

APPENDIX 4E

SUMMARY FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

Credit Clear

ABN: 48 604 797 033

Details of The Reporting Period and the Corresponding Reporting Period

Reporting period: Year ended 30 June 2025

Previous corresponding period: Year ended 30 June 2024

Results for Announcement to the Market

Key Information	2025 \$000	2024 \$000	% Change
Revenue from ordinary activities	46,922	42,001	12%
Profit/(Loss) after tax from ordinary activities attributable to owners	3,545	(4,497)	178%
Net Profit/(Loss) attributable to owners	3,545	(4,497)	178%
Net Tangible asset per share	4.84 cents	3.15 cents	54%

Dividends Paid and Proposed

There were no dividends paid, proposed, or declared during the current or previous financial year.

Other

Revenue for the year ending 30 June 2024 include only 7 months of the DRA Group which was acquired on 1 December 2023

Additional Appendix 4E disclosure requirements and commentary on significant features of the operating performance, results of segments, business combination, trends in performance, foreign entities and other factors affecting the results for the period are contained in the 2025 Annual Report, including the Chairman's Letter and CEO Report.

This document should be read in conjunction with the 2025 Annual Report, including the Chairman's Letter and CEO Report, and any public announcements made in the period by Credit Clear Limited in accordance with the continuous disclosure requirements of the *Corporations Act 2001* (Cth) and the ASX Listing Rules.

This report is based on consolidated financial statements which have been audited by PricewaterhouseCoopers and an unqualified opinion has been issued.



Andrew Smith, CEO & Executive Director



Michael Doery, Non-Executive Director

For personal use only

ABN: 48 604 797 033 | ASX Code: CCR

Annual Report 2025

OUR MISSION

Credit Clear is transforming the debt collection industry after decades of under investment in technology, poor regulatory adherence and a failure to change with customer behaviour.

Credit Clear's hybrid end-to-end collections offering helps people and businesses improve their financial relationships.

Our mission is to dramatically improve the customer experience during the collections process and thereby enhance the collections outcome for our clients.

CONTENTS

Chairman's Letter	4
CEO Letter	6
FY25 Highlights	8
Digital Innovation	10
Directors' Report	12
Auditor's Independence Declaration	25
Financial Statements	27

For personal use only

For personal use only



creditclear

digital payment technology

An AI driven engagement platform deployed internally by ARMA Group and/or as a SaaS solution directly with clients. The platform and AI decision making process improves the customer experience for those who prefer not to speak with an agent, while lifting the overall engagement rate and time taken to collection by 20%.



arma

debt resolution

A digitally led debt resolution provider that employs Credit Clear's technology internally, supported by 100% Australian-based and highly trained customer service team. ARMA's hybrid end-to-end hybrid approach has consistently outperformed other providers on collection panels.



oakbridge

commercial • insolvency • litigation

Provides a seamless and fully integrated legal recovery services to the group. As personal property and insolvency law specialists, Oakbridge acts for both creditors and insolvency practitioners on the full spectrum of insolvency related matters.

Chairman's Letter

Dear Fellow Shareholder,

On behalf of the Board of Credit Clear Limited, it is my pleasure to introduce the FY25 Annual Report. Over the past year, we have delivered on our strategy to become a dominant, technology-driven provider within the debt resolution industry, achieving strong financial growth and momentum across operations, margins, and customers.

Our execution on winning and developing tier 1 clients continues to build institutional-grade recurring revenue, with 19 tier 1 clients¹ in FY25 and 52 tier 2² clients in FY25.

Insurance remains a core vertical, with five tier 1 clients providing deep domain expertise and reinforcing our competitive moat within the sector. Importantly, the Company onboarded 182 new clients within the year, the investment and resourcing of this activity is expected to be observed in FY26.

Revenue for FY25 reached a record \$46.9 million, representing 12% growth year on year while Underlying EBITDA³ significantly outperformed by growing to A\$7.4 million, up 76% compared to FY24. EBITDA margins increased to 16%, up from 10% in FY24. This improvement reflects the scalable nature of our technology solutions, improving operating leverage and disciplined cost control.

As at 30 June 2025, Credit Clear held A\$15.6 million in cash, underpinning our ability to further invest in technology and pursue strategic growth initiatives.

Market tailwinds remain supportive, rising arrears among Australian lenders combined with heightened regulatory focus and accelerating digitisation in accounts receivables provide a strong operating backdrop for our platform and service offering.

On the strength of FY25 performance, a deep pipeline of high-quality clients, and continued AI deployment, we believe Credit Clear is well-

positioned going in to FY26. We will continue to target large enterprise clients across sector verticals, broaden the deployment of our SaaS platform, and expand both organically and through selective strategic investment.

We continue to monitor risk factors such as economic conditions, regulatory change, data privacy, and technological disruption. Our capital structure is managed conservatively to maintain flexibility.

I thank our shareholders for your continued support and confidence. I would also like to acknowledge the leadership of CEO Andrew Smith, CFO Victor Peplow, and the entire Credit Clear team.

Yours sincerely,



Paul Dwyer
Chairman
Credit Clear Ltd



1. Tier 1 clients = revenue of >\$500k per annum

2. Tier 2 clients = revenue of >\$100k and <\$500k per annum

3. Underlying EBITDA (\$7.4m) excludes share-based expenses (\$1.3m) and non-core operational expenses (\$2.0m)



“Over the past year,
we have delivered on our
strategy to become a
dominant, technology-
driven provider”

CEO Letter

Dear Fellow Shareholder,

FY25 was a year that solidified Credit Clear's position as a leader in the Australian debt resolution industry.

Our focus on profitable growth, underpinned by our innovative technology and customer-centric approach, has delivered record financial performance, with revenue growth of 12% to \$46.9 million, and impressively Underlying EBITDA¹ of \$7.4 million, up 76% on the prior corresponding period (pcp). This result exceeded our guidance, reflecting the strength of our hybrid end-to-end collections offering and our ability to drive smarter, faster, and more efficient financial outcomes for our clients and their customers.

RECORD FINANCIAL PERFORMANCE AND MARGIN EXPANSION

FY25 marked a pivotal year which delivered record revenue, showcasing the accelerating adoption of our tech-enabled collections platform. Our Underlying EBITDA¹ of \$7.4 million reflects a significant step forward in profitability, with margins expanding to approximately 16%, up from 10% in FY24. This improvement is a testament to the growing adoption of our digital software contracts, both with existing and new customers, which have driven higher underlying EBITDA margins. As revenue has grown, we've seen a greater proportion of incremental dollars flow through to the bottom line, highlighting the operational leverage inherent in our business model.

Our disciplined approach to cost management has been a key driver of this performance. Cost reductions are now embedded as an annual process, enabling us to lower our cost base while maintaining investment in our award-winning technology and client onboarding. This operational efficiency, combined with the increasing digital and hybrid components of our offering, has significantly enhanced our profitability, ensuring that as revenue grows, a larger percentage contributes to earnings.

STRATEGIC EXECUTION AND CLIENT SUCCESS

Our strategic focus in FY25 has been to deepen our relationships with existing clients while expanding our footprint with new ones. We added 182 new enterprise clients across key sectors, including telecommunications, insurance, financial services, utilities, and local and state governments. Notably, we continue to be the leading provider of debt resolution products to domestic insurers, underscoring the trust and value we deliver through our differentiated hybrid model. For many insurers, we have become the sole provider for digital collections, a clear proof point of our competitive advantage.

Our growing share of wallet with existing clients has also been a significant driver of growth. By embedding our technology deeper into client operations, we have successfully transitioned several Tier-2 clients into Tier-1 and at the end of FY25 Tier-1 clients accounted for 52% of revenue, with increased allocations of their debt portfolios. Our largest clients, including leading insurers, have seen significant upside potential, with opportunities to expand our digital services further, including into their New Zealand business. Additionally, many clients onboarded in FY25 are poised to become Tier-1 clients in FY26 and beyond, providing a strong pipeline for future revenue growth.

Our hybrid end-to-end collections offering continues to resonate with clients, helping people and businesses improve their financial relationships. By combining our AI-driven digital platform with a highly trained, service team, we deliver a superior customer experience, as evidenced by our Net Promoter Score (NPS) of +40 across over 550,000 responses. This empathetic, digitally led approach is particularly relevant in today's economic environment, where cost-of-living pressures and rising debt levels have created a perfect storm for debt recovery. With anticipated interest rate cuts expected to improve household cash flow, we are well-positioned to capitalize on improved debt repayment capacity.

1. Underlying EBITDA (\$7.4m) excludes share-based expenses (\$1.3m) and non-core operational expenses (\$2.0m)



“Our hybrid end-to-end collections offering continues to resonate with clients, helping people and businesses improve their financial relationships.”

The macroeconomic environment continues to provide strong tailwinds for Credit Clear. Rising debt levels, combined with near-full employment and improving household cash flows, create an ideal environment for our services. The trend away from selling debt, coupled with industry consolidation, has reduced competition and increased the volume of debt files referred to us. This dynamic positions Credit Clear as one of the few providers capable of servicing large-scale clients with complex needs.

While we have made significant inroads with local and state government contracts, the federal government represents a significant untapped opportunity. Key clients like the Australian Taxation Office (ATO) and Centrelink are within our sights as we continue to expand our presence in this sector. Similarly, we are focused on capturing the remaining major telecommunications providers and big four banks, building on our success with leading utilities. Our strategy prioritizes expanding share of wallet with existing clients over simply chasing new customers, leveraging the significant upfront investments we’ve made in onboarding to drive long-term, recurring revenue.

Internationally, we see exciting growth opportunities, particularly with existing customers New Zealand operations, where we are well-positioned to replicate our Australian success. Our strong cash position of \$15.6 million as of 30 June 2025, provides the financial flexibility to pursue these strategic growth initiatives.

OPERATIONAL EXCELLENCE AND TECHNOLOGY LEADERSHIP

The integration of our last three acquisitions has continued to yield operational efficiencies and structural improvements. The rebranding of our debt resolution and legal services under the ARMA and Oakbridge Lawyers brands, respectively, has streamlined our operations and enhanced our market presence. The FY24 launch of our iassist SaaS platform, designed for hardship management, has further extended our hybrid offering, enabling clients to deliver more effective and empathetic hardship programs.

Our ongoing investment in technology remains a cornerstone of our success. The broad adoption of our digital platform has driven a 20% increase in direct digital payments, from \$116 million in FY24, to grow to \$140 million in FY25. We have also continued to improve onboarding costs year-on-year while prioritizing data security optimization. These efforts ensure that we can scale efficiently while maintaining the trust of our clients and their customers.

OUTLOOK

As we head into FY26, Credit Clear is in its strongest position yet. Our record financial performance, expanding margins, and robust balance sheet provide a solid foundation for continued growth. The macroeconomic environment, combined with our differentiated technology and hybrid model, positions us to capture a larger share of the debt resolution market. We are particularly excited about the potential to expand into new geographic markets, such as the UK, while deepening our penetration in Australia.

I want to extend my thanks to our dedicated team, whose hard work and innovation have driven these outstanding results. My gratitude also goes to our shareholders, for your continued support and belief in our vision. With a talented team, industry-leading technology, and a clear strategy for profitable growth, I am more confident than ever in Credit Clear’s ability to become a dominant and highly profitable provider in the global debt resolution industry.

Your sincerely,

Andrew Smith
Chief Executive Officer
Credit Clear Limited



FY25 Highlights

Credit Clear's strong performance in FY25 has been underscored by robust growth and operational efficiency across all three divisions. Digital channels continue to transform our collections, driving greater client and consumer satisfaction.

A growing portion of Credit Clear's collections are now via digital only collections, with \$140 million in direct digital payments in FY25, driven by customer self-service through SMS, Email, and WhatsApp without human contact, showcasing the increasing effectiveness of our digital-first strategy.



For personal use only

\$46.9m

REVENUE

UNDERLYING EBITDA¹

\$7.4m

76% IMPROVEMENT ON PCP

CASH OF

\$15.6m

182

NEW CLIENTS
ONBOARDED

5.2m

ACTIVE DEBT
FILES REFERRED

NPS

+40

WITH OVER 550K RESPONSES

1. Underlying EBITDA (\$7.4m) excludes share-based expenses (\$1.3m) and non-core operational expenses (\$2.0m)

Digital innovation

Improving the customer experience

At Credit Clear, digital innovation is revolutionising our collections process, driving unprecedented efficiency and customer engagement. A growing component of Credit Clear's offering is collected solely via digital touchpoints.

This form of collection occurs when customers are contacted solely via digital channels (such as SMS, Email, or WhatsApp) and complete payments through our self-service platforms, with no human interaction required. This fully automated pathway minimises operational overhead while empowering customers with convenient, contactless options.

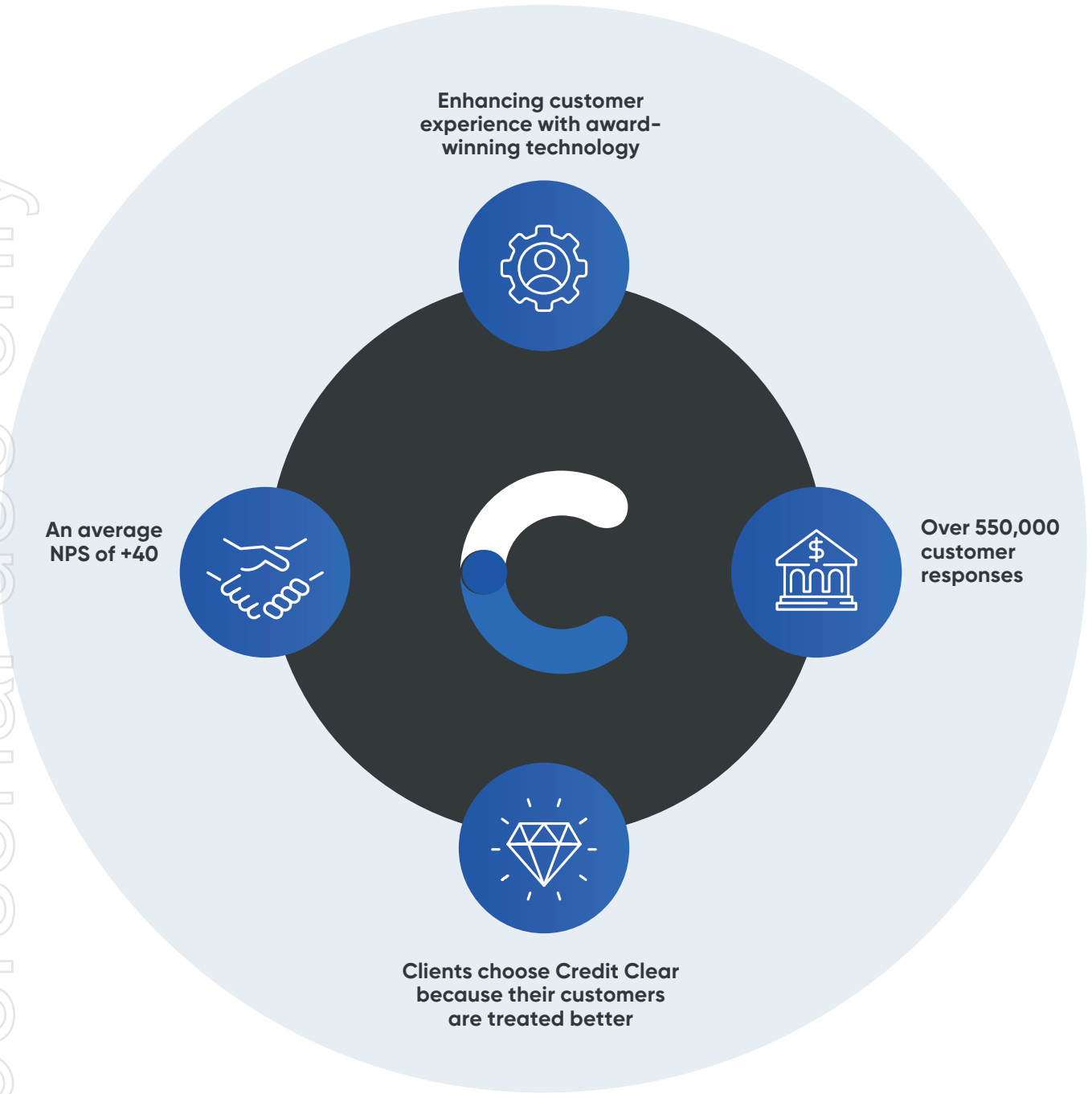
By leveraging these digital strategies, we've not only accelerated collection rates but also improved customer satisfaction, as evidenced by our strong NPS metrics. This shift underscores our leadership in tech-enabled debt recovery, positioning Credit Clear for continued growth in a digital-first landscape.

