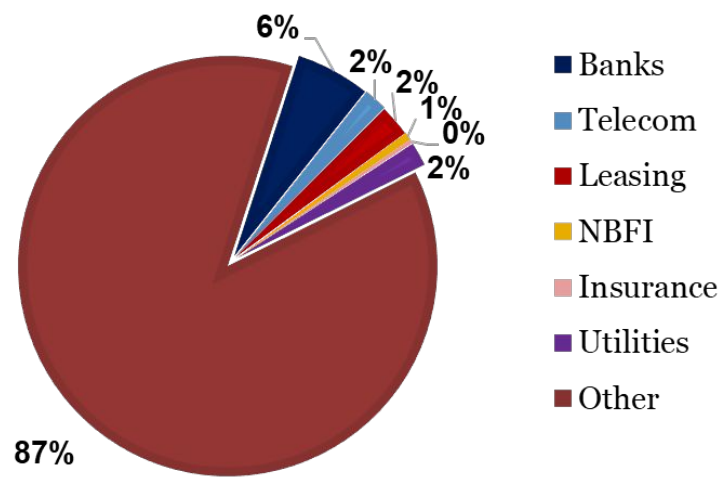
- **B2C segment:** The number of active Banking and Telecom clients has decreased in 2022 compared to 2021, with the number of NBFI clients having increased.
- **B2B segment:** Most of the active clients come from other industries such as FMCG, Pharma, IT, Distribution, with a low representation from Banking, Telecom and Leasing sectors.
- In 2022, 64% of B2C active clients were from the financial services sector (Banking, NBFI, Insurance and Leasing), a slight increase from 2021.

Active clients

B2C – Average clients per respondent 2022



B2B - Active clients by activity sector 2022



- **B2C segment:** The number of active Banking and Telecom clients has decreased in 2022 compared to 2021, with the number of NBFI clients having increased.
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- What is debt collection?

- **Debt collection market evolution and trends in 2022**

Romanian B2C debt collection market:

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Debt collection market in 2022

Romanian B2C debt collection market – Serviced debt.

- In 2022, serviced debt outsourced increased by 17% in terms of debt value, and by 3% in terms of number of cases.
- The value recovered from B2C cases and returned into the economy by debt collecting companies was ~148 mil EUR, a ~63% increase compared to 2021.
- Average value per case for serviced debt outsourced in 2022 was 241 EUR/case, while for debt recovered was 108 EUR/case.
- The most important sector in terms of number of cases outsourced for 2022 remained, as in 2021, the Telecom sector.

Romanian B2C debt collection market – Purchased debt.

- The value of purchased debt sold increased by 118% in 2022 compared to 2021.
- Average value per case for purchased debt sold in 2022 was 1430 EUR/case, while for debt recovered, 223 EUR/case.

Romanian B2B debt collection market – Serviced debt

- In terms of serviced debt outsourced, the value in 2022 registered an increase of 226% compared to 2021, mainly due to the increase of the average value of the cases in the Banking sector.
- The average value per case for serviced debt outsourced was 3,018 EUR/case in 2022, while the average recovered value per case was 981 EUR/case.

Romanian B2B debt collection market – Purchased debt

- In 2022, the highest value sector on the B2B purchased debt sold market was Banking which provided ~15 mil EUR.

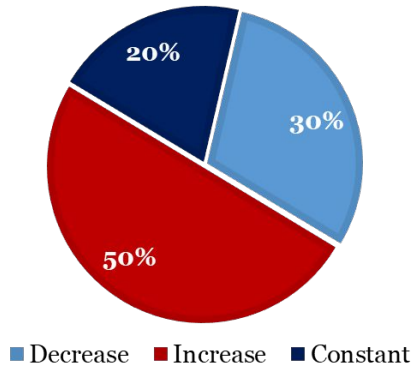
The Survey was commissioned by AMCC to MEDNET Research and was prepared in accordance to data submitted by each participating AMCC member.

Debt total market 2022 (EUR)			Debt recovered 2022 (EUR)			Revenues 2022 (EUR)		
Romanian Market			Romanian Market					
B2C	64%	1,682,695,434	B2C	58%	374,018,230	B2C Collection	-8%	12,975,598
B2B	238%	462,320,731	B2B	60%	93,812,262	B2B Collection	35%	8,723,685
Total	85%	2,145,016,165	Total	59%	467,830,492	Debt purchased	42%	33,785,495
						Total	25%	55,623,553

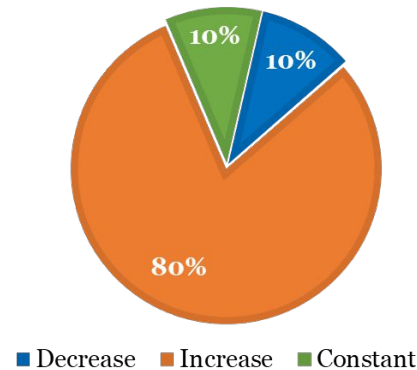
- Debt total market in 2022 has risen in terms of value across both the B2B and B2C.
- Revenues increased in 2022 compared to 2021 by 25% in total, recording an increase in both B2B collection and Debt purchased, with a slight decrease in B2C Collection.

