19 August 2026
ASX Announcement

Appointment of Managing Director of Credit Clear and interim CEO of ARMA Group Holdings Pty Ltd

Key highlights:

- **Joshua Reid to move to Managing Director of Credit Clear Limited and interim CEO of ARMA Group Holdings Pty Ltd**
- **Andrew Smith to transition to Non-Executive Director following the 2026 AGM**
- **Leadership change aligns with the next stage of the Company's growth**

Australian technology-enabled, full service debt collection provider Credit Clear Limited (ASX: CCR) ("Credit Clear", the "Company" or "Group") announces that Mr Joshua Reid will be appointed Managing Director of Credit Clear and interim Chief Executive Officer of ARMA Group Holdings Pty Ltd, the Group's primary operating company in Australia, effective 1 September 2026, as the Group continues to scale its operations across Australia and international markets.

Mr Reid is a highly experienced executive with more than 30 years' experience across banking, finance, capital markets and insurance. His background includes senior operational, commercial and financial leadership roles, including client-facing and corporate roles at Macquarie's Business Bank. He later served as Chief Financial Officer of PSC Insurance Group Ltd from 2015, where he played a leading role in its ASX IPO and the completion of more than 80 acquisitions, including complex cross-border transactions, before PSC Insurance Group Ltd was sold to The Ardonagh Group in 2024. He subsequently served as Chief Commercial Officer of The Envest Group, The Ardonagh Group's Australian operations. The Board considers this combination of listed-company, acquisition, integration and commercial experience directly relevant to Credit Clear's next phase of growth.

Mr Reid commented: "Since my appointment as Director in July, I have worked closely with the Board and executive team and have developed a clear appreciation of Credit Clear's market opportunity. The Group expanded materially during the 2026 financial year through organic growth and acquisitions, creating a stronger platform for growth in Australia and internationally. I look forward to working with the team to build on that progress, strengthen execution and support the continued scaling of the business."

Mr Andrew Smith will step down as Chief Executive Officer with effect from Mr Reid's appointment and will continue as an Executive Director of the Company until the Company's Annual General Meeting in November, following which he will transition to a non-executive director. There will be no changes to Mr Smith's existing remuneration while he remains as an Executive Director.

Chairman, Paul Dwyer, commented:
"Josh's appointment reflects the Board's confidence in his experience and capability to lead Credit Clear through its next stage of development. He brings substantial listed-company, commercial and acquisition experience, including in businesses that have scaled through both

organic growth and disciplined acquisitions. His background is well aligned with Credit Clear's priorities as it continues to build its business across Australia, the United Kingdom, the Philippines and New Zealand. The Board also thanks Andrew Smith for his leadership as Chief Executive Officer and looks forward to his continued contribution as a Non-Executive Director."

In connection with his appointment as Managing Director of Credit Clear and interim Chief Executive Officer of ARMA Group Holdings Pty Ltd, Mr Reid will receive an additional $100,000 per annum above the remuneration announced on 22 June 2026. The other material terms of Mr Reid's remuneration arrangements remain unchanged and are set out for completeness in Schedule 1.

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

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Schedule 1 – Material terms of Mr Joshua Reid's remuneration arrangements as Managing Director of Credit Clear and interim Chief Executive Officer of ARMA Group Holdings Pty Ltd

Term	Details
Position	Managing Director of Credit Clear and interim Chief Executive Officer of ARMA Group Holdings Pty Ltd
Commencement Date	1 September 2026
Term	Ongoing (no fixed term; continues until terminated in accordance with the agreement)
Total Fixed Remuneration (TFR)	$517,500 per annum inclusive of superannuation, representing an additional $100,000 per annum above the remuneration announced on 22 June 2026 to compensate for the role and responsibility changes.
Equity	Subject to shareholder approval, the equity component remains unchanged from that announced on 22 June 2026 and comprises: • 4,000,000 shares at $0.25 (vesting 30 June 2027) • 2,000,000 shares at $0.35 (vesting 30 June 2028) • 2,000,000 shares at $0.45 (vesting 30 June 2029)
Notice Period	12 months' notice by either party
Managing Director appointment	Mr Reid's appointment as Managing Director is in accordance with the Company's constitution and he will stand for election as director at the 2026 Annual General Meeting.
No other material terms	All other material terms remain unchanged from those announced on 22 June 2026.