Credit Clear's main focus is the customer experience, the better the experience for customers, the better the repayment rates. Expanding our interactions to incorporate an increased number of frictionless digital contact points, has improved the ease in which we can manage customer engagement. Despite asking people to settle an outstanding bill, over 550,000 customers responses awarded us with an NPS in FY25 of +40. Highlighting that customers appreciate being given the opportunity to resolve their accounts at a time of their choosing and in the method they prefer, be that digital or traditional.

What is NPS score?

Net Promoter Score (NPS) is a customer loyalty and satisfaction measurement taken from asking customers how likely they are to recommend your product or service to others on a scale of 0–10.





"Credit Clear's main focus is the customer experience, the better the experience for customers, the better the repayment rates."

Directors' Report

Your directors present their report on the Consolidated Entity (referred to herein as the Group) consisting of Credit Clear Limited and its controlled entities for the financial year ended 30 June 2025. The information in the preceding operating and financial review forms part of this directors' report for the financial year ended 30 June 2025 and is to be read in conjunction with the following information:

General Information

Directors

The following persons were directors of Credit Clear Limited for the duration of the financial year unless otherwise stated:

Hugh Robertson

Andrew Smith

Michael Doery

Paul Dwyer

Jodie Bedoya appointed 1 September 2024

Information Relating to Directors and Company Secretary

Hugh Robertson	Non-executive Director – appointed 22 September 2021
Experience	Hugh is an investment advisor with Morgans Financial Limited and brings 40 years of experience in the stockbroking industry, having worked with firms such as Bell Potter, Falkiners Stockbroking, Investor First, and Wilson HTM. He has a particular focus on small-cap industrial stocks.
Interest in Shares and Options	8,613,025 ordinary shares in Credit Clear Limited 2,000,000 options to acquire ordinary shares, exercisable at \$0.40 per option, expiring 30 November 2027
Other current directorships	Maggie Beer Holdings Limited
Directorships held in previous 3 years	Envirosuite Limited Touch Ventures Limited
Andrew Smith	Managing Director – appointed 9 February 2022
Qualifications	Andrew holds a Bachelor of Business, majoring in Economics and Management from the University of Newcastle.
Experience	Andrew has over 19 years' experience in the credit and collections industry and has founded three companies, most recently ARMA Group Holdings, acquired by Credit Clear in February 2022. Following the acquisition, he was appointed and continues CEO and Managing Director of Credit Clear Limited. Known for his strong industry networks, deep collections expertise, and technology-driven approach, Andrew is recognised as a key industry leader in Australia's collections sector.
Interest in Shares and Options	18,908,428 ordinary shares 2,000,000 options to acquire ordinary shares, exercisable at \$0.40 per option, expiring 30 November 2027 492,823 Share Rights

Michael Doery	Independent Director - Appointed 6 May 2022
Qualifications	University of New England – Bachelor of Finance & Administration Fellow Australian Institute of Company Directors Fellow Chartered Accountants
Experience	With 15 years' experience as both an Executive and Non-Executive Director across the public and private sectors, Michael has held senior leadership roles including Partner at KPMG, and CFO, COO, and CEO positions with listed and public companies. His board experience includes serving as Chairman as well as Chair of Remuneration and Audit & Risk Committees.
Interest in Shares and Options	869,578 ordinary shares 2,000,000 options to acquire ordinary shares, exercisable at \$0.40 per option, expiring 30 November 2027
Special Responsibilities	Michael is Chair of both the Risk & Audit Committee and the Nomination & Remuneration Committee
Paul Dwyer	Independent Chairman – appointed 9 September 2022
Experience	Appointed Director of Credit Clear Limited on 9 September 2022 and appointed Chairman on 1 March 2023. Paul Dwyer was the founder of ASX listed PSC Insurance Group (ASX:PSI) and served as its Chairman until it was sold to Ardonagh Group Limited in 2024 for \$2.3bn. With extensive expertise in the insurance sector, he has a distinguished history of driving business acquisitions, fostering growth and scaling operations internationally. Paul continues to hold directorships across a range of public and private enterprises reflecting his varied investments, philanthropy and sporting interests.
Interest in Shares and Options	9,744,024 ordinary shares 2,000,000 options to acquire ordinary shares, exercisable at \$0.40 per option, expiring 30 November 2027
Special Responsibilities	Member of both the Risk & Audit Committee and the Nomination & Remuneration Committee
Other current directorships	Mirrabooka Investments Limited Envest Group Pty Ltd Eldin Risk Partners Limited
Jodie Bedoya	Independent Director – appointed 1 September 2024
Experience	Appointed Director of Credit Clear Limited on 1 September 2024. Jodie is a recognised leader in debt resolution with over 25 years' experience and is the founder and director of Melbourne-based eMatrix. Formerly CEO of Recoveries Corporation Limited, she specialises in enhancing organisational capability in collections, hardship, and vulnerability. She has partnered with major banks, energy retailers, government, and commercial clients, and is a respected speaker at leading industry conferences and events across Australia.
Interest in Shares and Options	75,000 ordinary shares 2,000,000 options to acquire ordinary shares, exercisable at \$0.40 per option, expiring 30 November 2027
Special Responsibilities	Member of both the Risk & Audit Committee and the Nomination & Remuneration Committee
Adam Gallagher	Company Secretary – appointed 1 March 2022
Qualifications	Masters in Commerce and a Bachelor of Economics Graduate Diplomas in Applied Corporate Governance and Information Systems,
Experience	Adam is an experienced Company Secretary with over 20 years in debt and equity markets and a wide-ranging corporate skill set. He has held executive and officeholder roles in numerous ASX-listed technology companies, where his contributions to M&A, communications, and strategy have been publicly acknowledged as pivotal to their corporate growth and shareholder value. Through his firm, ACG Partners, he provides company secretarial and related services to a number of listed and unlisted public companies.

Principal Activities

The principal activities of the Group during the financial year were the provision of debt resolution services and the ongoing technology development and implementation of the Company's digital engagement platform. The Group also provides legal services as part of its full end-to-end collections management for clients.

Review of Operations

Credit Clear is a fully integrated and hybrid, end-to-end provider of debt resolution services. This strategic market positioning allows Credit Clear to address a significantly larger market with its award-winning technology supported by exceptional debt resolution capabilities and legal recovery services.

In FY25 the Company continued to drive efficiencies by further integrating the operations of recent acquisitions. This activity further consolidated and streamlined processes and included the migration of customers on legacy platforms to primary Credit Clear systems, to drive greater efficiencies and assist the Company with growing its operating leverage.

Our technology continues to transform the debt resolution landscape through artificial intelligence, automation and smart analytics. Our hybrid solutions provide actionable communications, resulting in reduced costs, improved engagement and recovery rates and superior end-user experience for our client's customers.

Strong trading conditions and reduced competition

Credit Clear delivered strong operational performance over the financial year, supported by a favourable macroeconomic environment and improved competitive positioning within the industry. The value and volume of debt files being referred to Credit Clear continued to grow during FY25, a key leading indicator for future revenue growth.

While Australian households continue to carry historically high levels of indebtedness, two interest rate cuts in 2025 have provided slight but meaningful relief to household budgets. This shift has enabled more Australians to redirect their attention toward repaying existing debts. Importantly, near full employment across the country means that the vast majority of individuals retain the financial capacity to meet their obligations, particularly if provided with the options and flexibility to do so. It is here where Credit Clear excels providing our client's end customers with individualised engagement strategies, a great customer experience and our clients with an uplift in debt resolution. This is where Credit Clear's core value proposition shines. The Company's intelligent, data-driven engagement platform empowers clients to connect with their customers using personalised communication strategies that enhance the customer experience while maximising collection outcomes. By offering flexible, customer-centric repayment options, Credit Clear helps ensure clients' end customers remain on track, leading to consistently higher rates of debt resolution.

Additionally, the trend away from selling debt continues, providing more work for Credit Clear. This coupled with ongoing M&A activity in the sector has consolidated the number of available providers adding to Credit Clear's favourable backdrop.

Record Financial Performance

In FY25 Credit Clear delivered record financial performance, with revenue up 12% on pcp, to a record \$46.9m. Ongoing focus on costs and driving efficiencies continued to see expenses increase at a lower rate than revenue, resulting in Underlying EBITDA of 7.4 million, up 76% compared to FY24. EBITDA¹ margins increased to 16%, up from 10% in FY24. This improvement reflects the scalable nature of our technology solutions, improving operating leverage and disciplined cost control. FY25 ended with a cash balance of \$15.6m, a \$2.5m improvement on the closing cash balance compared to FY24.

Strong foundation established for long-term growth

Credit Clear is well-positioned for continued growth, underpinned by a stable employment environment, easing financial pressure on households, and an industry landscape that increasingly favours agile, technology-led providers. The Company continues to grow its share of wallet in key clients with our technology platform expanding the breadth of services and functionality offered to our clients and their end-users.

Credit Clear's evolving receivables technology delivers a superior end-user experience that promotes a positive relationship between client and end-user. This subsequently drives efficiencies and higher debt recoveries for Credit Clear's clients, which is reflected in the Company's customer retention rate and NPS score of +40% (across over 550,000 respondents).

With companies less likely or able to sell debt, our positioning as an end-to-end digital first provider allows clients to integrate deeply and work with us through the entire debt resolution lifecycle. Our focus on customer experience, measuring Net Promoter Scores and specialist training for our staff to manage hardship customers is increasingly important to our clients.

1. Underlying EBITDA (\$7.4m) excludes share-based expenses (\$1.3m) and non-core operational expenses (\$2.0m)

Significant Changes in State of Affairs

There were no significant changes in the state of affairs of the Group during the financial year.

Events Occurring after the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Likely Future Developments

Information on likely developments in the operations of the consolidated entity and the expected results of operations are detailed in the Directors' Report.

Environmental Regulation

The consolidated entity is not subject to any significant environmental regulation under Australian Commonwealth or State law.

Dividends Paid or Recommended

Dividends paid during the financial year are as follows:

No dividend declared or payable in respect of the year ended 30 June 2024	\$Nil
No dividend declared or payable in respect of the year ended 30 June 2025	\$Nil

Indemnifying Officers or Auditor

During the financial year, the Company paid a premium to insure the Directors and Officers of the Group. The terms of the insurance policy prevent additional disclosure. The Group is not aware of any liabilities that arose under these indemnities as at the date of this report.

Proceedings on Behalf of the Company

No person has applied for leave of court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the year.

Non-Audit Services

During the prior year, PricewaterhouseCoopers, performed certain other services in addition to the audit and the review of the financial statements. The Board has considered the non-audit services provided during the prior year by the auditor and is satisfied that the provision of those non-audit services by the auditor is compatible with the general standards of independence of auditors imposed by the *Corporations Act 2001*.

Details of the amounts paid to the auditor of the Company, for audit and non-audit services provided during the year are set out at note 23.

Auditor's Independence Declaration

PricewaterhouseCoopers were appointed auditors of the consolidated group by Shareholders at the Annual General Meeting on 29 November 2022.

A copy of the auditor's independence declaration as required under section 307C of the *Corporation Act 2001* is set out immediately after this directors' report.

Options and Rights

At the date of this report, the unissued ordinary shares of Credit Clear Limited under options or rights are as follows:

Grant Date	Issue	Date of Expiry	Exercise Price	Number under Option and Rights
1 Oct '20	Options – KMP	1 Oct '32	\$0.50	2,000,000
1 Oct '20	Options – KMP	1 Oct '33	\$0.55	2,000,000
1 Oct '20	Options – KMP	1 Oct '34	\$0.60	500,000
8 Oct '20	Options – Directors	8 Oct '32	\$0.50	5,300,000
19 Nov '20	Options – Directors	8 Oct '32	\$0.50	1,500,000
21 Dec '22	Options – Directors	30 Nov '27	\$0.40	6,000,000
30 Nov'23	Rights – KMP	31 Dec'25	\$0.00	186,493
30 Nov'23	Rights – Employees	31 Dec'25	\$0.00	1,847,204
5 Jun'24	Rights – KMP	30 Jun'25	\$0.00	219,853
5 Jun'24	Rights – Employees	30 Jun'25	\$0.00	2,122,440
5 Jun'24	Rights – KMP	30 Jun'26	\$0.00	164,890
5 Jun'24	Rights – Employees	30 Jun'26	\$0.00	1,869,210
5 Jun'24	Options – KMP	30 Jun'27	\$0.31	2,000,000
5 Jun'24	Options – Employees	30 Jun'27	\$0.31	14,250,000
1 Jul'24	Rights - KMP	30 Jun'25	\$0.00	303,516
1 Jul'24	Rights – KMP	30 Jun'26	\$0.00	227,637
5 Sep'24	Rights - KMP	31 Dec'25	\$0.00	265,186
20 Dec'24	Options - Directors	30 Nov'27	\$0.40	4,000,000
				44,756,429

Option holders do not have any rights to participate in any issues of shares or other interests of the Company or any other entity.

There have been no options granted over unissued shares or interests of any controlled entity within the Group during or since the end of the year.

For details of options issued to directors and executives as remuneration, refer to the remuneration report.

No person entitled to exercise options had or has any right by virtue of the option to participate in any share issue of any other body corporate.

Meetings of Directors

Eligible attendance by each member of the Board and its committees during the year were as follows:

	Directors' Meetings		Risk & Audit Committee		Nomination & Remuneration Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Paul Dwyer	11	11	3	3	1	1
Hugh Robertson	11	10	–	–	–	–
Michael Doery	11	11	3	3	1	1
Andrew Smith	11	11	-	-	-	-
Jodie Bedoya	10	10	2	2	0	0

Remuneration Report (Audited)

Remuneration Policy

The remuneration policy of Credit Clear Limited has been designed to align key management personnel (KMP) objectives with shareholder and business objectives by providing a fixed remuneration component and offering specific long-term incentives based on key performance areas affecting the Consolidated Group's financial results. The Board of Credit Clear Limited believes the remuneration policy to be appropriate and effective in its ability to attract and retain high-quality KMP to run and manage the Consolidated Group, as well as create goal congruence between directors, executives and shareholders.

