Lycopodium

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Financial Report

30 June 2025



Motheo Copper Project, Botswana

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Directors' Report

The Directors present their Annual Report to the members, together with the audited Consolidated Financial Statements of Lycopodium Limited (the 'Company' or 'parent entity') and its subsidiaries (the 'consolidated entity'), for the financial year ended 30 June 2025 and the Statement of Financial Position of the consolidated entity as at 30 June 2025.

Directors

The following persons were Directors of Lycopodium Limited during the financial year and up to the date of this report:

- Rodney Lloyd Leonard
- Peter De Leo
- Bruno Ruggiero
- Karl Anthony Cicanese
- Michael John Caratti
- Louise Bower
- Steven John Micheil Chadwick *(resigned 12 November 2024)*
- Robert Radici *(appointed 20 May 2025)*

Principal Activities

The principal activities of the consolidated entity during the financial year consisted of the provision of engineering and project delivery services in the resources, rail infrastructure and industrial processes sectors.

There were no significant changes in the nature of the consolidated entity's principal activities during the financial year.

Dividends

Dividends paid to members during the financial year were as follows:

	2025 $	2024 $
Final dividends for year ended 30 June 2024 of 40.0 cents (2023: 45.0 cents) per fully paid share paid on 4 October 2024 (2023: 6 October 2023) Fully franked based on tax paid at 30% (2023: 30%)	**15,896,090**	17,883,102
Interim dividend for the year ended 30 June 2025 of 10.0 cents (2024: 37.0 cents) per fully paid share paid on 3 April 2025 (2024: 4 April 2024) Fully franked based on tax paid at 30% (2024: 30%)	**3,974,023**	14,703,883
	19,870,113	32,586,985

In addition to the above dividends, since the end of the financial year the Directors have recommended the payment of a final fully franked dividend of $9,935,057 (25.0 cents per fully paid share) to be paid on 3 October 2025 out of retained earnings at 30 June 2025 (2024: $15,896,090). This brings the total dividend declared for the year ended 30 June 2025 to 35.0 cents (2024: 77.0 cents).

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Review of Operations

FY2025 has been an exciting year for the Company, expanding operations into new geographies and continuing to support our clients in the delivery of quality studies and projects around the world, spanning the Resources, Rail Infrastructure and Industrial Processes sectors.

Full Year Results

For the financial year ended 30 June 2025, Lycopodium generated revenue of $339.6 million and net profit after tax of $42.2 million. Our consistently strong financial performance over recent years continues to provide our shareholders with sustained value and surety in returns. The Directors have resolved to pay a final dividend of 25 cents per share. The total dividend for the year is 35 cents fully franked.

Activities for the Past Year

We were extremely pleased to announce our majority acquisition of Argentinian headquartered engineering company, SAXUM, in February 2025, with the transaction completed in July 2025. Founded in 1996, SAXUM is a multi-disciplinary engineering and project management services company, providing services to the Mineral Processing, Cement & Lime, Manufacturing & Infrastructure and Oil & Gas sectors. With more than 100 employees, the organisation consists of four companies which are established in Argentina, Brazil, USA and Australia.

This strategic acquisition further enhances our capabilities, expands our service offering and positions us more competitively in the global market, enabling us to establish a material footprint in Latin America to complement our Lima office, which opened in December 2023 and has seen steady growth in personnel since then. Like Lycopodium, SAXUM is a technically led, client focused and value centric business, and it has been wonderful to welcome the SAXUM team to the Lycopodium family. The business continues to be managed by the incumbent leadership team, with this well established and respected organisation positioning us favourably for further expansion and success in the Americas.

The establishment of an office in Vancouver, commencing operations in April 2025, marks another step forward in our strategic expansion into the Americas. This 'spoke' office to the Toronto hub is in downtown Vancouver, strategically located within a few hundred metres of key clients and our peers. Establishing a local office on Canada's west coast will facilitate the pursuit and execution of studies for the significant number of explorer and junior clients listed on the TSX who are headquartered in Vancouver.

Our South African based operations, ADP Holdings, made the decision to rebrand to Lycopodium from mid-2025, believing the time is now right to operate under the Company banner. We acquired a majority interest in ADP in 2014, securing the balance in 2019. Based on the underlying philosophy of allowing ADP to integrate organically into Lycopodium, the relationship has grown steadily over the past decade, with the decision to rebrand reflecting the culmination of this journey.

With the expanding business, we have been steadfastly focused over the past three years on the integration of new systems to support collaboration and consistency in approach across our global operations. This began in FY2023 with the introduction of a global HR Information System (HRIS) to provide a standardised platform across all operating entities and facilitate workplace efficiencies, representing the first step in the roll out of a broader enterprise resource planning (ERP) system. The ERP, interlacing a multitude of business processes and supporting the flow of data between them, thereby eliminating duplication and supporting data integrity, has been progressively introduced across our business entities since December 2023. With the rollout now complete, focus in FY2026 will turn to further embedding the new system across the business and working to maximise the significant operational benefits it provides.

Developing our people and providing them with the opportunity to grow their career with us is fundamental to our success. With the global rollout of various learning and development programs in recent years, including the Emerging Leaders Program, Graduate Development Program and Summer Vacation Program, focus in FY2025 has been on the establishment of globally aligned 'visible career pathways' for our people.

To this end, we have launched a new module called 'Develop' within our Culture Amp platform. Develop has been created to deliver both visible career pathways, mapped with competencies, and individual development plans.

Outlook

Global economic growth is slowing, amid rising trade tensions, policy uncertainty and geopolitical risks. Increased tariffs imposed by the United States are impacting global demand and straining supply chains. Financial market volatility is being further driven by escalating conflict in the Middle East and the ongoing Russia-Ukraine war. The current perceived precarious state of the world economy is fuelling the protectionist measures borne during the pandemic, with nations focused on safeguarding and diversifying their supply chains, including access to energy, food and critical minerals.

While global demand for minerals including copper, lithium, nickel, cobalt, graphite and rare earths, continues to be driven by the energy transition, this state of geopolitical uncertainty is creating a structural shift in global resource demand, with the re-evaluation of supply chain dependencies and a shift away from reliance on globalised networks leading to increased investment.

Demand for critical minerals is forecast to grow rapidly through to 2040, predominantly driven by the clean energy sector. Research from the International Energy Agency *(Global Critical Minerals Outlook 2025)*, predicts the demand for lithium will grow fivefold through to 2040, while demand for graphite, nickel and cobalt is set to double, with batteries

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for electric vehicles (EVs) and storage applications driving the demand across these commodities. Demand for copper is forecast to increase by 30%, fuelled by expanding construction and the electrification of grids and industrial equipment. Demand for permanent magnets, particularly for EVs and wind power, is driving the need for magnet rare earths, with a forecast increase of 50-60% by 2040. Planned projects to meet this demand, with the market value of mineral production by 2040 predicted to have increased 1.5-fold, is being led by Latin America.

Given growing demand from central banks in response to market volatility and macroeconomic pressures, the longer-term outlook for gold remains very strong. Jewellery and investment demand also remains strong, with gold's use in industrial applications, including medical, electronics and green technologies, further driving sector growth. In response to market conditions, investment in exploration is robust, with operators seeking to expand their resource base through identification of new deposits and extending the life of existing mines.

The price of iron ore has continued to decline over the past couple of years, amid soaring supply and a slowdown in China's economy and property sector. Furthermore, as we move towards a green economy, iron ore mining and steel production is under increasing pressure to reduce carbon emissions. Current investment in iron ore projects is largely centred on expanding and sustaining production in key locations including Western Australia and Brazil.

In response to the shifting global economy and geopolitical landscape, the Australian Government is supporting priority industries aligned with the *Future Made in Australia – National Interest Framework*, which consists of two streams – Net Zero Transformation and Economic Resilience and Security. This strategy presents opportunities for the Industrial Processes sector, particularly in relation to clean energy manufacturing, including battery supply chains, renewables and low emissions technologies, and vaccine manufacturing. Additionally, Australia's National Hydrogen Strategy, which aims to position Australia as a global hydrogen leader, presents ongoing opportunities for the sector.

In Rail Infrastructure, the Australian Government is continuing to invest heavily in rail infrastructure across both passenger and freight networks. This includes improvements to the Australian Rail Track Corporation's (ARTC) national rail network, which plays a critical role in the movement of freight across the country and to ports, to mitigate the challenges presented by ageing assets, increasing impacts of climate change and continued expected growth in freight volumes. Investment in the Inland Rail initiative involves upgrading existing rail lines and constructing new ones to create a direct, high-capacity freight route between Melbourne and Brisbane to support the nation's growing freight task. Furthermore, the Regional Australia Level Crossing Safety Program, to improve safety around railway crossings in regional locations around the country, is also providing ongoing opportunities within the sector.



Kiaka Gold Project, Burkina Faso

Operational Highlights

During FY2025 we continued to manage the delivery of a significant number of projects around the world, accumulating more than 15 million workhours over the 12-month period.

HSE

Maintaining a busy onsite workload during the year, we recorded 15.7 million controlled workhours during FY2025, with 16.9 million recorded for FY2024. A testament to the diligence of our teams, we have maintained our exemplary safety record during this sustained period of activity, reporting a Lost Time Injury Frequency Rate (LTIFR) of 0.13 for the 12-month period.

We again achieved several significant safety milestones over the year across a number of our projects, including an incredible 7 million workhours LTI free on the Ahafo North project in Ghana.

We think and operate on the basis that all incidents are preventable if the risk is understood and managed, and therefore our approach is to proactively manage safety across our work fronts. Above all else, safety in delivery is considered fundamental to project success.

Resources

The studies and projects we deliver for our clients span the world, including Africa, Australia, Southeast Asia and North and Central America, and most major commodities, including gold, lithium, diamonds and gems, copper, nickel, battery minerals, mineral sands, uranium, graphite and other rare earths.



We have seen the advancement of a number of major projects during the past 12 months, including the Ahafo North Project in Ghana (Newmont), the Chemical Grade Processing Plant #3 Project in Western Australia (Talison Lithium), the Kiaka Gold Project in Burkina Faso (West African Resources), the Boto Gold Project in Senegal (Managem Group) and the Bomboré Hardrock Project in Burkina Faso (Orezone), all in the late stages of delivery and transitioning into commissioning.

Activity on the Yanqul Copper-Gold Project in Oman (Mazoon Mining) and the Baomahun Gold Project in Sierra Leone (FG Gold) has continued to build, with onsite delivery also commencing on the Koné Gold Project in Côte d'Ivoire (Montage Gold). Project awards towards the back end of FY2025 include the Engineering, Procurement and Construction Management (EPCM) services for the Twin Hills Gold Project in Namibia (Osino Resources) and the Front End Engineering and Design (FEED) for Phase 2 of the Blackwater Gold Project in Canada (Artemis Gold), and subsequent to financial year end, award of the EPCM scope for the Nyanzaga Gold Project in Tanzania (Perseus), with these projects set to ramp up in early FY2026.

During the year, we completed our work on the North Concentrator Footprint Reduction Project at Anglo American Platinum's Mogalakwena Mine in South Africa, which included the detailed design of modularised units and auxiliary equipment, the provision of EPCM services for site works and project commissioning, for which we employed a digital twin specifically developed for the project by our team in Cape Town. Our team in Africa also completed the EPCM scope for the Navachab Gold Mine Primary Crusher Plant Project in Namibia (QKR Namibia) and modular supply and EPCM services for the Highbury Lithium Project in South Africa (SA Lithium).

Our study pipeline remains strong, with numerous pre-feasibility studies (PFS) and feasibility studies (FS) undertaken or commencing during the year. This includes the PFS and FS for the Speewah Fluorite Project (Tivan) and the PFS for the Winu Copper-Gold Project (Rio Tinto), both in Western Australia, the PFS for the Taca Taca Copper Project in Argentina (First Quantum Minerals), the PFS for the A850 Gold Project in Mauritania (Emiral Resources), the FS for the Diamba Sud Gold Project in Senegal (Fortuna Mining), the FS for the Bomboré Hardrock Stage 2 Project in Burkina Faso (Orezone) and the FS for the Amandelbult Tailings Reclamation Project in South Africa (Anglo American Platinum).

Our wholly owned subsidiary, Orway Mineral Consultants (OMC), is considered a global leader in comminution circuit design and optimisation, and as such, continues to be a critical technical partner to our Resources business. OMC continued to provide specialist services in flowsheet development, optimisation and process design, as well as supporting our clients to maximise operational performance post project completion. Experts in plant dynamic modelling, OMC is also an integral element of our digital engineering strategy.

