

13 November 2025
ASX Announcement

2025 AGM – Chairman's Address

Dear Shareholders, thank you for attending Credit Clear's 2025 Annual General Meeting. My name is Paul Dwyer, and it is my pleasure to address you today as Credit Clear's Chairman as we reflect on another transformative year for Credit Clear and look ahead with optimism to the opportunities that lie before us.

FY25 was a year of growth, underpinned by our proprietary technology platform and expanding client relationships across Australia. We delivered record revenue of \$46.9 million, a 12% increase on the prior year, driven by higher volumes in our core debt recovery services, enhanced client retention, and the successful scaling of our digital collections capabilities. This performance marked a significant step forward in profitability, with Underlying EBITDA reaching \$7.4 million, a 76% increase on FY24.

As Chairman, I am immensely proud of the resilience, innovation, and execution demonstrated by our team throughout FY25, a year that solidified our position as a leader in the debt recovery and financial technology sector. Over the last few years, we have built a business with strong foundations, one that is well-positioned to capitalise on growing opportunities in the domestic collections market. As I stand here today as a fellow shareholder, I am pleased to share my excitement about the future of our business. I am personally committed to this next phase of growth, having subscribed for \$8.0 million in the October 2025 capital raise, subject to shareholder approval.

We continue to grow Credit Clear into a market leader, a business with the ongoing ability to convert revenue growth into bottom-line gains, turning strategic vision into tangible results. We've made meaningful investments in our technology infrastructure, enhancing data analytics and automation to position us for even greater scalability. These efforts have delivered financial benefits and also strengthened our competitive moat in a market increasingly demanding agile, tech-enabled solutions.

Domestic demand for collections across our client base continues to grow, and we have built a business with foundations that combine the best of human interactions with AI-enhanced solutions, which is primed to capitalise on these industry tailwinds.

As we look to FY26, early indicators are encouraging. In October, we announced a landmark acquisition of ARC Europe for approximately \$10.9 million. ARC expands our Total Addressable Market and marks our entry into the UK, where ARC's established debt collection operations complement our technology expertise. We see clear compounding value ahead and believe there is a clear opportunity to overlay Credit Clear's sophisticated automation and data analytics onto traditional collection workflows, creating a service that exceeds what either approach could deliver on its own.

The UK insurance market is significantly greater than Australia's. We believe the opportunity in the UK is immense, specifically given the capacity within the UK insurance sector, where there is an opportunity to develop long-term contractual relationships.

ARC is expected to contribute earnings accretion in its first full year of ownership, while unlocking cross-selling opportunities and operational synergies. We have a proven model, and ARC provides us with an established foothold and a platform to roll out our digital solutions across a traditional book to drive efficiencies. This acquisition is not just additive; it's transformative, diversifying our revenue streams and positioning Credit Clear as a truly international player.

Our recent \$20.75 million capital raise has significantly bolstered our balance sheet, with a cash position of \$25.7 million^{1,2} as at 31 October 2025. This injection of capital provides us with the flexibility to pursue both organic initiatives, such as further platform enhancements and market penetration in Australia, as well as driving growth within our existing customer base by capturing a greater share of wallet, especially in the insurance and utilities space, where we see a multi-year organic runway. Domestically, we see ongoing opportunity within the sectors we service, which are under-digitised and hungry for faster, cheaper, friendlier debt collection outcomes.

Additionally, we will add to this growth inorganic opportunities that align with our M&A pipeline. We will remain disciplined in our approach towards inorganic opportunities and detect significant opportunities within the industry. Our historical integrations have highlighted that we have the opportunity to combine strong organic momentum with bolt-ons that materially steepen our growth trajectory, especially if we can target strong traditional collections businesses and overlay our AI-driven solutions to deliver outsized efficiencies that lead to revenue growth and margin expansion.

As we navigate FY26 and beyond, Credit Clear is better positioned than ever to capitalise on the structural tailwinds in the debt management sector, rising digital adoption, regulatory evolution, and the need for efficient recovery solutions. Credit Clear is a very good business today, and the opportunity to grow it significantly, here and abroad, is unmistakable. I am confident we can deliver significant value uplift to shareholders in FY26.

I would like to extend my gratitude to our dedicated team, whose unwavering commitment has strengthened our business. Thank you once again for your continued support. I look forward to updating you on our progress in the coming months.

This ASX announcement was authorised for release by the Board of Credit Clear Limited.

1. Unaudited
2. Includes \$12.75 million raised in Tranche 1 (less costs) of October Placement 2025

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About Credit Clear

Credit Clear Limited is an Australian technology company that has developed a digital collections and communication platform that helps organisations drive smarter, faster, and more efficient financial outcomes by changing the way customers manage their re-payments through a user experience that the market demands in a digital age, powered by award winning artificial intelligence.

Credit Clear manages customer accounts across a range of industries including transport, financial services, insurance, government, and utilities. The Company is based in Australia headquartered in Sydney and offices in Melbourne, Brisbane, Adelaide, and Perth.

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