The Board's policy for determining the nature and amount of remuneration for KMP of the Consolidated Group is as follows:

The remuneration policy is developed by the Nomination & Remuneration committee and approved by the Board.

All KMP receive a base salary (which is based on factors such as length of service and experience), superannuation, fringe benefits, options, rights and performance incentives.

Performance incentives are generally only paid once predetermined key performance indicators (KPIs) have been met.

Incentives paid in the form of options or rights are intended to align the interests of the directors, KMP and company with those of the shareholders. In this regard, KMP are prohibited from limiting risk attached to those instruments by use of derivatives or other means.

The Nomination & Remuneration committee will review KMP packages annually by reference to the Consolidated Group's performance, executive performance and comparable information from industry sectors.

The performance of KMP is measured against criteria agreed annually with each executive and is based predominantly on the forecast growth of the Consolidated Group's profits and shareholders' value. All bonuses and incentives must be linked to predetermined performance criteria. The Board may, however, exercise its discretion in relation to approving incentives, bonuses, options and rights, and can recommend changes to the committee's recommendations.

Any change must be justified by reference to measurable performance criteria. This is designed to attract the highest calibre of executives and reward them for performance results leading to long-term growth in shareholder wealth.

KMP receive, at a minimum, a superannuation guarantee contribution required by the government, which was 11.5% of the individual's average weekly ordinary time earnings (AWOTE) during the year, increasing to 12% from 1 July 2025. Some individuals, however, have chosen to sacrifice part of their salary to increase payments towards superannuation.

Upon retirement, KMP are paid employee benefit entitlements accrued to the date of retirement. Any options not exercised before or on the date of retirement will lapse although the board has discretion to allow the KMP to retain the options.

All remuneration paid to KMP is valued at the cost to the Company and expensed with the exception of share-based payments which are valued at fair value on grant date.

Non-executive directors are paid fees in accordance with a schedule which is approved by shareholders. Fees are paid in the form of either cash or shares, depending on the preference of the respective director. The Board's policy is to remunerate non-executive directors at market rates for time, commitment and responsibilities. The Board determines payments to the non-executive directors and reviews their remuneration annually, based on market practice, duties and accountability.

Independent external advice is sought when required. The maximum annual aggregate directors' fee pool limit is \$650,000 and was approved by shareholders at the annual general meeting on 31 January 2022. In addition to director fees, non-executive directors also receive share options with terms that are aligned with shareholder interests.

The maximum aggregate amount of fees that can be paid to non-executive directors is subject to approval by shareholders at the annual general meeting.

KMP are also entitled and encouraged to participate in the employee share and option arrangements to align directors' interests with shareholders' interests.

Options granted under the arrangement do not carry dividend or voting rights. Each option is entitled to be converted into one ordinary share once the interim or final financial report has been disclosed to the public and is measured using either the Black-Scholes or Hoadley methodology.

In addition, the Board's remuneration policy prohibits directors and KMP from using Credit Clear Limited shares as collateral in any financial transaction, including margin loan arrangements.

Engagement of Remuneration Consultants

Remuneration consultants were not engaged during the year.

Performance-Based Remuneration

KPIs are set annually, with a certain level of consultation with KMP. The KPIs target areas the Board believes hold greater potential for Group expansion and profit, covering financial and non-financial as well as short and long-term goals. The level set for each KPI is based on budgeted figures for the Group and respective industry standards.

Performance in relation to the KPIs is assessed annually, with incentives being awarded depending on the number and deemed difficulty of the KPIs achieved. Following the assessment, the KPIs are reviewed by the Nomination & Remuneration committee in light of the desired and actual outcomes, and their efficiency is assessed in relation to the Group's goals and shareholder wealth, before the KPIs are set for the following year.

In determining whether or not a KPI has been achieved, Credit Clear Limited bases the assessment on audited figures.

Elements of Remuneration

(i) Fixed annual remuneration (FR)

Executives receive their fixed remuneration as cash. FR is reviewed annually, or on promotion. It is benchmarked against market data for comparable roles in companies in a similar industry. The committee aims to position executives at or near the median, with flexibility to take into account capability, experience, value to the organisation and performance of the individual. Superannuation is included in FR.

Directors receive fees which have been approved by shareholders. They have the choice of receiving fees in the form of cash or shares.

Fixed remuneration represented 73% of total KMP remuneration for the 2025 financial year.

(ii) Short-term incentives (STI)

The STI metrics align with our strategic priorities of market competitiveness, operational excellence, shareholder value and fostering talented and engaged individuals. The following STI's were granted to KMP's during the year:

- a. Share rights were issued to KMP with performance conditions relating to meeting the underlying EBITDA budget for FY24 as well as remaining employed until 31 December 2024. The underlying EBITDA budget for FY24 (as defined in the STI terms) was achieved. These rights represented 58% of total STI's.
- b. Share rights were issued to KMP's with performance conditions relating to meeting the underlying EBITDA budget for FY25 as well as remaining employed until 30 June 2025. Achievement of the underlying EBITDA budget for FY25 (as defined in the STI terms) was achieved. The service condition of 30 June 2025 was also achieved. These rights represented 42% of total STI's.

Short-term incentives represented 11% of total KMP remuneration for the 2025 financial year

(iii) Long-term incentives (LTI)

The LTI incentive conditions align with meeting shareholder interests as well as retain key personnel. The following LTI's were granted to KMP's during the year:

- a. Share rights were issued to KMP's with performance based vesting conditions relating to meeting the underlying EBITDA budget for FY24 as well as remaining employed by 31 December 2024. The underlying EBITDA budget for FY24 (as defined in the STI terms) was achieved. The service condition remains pending until 30 June 2025. These rights represent 15% of total LTI's.
- b. Share rights were issued to KMP's with performance conditions relating to meeting the underlying EBITDA budget for FY25 as well as remaining employed until 30 June 2026. Achievement of the underlying EBITDA budget for FY25 (as defined in the STI terms) was achieved. The service condition remains pending until 30 June 2026. These rights represented 11% of total LTI's
- c. Share options were granted to Directors during the year. They have an exercise price of \$0.40, a vesting date of 30 November 2026 and an expiry date of 30 November 2027. Additionally, 6,000,000 options with the same terms replaced previous options with an exercise price of \$0.60, vesting date of 21 December 2022 and expiry date of 30 November 2025. These options represent 74% of total LTI's.

Long-term incentives represented 19% of total KMP remuneration for the 2025 financial year.

Relationship Between Remuneration and Company Performance

The approach to remuneration has been tailored to increase goal congruence between shareholders, directors and executives. This is done through the issue of options, rights or shares to the majority of directors and executives to encourage the alignment of personnel and shareholder interests. The company believes this policy is effective in increasing shareholder wealth.

The following table shows the gross revenue and profits for the last four years for the listed entity, as well as the share price. The Company's revenue has improved materially over the last four years. The Board is of the opinion that these results can be attributed, in part, to the previously described remuneration policy and is satisfied with the overall revenue improvement and growth of the business since the initial public offering.

	2025	2024	2023	2022
Revenue (\$000)	46,922	42,001	34,951	21,462
Net profit/(Loss) attributable to owners of the Parent Entity (\$000)	3,545	(4,497)	(11,058)	(11,132)
Share price at year-end	\$0.24	\$0.26	\$0.22	\$0.34
Total KMP STI & LTI remuneration (\$000)	\$380	\$331	\$2,329	\$1,191

STI and LTI figures for 2022 and 2023 include the ARMA acquisition earn-out of \$962,619 and \$1,427,558 respectively.

Details of Directors and Key Management Personnel

The following table provides employment details of persons who were, during the financial year, directors or members of KMP of the Consolidated Group. The table also illustrates the proportion of remuneration that was performance and non-performance based.

	Position Held as at 30 June 2025 and any Change during the Year	Contract Details (Duration and Termination)	Proportions of Elements Of Remuneration Related to Performance (Other than Options/Rights Issued)		Proportions of Elements Of Remuneration not Related to Performance
			Non-Salary Cash Based Incentives %	Shares/Units %	Fixed Salary/Fees %
Non-Executive Directors					
Hugh Robertson	Non-executive Director		-	-	100
Michael Doery	Non-executive Director		-	-	100
Paul Dwyer	Chairman		-	-	100
Jodie Bedoya (commenced 1 Sep'24)	Non-executive Director		-	-	100
Executive Directors					
Andrew Smith	CEO & Managing Director	Permanent Contract	-	-	78
Group KMP			-	-	
Victor Peplow	CFO	Permanent Contract	-	-	68

The employment terms and conditions of all KMP are formalised in contracts of employment.

Terms of KMP employment require that the relevant group entity provide an executive contracted person with a minimum of four weeks' notice prior to termination of contract. Fixed remuneration figures for KMP's are disclosed in the Table of Benefits and Payments. The general treatment of STI's and LTI's upon termination of a KMP is for the incentives to be cancelled, however the board has discretion to allow incentives to be retained. There were no termination payments made during the 2025 financial year.

Changes in Directors and Executives Subsequent to Year-End

There have been no changes to directors and executives subsequent to year end.

Remuneration Expense Details for the Year Ended 30 June 2025 and 2024

The following table of benefits and payments represents the components of the current year and comparative year remuneration expenses for each member of KMP of the Consolidated Group. Such amounts have been calculated in accordance with Australian Accounting Standards.

Table of Benefits and Payments for the Year Ended 30 June 2025 and 2024

		Short-term Benefits	Post-employment Benefits	Equity-settled Share-based Payments		Total
		Salary, Fees and Leave \$	Pension And Super-annuation \$	Shares/ Units \$	Options/ Rights	\$
Non-Executive Directors						
Paul Dwyer ¹	2025	144,167	-	-		144,167
Hugh Robertson ¹	2025	-	-	111,487	51,867	163,354
Michael Doery ¹	2025	60,613	6,971	81,602	-	149,186
Jodie Bedoya ¹	2025	88,333	-	11,667	51,867	151,867
Executive Directors						
Andrew Smith	2025	456,015	29,932	-	137,817	623,764
Group KMP's						
Victor Peplow	2025	269,873	29,932	-	138,851	438,656
Total		1,019,001	66,835	204,756	380,402	1,670,994
Non-Executive Directors						
Paul Dwyer ¹	2024	115,000	-	-	-	115,000
Hugh Robertson ¹	2024	-	-	64,661	-	64,661
Michael Doery ¹	2024	49,774	5,475	49,271	-	104,520
Executive Directors						
Andrew Smith	2024	356,823	27,399	-	126,910	511,132
Group KMP's						
Victor Peplow	2024	262,013	27,399	-	204,471	493,883
Total		783,610	60,273	113,932	331,381	1,289,196

1. Non-Executive directors are entitled to receive their fees in the form of cash or shares. Hugh Robertson receives 100% in shares, Michael Doery 50% shares and 50% cash, Paul Dwyer 100% cash, and Jodie Bedoya 83% cash and 17% shares.

Cash Bonuses, Performance-related Bonuses and Share-based Payments

There were no cash bonuses paid during the year. The terms and conditions relating to options, rights and other bonuses granted as remuneration during the year to Directors and KMP's are as follows:

Remuneration Type		Grant Date	Value \$	Basis of vesting condition	Percentage Vested during Year %	Percentage Remaining as Unvested	Vesting Date
Group KMP							
Andrew Smith	Rights	1 Jul'24	72,844	Underlying EBITDA	100	0	30 Jun'25
Andrew Smith	Rights	1 Jul'24	55,771	Underlying EBITDA	0	100	30 Jun'26
Andrew Smith	Rights	5 Sep'24	102,539	Underlying EBITDA	98	0	31 Dec'24
Andrew Smith	Rights	5 Sep'24	76,904	Underlying EBITDA	0	100	31 Dec'25
Victor Peplow	Rights	5 Jun'24	1,765	Underlying EBITDA	100	0	30 Jun'25
Victor Peplow	Rights	5 Jun'24	1,323	Underlying EBITDA	100	0	30 Jun'26
Hugh Robertson	Options	20 Dec'24	191,800	Service tenure	0	100	30 Nov'26
Jodie Bedoya	Options	20 Dec'24	191,800	Service tenure	0	100	30 Nov'26

All options and rights were issued by Credit Clear Limited and are based on either performance or employment retention vesting conditions. They entitle the holder to one ordinary share in Credit Clear Limited for each option exercised or vested right.

	Grant Details			Exercised / Vested			Lapsed	Balance at End of Year No.
	Balance at Beginning of Year	Issue Date	No.	Value \$	No. (Note 1)	Value \$ (Note 1)	No. (Note 2)	
Non-Executive directors								
Paul Dwyer	2,000,000	-	-	-	-	-	-	2,000,000
Michael Doery	2,000,000	-	-	-	-	-	-	2,000,000
Hugh Robertson		20 Dec'24	2,000,000	191,800	-	-	-	2,000,000
Jodie Bedoya		20 Dec'24	2,000,000	191,800	-	-	-	2,000,000
Executive Directors								
Andrew Smith	2,000,000	Various	1,149,920	308,058	657,097	175,382	-	2,492,823
Group KMP								
Victor Peplow	3,050,927	5 Jun'24	12,868	3,088	712,412	143,864	-	2,351,383
	9,050,927		5,162,788	694,746	1,369,509	319,246	-	12,844,206

	Balance at End of Year No.	Vested		Unvested
		Exercisable No.	Unexercisable No.	Total at End of Year No.
Non-Executive Directors				
Paul Dwyer ³	2,000,000	-	2,000,000	2,000,000
Michael Doery ³	2,000,000	-	2,000,000	2,000,000
Hugh Robertson	2,000,000	-	2,000,000	2,000,000
Jodie Bedoya	2,000,000	-	2,000,000	2,000,000
Executive Directors				
Andrew Smith ³	2,492,823	492,823	2,000,000	2,492,823
Group KMP				
Victor Peplow	2,351,382	351,382	2,000,000	2,351,382
	12,844,205	844,205	12,000,000	12,844,205

Note 1 There were 1,369,509 rights which vested. No options were exercised during 2025.

Note 2 There were no rights or options which lapsed in 2025.

Note 3 There were 6,000,000 options with a previous exercise price of \$0.60, vesting date of 21 December 2022 and expiry date of 30 November 2025 which were replaced with modified terms of \$0.40 exercise price, vesting date of 30 November 2026 and expiry date of 30 November 2027. There have not been any other alterations to the terms or conditions of any options since the grant date.

Details of the options and rights granted as remuneration to those KMP listed in the previous table are as follows:

Grant Date	Issuer	Entitlement on Exercise	Dates Exercisable or vesting	Exercise Price \$	Value per Option/Right at Grant Date \$	Amount Paid/ Payable by Recipient \$
5 September 2024	Credit Clear Limited	353,581	31 December 2024	\$0.00	\$0.29	-
5 September 2024	Credit Clear Limited	265,186	31 December 2025	\$0.00	\$0.29	-
1 July 2024	Credit Clear Limited	303,516	30 June 2025	\$0.00	\$0.24	-
1 July 2024	Credit Clear Limited	227,637	30 June 2026	\$0.00	\$0.24	-
20 December 2024	Credit Clear Limited	4,000,000	30 November 2026	\$0.40	\$0.0959	1,600,000

Options value at grant date was independently calculated using the Black-Scholes methodology.