Market trends forecasted for the second semester of 2022

**Members perspective –
Indebted population**
Evolution in the next 6 months

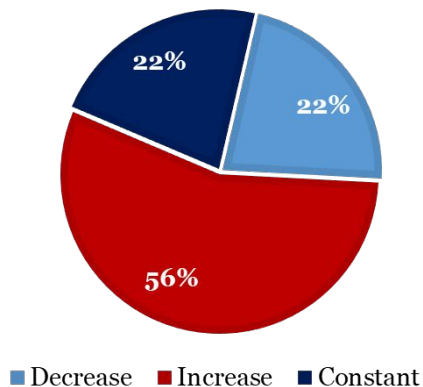


**Members perspective –
Number of customers with
repayment difficulties**
Evolution in the next 6 months

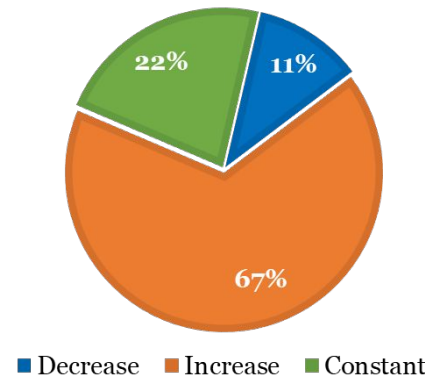


Market trends forecasted for the first semester of 2023

**Members perspective –
Indebted population**
Evolution in the next 6 months

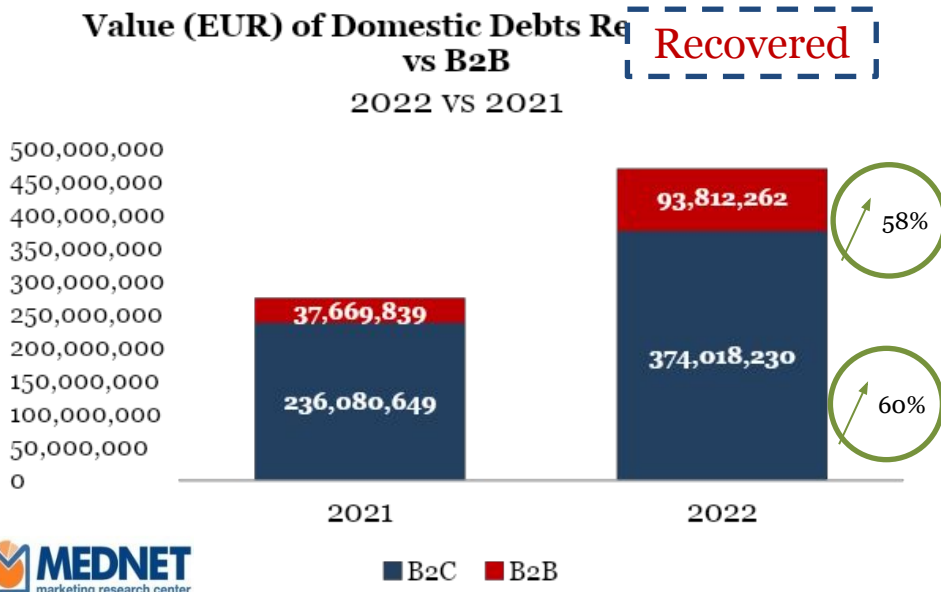
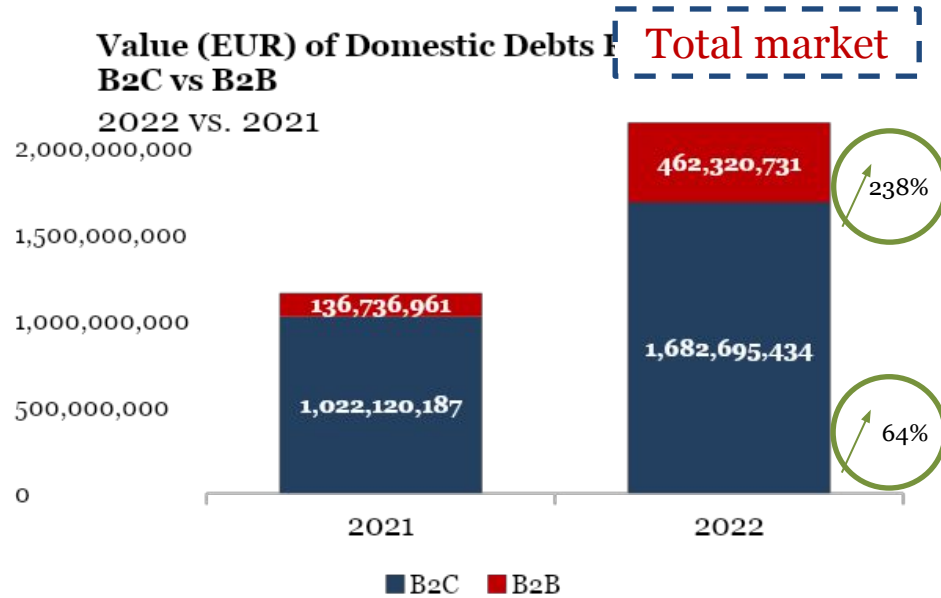


**Members perspective –
Number of customers with
repayment difficulties**
Evolution in the next 6 months



Sector evolution for 2022 has registered an increase in the value of total market (85%) and a decrease of debts recovered (59%)

Sector evolution in 2022 vs. 2021



Sector evolution. We can notice for both referred and recovered B2B & B2C sectors significant increases in 2022 compared to 2021, with a massive increase in the referred B2B sector.

Market evolution until the end of the year. The respondents expect the market to be influenced by the economic crisis caused by inflation, geopolitical factors, increase in ROBOR.

The respondents, on average, expect the market to continue to increase in the first half of the following year.

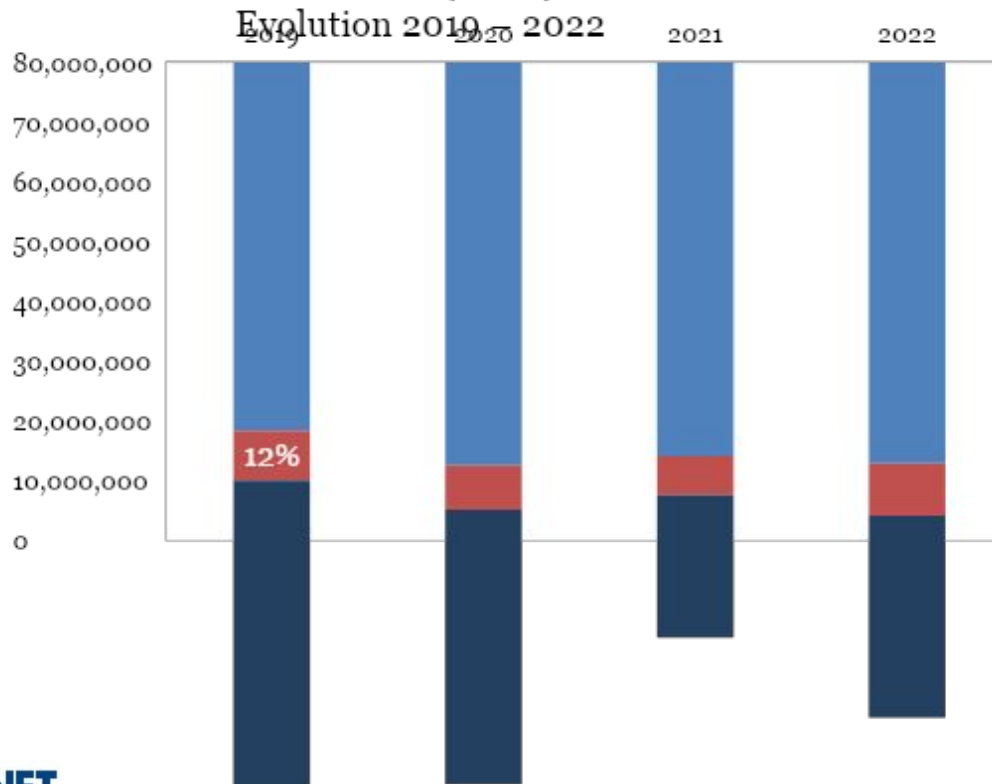
We can notice an increase of 25% in revenues in 2022, mainly due to the debt purchased

Revenues

2021/2022	Revenues (EUR)		Dynamics
	2021	2022	
B2C Collection	14,174,822	12,975,598	-8%
B2B Collection	6,479,189	8,723,685	35%
Debt purchased	23,796,013	33,785,495	42%
Total	44,450,024	55,623,553	25%

- **Volume.** The reported revenues for 2022 reached ~**56 mil EUR**, an increase of 25% when compared to 2021.
- **Market situation.** 4 out of 9 respondents have reported an increase in revenues, due to cost optimization and activity development. 4 respondents have mentioned a decrease due to portfolio shrinking and inflation. 1 respondent mentioned stable revenues.