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Industrial Processes

Our Industrial Processes business continues to lead our energy-related initiatives, which includes our long-standing partnership with the Future Battery Industries Cooperative Research Centre (FBICRC), now in its fifth and final year, participating in a study for a modular battery recycling facility. This is critical work, as once the value in battery recycling has been unlocked, many facilities will need to be established.

During the year we were very pleased to be given the opportunity to support the development of Ardea's Kalgoorlie Nickel Project - Goongarrie Hub in Western Australia, which is anticipated to become one of the largest nickel-cobalt producers in Australia and therefore of critical significance in the energy transition to renewables. Our scope includes delivery of the Definitive Feasibility Study (DFS) for the Design Engineering of the project's Hydrogen Sulphide Plant.

Other significant work completed during the year included delivery of the detailed design scope for the construction of a new manufacturing facility at the Nutrien Ag Solutions site in western Melbourne.

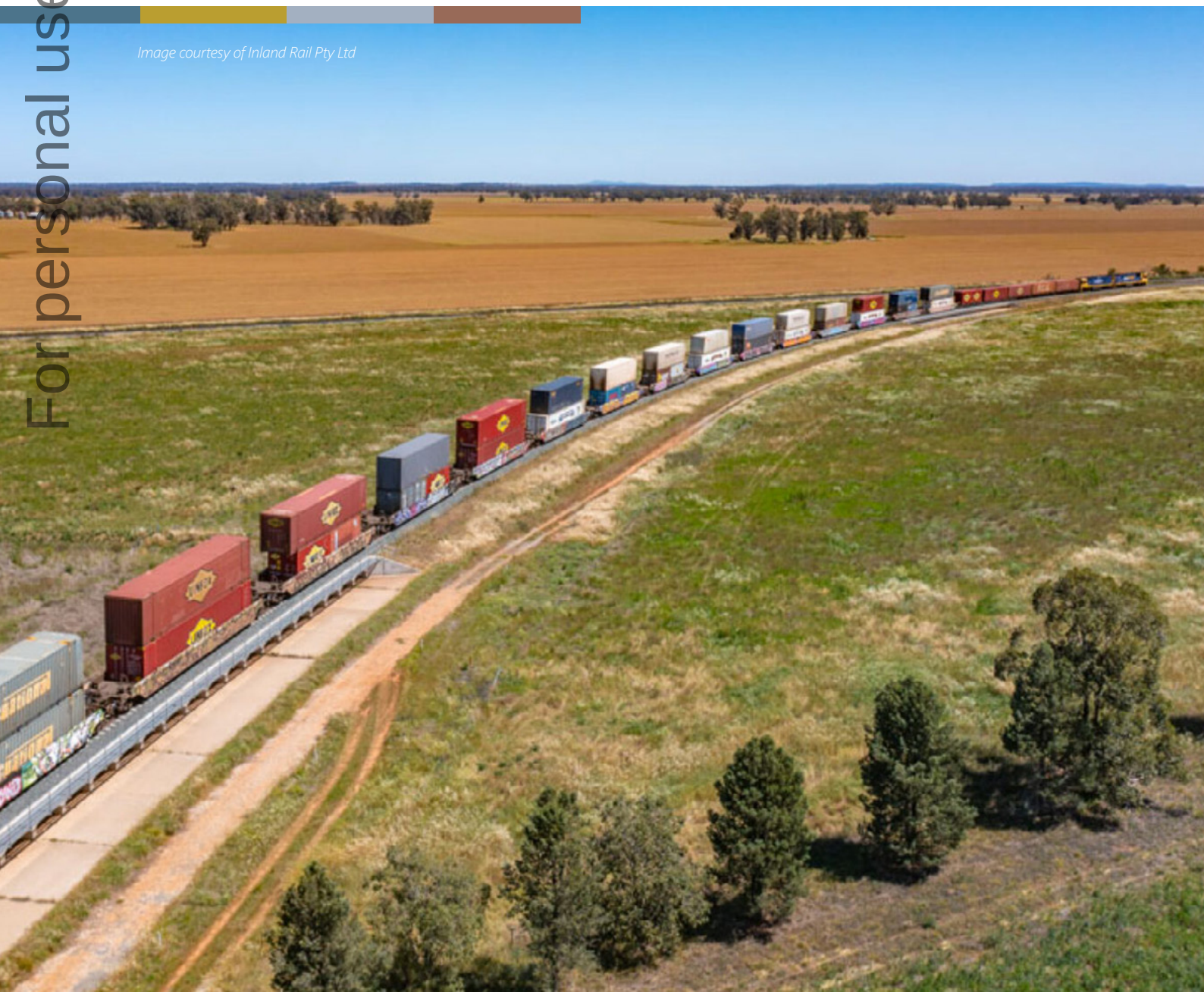
Rail Infrastructure

In Rail Infrastructure, we are renowned for our expertise in the provision of design, engineering, technical advisory and Rail Infrastructure Management (RIM) services for greenfield and brownfield rail projects across Australia.

This includes continuing to support the development of Australia's 1,600 kilometre Inland Rail project, involving the enhancement of approximately 1,000 kilometres of existing railway track and construction of 600 kilometres of new track that will connect Melbourne and Brisbane via regional Victoria, New South Wales and Queensland. This critically important project will ultimately deliver a safer, faster and more reliable freight network, reducing road congestion and generating fewer emissions. During the year, we have delivered the detailed track design for the Illabo to Stockinbingal section of the project and have also provided services in relation to 'Concept of Operations and Maintenance'.

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Image courtesy of Inland Rail Pty Ltd



Innovation

A commitment to innovation and continuous improvement is part of the fabric of our organisation. As innovators, we are always thinking about ways of doing things better and more efficiently, both across our own internal processes and to deliver enhanced outcomes for our clients.

Innovation at Lycopodium comes in many forms, and our bi-annual Innovation Award provides the opportunity to showcase the outstanding ideas being generated and turned into reality by our people. Our two winning submissions for FY2025 included the development of an innovative ore sorting technique to reduce plant throughput and increase feed grade, and the development of an alternative flowsheet for High Pressure Grinding Rolls (HPGR) circuits, offering significant cost and schedule benefits across capex, opex and plant utilisation.

Furthermore, the ingenuity of our people is enabling us to participate in world-leading Research and Development projects that are determining the path forward across a spectrum of new industries and technologies.

Digital Engineering

Our aim is to provide bespoke, intelligent digital engineering solutions to all our clients, ensuring the engineering incorporates an efficient, cost effective and fit-for-purpose digital solution to augment our standard engineering service offering. There are four limbs to this aspiration: dynamic modelling, asset digital twins, connected twin integration and AI deployment.

FY2025 has seen further significant advancements in our digital engineering and project delivery capability. We have increased our suite of software tools, trained a strong team of engineers (creating a pool of 'intelligent digital engineering' super users) throughout the organisation and added several exciting features.

MillROC

MillROC is a cloud-based optimisation tool developed by Orway Mineral Consultants, specifically designed for comminution circuits but now used for the full optimisation of concentrators. By utilising plant instruments, and grounded in first principles, MillROC identifies optimal conditions and sets circuit operating points to achieve peak performance targets. Under these conditions, the comminution circuit reaches its theoretical maximum performance, ensuring maximum throughput at the optimal grind size for the ore. If this theoretical maximum is not achieved, MillROC detects the issue and advises necessary adjustments to the circuit in real-time, with plant throughput gains often exceeding 15%.

With its capabilities established over the last five years, mining companies are increasingly recognising the benefits of the platform, which is now deployed across 20 mining projects globally. MillROC continually evolves, with outputs tailored to each client's requirements and it is increasingly becoming the single source of truth for circuits, providing downtime and production reporting.

Our Minerals business integrates MillROC into all EPCM and EPC projects, offering a comprehensive service to clients and supporting them through commissioning, ramp-up and warranty periods to ensure project success.

Lycopodium Energy

Over the past year, our Lycopodium Energy business has been working with industry partners on research and development projects associated with emerging energy sources and renewable energy storage solutions.

This includes the engineering and development of an array of hydrogen electrolysers for the production of green hydrogen generated using renewable energy sources, including solar and wind. In energy storage, we have been looking at a number of technologies, including Vanadium Redox Flow Batteries (VRFBs), Solar Thermal and Compressed CO_2. We believe it is important that Lycopodium continues to be exposed across as many of these technologies as possible to support our clients in delivering energy transition options that are fit for their purpose.

Novel Lithium Process

The traditional processing pathway to recover lithium from spodumene concentrates has many limitations that result in high operating costs and poor recovery. Lycopodium is a participant in the FBICRC's project that has developed a novel lithium process to address these issues – an alkaline roast followed by a bicarbonate leach. The process has been patented, and in the laboratory delivers improved Li recovery rates (95% versus 75%) at much lower temperatures (500ºC versus 1,200ºC).

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Clontarf Foundation students visiting Perth office

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Community

We are committed to contributing to the communities in which we live and work, with our philanthropic activities administered via the Lycopodium Foundation. We are particularly committed to supporting social development and education endeavours, and in this regard have been involved in some fantastic initiatives over the past 12 months.

Our long-term partnerships with the Murlpirrmarra Connection and the Clontarf Foundation in Australia continue to go from strength to strength. Both organisations support the education, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander people, and we are very pleased to have the opportunity to support the fantastic work they do with thousands of children around the country. Our first Clontarf Design Scholarship recipient, who joined the business in 2024, is now working with us as a Graduate Designer on a full-time basis, having completed the formal training associated with the role.

We are committed to providing opportunities that foster the view of engineering as a career choice for women. In support of this, the Lycopodium Women in Mechanical Engineering Scholarship was established to provide support to female students undertaking a degree in Mechanical Engineering at Curtin University in Western Australia. This annual scholarship was awarded for the first time in 2024 to two recipients, with a further two students awarded a place in the program in 2025. The scholarship provides financial support to students as they complete the final two years of their degree, contributing towards payment of their course fees, or for other education-related expenses such as textbooks or general living expenses.

Based in Accra, Ghana, BASICS International is committed to protecting the basic human rights of children to education, shelter, food and safety and we have shared a long history with the organisation dating back to 2010 when we supported them to build a school in Accra. Our focus in recent years has been on providing support in the development of a camp for children in the countryside outside of Accra. Construction commenced in late 2024 and we are thrilled to see this exciting project rising up from the ground. The camp will be developed in stages, and once operational will focus on STEM education and vocational and outdoor activities.

We have continued to establish our new partnerships in South Africa with the Ubuntu Football Academy and the Red Cross War Memorial Children's Hospital. Ubuntu's ultimate goal is to introduce graduates back into their individual communities to foster long-term change. Similar to our partnership with Clontarf, we hope to encourage and support students to contemplate a career in engineering, and to this end, we hosted our first visit to our Cape Town office for a group of students earlier this year. The funds we have provided to the Academy will be used to further their mathematics and physical science education programs.

Our support of the Red Cross War Memorial Children's Hospital over the past year directly benefited their Burns Unit Project and in the coming 12 months will be directed towards



Rafiki wa Binti

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other initiatives, including the redevelopment of the short stay ward and cafeteria.

Our support of Rafiki Australia Tanzania's Rafiki wa Binti (which means 'a friend for a girl' in Swahili) initiative has been a particular highlight. Many Tanzanian girls are unable to attend school during their menstrual cycle because they cannot afford period products, and the situation is exacerbated by a lack of understanding about their periods, hygiene, and healthy habits. The Rafiki wa Binti program is providing menstrual packs, including reusable period underwear, and education through schools in rural Tanzania, delivered to girls through an education officer. The concept has been developed in consultation with local communities and the first shipment of 4,000 packs (24,000 pairs of underwear) was distributed on the ground in Tanzania earlier this year.

Aside from the partnerships initiated by the Company, I continue to be delighted by the passion of our staff in championing initiatives close to their own hearts. This includes our long-term partnership with Jeans for Genes which began in the 1990's and over the years has raised an incredible $500,000 for the Children's Medical Research Institute, which works to find cures for children's genetic diseases. Our team also continues to support the good work of the St Vincent de Paul Society and Breast Cancer Care WA, amongst others.

Our membership of the Australia-Africa Minerals & Energy Group (AAMEG), the peak body representing Australian companies engaged in the development of Africa's resource industry, continues to provide us with a valuable resource in support of the work we undertake in this region.