Details relating to service and performance criteria required for vesting have been provided in the Cash Bonuses, Performance-related Bonuses and Share-based Payments table on page 22.

Director and KMP Shareholdings

The number of ordinary shares in Credit Clear Limited held by each Director and KMP of the Group during the financial year is as follows:

	Balance at Beginning of year	Granted as Remuneration During the Year	Issued on Vesting of Rights during the Year	Other changes during year	Balance at End of Year
Non-Executive Directors					
Hugh Robertson	7,096,266	360,058	–	1,156,701	8,613,025
Paul Dwyer	6,119,024	-	–	3,625,000	9,744,024
Michael Doery	446,681	272,897	–	150,000	869,578
Jodie Bedoya	0	-		75,000	75,000
Executive Directors					
Andrew Smith	24,729,847	–	353,581	(6,175,000)	18,908,428
KMP					
Victor Peplow	671,838	–	492,559	–	1,164,397
	39,063,656	632,955	846,140	(1,168,299)	39,374,452

Other Equity-Related KMP Transactions

There have been no other transactions involving equity instruments apart from those described in the tables above relating to options, rights and shareholdings.

Other Transactions with KMP and/or their Related Parties

There were no transactions conducted between the Group and KMP or their related parties, apart from those disclosed above relating to equity, compensation and loans, other than in accordance with normal employee, customer or supplier relationships on terms no more favourable than those reasonably expected under arm's length dealings with unrelated persons. Refer Note 30 for further details.

This directors' report, incorporating the remuneration report, is signed in accordance with a resolution of the Board of Directors:



Michael Doery
Non-Executive Director
Dated this 22nd day of August 2025



Andrew Smith
Managing Director
Dated this 22nd day of August 2025

Auditor's Independence Declaration



Auditor's Independence Declaration

As lead auditor for the audit of Credit Clear Limited for the year ended 30 June 2025, I declare that to the best of my knowledge and belief, there have been:

- a. no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Credit Clear Limited and the entities it controlled during the period.

A handwritten signature in black ink, appearing to read 'David Patterson'.

David Patterson
Partner
PricewaterhouseCoopers

Melbourne
22 August 2025

pwc.com.au

PricewaterhouseCoopers, ABN 52 780 433 757
2 Riverside Quay, SOUTHBANK VIC 3006,
GPO Box 1331, MELBOURNE VIC 3001
T: 61 3 8603 1000, F: 61 3 8603 1999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

Contents

Consolidated Statement of Profit or Loss and Other Comprehensive Income	27
Financial Statements	27
Consolidated Statement of Financial Position	28
Consolidated Statement of Changes in Equity	29
Consolidated Statement of Cash Flows	30
Notes to the Consolidated Financial Statements	31
Note 1: Summary of Material Accounting Policies	31
Note 2: Operating Segments	40
Note 3: Revenue and Other Income	42
Note 4: Expenses	42
Note 5: Tax Expense	43
Note 6: Cash and Cash Equivalents	43
Note 7: Trust Funds	44
Note 8: Trade and Other Receivables	44
Note 9: Financial Assets	45
Note 10: Other Assets	45
Note 11: Property, Plant and Equipment	45
Note 12: Intangible Assets	46
Note 13: Right of Use Assets and Lease Liabilities	47
Note 14: Trade and Other Payables	48
Note 15: Other Current Liabilities	48
Note 16: Tax	49
Note 17: Provisions	50
Note 18: Issued Capital	50
Note 19: Reserves	51
Note 20: Accumulated Losses	54
Note 21: Parent Information	54
Note 22: Key Management Personnel Compensation	55
Note 23: Auditor's Remuneration	57
Note 24: Dividends	57
Note 25: Earnings Per Share	58
Note 26: Interests in Subsidiaries	58
Note 27: Contingent Liabilities	60
Note 28: Cash Flow Information	60
Note 29: Events after the Reporting Period	60
Note 30: Related Party Transactions	61
Note 31: Financial Risk Management	62
Note 32: Company Details	64

Consolidated Statement of Profit or Loss and Other Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2025

	Note	Consolidated Group	
		2025 \$000	2024 \$000
Revenue from customers	3a	46,922	42,001
Other income	3b	29	241
Employee benefits expense		(25,267)	(23,924)
Legal professional fees		(554)	(418)
Consultancy Fees		(1,110)	(944)
Professional service fees		(3,039)	(2,767)
Service delivery fees		(7,301)	(6,944)
Share-based expenses	22	(1,295)	(1,493)
Legal collection disbursements		(1,041)	(510)
Other expenses		(3,239)	(3,317)
EBITDA		4,105	1,925
Depreciation and amortisation	4a	(6,237)	(6,629)
EBIT		(2,132)	(4,704)
Interest income	3c	516	537
Interest expense	4b	(383)	(397)
Loss before income tax		(1,999)	(4,564)
Income tax	5, 16	5,544	67
Net Profit/(Loss) for the year		3,545	(4,497)
Total comprehensive income for the year		3,545	(4,497)
Earnings per share			
From continuing and discontinued operations:			
Basic earnings per share (cents)	25	\$0.008	(\$0.01)
Diluted earnings per share (cents)	25	\$0.008	(\$0.01)

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Consolidated Statement of Financial Position

AS AT 30 JUNE 2025

	Note	Consolidated Group	
		2025 \$'000	2024 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	15,677	13,145
Trust funds	7	7,557	5,671
Trade and other receivables	8	6,906	6,235
Other assets	10	1,057	930
TOTAL CURRENT ASSETS		31,197	25,981
NON-CURRENT ASSETS			
Property, plant and equipment	11	443	307
Financial assets	9	891	961
Intangible assets	12	43,732	46,832
Deferred Tax asset	5, 16	5,572	-
Right of use assets	13	3,527	4,003
TOTAL NON-CURRENT ASSETS		54,165	52,103
TOTAL ASSETS		85,362	78,084
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	14	6,785	5,470
Lease liabilities	13	1,207	1,071
Other liabilities	15	7,558	6,201
Provisions	17	2,323	2,396
TOTAL CURRENT LIABILITIES		17,873	15,138
NON-CURRENT LIABILITIES			
Lease liabilities	4, 13	2,724	3,203
Provisions	17	484	469
TOTAL NON-CURRENT LIABILITIES		3,208	3,672
TOTAL LIABILITIES		21,081	18,810
NET ASSETS		64,281	59,274
EQUITY			
Issued capital	18	102,703	101,323
Reserves	19	5,240	5,158
Accumulated Losses	20	(43,662)	(47,207)
TOTAL EQUITY		64,281	59,274

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2025

	Ordinary Share Capital	Retained Earnings	Reserves	Total
	\$000	\$000	\$000	\$000
Balance at 1 July 2023	99,684	(42,710)	4,313	61,287
Other comprehensive income	-	-	-	-
Loss for the year	-	(4,497)	-	(4,497)
Total comprehensive income for the year	-	(4,497)	-	(4,497)
Transactions with owners, in their capacity as owners, and other transfers				
Transaction costs	-	-	-	-
Share-based payments	-	-	1,033	1,033
Shares issued during the period	1,039	-	(188)	851
Issue of ordinary shares as consideration for a business combination, net of transaction costs and tax	600	-	-	600
Total transactions with owners and other transfers	1,639	-	845	2,484
Balance at 30 June 2024	101,323	(47,207)	5,158	59,274
Balance at 1 July 2024	101,323	(47,207)	5,158	59,274
Other comprehensive income	-	-	-	-
Profit for the year	-	3,545	-	3,545
Total comprehensive income for the year	-	3,545	-	3,545
Transactions with owners, in their capacity as owners, and other transfers				
Transaction costs	-	-	-	-
Share-based payments	-	-	1,239	1,239
Shares issued during the period	1,380	-	(1,157)	223
Issue of ordinary shares as consideration for a business combination, net of transaction costs and tax	-	-	-	-
Total transactions with owners and other transfers	-	-	-	-
Balance at 30 June 2025	102,703	(43,662)	5,240	64,281

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

	Note	Consolidated Group	
		2025 \$000	2024 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		50,913	44,948
Payments to suppliers and employees		(45,126)	(41,254)
Net cash from / (used in) operating activities	28a	5,787	3,694
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	11a	(363)	(192)
Payment for purchase of business	26	–	(710)
Capitalised development costs	12	(1,601)	(1,345)
Receipts – other		83	43
Net cash used in investing activities		(1,881)	(2,204)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issue of shares, net of transaction costs		–	500
Repayment of lease liabilities	13b	(1,260)	(1,105)
Proceeds from / (repayment of) funding arrangements		(114)	259
Net cash (used in) / provided by financing activities		(1,374)	(346)
Net increase/(decrease) in cash and cash equivalents		2,532	1,144
Cash and cash equivalents at the beginning of financial year		13,145	12,001
Cash and cash equivalents at the end of financial year	6	15,677	13,145

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

The consolidated financial statements and notes represent those of Credit Clear Limited and Controlled Entities (the Group).

The financial statements were authorised for issue on 22 August 2025 by the directors of Credit Clear Limited.

Note 1: Summary of Material Accounting Policies

Basis of Preparation

These general purpose consolidated financial statements have been prepared in accordance with the *Corporations Act 2001*, Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board and in compliance with International Financial Reporting Standards as issued by the International Accounting Standards Board. The Group is a for-profit entity for financial reporting purposes under Australian Accounting Standards.

Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

Except for cash flow information, the financial statements have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets, financial liabilities and share based payments.

(a) Principles of Consolidation

The consolidated financial statements incorporate all of the assets, liabilities and results of the Parent (Credit Clear Limited) and all of the subsidiaries (including any structured entities). Subsidiaries are entities the Parent controls.

The Parent controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. A list of the subsidiaries is provided in Note 26.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date that control ceases. Intercompany transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

Business combinations

Business combinations occur where an acquirer obtains control over one or more businesses.

A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The business combination will be accounted for from the date that control is obtained, whereby the fair value of the identifiable assets acquired and liabilities (including contingent liabilities) assumed is recognised (subject to certain limited exemptions).

When measuring the consideration transferred in the business combination, any asset or liability resulting from a contingent consideration arrangement is also included. Subsequent to initial recognition, contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability is remeasured in each reporting period to fair value, recognising any change to fair value in profit or loss, unless the change in value can be identified as existing at acquisition date.

All transaction costs incurred in relation to business combinations, other than those associated with the issue of a financial instrument, are recognised as expenses in profit or loss when incurred.

The acquisition of a business may result in the recognition of goodwill or a gain from a bargain purchase.

Goodwill

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is calculated as the excess of the sum of:

- (i) the consideration transferred at fair value; and
- (ii) the acquisition date fair value of any previously held equity interest;

over the acquisition date fair value of any identifiable assets acquired and liabilities assumed.

The acquisition date fair value of the consideration transferred for a business combination plus the acquisition date fair value of any previously held equity interest shall form the cost of the investment in the separate financial statements.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests are adjusted to reflect the changes in their relative interests in the subsidiaries.

Goodwill is tested for impairment annually and is allocated to the Group's cash-generating units or groups of cash-generating units, representing the lowest level at which goodwill is monitored and not larger than an operating segment. Gains and losses on the disposal of an entity include the carrying amount of goodwill related to the entity disposed of.

Changes in the ownership interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions and do not affect the carrying amounts of goodwill.

(b) Income Tax

The income tax expense (income) for the year comprises current income tax expense (income) and deferred tax expense (income).

Current income tax expense charged to profit or loss is the tax payable on taxable income for the current period. Current tax liabilities (assets) are measured at the amounts expected to be paid to (recovered from) the relevant taxation authority using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax expense reflects movements in deferred tax asset and deferred tax liability balances during the year. Deferred tax assets for unused tax losses have not been recognised.

Current and deferred income tax expense (income) is charged or credited outside profit or loss when the tax relates to items that are recognised outside profit or loss or arising from a business combination.

A deferred tax liability shall be recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from: (a) the initial recognition of goodwill; or (b) the initial recognition of an asset or liability in a transaction which: (i) is not a business combination; and (ii) at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled and their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised, unless the deferred tax asset relating to temporary differences arises from the initial recognition of an asset or liability in a transaction that:

- is not a business combination; and
- at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

Where temporary differences exist in relation to investments in subsidiaries, branches, associates, and joint ventures, deferred tax assets and liabilities are not recognised where the timing of the reversal of the temporary difference can be controlled and it is not probable that the reversal will occur in the foreseeable future.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur. Deferred tax assets and liabilities are offset where: (i) a legally enforceable right of set-off exists; and (ii) the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future periods in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

To the extent that uncertainty exists as it relates to the acceptability by a taxing authority of the company's tax treatments, the company estimates the probability of acceptance by the taxing authority and, where acceptance is not probable, recognises the expected value of the uncertainty in either income tax expense or other comprehensive income, as appropriate.

Tax consolidation

The company and its wholly-owned Australian resident entities form a tax-consolidated Group and are therefore taxed as a single entity from that date. The head entity within the tax-consolidated Group is Credit Clear Limited. The members of the tax-consolidated Group are identified in Note 26 and represent all entities which have a principal place of business in Australia. Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated Group are recognised in the separate financial statements of the members of the tax-consolidated Group using the "separate taxpayer within group" approach by reference to the carrying amounts in the separate financial statements of each entity and the tax values applying under tax consolidation. Current tax liabilities and assets and deferred tax assets arising from unused tax losses and relevant tax credits of the members of the tax-consolidated Group are recognised by the Company (as head entity in the tax-consolidated Group). Due to the tax funding arrangement between the entities in the tax-consolidated Group, amounts are recognised as payable to or receivable by the Company and each member of the Group in relation to the tax contribution amounts paid or payable between the Parent Entity and the other members of the tax-consolidated Group in accordance with the arrangement.

(c) Fair Value of Assets and Liabilities

Fair value is the price the Group would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset or minimises the payments made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

The fair value of liabilities and the entity's own equity instruments (excluding those related to share-based payment arrangements) may be valued, where there is no observable market price in relation to the transfer of such financial instruments, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective note to the financial statements.

(d) Plant and Equipment

Plant and equipment are measured on the cost basis and therefore carried at cost less accumulated depreciation and any accumulated impairment. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(g) for details of impairment).

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, but excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the Consolidated Group commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired term of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Plant & equipment	10% – 50%
Office equipment	20% – 50%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are recognised in profit or loss in the period in which they arise. Gains shall not be classified as revenue. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

(e) Leases (the Group as lessee)

The Group as lessee

At inception of a contract, the Group assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Group where the Group is a lessee.

However all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options if lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest.

Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

(f) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the Group commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately. Where available, quoted prices in an active market are used to determine fair value.

In other circumstances, valuation techniques are adopted.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain a significant financing component or if the practical expedient was applied as specified in AASB 15.63.