Revenues (EUR)

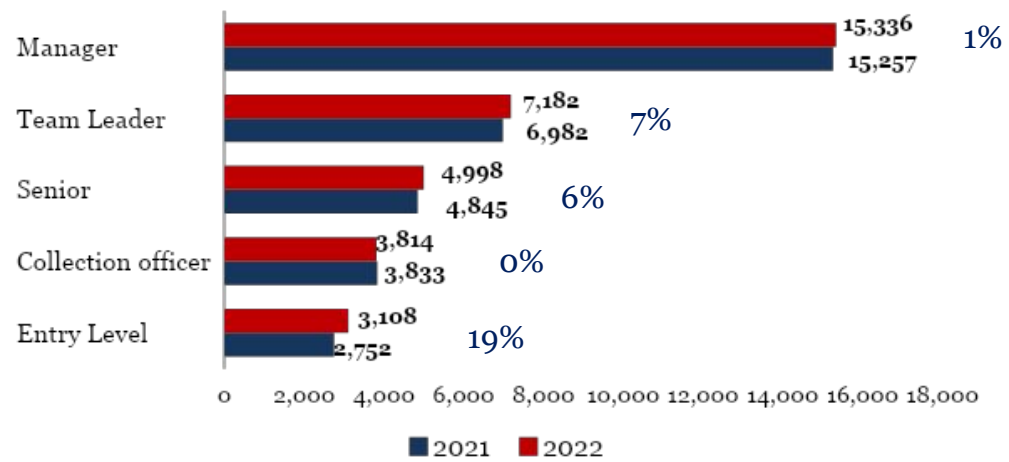


- **Revenue split:** 61% of the revenues from 2022 originated from debt purchase, an increase since 2021.
- Revenues from purchased debts have experienced a slight increase both in relative value (7%) and absolute value (~10 mil EUR).
- There has been however a decrease in the relative value (9%) and absolute value (~1,2 mil EUR) of revenues from B2C debt collection.

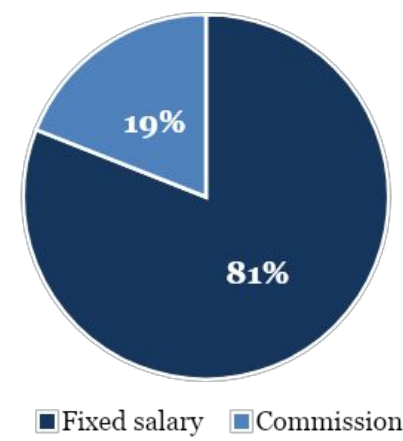
Salaries in the debt collection sector have seen an increase during 2022.

Salaries

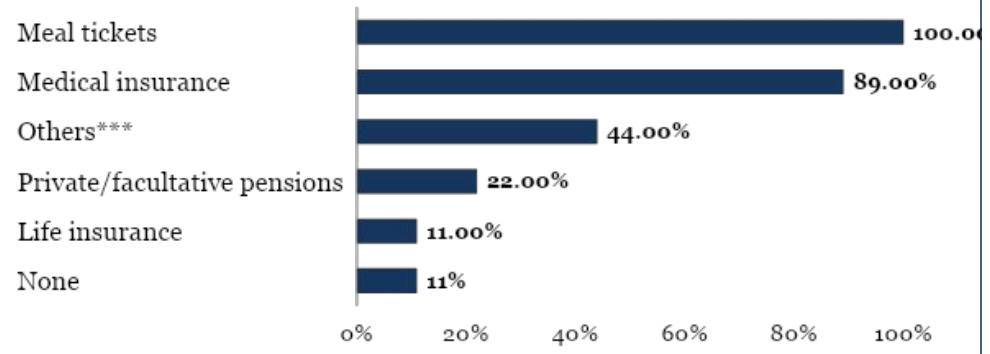
Monthly salaries (Gross)*
 RON, 2022 vs. 2021



Share of fixed salary and commission
 in monthly salary** RON, 2022



Employees benefits offered by AMCC members
 (% of total members)



- **Salaries.** The share between fixed salary and commission has changed in 2022 (19%) in favor of more fixed-based income, compared to 2021 (17%). When compared to 2021, almost all salaries have increased between 1-19%, with the exception of Collection officers.
- **Employees benefits.** All of the 10 respondents offer meal tickets, with 9 offering medical services coverage and almost half of them extending benefits to other services such as transportation. We can notice that this year, one respondent has opted to not offer any benefits for their employees.

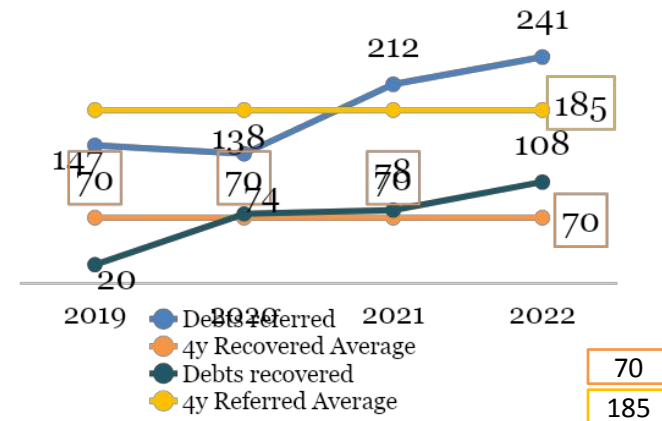
*Values represent average between the salaries from 8 respondents, based on hierarchical level, only for full-time employees
 **Weighted average is based on percentages provided by the respondents, between 60/40% and 100/0% fixed salary/commission).
 ***Other benefits consist in: Transport, Benefit Platforms (holidays, gift vouchers)

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Romanian B2C debt collection market – Serviced debt

Serviced debt	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
Debt Outsourced	2,536,205	2,604,081	538,106,443	627,953,489	212	241
Debt Recovered	1,164,008	1,372,810	90,701,558	148,359,270	78	108

Debt serviced outsourced and recovered - Average value (EUR)/case



- **B2C market dynamics.** The B2C serviced debt outsourced in 2022 increased by 17% in terms of value managed and also by 3% in terms of number of cases.
- **B2C market volume.** The total value of serviced debt recovered increased by ~16% from its 2021 value, while the average value per case increased by 38% to 108 EUR/case.