Acknowledgement

FY2025 marks another exciting year for Lycopodium, with the growth of our global footprint bringing opportunities and access to new markets going forward. We are in delivery of a number of significant projects and studies around the world, and on behalf of the Board of Directors, I thank the executive leadership team, management and staff for the excellent work they continue to do. The quality of our work and the client relationships we hold is second to none, and that is something we can all be very proud of. I would also like to acknowledge and thank our clients, for placing their enduring trust in us.



Peter De Leo
Managing Director & Chief Executive Officer
Lycopodium Limited

A summary of consolidated revenues and results for the financial period by reportable operating segment is set out below:

	Segment Revenue		Segment Results	
	2025 $	2024 $	2025 $	2024 $
Resources	**342,757,468**	366,491,691	**55,748,651**	63,961,995
Rail infrastructure	**11,029,594**	10,211,077	**1,215,184**	835,701
Industrial processes	**10,082,143**	11,446,720	**393,869**	2,476,027
Other	**10,334,441**	8,707,984	**1,893,750**	1,427,468
Intersegment eliminations	**(40,268,004)**	(52,308,260)	**-**	-
Unallocated	**5,678,069**	4,330,127	**1,253,550**	1,034,448
Total revenue/profit before income tax expense	**339,613,711**	348,879,339	**60,505,004**	69,735,639
Income tax expense			**(18,025,984)**	(18,803,093)
Profit for the year			**42,479,020**	50,932,546
Less: (Profit)/Loss attributable to non-controlling interest			**(261,311)**	(218,349)
Profit attributable to owners of Lycopodium Ltd			**42,217,709**	50,714,197

Risk Management Overview

Lycopodium has a robust approach to risk management in order to provide sustainable long-term value to its shareholders. Strong risk management practices enable the Board and management to make strategic decisions that align with the risk appetite of the business.

Our risk management framework provides a whole-of business approach and sets out the process for identifying, evaluating, monitoring, reviewing and reporting of risk. The Board has established a Risk Committee which monitors, reviews and reports on our risk management throughout the business. We undertake risk assessments and workshops to evaluate and prioritise risks. These include emerging risks which may present the business with medium to long-term risk exposure.

We use qualitative and quantitative methods to define risk consequences. We view consequences across a range of possible financial and non-financial impacts, such as health and safety, environmental, reputational, commercial and legal and community. To prioritise risk we use our Company risk matrix and consider the risk's consequences as well as its likelihood. This assists in identifying risks that have the potential to be the most significant.



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In FY2025 we identified seven strategic risks that could influence the sustainability of our business. These risks, with an outline of our mitigation controls, are set out in no particular order and are not an exhaustive list of risks that may impact Lycopodium, however are considered to be the most significant.

Risk and Context	Description	Lycopodium Controls
Harm to our people	A safe and healthy work environment is fundamental to our values. The nature of our work and the geographies in which we work means our people are at higher risk of experiencing incidents including life-changing events which have the potential to cause physical and psychological harm.	We are committed to protecting the health, safety and wellbeing of our employees, contractors and other key stakeholders at all times. We support this through: • Comprehensive health and safety policies, standards and systems designed to prevent and mitigate potential exposure to health, safety and security risks • Investigating actual and potential significant events that could have led to injury or harm • Regularly reviewing and auditing our health and safety systems and processes • Being prepared with emergency, incident and crisis management plans • Providing regular hazard awareness updates, sharing of lessons learnt and training
Project delivery	Unsuccessful fixed price contracts can have a material and onerous impact on the business if they are not managed correctly. Time delays, project staffing, client and subcontractor relationship management and greater macro-economic impacts to cost of supplies and equipment can all have significant impact on the outcome of fixed priced contracts. Cost overruns, schedule blowouts and litigation with client and subcontractors can all impact Company cash flow and reputation as well as put stress on the greater workforce.	All projects are carefully managed by Lycopodium from initial assessment through to the completion and handover to the client. We support our engineers, construction and other project delivery specialists with: • Strong Go/No Go project assessments • Project Delivery Framework which supports execution through knowledge management systems and standardised delivery processes • Commercial Management Framework including contracting strategy, assessment of risk for each project and claims management processes • Use of the Technical Assurance Group (TAG) • Project Services Group (independent of the project delivery teams) provides oversight for cost control and schedule management; including the use of earned value management techniques (EVM) • Working with a strong proven subcontractor base offshore • Experienced project management teams • Documented Principles of Contracting • Project Governance Structure of monthly project performance reviews for early detection of project concerns
Technical failure of project	A project or study fails to meet its intended purpose due to technical deficiencies or major delivery failure giving rise to major claims on Lycopodium and its insurers. A variety of factors can contribute to technical failures within the complex environments that Lycopodium works. Management oversight on projects, lack of training, poor change management and lack of definition or direction from clients can all contribute to technical deficiencies on projects.	We use robust review and training processes to mitigate technical risks to the maximum extent reasonably possible, including: • Technical and peer review teams and processes • Use of the Technical Assurance Group (TAG) • Commercial team – all contracts vetted and negotiated • ISO9001 aligned procedures and processes • Management overview • Pre-approval and vetting of vendors and consultants • Training programs and mentoring • Having the originating office be held accountable for assurance • Involving project delivery focused personnel in the development and agreement of performance guarantees

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Risk and Context	Description	Lycopodium Controls
Sovereign / human rights and security risks	Lycopodium operates across multiple geographical locations. Some of these jurisdictions are subject to sovereign, human rights and security risks. Changes in government, regulation and tax regimes has the potential to impact our operational performance and financial returns.	We seek to develop a comprehensive understanding of the overseas jurisdiction before entering it: • Due diligence on any prospective new country • Employ a variety of commercial and contracting strategies to mitigate in-country risks • External specialist advice obtained • Regularly monitoring our tax risks and engaging specialist independent advice and assurance • Monitoring current and potential geographies' political, economic, security and social conditions on a daily basis and making and adapting plans accordingly • Development of policies and plans obligating our personnel and those personnel and organisations with whom we engage to comply with commitments we have made regarding human rights, modern slavery, codes of conduct and the like
Material litigation	Given the breadth of clients and geographical diversity with whom and across which Lycopodium operates, the complexity of contracts with both clients and subcontractors can lead to misalignment of understanding and contractual commitments / requirements between the various parties. Where these issues can't be resolved it can result in litigation that poses the risk of slowing operations, tying up resources as well as the reputational and financial impacts of any action taken. Depending on where any litigation takes place, the timeline to resolution as well as the costs to the Company can range from material to substantial.	In order to avoid any material litigation Lycopodium enacts the following throughout the contracting process: • Clear consideration and adoption of tailored contracting strategy and risk assessments for each potential project • Engaging strong, proven, culturally aligned contractors / subcontractors, who are generally considered less contractual in their nature and approach • 'Back-to-back' performance obligations to subcontractors where possible in line with head contract requirements • Robust claims and general change management processes to manage contracts throughout their life • Experienced Project Managers and management team • Principles of contracting documented • Having contract management processes in place which obligate our project teams to actively engage in open dialogue with clients, contractors and other key stakeholders to ensure matters are understood as they emerge and managed in an efficient and timely basis
Attract, retain and develop talent	Attracting, retaining and developing employees continues to be a high priority for the business, however it is a challenging talent market.	We recognise that having resource capacity and capability is core to our business. Our priorities include: • A well-defined employee value proposition to attract and engage top talent • A graduate program that focuses on training and development young talent • Implementing reward, remuneration and recruitment strategies that position the Company relative to the market • Targeted retention strategies and succession plans for critical roles and key talent • Leadership and mentoring programs for our emerging leaders to strengthen our capability
Cyber security	The growing volume and complexity of cybercrime is increasing. Lycopodium could experience business interruptions to critical IT services or other breaches of its information systems that could lead to the loss of intellectual property.	Our cyber-security program improves the security environment of our IT services including: • Continuing to invest in systems, tools and infrastructure to protect our assets • Having layered security measures including multi-factor authentication • Framework in place to align information security policies and standards to ISO 27001 • Penetration testing and supporting independent assurance of our control framework and key operating software • Employee education and training initiatives including phishing awareness and testing campaigns • Business resilience plans for cyber-related scenarios

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Significant Changes in the State of Affairs

There are no significant changes in the state of affairs of the consolidated entity during the year.

Matters Subsequent to the End of the Financial Year

SAXUM Acquisition

On 1 July 2025, Lycopodium Limited completed its acquisition of a majority interest in SAXUM Ingenieria S.A., SAXUM Consultoria e Engenharia Ltda, SAXUM Engineering Pty Ltd, and SAXUM Engineering LLC (collectively, "SAXUM"), an Argentinian-headquartered engineering group.

This acquisition represents Lycopodium Limited's key strategic growth initiative to further geographically expand its global presence in the Americas and diversify our services into the cement industry. SAXUM operates with no debt and maintains strong profit margins, enabling it to contribute immediately to the consolidated entity's revenue and profitability.

The acquisition was executed through the signing of a head of agreement under which Lycopodium Limited acquired 60% of the issued ordinary shares in SAXUM for a total cash consideration of US$7,085,326. In addition, Lycopodium Limited will acquire the remaining shares in two tranches:

- 25% on the fifth anniversary of the completion date.
- 15% on the seventh anniversary of the completion date.

The purchase consideration for the subsequent tranches will be within a capped range of valuation multiples and determined based on the normalised average EBITDA over the three years preceding each purchase.

Consideration transferred to SAXUM's shareholders:

- Cash consideration: US$7,085,326

The acquisition has been funded from cash reserves.

While commercial terms for the transaction were agreed earlier in the financial year and referenced in the consolidated entity's 31 December 2024 interim financial report, completion was subject to regulatory approvals in multiple jurisdictions. These approvals took longer than initially expected and were finalised on 1 July 2025, at which point both the cash consideration was paid and legal title to the shares was transferred. Lycopodium obtained control of the SAXUM entities on this date.

As the acquisition was completed after the consolidated entity's reporting date of 30 June 2025, it has been classified as a non-adjusting subsequent event and has not been reflected in the FY2025 financial results.

At the time of this report, the consolidated entity is in the process of converting the acquired entities' financial statements to IFRS-compliant accounting policies and assessing the fair value of assets acquired and liabilities assumed. As this process remains ongoing, Lycopodium is not yet in a position to disclose the provisional fair value of the net assets acquired or the amount of goodwill or other identifiable intangible assets. These will be presented in the consolidated entity's interim financial report for the half-year ending 31 December 2025, in line with the permitted measurement period.

Dividends

Since year end the Directors have recommended the payment of a final dividend on ordinary shares in respect of the 2025 financial year. The total amount of dividend is $9,935,057 (2024: $15,896,090) which represents a fully franked dividend of 25.0 cents (2024: 40.0 cents) per fully paid ordinary share.

With the exception of the above, no other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect:

(a) the consolidated entity's operations in future financial years, or

(b) the results of those operations in future financial years, or

(c) the consolidated entity's state of affairs in future financial years.

Likely Developments and Expected Results of Operations

The consolidated entity will continue to provide engineering consultancy services as detailed above.

Refer to the Review of Operations section within the Directors' Report for information regarding the likely developments and expected results.

Environmental Regulation

The consolidated entity's operations are not subject to significant environmental regulation under a law of the Commonwealth or of a State or Territory in respect of its consulting activities.