Classification and subsequent measurement

Financial liabilities

Financial instruments are subsequently measured at:

- amortised cost; or
- fair value through profit or loss.

A financial liability is measured at fair value through profit and loss if the financial liability is:

- a contingent consideration of an acquirer in a business combination to which AASB 3: *Business Combinations* applies;
- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at amortised cost using the effective interest method.

Financial assets

Financial assets are subsequently measured at:

- amortised cost.

Measurement is on the basis of two primary criteria:

- the contractual cash flow characteristics of the financial asset; and
- the business model for managing the financial assets.

A financial asset that meets the following conditions is subsequently measured at amortised cost:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal

and interest on the principal amount outstanding on specified dates.

Derecognition

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

Derecognition of financial liabilities

A liability is derecognised when it is extinguished (i.e. when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Derecognition of financial assets

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the Group no longer controls the asset (i.e. the Group has no practical ability to make a unilateral decision to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a debt instrument classified as at fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss.

On derecognition of an investment in equity which was elected to be classified under fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Impairment

The Group recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income;
- lease receivables;
- contract assets (e.g. amounts due from customers under construction contracts); and
- loan commitments that are not measured at fair value through profit or loss.

Loss allowance is not recognised for:

- financial assets measured at fair value through profit or loss; or
- equity instruments measured at fair value through other comprehensive income.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The Group uses the simplified approach to impairment, as applicable under AASB 9: *Financial Instruments*.

Simplified approach

The simplified approach does not require tracking of changes in credit risk at every reporting period, but instead requires the recognition of lifetime expected credit loss at all times. This approach is applicable to:

- trade receivables or contract assets that result from transactions within the scope of AASB 15: *Revenue from Contracts with Customers* and which do not contain a significant financing component; and
- lease receivables.

In measuring the expected credit loss, a provision matrix for trade receivables was used taking into consideration various data to get to an expected credit loss (i.e. diversity of customer base, appropriate groupings of historical loss experience, etc).

Recognition of expected credit losses in financial statements

At each reporting date, the Group recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

Assets measured at fair value through other comprehensive income are recognised at fair value, with changes in fair value recognised in other comprehensive income. Amounts in relation to change in credit risk are transferred from other comprehensive income to profit or loss at every reporting period.

For financial assets that are unrecognised (e.g. loan commitments yet to be drawn, financial guarantees), a provision for loss allowance is created in the statement of financial position to recognise the loss allowance.

(g) Impairment of Assets

At the end of each reporting period, the Group assesses whether there is any indication that an asset may be impaired. The assessment will include the consideration of external and internal sources of information including dividends received from subsidiaries, associates or joint ventures deemed to be out of pre-acquisition profits. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount.

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Impairment testing is performed annually for goodwill, intangible assets with indefinite lives and intangible assets not yet available for use.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years.

(h) Intangible Assets other than Goodwill

Brand Names

Brand names are recognised at cost of acquisition. They have a finite life and are carried at cost less any accumulated amortisation and any impairment losses. Brand names are amortised over their useful lives, being a 5 year period.

Customer contracts

Customer contracts obtained as part of the ARMA Group and Credit Solutions acquisitions were recognised at fair value at acquisition date at the time of their purchase. Their carrying value has been amortising since being acquired and will be fully amortised over a 5 year period.

Capitalised Development Expenditure

Research costs are expensed in the period in which they are incurred. Development costs are capitalized when it is probable that the project will be a success considering its commercial and technical feasibility; the group is able to use or sell the asset; the group has sufficient resources; and intent to complete the development and its costs can be measured reliably. Capitalised development costs are amortised on a straight-line basis over the period of their expected benefit, being their finite life of 3 years.

(i) Foreign Currency Transactions and Balances

Functional and presentation currency

The functional currency of each of the Group's entities is the currency of the primary economic environment in which that entity operates. The consolidated financial statements are presented in Australian dollars, which is the Parent Entity's functional currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of the transaction. Foreign currency monetary items are translated at the year-end exchange rate.

Non-monetary items measured at historical cost continue to be carried at the exchange rate at the date of the transaction. Non-monetary items measured at fair value are reported at the exchange rate at the date when fair values were determined.

Exchange differences arising on the translation of monetary items are recognised in profit or loss, except exchange differences that arise from net investment hedges.

Group companies

The financial results and position of foreign operations, whose functional currency is different from the Group's presentation currency, are translated as follows:

- assets and liabilities are translated at exchange rates prevailing at the end of the reporting period;
- income and expenses are translated at exchange rates on the date of transaction; and
- all resulting exchange differences are recognised in other comprehensive income.

Exchange differences arising on translation of foreign operations with functional currencies other than Australian dollars are recognised in other comprehensive income and included in the foreign currency translation reserve in the statement of financial position and allocated to non-controlling interest where relevant. The cumulative amount of these differences is reclassified into profit or loss in the period in which the operation is disposed of.

(j) Employee Benefits

Short-term employee benefits

Provision is made for the Group's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Group's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of current trade and other payables in the statement of financial position. The Group's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other long-term employee benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service.

Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Group's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Group does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Equity-settled compensation

The Group operates an employee share and option plan. Share-based payments to employees are measured at the fair value of the instruments at grant date and amortised over the vesting periods. Share-based payments to non-employees are measured at the fair value of goods or services received or the fair value of the equity instruments issued, if it is determined the fair value of the goods or services cannot be reliably measured, and are recorded at the date the goods or services are received. The corresponding amounts are recognised in the option reserve and statement of profit and loss respectively. The fair value of options is determined using either the Hoadley or Black-Scholes pricing model. The number of shares and options expected to vest is reviewed and adjusted at the end of each reporting period such that the amount recognised for services received as consideration for the equity instruments granted is based on the number of equity instruments that eventually vest.

(k) Provisions

Provisions are recognised when the Group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(l) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits available on demand with banks, other short-term highly liquid investments with original maturities of 3 months or less, and bank overdrafts. Bank overdrafts are reported within borrowings in current liabilities on the statement of financial position.

(m) Revenue and Other Income

Revenue from contracts with customers

Sales to external customers are recognised when the performance obligations are delivered. Once a contract has been entered into, the Group has an enforceable right to payment in exchange for services provided to date. For service or performance obligations satisfied over time, the Group measures the progress of its obligations over a contract service period to determine how much revenue should be recognised as the performance obligations are satisfied. Contracts with customers are presented in the Group's statement of financial position as a receivable, depending on the relationship between the Group's performance and the customers payment. Similarly, the Group recognises contract liabilities for consideration received in respect of unsatisfied performance obligations and reports these amounts as other liabilities in the statement of financial position. In effect, the consolidation entity recognises revenue from the provision of services as they are provided, or where applicable, over the period the contractually agreed tasks or service obligations are completed.

Revenue recognition

Revenue generated by the Group is categorised into the following reportable segments:

- Receivable collections, and
- Legal services.

See Note 2 for detailed disclosures on reportable segments.

Receivable Collections

Represents the provision of receivable collection services using a combination of technology solutions as well as traditional collection methods. Revenue is recognised at a point in time when the debt is collected based on the contractual commercial terms.

Legal Services

Legal Services: provides specialised credit legal services, which when combined with the Receivables Collections business, allows Credit Clear to provide a full service end to end offering for its clients. Revenue is recognised at a point in time based on work completed to date on a time and materials basis.

(n) Trust Funds

The Group holds funds on trust as a part of the debt collection services. The Group holds a separate trust bank account and raises a liability equal to the balance of the trust account, representing that the funds are held in trust and that they are payable to various clients.

(o) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

(p) Government Grants

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs it is compensating. Grants relating to assets are credited to deferred income at fair value and are credited to income over the expected useful life of the asset on a straight-line basis.

(q) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Where the Group retrospectively applies an accounting policy, makes a retrospective restatement or reclassifies items in its financial statements, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

(r) Rounding of Amounts

The Parent Entity has applied the relief available to it under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. Accordingly, amounts in the financial statements have been rounded off to the nearest \$1,000.

(s) New and amended accounting standards and interpretations

New and amended Accounting Standards and Interpretations issued and effective

The Group has not adopted any new or amended Accounting Standards and Interpretations this year that have had a material impact on the Group or the Company.

Accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2025 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(t) Critical Accounting Estimates and Judgements

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

(i) Impairment

The Group assesses impairment at the end of each reporting period by evaluating the conditions and events specific to the Group that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

With respect to cash flow projections for receivable collections activity based in Australia, the model is based on 5 year forecast cashflows. A terminal growth rate of 3% subsequent to this period has been used. The rates used incorporate an allowance for inflation. Post-tax discount rates of 12% have been used in the model.

No impairment has been recognised at the end of the reporting period.

The Directors and management have considered and assessed reasonably possible changes for the key assumptions and have not identified any instances that could cause the carrying amounts to exceed the respective recoverable amounts.

(ii) Lease term and Option to Extend under AASB 16

The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The decision on whether or not the options to extend are reasonably going to be exercised is a key management judgement that the entity will make.

The Group determines the likeliness to exercise on a lease-by-lease basis looking at various factors such as which assets are strategic and which are key to future strategy of the entity.

(iii) Provision for expected credit losses

Included in accounts receivable is an assessment of the expected credit loss on each debtor from the date of the amount owed. This assessment is based on an estimate of the amount that is expected to be received based on past experience. A provision for expected credit losses amounting to \$100,174 has been made.

(iv) Technology Development

The Group capitalises expenditure relating to technology development in relation to its digital collection system where it is considered likely to be recoverable from associated activity in future periods. An assessment is made on whether capitalised technology development will generate future revenue. This is judged and based on a useful life of three years. Such capitalised expenditure is carried at the end of the reporting period at \$2,206,388.

(v) Deferred tax assets relating to tax losses

The Group recognises deferred tax assets relating to carry forward tax losses to the extent there are sufficient taxable temporary differences and forecast income tax payable relating to the same taxable authority and the same subsidiary against which the unused tax losses can be utilised. However, utilisation of the tax losses also depends on the ability of the entity to satisfy certain tests at the time the losses are recouped.

Note 2: Operating Segments

(a) General Information

Identification of reportable segments

The group has identified its operating segments to be the two major areas of services provided to customers; Receivable Collections and Legal Services.

Receivable Collections: represents the provision of receivable collection services using a combination of technology solutions as well as traditional collection methods.

Legal Services: provides specialised credit legal services, which when combined with the Receivables Collections business, allows Credit Clear to provide a full service end to end offering for its clients.

Head Office is unallocated and not an operating segment. It represents Group overheads, corporate head office, Group tax balances, financing, payroll and treasury functions.

Revenue categorisation

Revenue is generated by the Group and is categorised into the reportable segments disclosed below.

These operating segments are based on the internal reports that are reviewed and used by the Chief Executive Officer (who is identified as the Chief Operating Decision Maker ('CODM') in assessing performance and in determining the allocation of resources. There is no aggregation of operating segments. The CODM reviews EBITDA (earnings before interest, tax, depreciation and amortisation). The accounting policies adopted for internal reporting to the CODM are consistent with those adopted in the financial statements.

(b) Basis of Accounting for Purposes of Reporting by Operating Segments

Intersegment transactions

Internal transfer pricing is based on what would be realised in the event the sale was made to an external party at arm's length. All such transactions are eliminated on consolidation of the Group's financial statements.

Intersegment loans payable and receivable are initially recognised at the consideration received/to be received net of transaction costs and are on commercial terms.

(c) Segment assets

Where an asset is used across multiple segments, the asset is allocated to the segment that receives the majority of the economic value from the asset. In most instances, segment assets are clearly identifiable on the basis of their nature. Head office assets relate to cash and cash equivalents for the group.

(d) Segment liabilities

Liabilities are allocated to segments where there is a direct nexus between the incurrence of the liability and the operations of the segment. Segment liabilities include trade and other payables and other liabilities with a direct nexus to the liability.

Segment information

(i) Segment performance

	Collections \$000	Legal Services \$000	Head Office \$000	Total \$000
30 June 2025				
Revenue				
External sales	37,839	9,083	–	46,922
Other income	29	–	–	29
Total segment revenue	37,868	9,083	–	46,951
EBITDA	9,110	1,889	(6,894)	4,105
Depreciation and amortisation	(6,237)	–	–	(6,237)
Interest revenue	–	–	516	516
Interest expense	–	–	(383)	(383)
Segment net profit/(loss) before tax	2,873	1,889	(6,761)	(1,999)
Tax expense	–	–	5,544	5,544
Net profit/(loss) after tax	2,873	1,889	(1,217)	3,545

	Collections \$000	Legal Services \$000	Head Office \$000	Total \$000
30 June 2024				
Revenue				
External sales	34,847	7,154	–	42,001
Other income	241	–	–	241
Total segment revenue	35,088	7,154	–	42,242
EBITDA	8,664	1,188	(7,927)	1,925
Depreciation and amortisation	(6,629)	–	–	(6,629)
Interest revenue	–	–	537	537
Interest expense	–	–	(397)	(397)
Segment net profit/(loss) before tax	2,035	1,188	(7,787)	(4,564)
Tax benefit	–	–	67	67
Net profit/(loss) after tax	2,035	1,188	(7,720)	(4,497)

(ii) Segment assets

	Collections \$000	Legal Services \$000	Head Office \$000	Total \$000
30 June 2025				
Segment assets	57,945	6,168	21,249	85,362
30 June 2024				
Segment assets	63,846	1,093	13,145	78,084

(iii) Segment liabilities

	Collections \$000	Legal Services \$000	Head Office \$000	Total \$000
30 June 2025				
Segment liabilities	18,988	2,093	–	21,081
30 June 2024				
Segment liabilities	17,070	1,740	–	18,810

Note 3: Revenue and Other Income

(a) Disaggregated revenue

The Group has disaggregated revenue into various categories in the following table. The revenue is disaggregated by geographical market and products/service lines.

Year to 30 June	Collections		Legal Services		Total	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Geographical markets						
Australia	37,716	34,553	9,083	7,154	46,799	41,707
New Zealand	152	294	–	–	152	294
	37,868	34,847	9,083	7,154	46,951	42,001

(b) Other income

	2025 \$000	2024 \$000
Government employment subsidies	29	241
Total other income	29	241

(c) Interest income

	2025 \$000	2024 \$000
Interest income	516	537
Total interest income	516	537

Note 4: Expenses

Profit before income tax from continuing operations includes the following specific expenses:

(a) Depreciation and amortisation

	Consolidated Group	
	2025 \$000	2024 \$000
Depreciation – Property, plant and equipment	227	190
Depreciation – right of use asset	1,309	1,316
Amortisation – office makegood	–	(3)
Amortisation – intangibles	4,701	5,126
Total depreciation and amortisation	6,237	6,629

(b) Interest expense

	Consolidated Group	
	2025 \$000	2024 \$000
– lease liabilities	345	379
– other	38	18
	383	397

Note 5: Tax Expense

	Consolidated Group	
	2025 \$000	2024 \$000
(a) The components of tax expense/(benefit) comprise:		
Current tax	(28)	67
Deferred tax	5,572	-
	5,544	67
(b) Numerical reconciliation of income tax expense:		
Loss before income tax	(1,999)	(4,564)
Tax at the Australian tax rate of 25% (2024:25%)	(499)	(1,141)
Tax effect of amounts which are not deductible in calculating taxable income:		
Share Based Payments	324	354
Non-deductible expenses	147	302
Recognition of previously unbooked tax losses	5,572	
Current year losses not recognised	-	485
Recognition of deferred tax asset on acquisition	-	67
Income tax attributable to entity	5,544	67

Note 6: Cash and Cash Equivalents

	Consolidated Group	
	2025 \$000	2024 \$000
Cash at bank and on hand	15,677	13,145
	15,677	13,145

Reconciliation of cash

Cash and cash equivalents at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

	Consolidated Group	
	2025 \$000	2024 \$000
Cash and cash equivalents	15,677	13,145
	15,677	13,145

Note 7: Trust Funds

	Consolidated Group	
	2025 \$000	2024 \$000
Trust funds held	7,557	5,671
	7,557	5,671

As part of the collections process, funds received are held in trust on behalf of clients. Refer to Note 15 for trust fund liability owed by the Group and Note 1(n) for further information on the Group's Trust Fund policy.