Telecom and Banking serviced debt represent together 79% of the total B2C debt outsourced cases in 2022

Romanian B2C debt collection market – Serviced debt

Serviced debt	Number of cases				Values (EUR)				Avg. Value in EUR/Case			
	Debt Outsourced		Debt Recovered		Debt Outsourced		Debt Recovered		Debt Outsourced		Debt Recovered	
	Sectors	2021	2022	2021	2022	2021 ('000)	2022 ('000)	2021 ('000)	2022 ('000)	2021	2022	2021
Banking	211,545	239,304	180,780	246,746	226,715	346,242	32,022	68,202	1,072	1,447	177	276
Telecom	1,961,228	1,825,222	732,696	778,044	233,777	184,808	35,933	35,721	119	101	49	46
Leasing	250	700	156	654	286	363	154	324	1,145	518	985	495
NBFI	84,853	98,022	48,219	90,589	48,949	37,424	6,850	14,380	577	382	142	159
Insurance	152	-	120	1	32	-	15	0.1	210	-	129	102
Utilities	250,415	407,022	133,024	237,419	26,690	56,114	8,808	28,061	107	138	66	118
Other*	27,762	33,811	69,013	19,357	1,656	3,002	6,920	1,671	60	89	100	86
Total	2,536,205	2,604,081	1,164,008	1,372,810	538,106	627,953	90,702	148,359	212	241	78	108

- **Guaranteed/Non-Guaranteed debt.** Guaranteed serviced debts outsourced in 2022 represent 61% out of the total Romanian Banking debt referred in terms of value, while guaranteed recovered debt accounts for ~30% of the total value of recovered Romanian Banking debt.
- **Sector split.** The most active sector in terms of number of cases outsourced remains the Telecom sector with ~70% of the total number of cases B2C debts outsourced. In terms of serviced debt recovered, the sectors with the highest number of debts successfully recovered in 2021 are Telecom, Banking and Utilities.

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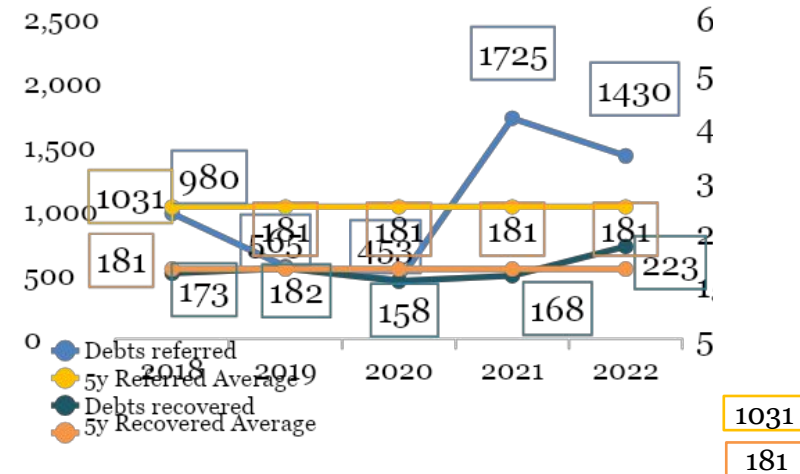
The value of purchased debt has registered a major increase (118%) compared to 2021, reaching ~1 mld EUR

Romanian B2C debt collection market – Purchased Debt

Purchased debt	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
Debt Sold	280,634	737,525	484,013,744	1,054,741,945	1,725	1,430
Debt Recovered	867,157	1,009,680	145,379,091	225,658,960	167	223

- **B2C by category split.** In 2022, purchased debt referred accounted for ~63% of the total Romanian B2C debt (serviced and purchased) in terms of number of cases. Purchased debt recovered accounted for ~42% of the total number of cases of B2C debt outsourced (serviced and purchased).
- **B2C market dynamics.** In 2022, the number of cases of purchased debt referred increased by ~162%, compared to 2021.
- **B2C market volume.** The value of purchased debt recovered increased to ~226 mil EUR in 2022 compared to 2021, while the average value per case also increased to 223 EUR/case.

Debt purchased referred and recovered - Average value (EUR)/case



In terms of purchased debt referred, ~81% of the value was acquired from the Banking sector

Romanian B2C debt collection market – Purchased Debt

Purchased debt	Number of cases				Values (EUR)				Avg. Value in EUR/Case			
	Debt Sold		Debt Recovered		Debt Sold		Debt Recovered		Debt Sold		Debt Recovered	
	2021	2022	2021	2022	2021 ('000)	2022 ('000)	2021 ('000)	2022 ('000)	2021	2022	2021	2022
Banking	10,951	57,926	621,204	705,070	354,680	795,363	114,546	182,515	32,388	13,731	184	259
Telecom	227,286	587,952	91,454	97,002	81,752	181,698	6,542	8,339	360	309	72	86
Leasing	-	-	-	-	-	-	-	-	-	-	-	-
NBFI	42,397	82,564	130,068	169,283	47,581	76,935	20,860	29,677	1122	932	160	175
Insurance	-	-	24,349	30,003	-	-	3,430	5,103	-	-	141	170
Utilities	-	9,083	-	615	-	746	-	21	-	82	-	34
Other*	-	-	82	7,707	-	-	2	4	-	-	19	1
Total	280,634	737,525	867,157	1,009,680	484,014	1,054,742	145,379	225,659	1725	1,430	167	223

- **Guaranteed/Non-Guaranteed debt.** Guaranteed consumer debt in 2022 was ~85% out of the total value of Banking purchased debt sold. While recovered guaranteed purchased debt was ~24% of the total value of recovered Banking debt acquired.
- **Sector split.** In terms of number of purchased debts recovered, the most active sectors are Banking with 70% and NBFI with 17%, while in terms of value, Banking tops at 81% share, with NBFI and Telecom at 13% and 4% respectively.

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The total value of B2B debt outsourced in 2022 increased (~226%) to ~445 mil EUR

Romanian B2B debt collection market

Serviced debt	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
Debt Outsourced	139,221	147,568	136,736,961	445,378,712	982	3,018
Debt Recovered	103,575	86,356	51,211,906	84,682,530	704	981

Purchased debt	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
Debt Sold	25	553	41,301	16,942,019	1,652	30,637
Debt Recovered	2881	3,503	7,484,785	9,129,732	2,598	2,606

- **B2B by category split.** In 2022, in terms of value, serviced debt outsourced accounted ~96% of the total Romanian B2B market. The number of B2B debt portfolios for sale has increased, compared to 2021.
- **B2B market dynamics.** In 2022, the total number of purchased debts has reached 22 times the number in 2021.