Information on Directors

Rodney Lloyd Leonard BSc, MSc (Metallurgy), MAusIMM
Non-Executive, Independent Chairman

Experience and expertise	Mr Leonard has over 30 years' experience in the mineral processing industry and was the Managing Director of Lycopodium Minerals Pty Ltd until 30 June 2019. Mr Leonard has been a Non-Executive Director of various subsidiaries prior to becoming Chairman on 28 November 2023.	
Length of service	25 October 2001 to present	
Other current directorships	Non-Executive Director of West African Resources Limited	
Former directorships in last 3 years	None	
Special responsibilities	Chairman of the Board Chair of the Risk Committee Chair of the Remuneration Committee Member of the Audit committee Member of the Corporate Governance Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	902,930

Peter De Leo BE (Civil), CPEng, FIEAust
Managing Director and Chief Executive Officer

Experience and expertise	Mr De Leo has over 30 years' experience in the construction and engineering fields. Mr De Leo is the Managing Director of Lycopodium Limited and was previously the Managing Director of Lycopodium Minerals Pty Ltd.	
Length of service	1 February 2007 to present	
Other current directorships	Non-Executive Director of Mondium Pty Ltd Non-Executive Director of Argosy Minerals Ltd Chairman of Australia-Africa Minerals and Energy Group Limited	
Former directorships in last 3 years	None	
Special responsibilities	Member of the Corporate Governance Committee Member of the Audit Committee Member of the Risk Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	915,200

Bruno Ruggiero BE (Mechanical), Grad Dip Min Sc, Grad Cert Eng Tech, MIEAust
Executive Director

Experience and expertise	Mr Ruggiero has over 30 years' experience in the minerals industry. He currently serves as the Group Technical Director having overarching responsibility for the Company's technical knowledge base, capabilities and direction. Mr Ruggiero is a Director of Lycopodium Minerals Pty Ltd.	
Length of service	25 October 2001 to present	
Other current directorships	Non-Executive Director of ECG Engineering Pty Ltd Non-Executive Director of Quantum Graphite Limited	
Former directorships in last 3 years	None	
Special responsibilities	Member of the Corporate Governance Committee Member of the Risk Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	1,000,520

Karl Anthony Cicanese, MBA , MAusIMM
Executive Director

Experience and expertise	Mr Cicanese has over 25 years' industry experience, with in-depth knowledge of the Lycopodium business, having held a number of senior roles within Lycopodium Minerals Pty Ltd, including General Manager, Group Manager and Project Director. Mr Cicanese is currently Managing Director of Lycopodium Minerals Pty Ltd.	
Length of service	23 November 2020 to present	
Other current directorships	Non-Executive Director of Mondium Pty Ltd	
Former directorships in last 3 years	None	
Special responsibilities	Member of the Corporate Governance Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	200,200

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Michael John Caratti BE (Electrical) (Hons)
Non-Executive Director

Experience and expertise	Mr Caratti was Chairman of Lycopodium Limited until 28 November 2023. He has over 40 years' experience in the mineral processing industry and has had a major role in the development of the Company's risk management and quality control programmes. Mr Caratti is a Director of Orway Mineral Consultants (WA) Pty Ltd.	
Length of service	25 October 2001 to present	
Other current directorships	None	
Former directorships in last 3 years	None	
Special responsibilities	Chair of the Corporate Governance Committee Member of the Remuneration Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	9,109,367

Steven John Micheil Chadwick BAppSc (Metallurgy), MAuslMM
Non-Executive, Independent Director

Experience and expertise	Mr Chadwick is a metallurgical engineer with over 45 years' experience covering operations, technical evaluations, project development, engineering design and corporate management. Mr Chadwick brings extensive industry and operating experience to the board.	
Length of service	11 January 2016 – 12 November 2024	
Other current directorships	None	
Former directorships in last 3 years	Non-Executive Director of Quantum Graphite Limited Non-Executive Director of Liontown Resources Limited	
Special responsibilities	Chair of the Remuneration Committee Member of the Corporate Governance Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	19,657

Louise Bower HBCompt (Accounting Science), CA
Non-Executive, Independent Director

Experience and expertise	Ms Bower is a Chartered Accountant with more than 25 years' international experience in senior finance and corporate governance roles in both executive and non-executive capacities, predominately in the Resources and Technology sectors.	
Length of service	15 August 2022 to present	
Other current directorships	Non-Executive Director of DUG Technology Ltd Non-Executive Director of Babylon Pump & Power Ltd	
Former directorships in last 3 years	None	
Special responsibilities	Chair of the Audit Committee Member of the Remuneration Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	Nil

Robert Radici B. Eng (Civil), G. Cert (B. Law), Masters of Construction Law, Registered Builder (WA)
Non-Executive, Independent Director

Experience and expertise	Mr Radici has 30 years' experience in the delivery of major projects across the mining and minerals, oil & gas, renewables and infrastructure sectors. Mr Radici has qualifications in civil engineering and construction law.	
Length of service	20 May 2025 to present	
Other current directorships	Non-Executive Director of Equilibrium Project Advisory Non-Executive Director of Equilibrium Commercial Advisory	
Former directorships in last 3 years	None	
Special responsibilities	Member of the Risk Committee	
Interest in shares and options	Ordinary shares of Lycopodium Limited	Nil

Company Secretary

The Company Secretary is Ms Justine Campbell BBus (Accounting and Finance), Chartered Accountant.

Ms Campbell is the Chief Financial Officer of Lycopodium Limited and was appointed to the position of Company Secretary on 30 September 2019. Ms Campbell has a strong track-record of financial leadership and transformation in ASX-listed companies.

Meetings of Directors

The numbers of meetings of the Company's Board of Directors and of each board committee held during the year ended 30 June 2025, and the numbers of meetings attended by each Director were:

	Board	Board Committees		
		Audit	Remuneration	Risk
Number of Meetings Held	11	2	2	2
	Number of Meetings Attended			
Rodney Lloyd Leonard	11	2	1**	2
Peter De Leo	11	2	2***	2
Bruno Ruggiero	10	*	*	2
Karl Anthony Cicanese	10	*	*	*
Michael John Caratti	11	*	2	*
Steven John Micheil Chadwick	4	*	1	*
Louise Bower	11	2	2	*
Robert Radici	2	*	*	*^

* Not a member of the committee
** Rodney Lloyd Leonard replaced Steven John Micheil Chadwick on the Remuneration Committee
*** By Invitation
^ Appointed as member of Board and Risk Committee on 20 May 2025

Remuneration Report – Audited

The Directors present the Lycopodium Limited 2025 Remuneration Report, outlining key aspects of our remuneration policy and framework, and remuneration awarded this year.

The remuneration report details the key management personnel remuneration arrangements for the consolidated entity, in accordance with the requirements of the Corporations Act 2001 and its Regulations.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including all Directors.

Directors and Key Management Personnel Disclosed in this Report

Name	Position
Rodney Lloyd Leonard	Non-Executive, Independent Chairman
Peter De Leo	Managing Director and Chief Executive Officer
Karl Anthony Cicanese	Executive Director
Bruno Ruggiero	Executive Director
Justine Campbell	Chief Financial Officer and Company Secretary
Michael John Caratti	Non-Executive Director
Steven John Micheil Chadwick	Non-Executive, Independent Director
Louise Bower	Non-Executive, Independent Director
Robert Radici	Non-Executive, Independent Director

Principles Used to Determine the Nature and Amount of Remuneration

The objective of the consolidated entity's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with the achievement of strategic objectives and the creation of value for shareholders, and it is considered to conform to the market best practice for the delivery of reward. The Board of Directors ('the Board') ensures that executive reward satisfies the following key criteria for good reward governance practices:

- Competitiveness and reasonableness
- Acceptability to shareholders
- Performance linkage/alignment of executive compensation
- Transparency

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Role of the Remuneration Committee

The remuneration committee is primarily responsible for making recommendations on:

- Remuneration levels of Executive Directors and other key management personnel;
- The overarching executive remuneration framework and operation of any incentive plan; and
- Key performance indicators and performance hurdles for the executive team.

The objective is to ensure that remuneration policies and structures are fair and competitive and aligned with the long-term interests of the Company.

Non-Executive Director Remuneration Policy

Fees and payments to Non-Executive Directors reflect the demands which are made on, and the responsibilities of, the Directors. Non-Executive Directors' fees and payments are reviewed annually by the Board to ensure that they are appropriate and in-line with the market.

Non-Executive Directors are also paid fixed fees for subsidiary board and committee attendance, as required.

ASX listing rules require the aggregate Non-Executive Directors' remuneration be determined periodically by a general meeting. The most recent determination was at the Annual General Meeting held on 12 November 2024, where the shareholders approved a maximum aggregate remuneration of AUD 639,047.

Directors' Fees

The current base fees were last reviewed with effect from 1 July 2024. The fees are exclusive of committee and subsidiary board fees. Details on Directors fees are disclosed under service agreements on page 19.

Executive Remuneration Policy and Framework

The executive remuneration framework has three components:

- Fixed annual remuneration, including superannuation,
- Short term Incentive (STI) which is cash based, and
- Long term Incentive (LTI) which is equity based.

Fixed annual remuneration is structured as a total employment cost package which is delivered as a combination of salary and prescribed non-financial benefits partly at the executive's discretion. Fixed annual remuneration is reviewed at a minimum annually to ensure the executive's pay is competitive with the market. An executive's pay is also reviewed on promotion.

A service or senior management bonus may be provided to certain senior salaried employees payable annually, at the discretion of the Company.

Consolidated Entity Performance and Link to Remuneration

The distribution pool of the STI and LTI is determined annually taking account of the achievement of a minimum audited NPAT of the overall company and a gateway hurdle related to company wide incidents.

The STI performance measure is the achievement of a minimum audited NPAT.

The LTI performance measures are assessed on personal and Company objectives.

Use of Remuneration Consultants

During the financial year ended 30 June 2025, the consolidated entity did not engage any remuneration consultants for assisting the Remuneration Committee.

Voting and Comments Made at the Company's Annual General Meeting

The remuneration report for the 2024 financial year was approved with 90% votes in favour by shareholders during the AGM. The Company did not receive any specific feedback at the AGM or throughout the year on its remuneration practices.

Company Performance

The profit after income tax expense and basic earnings per share for the Company for the last five years is as follows:

	2025	2024	2023	2022	2021
Revenue ($)	339,613,711	348,879,339	327,571,503	232,156,833	162,175,648
Profit before income tax ($)	60,505,004	69,735,639	63,276,663	38,926,648	21,489,381
Income tax expense ($)	18,025,984	18,803,093	17,718,082	12,074,774	7,423,134
Profit after income tax ($)	42,479,020	50,932,546	45,558,581	26,851,874	14,066,247
Basic EPS (cents)	106.23	127.61	117.72	68.4	35.7
Basic EPS growth, year on year (%)	(16.75%)	8.40%	72.13%	91.60%	20.20%
Fully franked dividends per share (cents)	35	77	81	54	25
Change in share price* ($)	(2.43)	2.21	4.88	0.30	0.64
Return on equity (%)	30.38%	42.19%	42.83%	28.67%	17.00%

* Calculated as the difference between the closing share price at the start and end of the respective financial years

Details of Remuneration

The following table shows details of the remuneration expense recognised for the Company's key management personnel for the current and previous financial year measured in accordance with the requirements of the accounting standards.

2025	Short-term employee benefits			Post-employment benefits	Share-based payments	Total	Performance related STI	Performance related LTI
	Cash salary and fees	Cash bonus	Non-monetary benefits	Super-annuation	Rights			
Non-Executive Directors								
Rodney Lloyd Leonard	143,383	-	-	-	-	143,383	-	-
Michael John Caratti	83,577	-	-	-	-	83,577	-	-
Steven John Micheil Chadwick	33,801	-	-	3,887	-	37,688	-	-
Louise Bower	112,770	-	-	-	-	112,770	-	-
Rob Radici	11,118	-	-	1,279	-	12,397	-	-
Executive Directors								
Peter De Leo	788,448	54,018	10,379	29,932	99,982	982,759	5.5%	10.2%
Bruno Ruggiero	658,176	49,177	10,379	29,932	76,688	824,352	6.0%	9.3%
Karl Anthony Cicanese	722,985	54,018	10,379	29,932	89,723	907,037	6.0%	9.9%
Other Key Management Personnel								
Justine Campbell	558,916	41,732	10,379	29,932	85,083	726,042	5.7%	11.7%
Total Key Management Personnel compensation	**3,113,174**	**198,945**	**41,516**	**124,894**	**351,476**	**3,830,005**	**5.2%**	**9.2%**

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2024	Short-term employee benefits			Post-employment benefits	Share-based payments	Total	Performance related STI	Performance related LTI
	Cash salary and fees	Cash bonus	Non-monetary benefits	Super-annuation	Rights			
Non-Executive Directors								
Rodney Lloyd Leonard	138,462	-	-	15,231	-	153,693	-	-
Michael John Caratti	83,577	-	-	9,193	-	92,770	-	-
Steven John Micheil Chadwick	92,586	-	-	10,184	-	102,770	-	-
Louise Bower	119,444	-	-	-	-	119,444	-	-
Executive Directors								
Peter De Leo	755,602	54,500	10,542	27,399	90,529	938,572	5.8%	9.6%
Bruno Ruggiero	631,453	44,690	10,542	27,399	67,482	781,566	5.7%	8.6%
Karl Anthony Cicanese	692,209	49,572	10,542	27,399	81,311	861,033	5.8%	9.4%
Other Key Management Personnel								
Justine Campbell	532,467	44,167	10,542	27,399	69,590	684,165	6.5%	10.2%
Total Key Management Personnel compensation	**3,045,800**	**192,929**	**42,168**	**144,204**	**308,912**	**3,734,013**	**5.2%**	**8.3%**

Cash bonuses are dependent on meeting defined performance measures. The amount of the bonus is determined having regard to the satisfaction of performance measures. The maximum bonus values are established at the start of each financial year and amounts payable are determined in the final month of the financial year by the Remuneration Committee. No cash bonuses were forfeited.