Note 8: Trade and Other Receivables

	Consolidated Group	
	2025 \$000	2024 \$000
CURRENT		
Trade receivables	7,007	6,343
Provisions for expected credit loss	(101)	(130)
	6,906	6,213
Other receivables	–	22
	–	22
Total current trade and other receivables	6,906	6,235

Trade receivables are non-interest bearing ranging from 15 to 45 day terms. An impairment loss is recognised based on an expected credit loss model. The Group assesses the expected credit loss based on individual debtor level expectations relative to credit terms.

Impairment of receivables

The Group applies the simplified approach to providing for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The loss allowance provision as at 30 June 2025 is determined as follows, the expected credit losses incorporate forward looking information.

30 June 2025	Current	< 30 days overdue	< 90 days overdue	> 90 days overdue	Total
Expected loss rate (%)	0.00	0.00	0.00	14.83	1.44
Gross carrying amount (\$)	4,650	1,023	653	681	7,007
ECL provision	–	–	–	101	101

30 June 2024	Current	< 30 days overdue	< 90 days overdue	> 90 days overdue	Total
Expected loss rate (%)	0.00	0.00	0.00	30.81	2.04
Gross carrying amount (\$)	3,203	1,653	1,065	422	6,343
ECL provision	–	–	–	130	130

The Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit loss (ECL). The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Credit risk

The Group has no significant concentration of credit risk with respect to any single counterparty or group of counterparties. The class of assets described as “trade and other receivables” is considered to be the main source of credit risk related to the Group.

On a geographical basis, the Group has significant credit risk exposures in Australia.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery; for example, when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, whichever occurs earlier.

Note 9: Financial Assets

The Group has recognised the following financial assets:

	Consolidated Group	
	2025 \$000	2024 \$000
NON-CURRENT		
Term Deposits held	891	961
	891	961

Term deposits relate to office security bonds and are restricted in accordance with respective lease agreement terms.

Note 10: Other Assets

	Consolidated Group	
	2025 \$000	2024 \$000
CURRENT		
Prepayments	932	722
Other related party receivable (Refer to Note 30)	125	208
	1,057	930

Note 11: Property, Plant and Equipment

	Consolidated Group	
	2025 \$000	2024 \$000
Computer & Office equipment:		
At cost	1,183	934
Accumulated depreciation	(774)	(633)
	409	301
Leasehold Improvements		
At cost	77	36
Accumulated depreciation	(43)	(30)
	34	6
Total property, plant and equipment	443	307

(a) Movements in Carrying Amounts

Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Leasehold Improvements	Computer & Office Equipment	Total
Consolidated Group:	\$000	\$000	\$000
Balance at 1 July 2023	16	281	297
Additions	–	192	192
Disposals	–	–	–
Acquisitions Through Business Combinations	8	101	109
Depreciation Expense	(18)	(273)	(291)
Balance as at 30 June 2024	6	301	307

	Leasehold Improvements	Computer & Office Equipment	Total
Consolidated Group:	\$000	\$000	\$000
Balance at 1 July 2024	6	301	307
Additions	41	322	363
Disposals	–	–	–
Depreciation Expense	(13)	(214)	(227)
Balance as at 30 June 2025	34	409	443

Note 12: Intangible Assets

	Capitalised Development Expenditure \$000	Goodwill \$000	Brand Names \$000	Customer Contracts \$000	Total \$000
Year ended 30 June 2024					
Balance at the beginning of the year	1,894	35,737	373	11,082	49,086
Internal development	1,345	–	–	–	1,345
Additions through business combination at note 26b	–	1,147	–	380	1,527
Amortisation charge	(1,224)	–	(104)	(3,798)	(5,126)
Closing value at 30 June 2024	2,015	36,884	269	7,664	46,832
Year ended 30 June 2025					
Balance at the beginning of the year	2,015	36,884	269	7,664	46,832
Internal development	1,601	–	–	–	1,601
Amortisation charge	(1,406)	–	(104)	(3,191)	(4,701)
Closing value at 30 June 2025	2,210	36,884	165	4,473	43,732

Impairment disclosures

Currently all intangible assets are allocated to the Receivables Collections CGU.

	2025 \$000	2024 \$000
Receivable collections	43,732	46,832
Legal services	-	-
Total	43,732	46,832

The recoverable amount of each cash-generating unit above is determined based on value-in-use calculations.

Value-in-use is calculated based on the present value of cash flow projections over a five-year period with the period extending beyond five years extrapolated using an estimated terminal growth rate. The cash flows are discounted using the yield of a five-year weighted average cost of capital (WACC) at the beginning of the budget period.

The following key assumptions were used in the value-in-use calculations:

	2025	2024
Receivable collections:		
Terminal Growth Rate	3%	3%
Post-tax discount rate	12%	13.1%

Management has based the value-in-use calculations on budgets for each reporting segment. These budgets use historical weighted average growth rates to project revenue. Costs are calculated taking into account historical gross margins as well as estimated weighted average inflation rates over the period, which are consistent with inflation rates applicable to the locations in which the segments operate. Discount rates are post-tax and are adjusted to incorporate risks associated with a particular segment.

Note 13: Right of Use Assets and Lease Liabilities

The Group's lease portfolio relates to offices. These leases have an average term of 4 years.

The option to extend are contained in several of the property leases of the Group. These clauses provide the Group opportunities to manage leases in order to align with its strategies. All the extension options are only exercisable by the Group.

(a) AASB 16 related amounts recognised in the balance sheet

Right of use assets

	2025 \$000	2024 \$000
Leased office premises	5,846	5,630
Accumulated depreciation	(2,319)	(1,627)
Total Right of use asset	3,527	4,003
Movement in carrying amounts:		
Leased office premises:	-	-
Opening net carrying amount	4,003	5,077
Additions, exercise of lease extension options	833	242
Disposals	-	-
Depreciation charge	(1,309)	(1,316)
Net carrying amount	3,527	4,003

(b) AASB 16 related amounts recognised in the statement of profit or loss

	2025 \$000	2024 \$000
Depreciation charge related to right-of-use assets	1,309	1,316
Interest expense on lease liabilities	345	379

	2025 \$000	2024 \$000
Total cash outflows for leases	1,260	1,105

	2025 \$000	2024 \$000
Lease Liabilities		
Current	1,207	1,071
Non-current	2,724	3,203

Note 14: Trade and Other Payables

	Consolidated Group	
	2025 \$000	2024 \$000
CURRENT		
Unsecured liabilities:		
Trade payables	3,033	1,536
Sundry payables and accrued expenses	3,762	3,934
	6,795	5,470

Note 15: Other Current Liabilities

		Consolidated Group	
	Note	2025 \$000	2024 \$000
Trust fund liabilities	7	7,557	5,671
Unearned revenue		–	530
		7,557	6,201

Note 16: Tax

	Consolidated Group	
	2025 \$000	2024 \$000
CURRENT		
Income tax payable	–	–

	Opening Balance \$000	Recognised in Profit and Loss \$000	Recognised Directly to Equity \$000	Utilisation of Tax Losses \$000	Exchange Differences \$000	Closing Balance \$000
NON CURRENT						
Deferred tax assets						
Employee provisions	698	116	–	–	–	814
Accruals	463	(115)	–	–	–	348
Lease liabilities	1,068	(85)	–	–	–	983
Provision for doubtful debts	33	(8)	–	–	–	25
Provision for make good	–	21	–	–	–	21
Black hole expenses	264	(144)	–	–	–	120
Tax Losses	831	5,572	–	(550)	–	5,853
Balance 30 June 2025	3,357	5,357	–	(550)	–	8,164
Deferred tax liabilities						
Right of use assets	1,000	(118)	–	–	–	882
Capitalised development costs	503	48	–	–	–	551
Amortisation of Intangible Assets	1,854	(695)	–	–	–	1,159
Balance 30 June 2025	3,357	(765)	–	–	–	2,592

The amount of deductible temporary differences and unused tax losses for which no deferred tax assets have been brought to account:

- temporary differences \$nil (2024: \$nil); and
- tax losses: operating losses \$nil (2024: \$5,430,900).

The previously unbooked tax losses noted above have been recognised during 2025 on the basis the group is forecast to generate taxable income in the foreseeable future.

Note 17: Provisions

Analysis of total provisions

	Consolidated Group	
	2025 \$000	2024 \$000
CURRENT		
Annual leave	1,384	1,551
Long service leave	939	845
	2,323	2,396
NON-CURRENT		
Long service leave	400	409
Office Make Good	84	60
	484	469
	2,807	2,865

Provision for Employee Benefits

Provision for employee benefits represents amounts accrued for annual leave and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Group does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Group does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based on historical data. The measurement and recognition criteria relating to employee benefits have been discussed in Note 1(j).

Note 18: Issued Capital

	2025 \$000	2024 \$000
424,648,642 (2024: 417,697,656) fully paid ordinary shares	102,703 ¹	101,323 ¹
	102,703	101,323

1. Issued capital is net of share raising costs of \$3.9 million (2024: \$3.9 million)

	Consolidated Group			
	2025 \$	2024 \$	2025 No.	2024 No.
(a) Ordinary Shares				
At the beginning of the reporting period	105,212,902	103,573,770	417,697,656	410,036,983
Shares issued during the year:				
12 July 2023	–	500,000	–	2,173,913
12 July 2023	–	17,416	–	91,666
12 July 2023	–	50,338	–	239,702
31 October 2023	–	188,036	–	427,353
9 November 2023	–	44,133	–	245,185
1 December 2023	–	600,000	–	3,367,003
11 December 2023	–	103,906	–	546,874
9 January 2024	–	45,438	–	227,187
29 February 2024	–	27,000	–	100,000
8 May 2024	–	62,865	–	241,790
9 July 2024	64,339	–	247,458	–
5 September 2024	491,220	–	2,585,366	–
14 January 2025	666,231	–	3,485,207	–
5 March 2025	158,239	–	632,955	–
At the end of the reporting period	106,592,931	105,212,902	424,648,642	417,697,656

On 9 July 2024, 247,458 shares were issued to employees as part of their remuneration.

On 5 September 2024, 2,585,366 were issued to employees for the conversion of share rights which vested during the year.

On 14 January 2025, 3,485,207 were issued to employees for the conversion of share rights which vested during the year.

On 5 March 2025, 632,955 shares were issued to directors in lieu of director fees in accordance with shareholder approval received at the 2024 annual general meeting

Ordinary shares participate in dividends and the proceeds on winding-up of the Parent Entity in proportion to the number of shares held.

At the shareholders' meetings each ordinary share is entitled to one vote when a poll is called; otherwise each shareholder has one vote on a show of hands.

(b) Options

(i) For information relating to the Credit Clear Limited employee option plan, including details of options issued, exercised and lapsed during the financial year and the options outstanding at year-end, refer to Note 22.

(ii) For information relating to share options and rights issued to key management personnel during the financial year, refer to Note 22.

(c) Capital Management

Management controls the capital of the Group to maintain adequate equity in the business, generate long term shareholder value and ensure that the Group can fund its operations and continue as a going concern.

The Group's capital includes ordinary share capital and is supported by financial assets.

Management effectively manages the Group's capital by assessing the Group's financial risks and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

There have been no changes in the strategy adopted by management to control the capital of the Group since the prior year.

Note 19: Reserves

(a) Share-based payments reserve

The share-based payments reserve records items recognised as expenses on valuation of employee share options/rights.

	Consolidated Group	
	2025 \$000	2024 \$000
Opening balance	5,158	4,313
Options/rights granted	1,851	1,232
Options/rights vested	(1,157)	(188)
Options/rights forfeited	(612)	(199)
Closing balance	5,240	5,158

Options and Rights on issue 30 June 2025

Issue	Expiry Date	Exercise Price	Opening Balance 1 July 2024	Issued	Exercised or Vested	Forfeited	Closing Balance 30 June 2025
Options – Employees	1 Oct '32	\$0.50	2,000,000	–	–	–	2,000,000
Options – Employees	1 Oct '32	\$0.55	2,000,000	–	–	–	2,000,000
Options – Employees	1 Oct '33	\$0.60	500,000	–	–	–	500,000
Options – KMP	8 Oct '32	\$0.50	6,800,000	–	–	–	6,800,000
Options – KMP	30 Nov '27	\$0.40	4,000,000	–	–	–	4,000,000
Options – KMP	30 Nov '27	\$0.40	2,000,000	–	–	–	2,000,000
Options – Employees	28 Oct '25	\$0.60	200,000	–	–	200,000	–
Rights – KMP	31 Aug'24	\$0.00	243,902	–	243,902	–	–
Rights – Employees	31 Aug'24	\$0.00	2,341,463	–	2,341,463	–	–
Rights – KMP	31 Dec'24	\$0.00	248,657	–	248,657	–	–
Rights – Employees	31 Dec'24	\$0.00	1,942,261	246,269	2,188,530	–	–
Rights – KMP	31 Dec'25	\$0.00	186,493	–	–	–	186,493
Rights – Employees	31 Dec'25	\$0.00	2,061,073	164,179	–	378,048	1,847,204
Rights – Employees	31 Dec'24	\$0.00	694,442	–	694,442	–	–
Rights – KMP	30 Jun'25	\$0.00	212,500	7,353	–	–	219,853
Rights – Employees	30 Jun'25	\$0.00	3,045,672	69,769	–	993,001	2,122,440
Rights – KMP	30 Jun'26	\$0.00	159,375	5,515	–	–	164,890
Rights – Employees	30 Jun'26	\$0.00	2,594,883	75,358	–	801,031	1,869,210
Options – KMP	30 Jun'27	\$0.31	1,500,000	–	–	–	1,500,000
Options – Employees	30 Jun'27	\$0.31	8,750,000	–	–	750,000	8,000,000
Options – KMP	30 Jun'27	\$0.31	500,000	–	–	–	500,000
Options - Employees	30 Jun'27	\$0.31	8,250,000	–	–	2,000,000	6,250,000
Rights - KMP	31 Dec'24	\$0.00	-	353,581	353,581	-	-
Rights - KMP	31 Dec'25	\$0.00	-	265,186	-	-	265,186
Rights - KMP	30 Jun'25	\$0.00	-	303,516	-	-	303,516
Rights - KMP	30 Jun'26	\$0.00	-	227,637	-	-	227,637
Options - KMP	30 Nov'27	\$0.40	-	4,000,000	-	-	4,000,000
			50,230,721	5,718,363	6,070,575	5,122,080	44,756,429