The most important sectors in terms of value for B2B debt serviced outsourced are Banking (~80% share) followed by Leasing (~7%)

Romanian B2B debt collection market – Serviced Debt

Serviced debt	Number of cases				Values (EUR)				Avg. Value in EUR/Case			
	Debt Outsourced		Debt Recovered		Debt Outsourced		Debt Recovered		Debt Outsourced		Debt Recovered	
	2021	2022	2021	2022	2021 ('000)	2022 ('000)	2021 ('000)	2022 ('000)	2021	2022	2021	2022
Sectors												
Banking	2,950	3,145	2,526	5,468	52,148	354,782	14,106	38,541	17,677	112,808	5,584	7,048
Telecom	63,454	66,935	38,876	34,320	43,630	25,882	15,294	10,563	688	387	393	308
Leasing	9,713	17,603	6,929	13,224	16,063	32,393	9,495	23,676	1,654	1,840	1,370	1,790
NBFI	1452	1,486	682	1,239	830	3,153	2288.4	1,351	571	2,122	3,355	1,090
Insurance	168	11	24	2	132	29	41.13	5	785	2,666	1,714	2,516
Utilities	4669	12,547	3028	9,429	4,140	8,482	1662	3,062	887	676	549	325
Other*	56,815	45,841	20,714	22,674	19,795	20,658	8,325	7,484	348	451	402	330
Total	139,221	147,568	72,779	86,356	136,738	445,379	51,212	84,683	982	3,018	704	981

- **Guaranteed/Non-Guaranteed debt.** Guaranteed B2B serviced debt outsourced in 2022 has reached 66% out of the total Banking B2B serviced debt outsourced in terms of value, and 76% out of the total Banking B2B serviced debt recovered value.
- **Sector split.** The most active sector in terms of number of B2B serviced debt outsourced cases is the Telecom sector with ~45% of the total number of B2B serviced debt referred cases in 2022, followed by Other with ~31% share. In terms of value, B2B Banking serviced debt referred in 2022 registered the highest share (80%) among Romanian B2B debt referred, with a value of approx. 354 mil EUR.

In 2022, the main source in terms of value for B2B debt sold has been Banking with a value of ~15 mil EUR

Romanian B2B debt collection market – Purchased Debt

Purchased debt	Number of cases				Values (EUR)				Avg. Value in EUR/Case			
	Debt Sold		Debt Recovered		Debt Sold		Debt Recovered		Debt Sold		Debt Recovered	
	2021	2022	2021	2022	2021 ('000)	2022 ('000)	2021 ('000)	2022 ('000)	2021	2022	2021	2022
Sectors												
Banking	25	229	2,047	3,085	41	15,295	7,355	8,887	1,652	66,792	184	2,881
Telecom	-	-	477	9	-	-	11	15	-	-	72	1,666
Leasing	-	-	-	-	-	-	-	-	-	-	-	-
NBFI	-	324	347	345	-	1,647	115	215	-	5,083	160	623
Insurance	-	-	2	-	-	-	2	-	-	-	141	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Other*	-	-	8	64	-	-	2	12	-	-	19	192
Total	25	553	2,881	3,503	41	16,942	7,485	9,130	1,652	30,637	168	2,606

- **Guaranteed/Non-Guaranteed debt.** 74% of Banking purchased debt sold in 2022 was guaranteed, and 77% of Banking purchased debt recovered was guaranteed.
- **Sector split.** The Banking sector has accounted for a large share, in terms of value in recovered debts. Overall, it has registered an average value of 2,881 EUR/case for recovered.

- What is debt collection?
- Debt collection market evolution and trends in 2022
 - Romanian B2C debt collection market:
 - B2C – Serviced debt
 - B2C – Purchased debt
 - Romanian B2B debt collection market
 - **Debt collection market for international clients**
- Macroeconomic environment

The international debt referred and debt recovered markets have seen an increase of cases in both B2C & B2B sectors

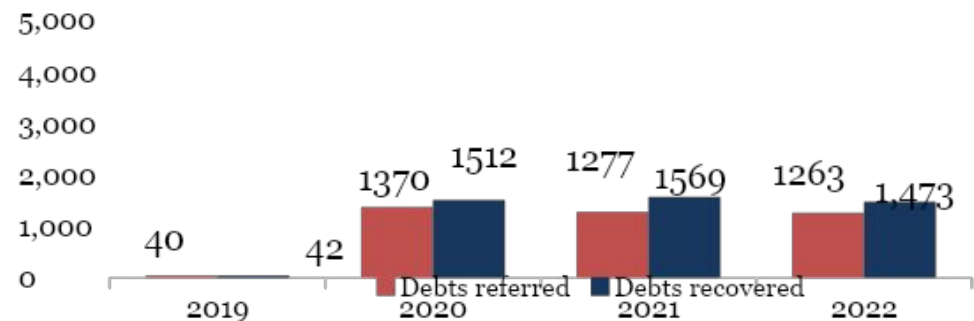
Collection market for international clients – Debts referred & recovered

International debt referred	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
B2C	506,468	554,402	647,749,764	659,877,694	1,279	1,190
B2B	40,063	55,859	50,350,345	110,651,747	1,257	1,981

International debt recovered	Number of cases		Value in EUR		Avg. Value in EUR/Case	
	2021	2022	2021	2022	2021	2022
B2C	236,225	274,726	384,204,611	386,338,978	1,626	1,406
B2B	27,915	36,143	30,185,055	71,431,357	1,081	1,976

- **B2C by category split.** In 2022, international B2C debt accounted for 94% of the total market in terms of number of cases.
- **Market dynamics.** The numbers of international debt recovered and referred B2C cases have both seen an increase compared to 2021, however the average values per case have decreased in the debts recovered part, at ~1,406 EUR/case, as well as in B2C debt referred at 1,190 EUR/case.

International debt referred and recovered - Average value (EUR)/case (B2C & B2B combined)