Service Agreements

Remuneration and other terms of employment for the Directors and key management personnel are formalised in employment contracts. Each contract deals with fixed annual remuneration. Other major provisions of the agreements relating to remuneration are set out below.

All employment contracts with Directors and Executives may be terminated by either party with three month's notice. None of the Directors or Executives are provided with termination benefits.

Name	Term of agreement	Fixed remuneration including superannuation*
Rodney Lloyd Leonard Non-Executive, Independent Chairman	No fixed term	Chairman fee of $139,155 p.a. Committee fee of $10,000 p.a. per committee
Michael John Caratti Non-Executive Director	No fixed term	Director fee of $92,770 p.a. Committee fee of $10,000 p.a. per committee
Steven John Micheil Chadwick Non-Executive, Independent Director	No fixed term	Director fee of $92,770 p.a. Committee fee of $10,000 p.a. per committee
Louise Bower Non-Executive, Independent Director	No fixed term	Director fee of $92,770 p.a. Committee fee of $10,000 p.a. per committee
Rob Radici Non-Executive, Independent Director	No fixed term	Director fee of $92,770 p.a. Committee fee of $10,000 p.a. per committee
Peter De Leo Managing Director and Chief Executive Officer	No fixed term	$722,591 p.a. Director fee of $92,770 p.a.
Bruno Ruggiero Executive Director	No fixed term	$592,855 p.a. Director fee of $92,770 p.a.
Karl Anthony Cicanese Executive Director	No fixed term	$657,399 p.a. Director fee of $92,770 p.a.
Justine Campbell Chief Financial Officer and Company Secretary	No fixed term	$586,360 p.a.

* Fixed remuneration payable from 1 July 2024 and reviewed annually by the Remuneration Committee

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Share-Based Compensation

Incentive Performance Rights Plan

Performance rights were granted to certain Executive Directors as approved at the Annual General Meeting on 12 November 2024.

Loan Funded Share Acquisition Plan

No limited recourse loan funded shares were issued during the current financial year to any of the Directors or key management personnel (2024: Nil shares).

Both of the above plans were designed to give incentives to the Executives to provide dedicated and ongoing commitment and effort to the consolidated entity and align the interests of both employees and shareholders.

Further information on rights over ordinary shares on issue is set out in note 36 to the financial statements.

The table below shows the number of rights holdings and ordinary share holdings for Directors and key management personnel.

(i) Rights Holdings

The numbers of rights in the Company held during the financial year by Directors of Lycopodium Limited and other key management personnel of the Company, including their personally related parties, over ordinary shares in the Company are set out below.

2025	Balance at start of the year	Granted as compen-sation (*)	Exercised (**)	Other changes	Balance at end of the year	Vested and exercisable	Unvested
Directors of Lycopodium Limited							
Peter De Leo	54,336	13,043	(19,700)	-	47,679	-	47,679
Bruno Ruggiero	41,134	10,913	(15,875)	-	36,172	-	36,172
Karl Anthony Cicanese	49,146	11,385	(17,787)	-	42,744	-	42,744
Other Key Management Personnel							
Justine Campbell	48,294	10,366	(17,611)	-	41,049	-	41,049

* Granted under the Incentive Performance Rights Plan, amounting to $351,476
** Exercised under the Incentive Performance Rights Plan, amounting to $290,869

The terms and conditions of each grant of rights over ordinary shares affecting remuneration of Directors and other key management personnel in this financial year or future reporting years are as follows:

Name	Number of rights granted	Grant date	Vesting date and exercisable date	Expiry date	Exercise price	Fair value per right at grant date
Directors of Lycopodium Limited						
Peter De Leo	13,043	12-Nov-24	11-Nov-27	11-Nov-29	-	$7.97
Bruno Ruggiero	10,913	12-Nov-24	11-Nov-27	11-Nov-29	-	$7.97
Karl Anthony Cicanese	11,385	12-Nov-24	11-Nov-27	11-Nov-29	-	$7.97
Other Key Management Personnel						
Justine Campbell	10,366	12-Nov-24	11-Nov-27	11-Nov-29	-	$7.97

(ii) Share Holdings

The numbers of shares in the Company held during the financial year by Directors of Lycopodium Limited and other key management personnel of the Company, including their personally related parties, are set out below. There were no shares granted during the reporting period as compensation.

2025	Balance at the start of the year	Received during the year on the exercise of options	Other changes during the year	Balance at end of the year
Directors of Lycopodium Limited				
Michael John Caratti	9,109,367	-	-	9,109,367
Peter De Leo	895,500	19,700	-	915,200
Rodney Lloyd Leonard	902,930	-	-	902,930
Bruno Ruggiero	1,650,520	15,875	(665,875)	1,000,520
Steven John Micheil Chadwick	19,657	-	-	19,657
Karl Anthony Cicanese	200,200	17,787	(17,787)	200,200
Other Key Management Personnel				
Justine Campbell	50,000	17,611	(14,000)	53,611

Loans to Key Management Personnel

No loans were made to Directors of Lycopodium Limited and other key management personnel of the consolidated entity, including their personally related parties during the year (2024: Nil).

Loans that are in-substance options and are non-recourse to the consolidated entity are excluded from loans to key management personnel.

End of Remuneration Report.

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Shares under performance rights

Unissued ordinary shares of Lycopodium Limited at the date of this report are as follows:

Date performance rights issued	Expiry date	Issue price of shares	Number
19 November 2021	18 November 2026	$0.00	127,139
16 November 2022	15 November 2027	$0.00	194,355
14 November 2023	13 November 2028	$0.00	147,822
12 November 2024	11 November 2029	$0.00	132,544

Insurance of Officers

During the financial year, Lycopodium Limited took out insurance cover for the Directors, Company Secretary and senior officers of the Company and its controlled entities.

The liabilities insured are costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of entities in the Company, and any other payments arising from liabilities incurred by the officers in connection with such proceedings, other than where such liabilities arise out of conduct involving a willful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to the Company.

The Directors have not included specific details of the premium paid as such disclosure is prohibited under the terms of the contract.

Indemnity of Auditors

Lycopodium Limited has agreed to indemnify their auditors, RSM Australia, to the extent permitted by law, against any claim by a third party arising from Lycopodium Limited's breach of their agreement. The indemnity stipulates that Lycopodium Limited will meet the full amount of any such liabilities including a reasonable amount of legal costs.

Proceedings on Behalf of the Company

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to 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 part of those proceedings.

Non-Audit Services

Details of the amounts paid or payable to the auditor for non-audit services provided during the financial year by the auditor are outlined in note 28 to the financial statements.

The Directors are satisfied that the provision of non-audit services during the financial year, by the auditor (or by another person or firm on the auditor's behalf), is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001.

The Directors are of the opinion that the services as disclosed in note 28 to the financial statements do not compromise the external auditor's independence requirements of the Corporations Act 2001 for the following reasons:

- All non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor; and
- None of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional and Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Officers of the Company who are Former Partners of RSM Australia

There are no officers of the Company who are former partners of RSM Australia.

Auditor's Independence Declaration

A copy of the Auditor's Independence Declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this Directors' Report.

Auditor

RSM Australia continues in office in accordance with section 327 of the Corporations Act 2001.

This report is made in accordance with a resolution of Directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the Directors



Peter De Leo
Managing Director & Chief Executive Officer
Lycopodium Limited

Perth
19 August 2025

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Auditor's Independence Declaration

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RSM Australia Partners

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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Lycopodium Limited for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and

(ii) any applicable code of professional conduct in relation to the audit.

RSM
RSM AUSTRALIA

AWhyte
ALASDAIR WHYTE
Partner

Perth, WA
Dated: 19 August 2025

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Corporate Governance Statement

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The Board of Directors of Lycopodium Limited is responsible for the overall corporate governance of the Company and its subsidiary companies (consolidated entity).

The Board governs all matters relating to the strategic direction, policies, practices, management and operations of the consolidated entity with the aim of protecting the interests of shareholders and other stakeholders, including employees, clients and suppliers, and creating value for them.

The Board has implemented the Corporate Governance Principles and Recommendations of the ASX Corporate Governance Council to the extent considered appropriate for the size and nature of the Company's current operations.

The Company has adopted a Corporate Governance Framework which provides the written terms of reference for the Company's corporate governance duties. The Company has in place charters, policies and procedures which support the framework to ensure a high standard of governance is maintained. Lycopodium's Corporate Governance Statement, Board and Sub-Committee charters and the Company's governance policies, are published on the Company's website:

lycopodium.com/investor-relations/corporate-governance

FY25 Financial Report

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The financial statements cover Lycopodium Limited as a consolidated entity consisting of Lycopodium Limited and the entities it controlled at the end of, or during, the year. The financial statements are presented in Australian dollars, which is Lycopodium Limited's functional and presentation currency.

Lycopodium Limited is a listed public company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Level 5, 1 Adelaide Terrace
East Perth, Western Australia 6004

A description of the nature of the consolidated entity's operations and its principal activities are included in the Directors' Report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of Directors, on 19 August 2025. The Directors have the power to amend and reissue the financial statements.



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Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2025

	Notes	2025 $	2024 $
Revenue from operations			
Revenue from contracts with customers	5(a)	**333,935,642**	344,549,212
Interest income		**2,430,558**	3,429,075
Other income	5(c)	**3,247,511**	901,052
Revenue and income		**339,613,711**	348,879,339
Employee benefits expense		**(142,674,533)**	(125,499,013)
Depreciation and amortisation expense	6	**(6,945,465)**	(6,571,008)
Project expenses		**(13,513,944)**	(17,001,585)
Equipment and materials		**(26,244,686)**	(32,063,676)
Contractors		**(59,664,310)**	(83,466,066)
Occupancy expense		**(3,359,378)**	(2,351,938)
Other expenses		**(26,674,352)**	(21,737,888)
Warranty provision (expenses)/reversal	20	**(1,745,203)**	7,795,356
Finance costs	6	**(1,202,475)**	(760,484)
Share of net profit of associates and joint ventures accounted for using the equity method	4	**2,895,639**	2,512,602
Profit before income tax		**60,505,004**	69,735,639
Income tax expense	7	**(18,025,984)**	(18,803,093)
Profit for the year		**42,479,020**	50,932,546
Profit for the year is attributable to:			
Owners of Lycopodium Limited		**42,217,709**	50,714,197
Non-controlling interests		**261,311**	218,349
Profit for the year		**42,479,020**	50,932,546
Other comprehensive income/(loss)			
Items that may be reclassified to profit or loss			
Foreign currency translation		**2,490,997**	(3,104,593)
Total comprehensive income for the year		**44,970,017**	47,827,953
Total comprehensive income for the year is attributable to:			
Owners of Lycopodium Limited		**44,708,706**	47,609,604
Non-controlling interests		**261,311**	218,349
Total comprehensive income for the year		**44,970,017**	47,827,953

	Notes	Cents	Cents
Earnings per share for profit attributable to the ordinary equity holders of the Company:			
Basic earnings per share	35(a)	**106.23**	127.61
Diluted earnings per share	35(b)	**106.23**	127.61

The above 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

	Notes	2025 $	2024 $
ASSETS			
Current assets			
Cash and cash equivalents	8	**79,035,621**	67,563,528
Trade and other receivables	9	**115,419,791**	107,377,645
Inventories	10	**-**	319,856
Other current assets	11	**6,130,314**	5,165,576
Total current assets		**200,585,726**	180,426,605
Non-current assets			
Property, plant and equipment	12	**6,462,829**	6,903,806
Right-of-use assets	13	**13,064,711**	10,470,802
Intangible assets	14	**6,263,989**	6,328,060
Deferred tax assets	15	**6,213,581**	6,103,967
Financial assets measured at fair value through profit or loss	16(a)	**2,606,350**	2,781,415
Investments accounted for using the equity method	17	**5,885,560**	4,029,886
Total non-current assets		**40,497,020**	36,617,936
Total assets		**241,082,746**	217,044,541
LIABILITIES			
Current liabilities			
Trade and other payables	18	**39,761,610**	47,627,350
Contract and other liabilities	5(b)	**14,423,362**	10,553,859
Borrowings	16(b)	**1,459,986**	289,624
Lease liabilities	16(a)	**4,253,288**	3,540,429
Current tax liabilities		**3,480,652**	5,344,648
Employee benefits	19	**10,761,631**	7,973,442
Provisions	20	**3,490,611**	1,730,284
Total current liabilities		**77,631,140**	77,059,636
Non-current liabilities			
Employee benefits	22	**2,273,111**	3,758,773
Lease liabilities	16(a)	**10,705,808**	8,785,946
Total non-current liabilities		**12,978,919**	12,544,719
Total liabilities		**90,610,059**	89,604,355
Net assets		**150,472,687**	127,440,186
EQUITY			
Issued capital	23	**13,960,138**	15,887,091
Reserves	24	**(2,233,650)**	(5,613,236)
Retained earnings	25	**140,138,690**	117,791,094
Equity attributable to the owners of Lycopodium Limited		**151,865,178**	128,064,949
Non-controlling interests	26	**(1,392,491)**	(624,763)
Total equity		**150,472,687**	127,440,186

