24 November 2026
ASX Announcement

# 2026 AGM Chair Address

Credit Clear Limited (**ASX: CCR**) (**Credit Clear** or the **Company**), in accordance with ASX Listing Rule 3.13.3, provides the attached Chair's Address to be delivered at the Company's 2026 Annual General Meeting (**Meeting**), commencing at 11.00 am AEDT (Melbourne time) today at Level 3, 34 Queen Street, Melbourne VIC 3000.

The results of the Meeting will be released later today when available.

This announcement has been authorised for release by the Board.

- ENDS –

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# 2026 AGM – Chair Address

Good morning, ladies and gentlemen, and welcome to the 2026 Annual General Meeting of Credit Clear Limited.

FY26 was a year of delivery and of change. We finished ahead of our earnings guidance, completed two acquisitions that expanded our footprint into the United Kingdom and began an orderly leadership transition to support future growth.

Organic earnings grew at close to twice the pace of revenue. This operating leverage remains a priority as we grow. As digital collections grow as a share of the business, we are pairing that shift with operational improvements, AI-based tools and selective off-shoring to lift efficiency.

That focus is visible in the numbers over the last four years. Revenue has compounded at 30% a year from $21.0 million in FY22 to $60.0 million in FY26, while underlying EBITDA has turned from a $3.6 million loss into a $10.5 million profit over the same period. The business is not just bigger; it is structurally more profitable and stable.

This year we added two acquisitions to the group: ARC Europe, which extends our collections capability into the UK, and DTS, which strengthens our digital collections offering.

We believe these results show the value being built in the business. I recognise, though, that our share price does not currently reflect this progress, and I share your disappointment. The Board's response is to keep growing earnings and cash flow, and to allocate capital with discipline.

The Board is equally focussed on the ACCC proceedings. On 24 June 2026 the ACCC commenced Federal Court proceedings against two of our subsidiaries, ARMA Group Holdings and Force Legal.

The Company and both subsidiaries deny the allegations and are defending the proceedings. The matter has not had a material impact on our results to date.

The Federal Court conducted an interlocutory hearing on 23 November 2026 concerning the future conduct of the proceedings. The Court made procedural orders requiring the ACCC to file its amended case and further particulars by 18 December 2026, with ARMA and Force Legal to respond by 12 February 2027. The matter is next listed for a case management hearing on 5 March 2027. No findings have been made concerning the ACCC's allegations.

The Board takes compliance with consumer law and the fair treatment of customers seriously. The Group continues to review and strengthen its operating platform, compliance controls and risk management practices.

Turning to leadership, Andrew Smith stepped down as CEO on the 1st of September. Andrew founded ARMA and has led Credit Clear since 2022, and over that time revenue has grown from

$21 million to $60 million. On behalf of the Board, I would like to thank Andrew for his commitment to Credit Clear. He remains an Executive Director until the close of this meeting and will then continue on the Board as a Non-Executive Director.

Succeeding him is Joshua Reid, who joined the Board as an Executive Director on 20 July and became Managing Director of Credit Clear on 1st of September. Josh brings over 30 years experience in banking, finance, capital markets and insurance, including roles at Macquarie Bank and PSC Insurance Group, and he stands for election today.

I would also like to welcome Avee Waislitz, who joined the Board in March.

Finally, I would like to thank our people, the executive team, to my fellow directors, to our more than 500 customers, and to you, our shareholders, for your continued support.

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

- ENDS –

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