Options and Rights on issue 30 June 2024

Issue	Expiry Date	Exercise Price	Opening Balance 1 July 2023	Issued	Exercised or Vested	Forfeited	Closing Balance 30 June 2024
Options – Employees	1 Oct '32	\$0.50	2,000,000	–	–	–	2,000,000
Options – Employees	1 Oct '32	\$0.55	2,000,000	–	–	–	2,000,000
Options – Employees	1 Oct '33	\$0.60	500,000	–	–	–	500,000
Options – Directors	8 Oct '32	\$0.50	6,800,000	–	–	–	6,800,000
Options – Employees	8 Oct '33	\$0.577	5,445,000	–	–	5,445,000	-
Options – KMP	8 Oct '33	\$0.577	650,000	–	–	650,000	-
Options – Directors	30 Nov '25	\$0.60	4,000,000	-	-	-	4,000,000
Options – KMP	30 Nov '25	\$0.60	2,000,000	-	-	-	2,000,000
Options – KMP	30 Sep '25	\$0.60	1,500,000	-	-	1,500,000	-
Options – Employees	30 Sep '25	\$0.60	9,000,000	-	-	9,000,000	-
Options – Employees	28 Oct '25	\$0.60	200,000	-	-	-	200,000
Options – Employees	24 Nov '32	\$0.577	10,000	-	-	10,000	-
Option – Employees	14 Oct '25	\$0.60	500,000	-	-	500,000	-
Rights – KMP	31 Oct '23	\$0.00	106,838	-	106,838	-	-
Rights – Employees	31 Oct '23	\$0.00	320,515	-	320,515	-	-
Rights – KMP	31 Aug'24	\$0.00	-	243,902	-	-	243,902
Rights – Employees	31 Aug'24	\$0.00	-	2,341,463	-	-	2,341,463
Rights – KMP	31 Dec'24	\$0.00	-	253,731	-	5,075	248,657
Rights – Employees	31 Dec'24	\$0.00	-	2,359,602	-	417,341	1,942,261
Rights – KMP	31 Dec'25	\$0.00	-	190,299	-	3,806	186,493
Rights – Employees	31 Dec'25	\$0.00	-	2,356,766	-	295,692	2,061,074
Rights – Employees	31 Dec'24	\$0.00	-	694,442	-	-	694,442
Rights – KMP	30 Jun'25	\$0.00	-	212,500	-	-	212,500
Rights – Employees	30 Jun'25	\$0.00	-	3,045,672	-	-	3,045,672
Rights – KMP	30 Jun'26	\$0.00	-	159,375	-	-	159,375
Rights – Employees	30 Jun'26	\$0.00	-	2,594,883	-	-	2,594,883
Options – KMP	30 Jun'27	\$0.31	-	1,500,000	-	-	1,500,000
Options – Employees	30 Jun'27	\$0.31	-	8,750,000	-	-	8,750,000
Options – KMP	30 Jun'27	\$0.31	-	500,000	-	-	500,000
Options - Employees	30 Jun'27	\$0.31	-	8,250,000	-	-	8,250,000
			35,032,353	33,452,635	427,353	17,826,914	50,230,721

Note 20: Accumulated Losses

	Consolidated Group	
	2025 \$000	2024 \$000
Accumulated losses at the beginning of the financial year	(47,207)	(42,710)
Profit/(Loss) after income tax expense for the year	3,545	(4,497)
Accumulated losses at the end of the financial year	(43,662)	(47,207)

Note 21: Parent Information

The parent entity is Credit Clear Limited and a list of subsidiaries can be found at note 26.

The parent entity did not have any contingent liabilities as at 30 June 2025 or 30 June 2024.

As at 30 June 2025, the parent did not have any contractual commitments other than as disclosed as lease liabilities at note 13.

The following information has been extracted from the books and records of the financial information of the Parent Entity set out below and has been prepared in accordance with Australian Accounting Standards.

	2025 \$000	2024 \$000
Statement of Financial Position		
ASSETS		
Current assets	15,460	15,671
Non-current assets	50,843	48,798
TOTAL ASSETS	66,303	64,469
LIABILITIES		
Current liabilities	31,659	23,219
Non-current liabilities	104	766
TOTAL LIABILITIES	31,763	23,985
EQUITY		
Issued capital	102,703	101,323
Accumulated Losses	(73,403)	(65,997)
Reserves	5,240	5,158
TOTAL EQUITY	34,540	40,484

	2025 \$000	2024 \$000
Statement of Profit or Loss and Other Comprehensive Income		
Total loss	(7,400)	(14,072)
Total comprehensive income	(7,400)	(14,072)

Note 22: Key Management Personnel Compensation

Refer to the remuneration report contained in the directors' report for details of the remuneration paid or payable to each member of the Group's key management personnel (KMP) for the year ended 30 June 2025. The totals of remuneration paid to KMP of the Company and the Group during the year are as follows:

	2025 \$000	2024 \$000
Short-term employee benefits	1,019	784
Long-term employee benefits	67	60
Share-based payments	585	445
Total KMP compensation	1,671	1,289

Short-term employee benefits

These amounts include fees and benefits paid to the non-executive Chair and non-executive directors as well as all salary, paid leave benefits, fringe benefits and cash bonuses awarded to executive directors and other KMP.

Long-term employee benefits

These amounts include compulsory superannuation contributions.

Share-based payments

These amounts represent the expense related to the participation of KMP in equity-settled benefit schemes as measured by the fair value of the options, rights and shares granted on grant date.

Further information in relation to KMP remuneration can be found in the directors' report.

Share-based Payments

(a) Credit Clear Limited has two equity offers in place:

Key management personnel and employee share options and rights

The number of rights to be granted is determined by the Board, based on performance measures and employment tenure.

Additionally, options are granted subject to continued employment with Credit Clear Limited and subject to either the vesting share price or exercise price being achieved on the vesting date. The options vest fully at the vesting date if the vesting price or exercise price is achieved on the vesting date.

Should the performance criteria not be met for a particular year, the portion of options which were available for vesting for that year shall be considered forfeited.

Non-Executive Directors share options

Terms of options issued to non-executive directors do not have a vesting share price. This is consistent with ASX guidelines to promote long-term based decision making for the company.

Employee share options and rights

During the year, there were no share options granted to, or exercised by employees.

There were 2,950,000 previously granted share options which were forfeited during the year due to employee resignations.

During the year, the following share rights were granted to employees under the Credit Clear Limited Employee Share Option Scheme to convert to ordinary shares:

- 246,269 rights subject to financial performance and service conditions with a vesting date of 31 December 2024
- 164,179 rights subject to financial performance and service conditions with a vesting date of 31 December 2025
- 69,769 rights subject to financial performance and service conditions with a vesting date of 30 June 2025
- 75,358 rights subject to financial performance and service conditions with a vesting date of 30 June 2026

The rights hold no voting or dividend rights and are not transferable.

There were 2,172,082 share rights forfeited during the year due either to employee resignations or performance conditions not being met.

(b) Options and rights granted to key management personnel are as follows:

Grant Date	Number
1 July 2024 – Rights	531,153
5 September 2024 - Rights	618,767
5 June 2024 – Rights	12,867
20 December 2024- Options	4,000,000
	5,162,787

Details of these options and rights are provided in the directors' report. They hold no voting or dividend rights and are not transferable. Options and rights lapse when a KMP who is an employee ceases their employment with the Group although the board has discretion for them to continue beyond cessation of employment.

No options vested with key management personnel during the year. The number of rights vested during the year amounted to 319,246 (2024: 106,838).

(c) A summary of the movements of all options and rights issued to key management personnel is as follows:

	Number	Weighted Average Exercise Price
Options and Rights outstanding as at 1 July 2023	11,556,838	\$0.54
Granted	1,559,807	\$0.11
Forfeited	(658,881)	\$0.58
Exercised / vested	(106,838)	\$0.00
Expired	–	–
Other Movements	(3,300,000)	\$0.50
Options and rights outstanding as at 30 June 2024	9,050,926	\$0.48

	Number	Weighted Average Exercise Price
Options and Rights outstanding as at 1 July 2024	9,050,926	\$0.48
Granted	5,162,788	\$0.31
Forfeited	–	–
Exercised	1,369,509	\$0.00
Expired	–	–
Other movements	–	–
	12,844,205	\$0.46
Options exercisable as at 30 June 2024	6,000,000	\$0.60
Options exercisable as at 30 June 2025	–	–

The weighted average remaining life of options outstanding at year-end was 3.78 years. The weighted average exercise price of outstanding share options at the end of the reporting period was \$0.46.

The fair value of the options granted to employees is considered to represent the value of the employee services received over the vesting period.

The weighted average fair value of options granted during the year was \$0.0959 (2024: \$0.0787). These values were calculated using the Black Scholes option pricing model applying the following inputs:

Weighted average exercise price:	\$0.40
Weighted average life of the option:	2.94 years
Expected share price volatility:	50%
Risk-free interest rate:	3.943%

The share price has also been used as inputs into the Black Scholes Valuation model in order to determine the fair value of share options granted.

Historical share price volatility has been the basis for determining expected share price volatility as it is assumed that this is indicative of future volatility.

The life of the options is based on expected exercise patterns, which may not eventuate in the future.

(a) There were 632,955 shares issued to directors and key management personal as share based payments during the year (2024: 546,874 shares).

No payments were included under employee benefits expense in the statement of profit or loss which relates to equity-settled share-based payment transactions (2024: \$Nil).

Note 23: Auditor's Remuneration

	Consolidated Group	
	2025 \$000	2024 \$000
Remuneration of the auditor for:		
– auditing or reviewing the financial statements	296,750	274,750
– other auditing services	–	5,450
	296,750	280,200

Note 24: Dividends

There were no dividends paid, recommended, or declared during the current or previous financial year.

(b) Acquisition of DRA Group Entities

On 1 December 2023, Credit Clear Limited acquired a 100% interest in Debt Recoveries Australia Pty Ltd, ADC Legal Pty Ltd and Nova Team Solutions Inc which resulted in obtaining control of the DRA Group. This acquisition was accounted for on a provisional basis at 30 June 2024. The acquisition was finalised during the year with no further adjustments.

The following table shows the assets acquired, liabilities assumed and the purchase consideration at the acquisition date.

	Fair Value \$
Purchase consideration:	
- Cash	900,000
- Shares issued in Credit Clear Limited	600,000
- Net cash adjustment paid	175,456
Total purchase consideration	1,675,456
Assets or liabilities acquired:	
Cash	415,563
Trust funds - clients	138,986
Trade receivables	153,372
Prepayments	85
Other assets	75,271
Fixed assets	7,578
Trade payables	(61,370)
Sundry payables and accrued expenses	(144,842)
Employee provisions	(134,737)
Tax payable	(186,872)
Deferred tax liability	(95,000)
Provision for office makegood	(20,000)
Identifiable assets acquired and liabilities assumed	148,034
Purchase consideration	1,675,456
Less: Identifiable net assets acquired	(148,034)
Intangible Assets Acquired	1,527,422

The Group undertook an internal valuation to calculate the identifiable intangible assets acquired on acquisition of the DRA Group on 1 December 2023. The valuation determined that the Group's intangible asset balances before amortisation are as follows:

Customer List	\$380,000
Goodwill	\$1,147,422
Intangible Assets Acquired	\$1,527,422

Note 27: Contingent Liabilities

There are no material contingent liabilities.

Note 28: Cash Flow Information

	Consolidated Group	
	2025 \$000	2024 \$000
(a) Reconciliation of Cash Flows from Operating Activities with Loss after Income Tax		
Profit/(Loss) after income tax	3,545	(4,497)
Non-cash flows in loss:		
– Amortisation of intangible assets	4,701	5,126
– Depreciation of right of use assets	1,309	1,316
– Depreciation	227	189
– Share-based payments	1,295	1,493
– Loss on disposal of assets	–	–
– Accrued Interest Revenue	–	(8)
Changes in assets and liabilities, net of the effects of purchase and disposal of subsidiaries:		
– (increase)/decrease in trade and other receivables	(799)	(1,026)
– (increase)/decrease in other assets	(5,616)	(204)
– (decrease)/increase in trade payables and accruals	1,154	1,594
– (decrease)/increase in provisions and reserves	(1,491)	(289)
– Increase/(decrease) in Share Capital	1,462	–
Net cash generated by/(used in) operating activities	5,787	3,694

(b) Changes in Liabilities arising from Financing Activities

	1 July 2024 \$000	Cash Flows	Non-cash changes	
			Additional Office leases	30 June 2025 \$000
Lease liabilities	4,274	(343)	–	3,931
Insurance premium funding	259	(114)	–	145
Total	4,533	(457)	–	4,076

Note 29: Events after the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the group, the results of those operations, or the state of affairs of the group in future financial years.

Note 30: Related Party Transactions

(a) Related parties

The Group's main related parties are as follows:

(i) Entities exercising control over the Group:

The ultimate Parent Entity that exercises control over the Group is Credit Clear Limited, which is incorporated in Australia.

(ii) Key management personnel:

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, are considered key management personnel.

For details of disclosures relating to key management personnel, refer to Note 22.

(iii) Other related parties:

Other related parties include entities controlled by the ultimate Parent Entity and entities over which key management personnel have joint control.

(b) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

	2025 \$000	2024 \$000
(i) Casey Consulting Services Pty Ltd		
Office lease recoveries	-	20
Office lease receivable	-	-
(ii) Remitter International Inc		
License fee income	-	100
License fees receivable	-	-
(iii) Australian Recoveries & Mercantile Agents Pty Ltd		
Collection administration fees	171	190
Collection administration fees payable	37	29
(iv) e-Matrix		
Training and Development Fees	130	-
Training & Development fees payable	19	-
(v) Romano Family Holdings Pty Ltd		
Interest received	-	12
Repayments received	83	42
Fees receivable	125	208

All transactions were made on normal commercial terms and conditions and at market rates.

The fee receivable from Romano Family Holdings in an amount of \$125,000 relates to a historic legal matter which was settled on commercially viable terms that includes instalment payments with full repayment by 1 December 2026.

Note 31: Financial Risk Management

Cash and cash equivalents, trade and other receivables, and trade and other payables are short-term instruments in nature whose carrying amounts are equivalent to their values.

The Group does not subsequently measure any liabilities at fair value on a non-recurring basis.

Financial Risk Management Policies

The Risk and Audit Committee (RAC) has been delegated responsibility by the Board of Directors for, among other issues, managing financial risk exposures of the Group. The RAC monitors the Group's financial risk management policies and exposures and approves financial transactions within the scope of its authority. It also reviews the effectiveness of internal controls relating to counterparty credit risk, foreign currency risk, liquidity risk, and interest rate risk. The RAC meets on a quarterly basis and updates are provided to the Board as a standing agenda item.

The RAC's overall risk management strategy seeks to assist the Consolidated Group in meeting its financial targets, while minimising potential adverse effects on financial performance. Its functions include the review of credit risk policies and future cash flow requirements.