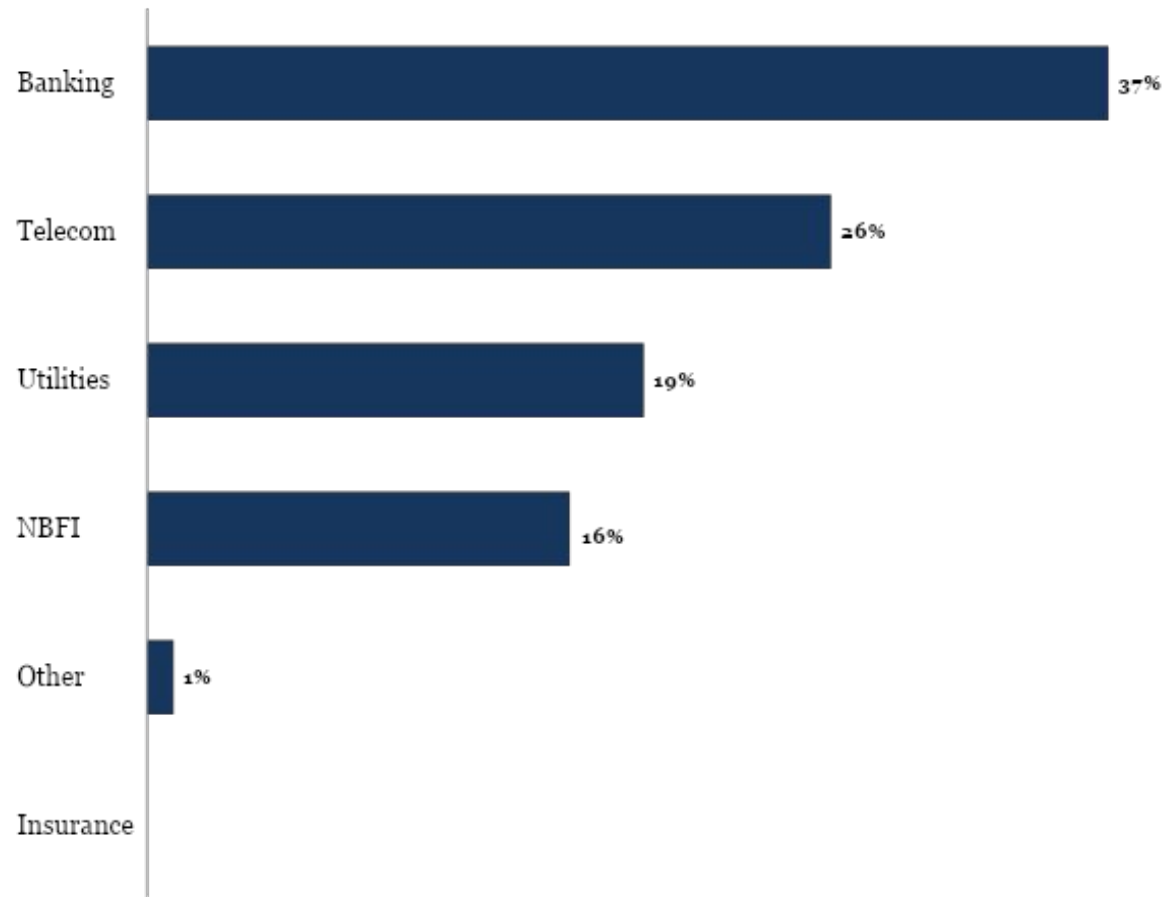
The most important sectors for 2022 in terms of number of international debt referred cases are Banking, Utilities and NBFi

Collection market for international clients – Debts outsourced & recovered

International debt	Number of cases				Values (EUR)				Avg. Value in EUR/Case			
	Debt Referred		Debt Recovered		Debt Referred		Debt Recovered		Debt Referred		Debt Recovered	
	B2C	B2B	B2C	B2B	B2C ('000)	B2B ('000)	B2C ('000)	B2B ('000)	B2C	B2B	B2C	B2B
Sectors												
Banking	361,979	11,995	176,765	5,978	619,955	30,441	364,850	18,600	1,713	2,538	2,064	3,111
Telecom	40,336	4,952	12,301	1,778	10,167	762	1,584	232	252	154	129	130
Leasing	330	2,907	219	2,078	4,665	51,859	3,427	32,315	14,137	17,839	15,647	15,551
NBFi	61,334	4,174	10,968	1,168	2,466	275	436	46	40	66	40	40
Insurance	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	84,382	31,305	73,579	25,023	20,439	24,949	15,942	20,063	242	797	217	802
Other*	6,041	526	894	118	2,186	2,366	100	176	362	4,499	112	1,489
Total	554,402	55,859	274,726	36,143	659,878	110,652	386,339	71,431	1,190	1,981	1,406	1,976

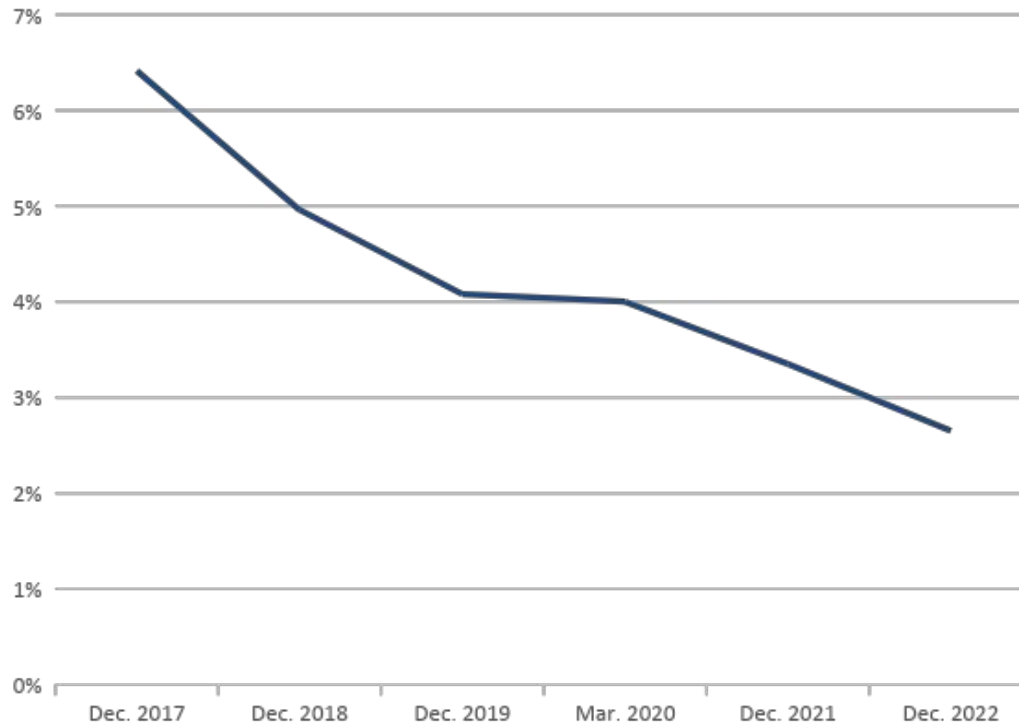
- **Guaranteed/Non-Guaranteed debt.** No guaranteed consumer debt was outsourced or recovered in 2022.
- **Sector split.** Banking (65%), Utilities (15%) and NBFi (11%) account for 91% of the total B2C number of cases outsourced in 2022.