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

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Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2025

	Notes	Issued capital $	Retained earnings $	Foreign currency translation reserve $	Share-based payment reserve $	Non-con trolling interests $	Total equity $
Balance at 1 July 2023		18,551,357	99,663,882	(5,367,407)	1,794,716	(1,677,641)	112,964,907
Profit after income tax expense for the year		-	50,714,197	-	-	218,349	50,932,546
Other comprehensive loss for the year, net of tax		-	-	(3,104,593)	-	-	(3,104,593)
Total comprehensive income for the year		**-**	**50,714,197**	**(3,104,593)**	**-**	**218,349**	**47,827,953**
Transactions with owners in their capacity as owners:							
Foreign currency translation with non-controlling interest		-	-	-	-	834,529	834,529
Dividends provided for or paid	27	-	(32,586,985)	-	-	-	(32,586,985)
Purchase of shares under employee share trust	23	(3,311,902)	-	-	-	-	(3,311,902)
Performance rights - value of rights	24	-	-	-	741,239	-	741,239
Loan share to senior management	23	238,700	-	-	-	-	238,700
Tax effect of transfer to cash to employee share trust	24	-	-	-	731,745	-	731,745
Exercise of performance rights	24	408,936	-	-	(408,936)	-	-
		(2,664,266)	(32,586,985)	-	1,064,048	834,529	(33,352,674)
Balance at 30 June 2024		**15,887,091**	**117,791,094**	**(8,472,000)**	**2,858,764**	**(624,763)**	**127,440,186**
Balance at 1 July 2024		15,887,091	117,791,094	(8,472,000)	2,858,764	(624,763)	127,440,186
Profit for the year		-	42,217,709	-	-	261,311	42,479,020
Other comprehensive loss		-	-	2,490,997	-	-	2,490,997
Total comprehensive income for the year		-	42,217,709	2,490,997	-	261,311	44,970,017
Transactions with owners in their capacity as owners:							
Foreign currency translation with non-controlling interest		-	-	-	-	(1,029,039)	(1,029,039)
Dividends provided for or paid	27	-	(19,870,113)	-	-	-	(19,870,113)
Purchase of shares under employee share trust	23	(2,294,853)	-	-	-	-	(2,294,853)
Performance rights - value of rights	24	-	-	-	918,296	-	918,296
Loan share to senior management	23	(124,323)	-	-	-	-	(124,323)
Loan shares-value of rights	24	-	-	-	114,173	-	114,173
Tax effect of transfer to cash to employee share trust	24	-	-	-	348,343	-	348,343
Exercise of performance rights	24	492,223	-	-	(492,223)	-	-
		(1,926,953)	**(19,870,113)**	**-**	**888,589**	**(1,029,039)**	**(21,937,516)**
Balance as 30 June 2025		**13,960,138**	**140,138,690**	**(5,981,003)**	**3,747,353**	**(1,392,491)**	**150,472,687**

The above 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

	Notes	2025 $	2024 $
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		**338,666,982**	311,464,101
Payments to suppliers and employees (inclusive of GST)		**(286,653,134)**	(259,933,001)
		52,013,848	51,531,100
Interest received		**2,430,558**	3,429,075
Interest and other finance costs paid		**(1,202,475)**	(760,484)
Income taxes paid		**(16,030,159)**	(28,653,039)
Net cash inflow from operating activities	34	**37,211,772**	25,546,652
Cash flows from investing activities			
Dividends received from joint ventures and associates		**1,053,751**	2,294,688
Repayment of loans from joint ventures and associates		**-**	56,433
Loans to joint ventures and associates		**-**	-
Payments for property, plant and equipment	12	**(1,951,268)**	(1,086,190)
Payments for intangible assets	14	**(24,691)**	-
Net cash (outflow)/inflow from investing activities		**(922,208)**	1,264,932
Cash flows from financing activities			
Proceeds from borrowings		**5,366,390**	3,115,555
Repayments of borrowings		**(4,196,028)**	(3,506,067)
Loan from associates and joint ventures		**4,800,000**	-
Repayment of loans from associates and Joint ventures		**(4,800,000)**	-
Purchase of shares by the employee share trust		**(1,926,953)**	(3,569,971)
Repayment of lease liabilities		**(4,134,410)**	(3,831,100)
Dividends paid to the Company's shareholders	27	**(19,870,113)**	(32,586,985)
Net cash outflow from financing activities		**(24,761,114)**	(40,378,568)
Net increase/(decrease) in cash and cash equivalents		**11,528,451**	(13,566,984)
Cash and cash equivalents at the beginning of the financial year	8	**67,563,528**	82,412,067
Effects of exchange rate changes on cash and cash equivalents		**(56,358)**	(1,281,555)
Cash and cash equivalents at the end of financial year	8	**79,035,621**	67,563,528

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

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Notes to the Financial Statements

30 June 2025

1. Summary of Material Accounting Policies

The principal accounting policies adopted in the preparation of this consolidated financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial report comprises the financial report for the Company consisting of Lycopodium Limited and its subsidiaries.

(a) Basis of Preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the Corporations Act 2001. Lycopodium Limited is a for-profit entity for the purpose of preparing the financial report. The consolidated financial report of Lycopodium Limited and its subsidiaries complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

(i) New or Amended Accounting Standards and Interpretations Adopted

The consolidated entity has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

(ii) Historical Cost Convention

These financial statements have been prepared under the historical cost convention, as modified by the measurement of financial assets/liabilities at fair value through profit and loss.

(iii) Critical Accounting Estimates

The preparation of the financial report requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the consolidated entity's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial report, are disclosed in note 3.

(b) Principles of Consolidation

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the consolidated entity has control. The consolidated entity controls an entity when the consolidated entity 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 to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the consolidated entity (refer to note 1(h)).

Intercompany transactions, balances and unrealised gains on transactions between entities in the consolidated entity are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity and Consolidated Statement of Financial Position, respectively.

(ii) Employee Share Trust

The consolidated entity has formed a trust to administer the consolidated entity's employee share scheme. This trust is consolidated, as the substance of the relationship is that the trust is controlled by the consolidated entity.

(iii) Joint Arrangements

Under AASB 11 Joint Arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. Lycopodium Limited has joint venture arrangements.

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Notes to the Financial Statements

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(iv) Joint Ventures

Interests in joint ventures are accounted for using the equity method (see (vi) below), after initially being recognised at cost in the Consolidated Statement of Financial Position.

(v) Associates

Associates are all entities over which the consolidated entity has significant influence but not control or joint control. This is generally the case where the consolidated entity holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting (see (vi) below), after initially being recognised at cost.

(vi) Equity Method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the consolidated entity's share of the post-acquisition profits or losses of the investee, and the consolidated entity's share of movements in other comprehensive income of the investee. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

When the consolidated entity's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the consolidated entity does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the consolidated entity and its associates and joint ventures are eliminated to the extent of the consolidated entity's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity.

(vii) Changes in Ownership Interests

The consolidated entity treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the consolidated entity. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributed to owners of Lycopodium Limited.

When the consolidated entity ceases to have control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the consolidated entity had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

(c) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors.

(d) Revenue and Other Income Recognition

Revenue from Contracts with Customers

The consolidated entity recognises revenue on an 'over time' basis. This applies to the two services of which the consolidated entity provides:

- Engineering and related services
- Construction contracts

Notes to the Financial Statements

30 June 2025

To determine whether to recognise revenue, the consolidated entity follows a five-step process:

(1) Identifying the contract with a customer

(2) Identifying the performance obligations

(3) Determining the transaction price

(4) Allocating the transaction price to the performance obligations

(5) Recognising revenue when/as performance obligation(s) are satisfied

For work being performed in the completion of contracts with fixed prices, the customer controls the assets as it is created or enhanced. Progress towards completion of the contract is measured according to the proportion of contract costs incurred for work performed to date relative to the estimate total contract costs.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Where recognised revenues exceed progress billings, the surplus is shown in Contract Assets. For contracts where progress billings exceed recognised revenues, the surplus is shown as Contract Liabilities.

Certain customer contracts are man-hours and expense based. In these circumstances, revenue is recognised over time as the consolidated entity has a right to consideration from the customer in an amount that corresponds directly with the value to the customer of the entity's performance completed at the time of billing. The consolidated entity therefore recognises revenue in the amount to which the consolidated entity has the right to invoice.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Interest

Interest revenue is recognised on an accrual basis.

Dividend

Dividend income is recognised when the dividend is declared.

Rental Income

Rental income is recognised on a straight line basis over the term of the operating lease.

(e) Foreign Currency Translation

(i) Functional and Presentation Currency

Items included in the financial report of each of the consolidated entity's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The Consolidated financial report is presented in Australian dollars, which is Lycopodium Limited's functional and presentation currency.

(ii) Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit and loss.

Translation differences on financial assets and liabilities carried at fair value are reported as part of the fair value gain or loss. Translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary assets such as equities classified as available-for-sale financial assets are recognised in other comprehensive income.

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Notes to the Financial Statements

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(iii) Consolidated Entities

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at the date of that Statement of Financial Position.
- Income and expenses for each Statement of Comprehensive Income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions).
- All resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign operations, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, associated exchange differences are recognised in the profit and loss, as part of the gain or loss on sale where applicable.

(f) Income Tax

The income tax expense or credit for the year is the tax payable on the current year's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting year in the countries where the Company and its subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial report. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting year and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the consolidated entity is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Lycopodium Limited and its wholly-owned Australian controlled entities have implemented the tax consolidation legislation effective 1 July 2013. As a consequence, these entities are taxed as a single entity and the deferred tax assets and liabilities of these entities are set off in the consolidated financial report.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

(g) Right-of-Use Assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the

Notes to the Financial Statements

30 June 2025

commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The consolidated entity has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

(h) Business Combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the fair values of the assets transferred, the liabilities incurred, and the equity interests issued by the consolidated entity. The consideration transferred also includes the fair value of any asset or liability resulting from a contingent consideration arrangement and the fair value of any pre-existing equity interest in the subsidiary. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition-date. On an acquisition- by-acquisition basis, the consolidated entity recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net identifiable assets.

The excess of the consideration transferred and the amount of any non-controlling interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired and the measurement of all amounts has been reviewed, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

(i) Impairment of Assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or group of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting year.

(j) Current and Non-Current Classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification. An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the consolidated entity's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the consolidated entity's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

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Notes to the Financial Statements

30 June 2025

(k) Cash and Cash Equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

(l) Trade Receivables and Other Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less expected credit loss. Trade receivables are generally due for settlement within 30 days.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (expected credit loss on trade receivables) is used when there is objective evidence that the consolidated entity will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in the Consolidated Statement of Profit and Loss and Other Comprehensive Income within 'other expenses'. When a trade receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against 'other expenses' in the Consolidated Statement of Profit and Loss and Other Comprehensive Income.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

(m) Contract Assets

Contract assets are recognised when the consolidated entity has transferred goods or services to the customer but where the consolidated entity is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

(n) Contract Assets

Customer acquisition costs are capitalised as an asset where such costs are incremental to obtaining a contract with a customer and are expected to be recovered. Customer acquisition costs are amortised on a straight-line basis over the term of the contract.

Costs to obtain a contract that would have been incurred regardless of whether the contract was obtained or which are not otherwise recoverable from a customer are expensed as incurred to profit or loss. Incremental costs of obtaining a contract where the contract term is less than one year is immediately expensed to profit or loss.