Specific financial risk exposures and management

The main risks the Group is exposed to through its financial instruments are credit risk, liquidity risk, and market risk consisting of interest rate risk and foreign currency risk and other price risk. There have been no substantive changes in the types of risks the Group is exposed to, how these risks arise, or the Board's objectives, policies and processes for managing or measuring the risks from the previous period.

(a) Credit risk

Exposure to credit risk relating to financial assets arises from the potential non-performance by counterparties of contract obligations that could lead to a financial loss to the Group.

Credit risk is managed through the maintenance of procedures (such as the monitoring of the financial stability of significant customers and counterparties), ensuring to the extent possible that customers and counterparties to transactions are of sound credit worthiness. Such monitoring is used in assessing receivables for impairment. Depending on the division within the Group, credit terms are generally 14 to 45 days from the invoice date.

Risk is also minimised through investing surplus funds in financial institutions that maintain a high credit rating, or in entities that the RAC has otherwise assessed as being financially sound.

Credit risk exposures

The maximum exposure to credit risk by class of recognised financial assets at the end of the reporting period excluding the value of any collateral or other security held, is equivalent to the carrying amount (net of any provisions) as presented in the statement of financial position.

The Group has no significant concentrations of credit risk with any single counterparty or group of counterparties. However, on a geographical basis, the Group has significant credit risk exposures to Australia given the substantial operations in that country. Details with respect to credit risk of trade and other receivables are provided in Note 8.

Trade and other receivables that are neither past due nor impaired are considered to be of high credit quality. Aggregates of such amounts are detailed in Note 8.

Credit risk related to balances with banks and other financial institutions is managed by the RAC in accordance with board approvals where required. Such policy requires that surplus funds are only invested with counterparties with a high credit rating.

(b) Liquidity risk

Liquidity risk arises from the possibility that the Group might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. The Group manages this risk through the following mechanisms:

- preparing forward-looking cash flow analyses in relation to its operating, investing and financing activities;
- monitoring undrawn credit facilities;
- obtaining funding from a variety of sources;
- maintaining a reputable credit profile;
- managing credit risk related to financial assets;
- only investing surplus cash with major financial institutions; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets. The table below reflects an undiscounted contractual maturity analysis for financial liabilities.

Cash flows realised from financial assets reflect management's expectation as to the timing of realisation. Actual timing may therefore differ from that disclosed. The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates and does not reflect management's expectations that banking facilities will be rolled forward.

Financial liability and financial asset maturity analysis

Consolidated Group	Within 1 Year		1 to 5 Years		Over 5 Years		Total	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Financial liabilities due for payment								
Trade and other payables	6,785	5,470	–	–	–	–	6,785	5,470
Lease liabilities	1,207	1,071	2,724	3,203	–	–	3,931	4,274
Total expected outflows	7,992	6,541	2,724	3,203	–	–	10,716	9,744
Financial assets – cash flows realisable								
Cash and cash equivalents	15,677	13,145	–	–	–	–	15,677	13,145
Trade and receivables	6,777	6,146	129	89	–	–	6,906	6,235
Term deposits held	27	37	864	924	–	–	891	961
Total anticipated inflows	22,481	19,328	993	1,013	–	–	23,474	20,341
Net (outflow)/inflow on financial instruments	14,489	12,787	(1,731)	(2,190)	–	–	12,758	10,597

(c) Market risk

(i) Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments.

The financial instruments that primarily expose the Group to interest rate risk are cash, cash equivalents and term deposits.

The table below outlines the interest rate on cash at bank and financial assets:

Consolidated Group	2025		2024	
	Weighted average interest rate %	Balance \$000	Weighted average interest rate %	Balance \$000
Cash and cash equivalents	3.96	15,677	3.98	13,145
Financial assets	4.29	891	4.42	961
		16,568		14,106

The Group is not currently exposed to any material fluctuations in interest rates.

At 30 June 2025, if interest rates had changed by +/- 10 basis points from the year end rates, with all other variables held constant, post-tax loss for the year would have changed by \$12,831 (2024: \$12,654).

(ii) Foreign currency risk

Exposure to foreign currency risk may result in the fair value or future cash flows of a financial instrument fluctuating due to movement in foreign exchange rates of currencies in which the Group holds financial instruments which are other than the AUD functional currency of the Group.

The Group's exposure is limited to its operations in New Zealand. It is not currently exposed to any material fluctuations in foreign currency.

(iii) Price risk

The Group is not exposed to any significant price risk.

Fair Values

Cash and cash equivalents, trade and other receivables, and trade and other payables are short-term instruments in nature whose carrying amounts are equivalent to their fair values.

The Group does not subsequently measure any liabilities at fair value on a non-recurring basis.

Note 32: Company Details

The registered office of the Company is:

Credit Clear Limited

Building 11, 41-43 Bourke Road

Alexandria NSW 2015

The principal place of business is:

Credit Clear Limited

Building 11, 41-43 Bourke Road

Alexandria NSW 2015

Consolidated Entity Disclosure Statement

AS AT 30 JUNE 2025

Name of entity	Type of entity	Trustee, partner or participant in JV	% of share capital	Country of incorporation	Australian resident or foreign resident	Foreign jurisdiction(s) of foreign residents
Credit Clear IP Pty Ltd	Body corporate		100	Australia	Australian	n/a
Oakbridge Lawyers Ptd Ltd	Body corporate		100	Australia	Australian	n/a
ASI Field Services Pty Ltd	Body corporate		100	Australia	Australian	n/a
Credit Clear International Pty Ltd	Body corporate		100	Australia	Australian	n/a
Credit Clear Trading Pty Ltd	Body corporate		100	Australia	Australian	n/a
Credit Clear Legal Pty Ltd	Body corporate		100	Australia	Australian	n/a
ARMA Group Holdings Pty Ltd	Body corporate		100	Australia	Australian	n/a
Force Legal Pty Ltd	Body corporate		100	Australia	Australian	n/a
NZ Recoveries Pty Ltd	Body corporate		100	New Zealand	Australian	n/a*
ADC Legal Pty Ltd	Body corporate		100	Australia	Australian	n/a
Debt Recoveries Australia Pty Ltd	Body Corporate		100	Australia	Australian	n/a
Nova Team Solutions Inc.	Body corporate		100	Philippines	Foreign	Philippines

*This entity is also a tax resident in its respective country of incorporation.

Basis of preparation

This consolidated entity disclosure statement (CEDS) has been prepared in accordance with the Corporations Act 2001 and includes information for each entity that was part of the consolidated entity as at the end of the financial year in accordance with AASB 10 Consolidated Financial Statements."

Directors' Declaration

In accordance with a resolution of the directors of Credit Clear Limited, the directors of the Company declare that:

1. the financial statements and notes, as set out on pages 27 to 64, are in accordance with the *Corporations Act 2001* and:
 - a. comply with Australian Accounting Standards applicable to the Entity, which, as stated in accounting policy Note 1 to the financial statements, constitutes compliance with International Financial Reporting Standards; and
 - b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year; ended on that date of the Consolidated Group;
2. in the directors' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
3. the consolidated entity disclosure statement on page 65 is true and correct, and
4. the directors have been given the declarations required by section 295A of the *Corporations Act 2001* from the Chief Executive Officer and Chief Financial Officer.



Michael Doery
Non-Executive Director
Dated this 22nd day of August 2025



Andrew Smith
Managing Director
Dated this 22nd day of August 2025

Independent Auditor's Report



Independent auditor's report

To the members of Credit Clear Limited

Report on the audit of the financial report

Our opinion

In our opinion:

The accompanying financial report of Credit Clear Limited (the Company) and its controlled entities (together the Group) is in accordance with the *Corporations Act 2001*, including:

- a. giving a true and fair view of the Group's financial position as at 30 June 2025 and of its financial performance for the year then ended
- b. complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

What we have audited

The financial report comprises:

- the consolidated statement of financial position as at 30 June 2025
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated statement of profit or loss and other comprehensive income for the year then ended
- the notes to the consolidated financial statements, including material accounting policy information and other explanatory information
- the consolidated entity disclosure statement as at 30 June 2025
- the directors' declaration.

PricewaterhouseCoopers, ABN 52 780 433 757
2 Riverside Quay, SOUTHBANK VIC 3006,
GPO Box 1331, MELBOURNE VIC 3001
T: 61 3 8603 1000, F: 61 3 8603 1999, www.pwc.com.au

pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.



Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our audit approach

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Group, its accounting processes and controls and the industry in which it operates.

Audit Scope

Our audit focused on where the Group made subjective judgements; for example, significant accounting estimates involving assumptions and inherently uncertain future events.

In establishing the overall approach to the group audit, we determined the type of work that needed to be performed by us, as the group auditor.



Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. The key audit matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context. We communicated the key audit matter to the Risk and Audit Committee.

Key audit matter

How our audit addressed the key audit matter

Carrying value of goodwill

(Refer to note 12)

The Group tests the goodwill related to the Receivables Collections cash generating unit (CGU) for impairment on an annual basis under Australian Accounting Standards.

The Group performed its impairment assessment using a value in use model (“the model”), based on future cash flow forecasts discounted to present value, to estimate the recoverable amount of the CGU. The impairment assessment contains significant assumptions, including;

- forecasting future cashflows and the terminal growth rate
- determining an appropriate discount rate.

This was considered a key audit matter due to the financial significance of the carrying value of the goodwill to the consolidated statement of financial position and judgements and assumptions outlined above in determining the recoverable amount.

We performed the following procedures, amongst others:

- Assessed whether the level at which the impairment assessment was performed was consistent with our knowledge of the Group’s operations and internal Group reporting.
- Compared the forecast cash flows used in the model to the most recent budgets approved by the Board.
- Evaluated the Group’s historical ability to forecast future cash flows by comparing prior budgets to actual performance.
- Compared growth rate assumptions used in the impairment model to historical results and external data sources, such as economic and industry forecasts.
- With the assistance of our internal PwC valuation experts, we assessed the discount rate and terminal growth rate used in the impairment models by comparing them to external market data and comparable companies.



Key audit matter

How our audit addressed the key audit matter

- Evaluated the relevant financial statement disclosures for consistency with the requirements of the Australian Accounting Standards.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon through our opinion on the financial report. We have issued a separate opinion on the remuneration report.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001*, including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.



Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our auditor's report.

Report on the remuneration report

Our opinion on the remuneration report

We have audited the remuneration report included in the directors' report for the year ended 30 June 2025.

In our opinion, the remuneration report of Credit Clear Limited for the year ended 30 June 2025 complies with section 300A of the *Corporations Act 2001*.



Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of *the Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

A stylized, handwritten signature of the PricewaterhouseCoopers firm, written in black ink.

PricewaterhouseCoopers

A handwritten signature of David Patterson, written in black ink.

David Patterson
Partner

Melbourne
22 August 2025

For personal use only

Additional Information

FOR LISTED PUBLIC COMPANIES

The following information is current as at 8 August 2025:

1. SHAREHOLDING

(a) Distribution of Shareholders

Category (size of holding):	Number
	Ordinary
1–1,000	60
1,001–5,000	491
5,001–10,000	328
10,001–100,000	627
100,001 and over	302
	1,808

(b) The number of shareholdings held in less than a marketable parcel was 128 with total shares of 137,530.

(c) The names of the substantial shareholders listed in the holding company's register are:

Shareholder:	Number
	Ordinary
UBS NOMINEES PTY LTD	68,222,934
CITICORP NOMINEES PTY LIMITED	23,357,699
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	21,622,180

(d) Voting Rights

The voting rights attaching to each class of equity securities are set out below.

Ordinary Shares

Each ordinary share is entitled to one vote when a poll is called; otherwise each member present at a meeting or by proxy has one vote.

Options

Options carry the standard voting rights available to ordinary shareholders when converted to ordinary shares.

Performance rights

Performance rights carry the standard voting rights available to ordinary shareholders when converted to ordinary shares.

(e) 20 Largest Shareholders – Ordinary Shares

Name	Number of Ordinary Fully Paid Shares Held	% Held of Issued Ordinary Capital
1 UBS NOMINEES PTY LTD	68,222,934	16.07
2 CITICORP NOMINEES PTY LIMITED	23,357,699	5.50
3 HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	21,622,180	5.09
4 MR CLARK ELLIOTT PERKINS	19,132,337	4.51
5 ASJS & ASSOCIATES PTY LTD <ASJS FAMILY A/C>	18,621,909	4.39
6 RUBINO GROUP PTY LTD <RUBINO GROUP A/C>	18,421,636	4.34
7 J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	10,115,222	2.38
8 MCHALEM NO 3 PTY LTD <MELISSA DWYER FAMILY A/C>	9,744,024	2.29
9 SANDHURST TRUSTEES LTD <JMFG CONSOL A/C>	8,075,548	1.90
10 BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	7,903,614	1.86
11 BUNGEELTAP PTY LTD	5,270,412	1.24
12 BODHI INVESTMENT LIMITED	4,933,728	1.16
13 INVIA CUSTODIAN PTY LIMITED <BILLINGSBY ESTATE A/C>	4,815,831	1.13
14 JASFORCE PTY LTD <ALEX WAISLITZ RETIREMENT A/C>	4,741,666	1.12
15 MS BELINDA NIXON	4,474,771	1.05
16 NAMARONG INVESTMENTS PTY LTD <THE HANSEN INVESTMENT A/C>	4,392,567	1.03
17 SANDHURST TRUSTEES LTD <ENDEAVOR ASSET MGMT MDA A/C>	4,227,408	1.00
18 NAMARONG INVESTMENTS PTY. LTD. <THE HANSEN INVESTMENT A/C>	4,028,665	0.95
19 BOLLINGER INVESTMENTS LIMITED <BRIGHTSIDE A/C>	4,000,000	0.94
20 RACING CARS PTY LTD	3,961,911	0.93
Totals: Top 20 holders of FULLY PAID ORDINARY SHARES (Total)	250,064,062	58.89

2. COMPANY SECRETARY

The name of the Company Secretary is Adam Gallagher.

3. ADDRESS

The address of the principal and registered office is:
Building 11, 41-43 Bourke Road, Alexandria NSW 2015.
Telephone 02 9189 9541.

4. SECURITIES REGISTER

Register of securities are held at the following address:
Yarra Falls, 452 Johnstone Street, Abbotsford VIC 3067.

5. STOCK EXCHANGE LISTING

Quotation has been granted for all the ordinary shares of the Company on all Member Exchanges of the Australian Securities Exchange Limited.

6. UNQUOTED SECURITIES

Unlisted options to acquire ordinary shares	37,550,000
Performance Rights over ordinary shares	7,206,427

Corporate Directory

Directors

Paul Dwyer

Hugh Robertson

Michael Doery

Andrew Smith

Jodie Bedoya

Company Secretary

Adam Gallagher

Company Website

www.creditclear.com.au

Registered Office

Credit Clear Limited

Building 11, 41-43 Bourke Road
Alexandria NSW 2015

Tax Accountant

Moore Australia (VIC) Pty Ltd

Level 44, 600 Bourke Street
Melbourne VIC 3000

Auditor

PricewaterhouseCoopers

2 Riverside Quay
Southbank VIC 3006

Share Registry

Computershare Investor Services Pty Limited

Yarra Falls
452 Johnston Street
Abbotsford VIC 3067

For personal use only

creditclear

www.creditclear.com.au