B2C cases



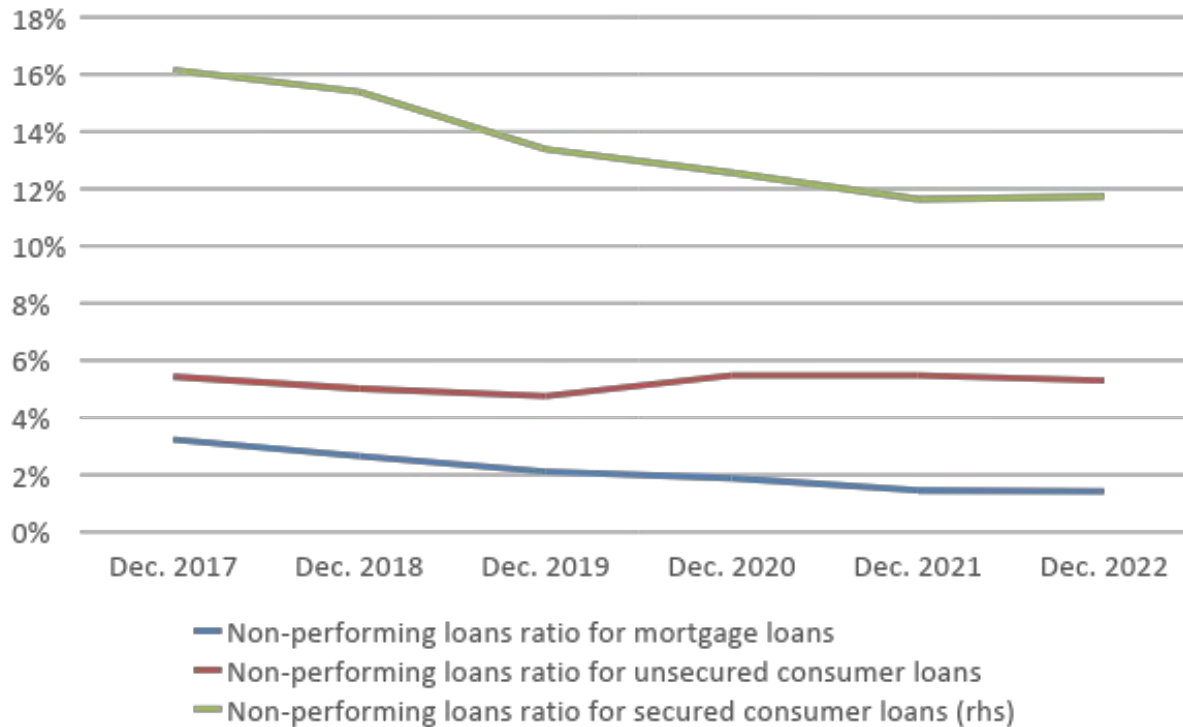
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Non-performing loans %
Evolution 2017-2022



▪ The non-performing loan rate has slightly decreased, continuing the trend of the years before 2020.

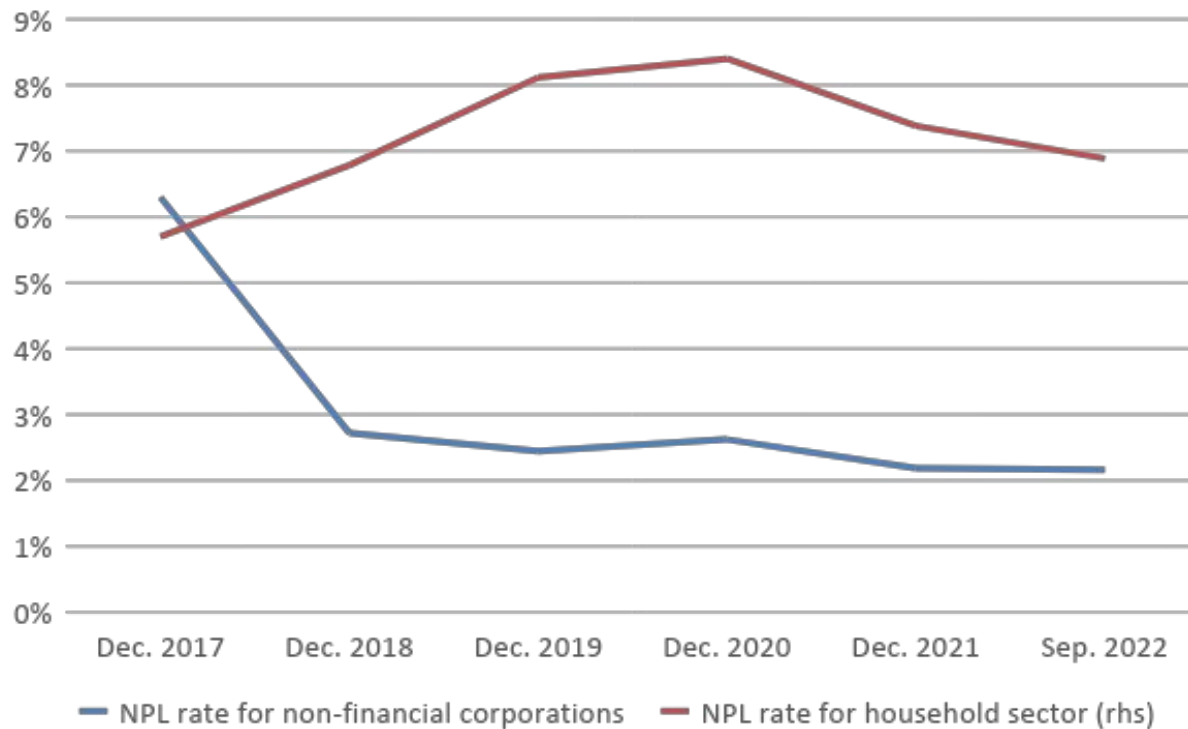
NPL Rate by credit type
Evolution 2017-2022



- Secured consumer loans (rhs) have experienced a slight increase, the first over the analyzed period.

The NPL rate for the household sector continues its downwards trend

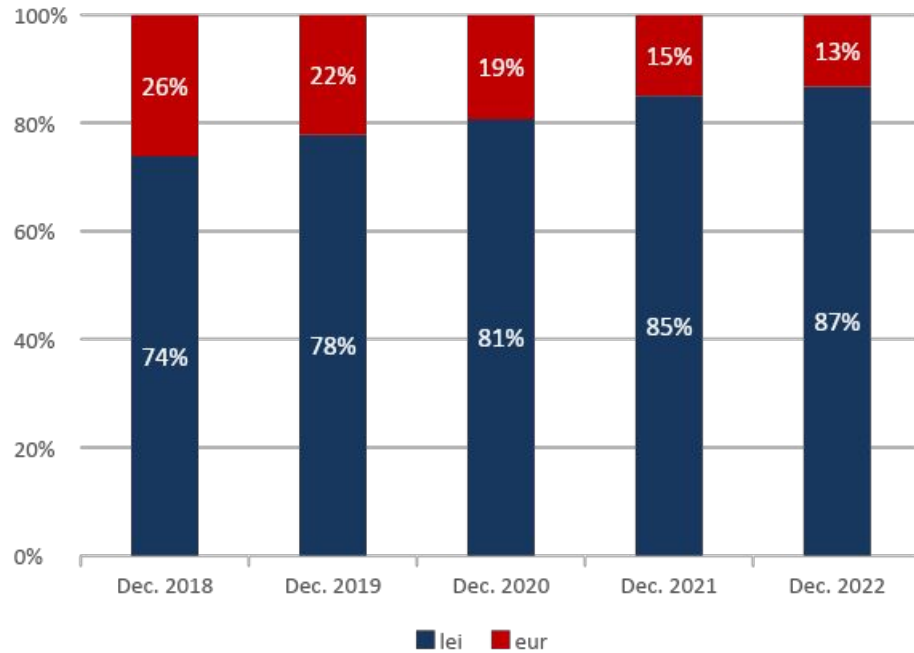
NPL Rate by credit type
Evolution 2017-2022