(o) Customer Fulfilment Costs

Customer fulfilment costs are capitalised as an asset when all the following are met: (i) the costs relate directly to the contract or specifically identifiable proposed contract; (ii) the costs generate or enhance resources of the consolidated entity that will be used to satisfy future performance obligations; and (iii) the costs are expected to be recovered. Customer fulfilment costs are amortised on a straight-line basis over the term of the contract.

(p) Inventories

Raw materials, work in progress and finished goods are stated at the lower of cost and net realisable value on a 'first in first out' basis. Cost comprises of direct materials and delivery costs, direct labour, import duties and other taxes, an appropriate proportion of variable and fixed overhead expenditure based on normal operating capacity and where applicable, transfers from cash flow hedging reserves in equity. Costs of purchased inventory are determined after deducting rebates and discounts received or receivable.

Stock in transit is stated at the lower of cost and net realisable value. Cost comprises purchase and delivery costs, net of rebates and discounts received or receivable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

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(q) Non-Derivative Financial Assets

(i) Classification

The consolidated entity classifies its financial assets in the following measurement categories:

- Those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss).
- Those to be measured at amortised cost.

The classification depends on the consolidated entity's business model for managing financial assets and the contractual terms of the cashflows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For Investments in equity instruments that are not held for trading, this will depend on whether the consolidated entity has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. The consolidated entity reclassifies debt investments when its business model for managing those assets changes.

(ii) Measurement

At initial recognition, the consolidated entity measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss. Measurement of cash and cash equivalents and trade and other receivables remains at amortised cost consistent with the comparative period.

Debt Instruments

Subsequent measurement of debt instruments depends on the consolidated entity's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories which the consolidated entity classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.
- Fair value through other comprehensive income (FVOCI): Assets that are held for collecting contractual cash flows and through sale on specified dates. A gain or loss on a debt investment that is subsequently measured at FVOCI is recognised in other comprehensive income. None are currently held by the consolidated entity.
- Fair value through profit or loss (FVPL): Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit or loss within other gains/(losses) in the period in which it arises. None are currently held by the consolidated entity.

Equity Instruments

The consolidated entity subsequently measures all equity investments at fair value. Where the consolidated entity's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the consolidated entity's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value. Changes in the fair value of financial assets at fair value through profit or loss are recognised either in other income or in other expenses in the statement of profit or loss.

(iii) Impairment

The consolidated entity assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

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For trade receivables and other receivables, the consolidated entity applies the simplified approach permitted by AASB 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(r) Non-Derivative Financial Liabilities

Interest Bearing Liabilities

All loans and borrowings are initially recognised at fair value, being the amount received less attributable transaction costs. After initial recognition, interest bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in the statement of profit or loss over the period of the borrowings on an effective interest basis.

Trade and Other Payables

Liabilities are recognised for amounts to be paid for goods or services received. Trade payables are settled on terms aligned with the normal commercial terms in the consolidated entity's countries of operation.

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year which are unpaid. Due to their short-term nature, they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

(s) Contract Liabilities

Contract liabilities represent the consolidated entity's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the consolidated entity recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the consolidated entity has transferred the goods or services to the customer.

(t) Borrowings

Loans and borrowings are initially recognised at the fair value of the consideration received, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

(u) Lease Liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the consolidated entity's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

(v) Finance Costs

Finance costs attributable to qualifying assets are capitalised as part of the asset. All other finance costs are expensed in the period in which they are incurred.

(w) Derivative Financial Instruments

Derivative financial instruments are stated at fair value, with changes in fair value recognised in the statement of profit or loss. Where derivative financial instruments qualify for hedge accounting, recognition of changes in fair value depends on the nature of the item being hedged. Hedge accounting is discontinued when the hedging relationship is revoked, the hedging instrument expires, is sold, terminated, exercised, or no longer qualifies for hedge accounting.

The consolidated entity documents at the inception of the hedging transaction the economic relationship between hedging instruments and hedged items including whether the instrument is expected to offset changes in cash flows of hedged items. The consolidated entity documents its risk management objective and strategy for undertaking various hedge transactions at the inception of each hedge relationship.

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Cash Flow Hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within other expenses.

When option contracts are used to hedge forecast transactions, the consolidated entity designates only the intrinsic value of the option contract as the hedging instrument. Gains or losses relating to the effective portion of the change in intrinsic value of the option contracts are recognised in the cash flow hedge reserve in equity. The changes in the time value of the option contracts that relate to the hedged item ('aligned time value') are recognised within other comprehensive income in the costs of hedging reserve within equity.

When forward contracts are used to hedge forecast transactions, the consolidated entity generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the cash flow hedge reserve in equity. The change in the forward element of the contract that relates to the hedged item is recognised within other comprehensive income in the costs of hedging reserve within equity. In some cases, the entity may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains or losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the cash flow hedge reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- The gain or loss relating to the effective portion of forward and option contracts are ultimately recognised in profit or loss as the hedged item affects profit or loss within expenses.
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance cost'.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs, resulting in the recognition of a non-financial asset such as inventory. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss. Hedge ineffectiveness is recognised in profit or loss within other expenses.

(x) Property, Plant and Equipment

Property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the consolidated entity and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting year in which they are incurred.

Depreciation on plant and equipment is calculated using the straight line or diminishing value method to allocate their cost, net of their residual values, over their estimated useful lives, as follows:

- Plant and equipment 3 - 10 years
- Vehicles 5 - 7 years
- Furniture, fittings and equipment 3 - 8 years
- Leasehold improvements 3 - 6 years
- Leased plant and equipment 3 - 5 years

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

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 (note 1(i)).

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the profit and loss.

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(y) Intangible Assets

(i) Goodwill

Goodwill is measured as described in note 1(h). Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segments (note 4).

(ii) Software

Intangible assets also comprise capitalised computer software. Computer software has a finite useful life and is carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost of the computer software over their estimated useful lives, being three years.

(z) Borrowing Costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the year of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial year of time to get ready for their intended use or sale.

Other borrowing costs are expensed in the year in which they are incurred.

(aa) Provisions

Provisions for legal claims, service warranties and make good obligations are recognised when the consolidated entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting year. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

(ab) Employee Benefits

The obligations are presented as current liabilities in the Consolidated Statement of Financial Position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(i) Short-Term Obligations

Liabilities for wages and salaries, including non-monetary benefits expected to be settled wholly within 12 months after the end of the period in which the employees render the related services are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. All other short-term employee benefit obligations are presented as payables.

The liability for long service leave and annual leave which is not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service is therefore recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period of high-quality corporate bonds with terms and currency that match, as closely as possible, the estimated future cash outflows. Re-measurement as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

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(ii) Retirement Benefit Obligations

Contributions to defined contribution funds are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iii) Share-Based Payments

Share-based compensation benefits are provided to certain Executive Directors and other designated employees via the Performance Rights Plans. Information relating to this scheme is set out in note 36.

The fair value of rights granted under the Performance Rights Plans are recognised as an employee benefit expense with a corresponding increase in equity. The fair value is measured at grant date and recognised over the period during which the employees become unconditionally entitled to the rights.

The fair value at grant date is independently determined using a Binomial Tree option pricing model that takes into account the exercise price, the term of the rights, the vesting and performance criteria, the impact of dilution, the non-tradeable nature of the rights, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate for the term of the rights.

(iv) Loan Funded Share Plan

A limited recourse loans was provided to eligible employees of the Company or such other persons as the Board determines.

A broad outline of the plan is summarised below:

- The Company will loan funds to participating employees to purchase Lycopodium Limited shares.
- The loan will be a limited recourse loan provided the employee stays with the Company for greater than three years.
- During the term of the loan, dividends will be offset against the outstanding loan balance.

The Company has the following as the result of this transaction:

Share Based Payment

The difference between the value of the shares purchased and the value of the shares allocated to participating employees represents the cost to the Company for providing the loan to the employees. This amount is expensed in the profit and loss upon vesting.

Loan Funded Shares

The loan funded shares purchased by the eligible employee are classified as a reduction in equity as at the reporting date.

(v) Defined Contribution Superannuation Expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

(ac) Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

(ad) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting year but not distributed at the end of the reporting year.

(ae) Earnings Per Share

(i) Basic Earnings Per Share

Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the Company, excluding any costs of servicing equity other than ordinary shares
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year.

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(ii) Diluted Earnings Per Share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

(af) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

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 taxation authority is included with other receivables or payables in the Consolidated 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 taxation authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

(ag) Fair Value Measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

(ah) Employee Share Trust

The consolidated entity has in place a trust to administer the consolidated entity's employee share and share rights schemes. This trust is consolidated, as the substance of the relationship is that the trust is controlled by the consolidated entity. Shares held by the Lycopodium Employee Share Trust are disclosed as Treasury shares and deducted from contributed equity.

The movement in treasury shares represent acquisition of the Company's shares on market and allocation of shares to the Company's employees from the vesting of awards and exercise of rights under the employee share-based payment trust.

(ai) Parent Entity Financial Information

The financial information for the parent entity, Lycopodium Limited, disclosed in note 38 has been prepared on the same basis as the consolidated financial report, except as set out below.

(i) Investments in Subsidiaries, Associates and Joint Venture Entities

Investments in subsidiaries, associates and joint venture entities are accounted for at cost in the financial report of Lycopodium Limited. Dividends received from associates are recognised in the parent entity's profit or loss, rather than being deducted from the carrying amount of these investments.

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(ii) Share Based Payments

The grant by the Company of rights over its equity instruments to the employees of subsidiary undertakings in the Company is treated as a capital contribution to that subsidiary undertaking. The fair value of employee services received, measured by reference to the grant date fair value, is recognised over the vesting period as an increase to investment in subsidiary undertakings, with a corresponding credit to equity.

2. Financial Risk Management

The consolidated entity manages its exposure to key financial risks, including interest rate and currency risk in accordance with the consolidated entity's financial risk management policy. The objective of the policy is to support the delivery of the consolidated entity's financial targets whilst protecting future financial security.

The main risks arising from the consolidated entity's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The consolidated entity uses different methods to measure and manage different types of risks to which it is exposed. These include monitoring levels of exposure to interest rate and foreign exchange risk and assessments of market forecasts for interest rates and foreign exchange. Ageing analyses and monitoring of specific credit allowances are undertaken to manage credit risk, and liquidity risk is monitored through the development of future rolling cash flow forecasts.

The primary responsibility for identification and control of financial risks rests with the Board. The Board reviews and agrees on policies for managing each of the risks identified above.

(a) Market Risk

(i) Foreign Exchange Risk

The consolidated entity operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar (USD) and Canadian dollars (CAD). Exchange rate exposures are managed with approved policy parameters utilising forward exchange contracts.

Foreign exchange risk arises when future commercial transactions and recognised financial assets and financial liabilities are denominated in a currency that is not the entity's functional currency.

Exposure

The consolidated entity's exposure to foreign currency risk at the reporting period, expressed in Australian dollar, was as follows:

	2025		2024	
	USD $	CAD $	USD $	CAD $
Cash and cash equivalents	**24,971,313**	**10,575,038**	10,622,339	7,436,955
Trade and other receivables	**862,642**	**10,117,669**	5,253,083	4,215,399
Other current assets	-	-	-	88,865
Trade and other payables	-	**(3,946,507)**	-	(5,550,435)
Net exposure	**25,833,955**	**16,746,200**	15,875,422	6,190,784

Sensitivity

Based on the financial instruments held at 30 June 2025, had the Australian dollar weakened/strengthened by 10% against the US dollar with all other variables held constant, the consolidated entity's post-tax profit and equity for the year would have been $2,583,395 higher/$2,583,395 lower (2024: $1,587,542 higher/$1,587,542 lower), mainly as a result of foreign exchange gains/losses on translation of US dollar denominated financial instruments as detailed in the above table.

Based on the financial instruments held at 30 June 2025, had the Australian dollar weakened/strengthened by 10% against the Canadian Dollar with all other variables held constant, the consolidated entity's post-tax profit and equity for the year would have been $1,674,620 higher/$1,674,620 lower (2024: $619,078 higher/$619,078 lower), mainly as a result of foreign exchange gains/losses on translation of Canadian dollars denominated financial instruments as detailed in the above table.

Exposure to foreign exchange rates vary during the year depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the consolidated entity's exposure to currency risk.

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(ii) Price Risk

The consolidated entity has exposure to equity securities price risk with the exposure, however, being immaterial. Equity securities price risk arises from investments in equity securities. The equity investments are publicly traded on the Australian Securities Exchange ("ASX"). The price risk for the listed securities is immaterial in terms of a possible impact on profit and loss or total equity and as such a sensitivity analysis has not been completed. The consolidated entity does not have a risk management policy surrounding price risk in place as the Board considers the risk minimal.