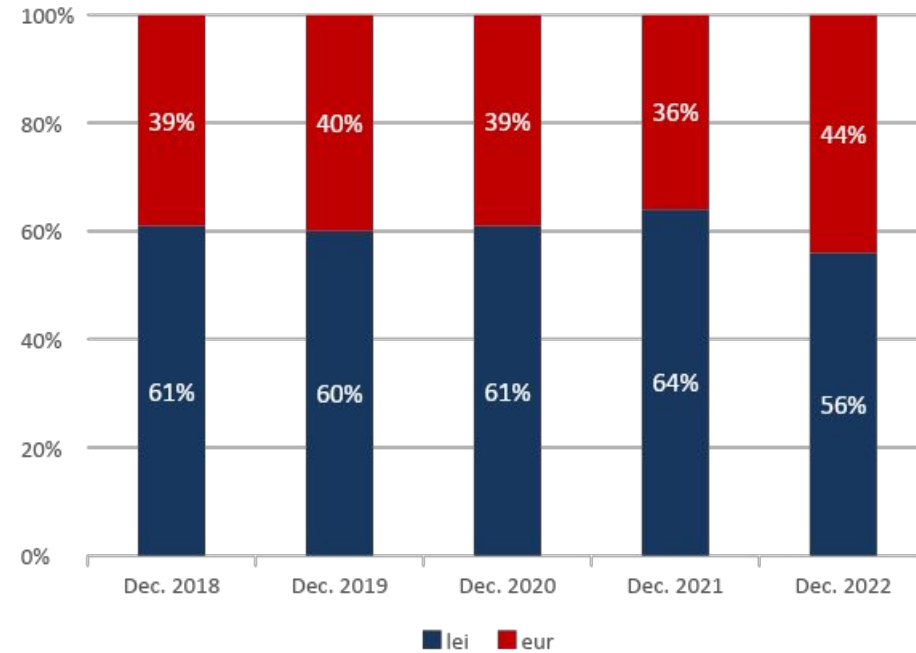
- The NPL rate for corporations has only experienced a very small decrease (less than 0.05%), stagnating slightly above 2%.

In 2022, the growth trend of clients borrowing in RON continues for retail, while corporate clients go for EUR

Retail credit split evolution Evolution 2018-2022



Corporate credit split evolution Evolution 2018-2022



- NBR's strong support for credits in the national currency resulted in credits to retail in RON being 87% of total credits to retail in 2022.

- There has been a decrease (-8%) in corporate credits in RON since Dec 2021. 56% of credits were in RON in 2022 whereas 44% of companies still prefer the hard currency.

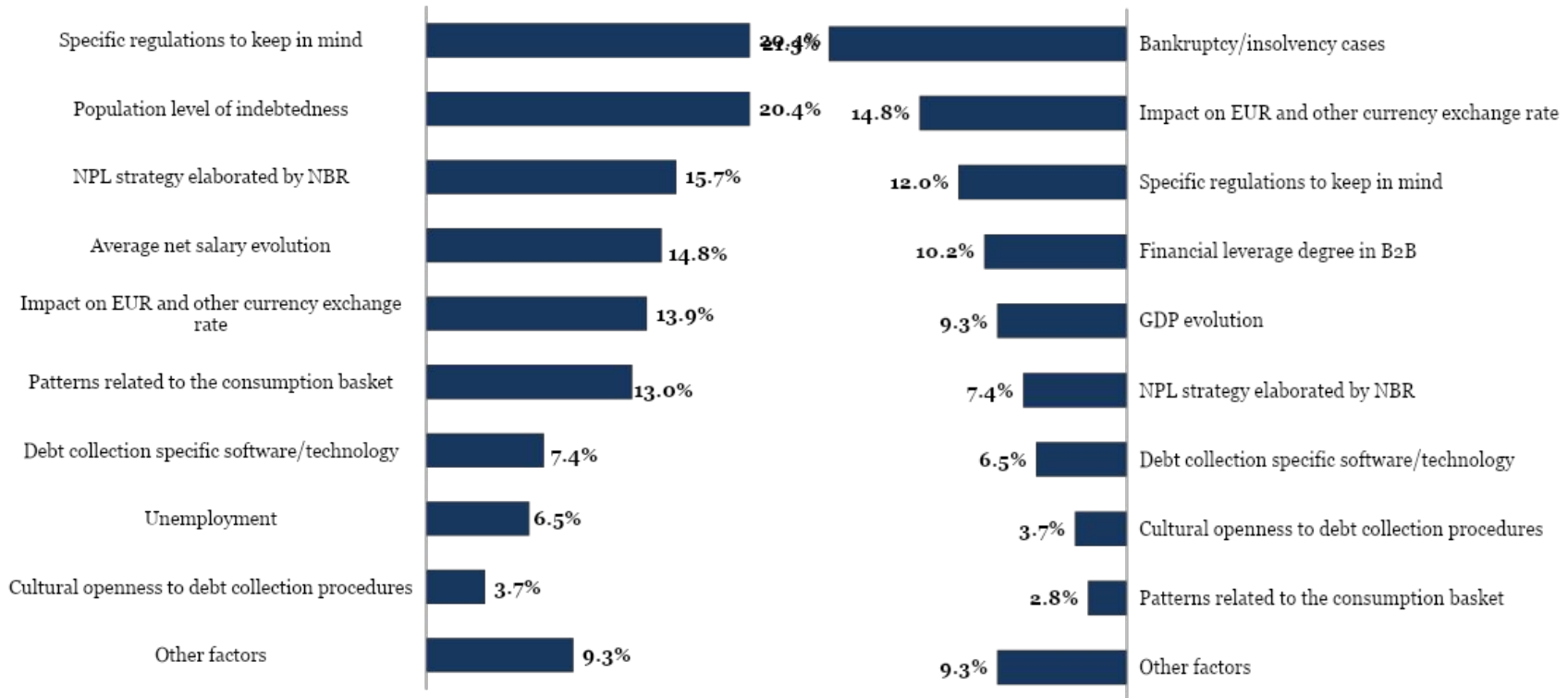
NPL strategy elaborated by NBR has lost its first place as a major driver for both B2C and B2B Collection

2022

Major drivers of the debt collection market*

B2C Collection

B2B Collection



- **B2C collection.** The main 3 drivers for B2C Collection market in 2022 for our respondents are the *specific regulation to keep in mind*, *the population level of indebtedness* and *NPL strategy elaborated by NBR*, .
- **B2B business improvement.** For B2B collection, whilst *impact on EUR and other currency exchange rate* and *specific regulations to keep in mind* maintain their second and third places respectively, *bankruptcy/insolvency cases* climbs up to the first position

*Weighted analysis based on the importance order listed by the respondent.

Thank You!

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