(iii) Interest Rate Risk

The consolidated entity is exposed to interest rate risk arising mainly from borrowings and cash balances held. The risk is considered minimal as the consolidated entity's borrowings are immaterial. The consolidated entity does not enter into any specific swaps or hedges to cover any interest rate volatility and does not have a risk management policy surrounding cash flow and interest rate risk as the Board considers these risks to be minimal.

Sensitivity

At 30 June 2025, if interest rates had changed by -/+50 basis points from the year end rates with all other variables held constant, post-tax profit and equity for the year would have been $348,288 lower/higher (2024: $236,068 lower/higher), as a result of lower/higher interest income from cash and cash equivalents.

(b) Credit Risk

Credit risk arises from the financial assets of the consolidated entity, which comprise cash and cash equivalents, trade and other receivables and other current assets. The consolidated entity's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2025	2024
	$	$
Cash and cash equivalents	**79,035,621**	67,563,528
Trade and other receivables	**115,419,791**	107,377,645
Deposits held with banks (note 11)	**631,240**	628,002
	195,086,652	175,569,175

Cash and Cash Equivalents

The credit risk on cash and cash equivalents is limited because the consolidated entity's primary bank is rated AA- by an international credit-rating agency.

Trade and Other Receivables

The consolidated entity's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the demographics of the consolidated entity's customer base, including the default risk of the industry and country in which customers operate, as these factors may have an influence on credit risk.

The consolidated entity trades only with recognised, creditworthy third parties, and as such collateral is not requested nor is it the consolidated entity's policy to securitise its trade and other receivables. All receivables at balance date that are neither past due nor impaired comply with the consolidated entity's policy on credit quality.

It is the consolidated entity's policy that all customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their financial position, past experience and industry reputation.

In addition, receivable balances are monitored on an ongoing basis with the result that the consolidated entity's exposure to bad debts is minimised.

There are no significant concentrations of credit risk within the consolidated entity. The consolidated entity minimises concentrations of credit risk in relation to trade receivables by undertaking transactions with a number of customers that operate predominantly in the mining and extractive industry sector including major operators in the industry and junior/emerging operators. There are multiple contracts with our significant customers, across a number of their subsidiaries and divisions within those subsidiaries and locations.

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Deposits Held With Banks

The credit risk on deposits held with banks are limited as they comprise deposits held with banks with high credit ratings assigned by international credit-rating agencies.

(c) Liquidity Risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities. The consolidated entity manages liquidity risk by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

Financing Arrangements

The consolidated entity had access to the following undrawn borrowing facilities at the reporting date:

	2025	2024
	$	$
Leasing facility	**5,000,000**	4,942,406
Standby credit facility	**6,420,312**	10,811,170
Insurance bonds	**65,202,153**	52,450,900
	76,622,465	68,204,476

Maturities of Financial Liabilities

The following tables detail the consolidated entity's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the consolidated entity can be required to pay. The table includes both interest and principal cash flows.

Consolidated - 30 June 2025	Weighted average interest rate %	1 year or less $	Between 1 and 2 years $	Between 2 and 5 years $	Over 5 years $	Total contractual cash flows $	Carrying amount liabilities $
Non-derivatives							
Non-interest bearing							
Trade Payables	-	24,183,996	-	-	-	24,183,996	24,183,996
Interest bearing							
Finance leases	-	-	-	-	-	-	-
Lease Liabilities	6.46%	4,839,657	4,825,117	6,338,312	816,964	16,820,050	14,959,096
Borrowings	7.11%	1,459,986	-	-	-	1,459,986	1,459,986
		30,483,639	**4,825,117**	**6,338,312**	**816,964**	**42,464,032**	**40,603,078**

Consolidated - 30 June 2024	Weighted average interest rate %	1 year or less $	Between 1 and 2 years $	Between 2 and 5 years $	Over 5 years $	Total contractual cash flows $	Carrying amount liabilities $
Non-derivatives							
Non-interest bearing							
Trade Payables	-	41,301,397	-	-	-	41,301,397	41,301,397
Interest bearing							
Finance leases	4.41%	25,736	10,724	-	-	36,460	36,046
Lease Liabilities	5.36%	3,440,665	3,490,322	5,512,375	1,021,982	13,465,344	12,326,375
Borrowings	2.49%	374,600	-	-	-	374,600	374,481
		45,142,398	**3,501,046**	**5,512,375**	**1,021,982**	**55,177,801**	**54,038,299**

In assessing and managing liquidity risks of its derivative financial instruments the consolidated entity considers both contractual inflows and outflows. The contractual cash flows of the consolidated entity's derivative financial assets and liabilities are all current (within 12 months).

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New Accounting Standards and Interpretations not yet mandatory or early adopted.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the consolidated entity for the annual reporting period ended 30 June 2024. The consolidated entity has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

3. Critical Accounting Estimates and Assumptions

The consolidated entity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(i) Impairment Testing of Goodwill

The consolidated entity tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 1(i). The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions. Refer to note 14 for details of these assumptions and the potential impact of changes to the assumptions.

(ii) Service and Equipment Warranties

In accordance with the accounting policy stated in note 1(aa), the consolidated entity has recognised warranty provisions at the end of the financial year in respect of potential claims for rectification work on some of its EPC contracts. Refer to note 21 in relation to the service warranty provisions provided at period end. The amounts provided takes into account the percentage completion of the project, forecast to complete costs plus any close-out obligations and potential contractual liabilities during the warranty period.

(iii) Fixed-Price Contracts

The consolidated entity uses cost inputs to estimate its revenue from fixed-sum contracts. The stage of completion is measured by reference to the contract costs incurred to date compared to the estimated total costs for the contract.

Significant assumptions are required to estimate the total contract costs and the recoverable variations work that will affect the stage of completion and the contract revenue respectively. In making these estimates, the consolidated entity has relied on experience and the best available information.

(iv) Income tax

The consolidated entity is subject to income taxes in the jurisdictions in which it operates. Significant judgement is required in determining the provision for income tax. There are many transactions and calculations undertaken during the ordinary course of business for which the ultimate tax determination is uncertain. The consolidated entity recognises liabilities for anticipated tax audit issues based on the consolidated entity's current understanding of the tax law. Where the final tax outcome of these matters is different from the carrying amounts, such differences will impact the current and deferred tax provisions in the period in which such determination is made.

4. Segment Information

Management has determined the operating segments based on the reports reviewed by the Board that are used to make strategic decisions.

(a) Description of Segments

The Board considers the business from both a product and geographic perspective and has identified four operating segments of which three (2024: three) are reportable in accordance with the requirements of AASB 8.

The Resources segment consists of engineering and related services provided to the extractive mining industry. The clients, including junior exploration companies and major multinational producers, are developing projects for a wide range of commodities. These projects range in scope from large greenfield projects involving process plant and equipment, civil building works, control systems, services and infrastructure to small skid-mounted pilot plants.

The Industrial Process segment consists of engineering and related services provided to manufacturing and renewable energy facilities throughout Australia and Southeast Asia.

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The Rail Infrastructure segment consists of asset management, engineering, architectural and project delivery services to a wide range of public and private clients across Australia.

All other operating segments are not reportable operating segments, as they fall under the quantitative thresholds of AASB 8. The results of these operations are included in the 'Other' column.

The remaining operating segments that are not reportable consists of:

Metallurgical	Metallurgical consulting provides a range of services to the mineral processing community, primarily in the field of comminution, hydrometallurgy and mineral processing design.

(b) Segment Information

The segment information provided to the Board of Directors for the reportable segments for the year ended 30 June 2025 and 2024 are as follows:

30 June 2025	Resources $	Rail Infrastructure $	Industrial Processes $	Other $	Total $
Total segment revenue	342,757,468	11,029,594	10,082,143	10,334,441	374,203,646
Inter-segment revenue	(39,045,815)	-	(26,007)	(1,196,182)	(40,268,004)
Revenue from external customers	**303,711,653**	**11,029,594**	**10,056,136**	**9,138,259**	**333,935,642**
Interest income	1,645,697	-	701	784,160	2,430,558
Other income	2,971,218	14,982	-	261,311	3,247,511
Revenue and income					**339,613,711**
Segment profit/(Loss) before tax	**55,748,651**	**1,215,184**	**393,869**	**1,893,750**	**59,251,454**
Unallocated:					
Depreciation and amortisation					(4,037,515)
Share of net (loss)/profit of associates and joint ventures accounted for using the equity method					2,895,639
Other unallocated					2,395,426
Profit before tax					**60,505,004**
Income tax expense					(18,025,984)
Profit after tax					**42,479,020**
Total segment assets	**189,984,900**	**5,777,850**	**3,705,048**	**7,790,844**	**207,258,642**
Intersegment eliminations					(8,739,870)
Intangibles arising on consolidation					6,207,274
Unallocated Segment Assets:					
Cash and cash equivalents					14,296,707
Trade and other receivables					3,730,216
Right-of-use assets					5,974,010
Other non-current assets					1,556,102
Other unallocated segment assets					10,799,665
Total assets					**241,082,746**
Total assets include:					
Additions to non-current assets (other than financial assets and deferred tax)	1,483,902	-	14,804	477,253	1,975,960
Total segment liabilities	**87,122,552**	**3,016,838**	**1,328,893**	**3,489,879**	**94,958,162**
Intersegment eliminations					(10,956,510)
Unallocated Segment Liabilities:					
Trade and other payables					1,932,005
Provision for income tax					801,573
Lease liabilities					7,299,334
Borrowings					1,459,986
Other unallocated segment liabilities					(4,884,491)
Total liabilities					**90,610,059**

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30 June 2024	Resources $	Rail Infrastructure $	Industrial Processes $	Other $	Total $
Total segment revenue	366,491,691	10,211,077	11,446,720	8,707,984	396,857,472
Inter-segment revenue	(49,918,352)	(44,551)	(260,156)	(2,085,201)	(52,308,260)
Revenue from external customers	**316,573,339**	**10,166,526**	**11,186,564**	**6,622,783**	**344,549,212**
Interest income	2,430,608	-	2,113	996,354	3,429,075
Other income	762,078	107,268	3,279	28,427	901,052
Revenue and income					**348,879,339**
Segment profit/(Loss) before tax	**63,961,995**	**835,701**	**2,476,027**	**1,427,468**	**68,701,191**
Unallocated:					
Depreciation and amortisation					(3,971,088)
Share of net (loss)/profit of associates and joint ventures accounted for using the equity method					2,512,602
Other unallocated					2,492,934
Profit before tax					**69,735,639**
Income tax expense					(18,803,093)
Profit after tax					**50,932,546**
Total segment assets	**170,270,961**	**4,776,530**	**7,833,894**	**6,230,738**	**189,112,123**
Intersegment eliminations					(16,083,495)
Intangibles arising on consolidation					6,126,228
Unallocated Segment Assets:					
Cash and cash equivalents					2,943,150
Trade and other receivables					833,201
Right-of-use assets					8,316,371
Other unallocated segment assets					25,796,963
Total assets					**217,044,541**
Total assets include:					
Additions to non-current assets (other than financial assets and deferred tax)	653,399	-	-	-	653,399
Total segment liabilities	**83,414,172**	**1,475,627**	**2,631,162**	**(5,129,092)**	**82,391,869**
Intersegment eliminations					14,763,565
Unallocated Segment Liabilities:					
Trade and other payables					(2,490,914)
Provision for income tax					21,366,728
Lease liabilities					(9,773,289)
Other unallocated segment liabilities					(16,653,604)
Total liabilities					**89,604,355**

(c) Segment Revenue

Sales between segments are carried out at arm's length and are eliminated on consolidation. The revenue from external parties reported to the Board of Directors is measured in a manner consistent with that in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

The entity is domiciled in Australia. The result of its revenue from external customers in Australia is $125,202,034 (2024: $125,953,598), and the total of revenue from external customers from other countries is $208,733,608 (2024: $222,930,020). Segment revenues are allocated based on the country in which the customer is located. However, it is practically difficult to determine revenue as per the domicile of external customers.

Revenues of approximately $116,036,173 (2024: $84,777,256) are derived from the top 3 customers. These revenues are attributable to the Resources segment.

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5. Revenue

(a) Disaggregation of Revenue from Contracts with Customers

	2025			2024		
	Engineering & related services $	Construction contracts $	Total $	Engineering & related services $	Construction contracts $	Total $
Resources	**289,346,488**	**14,365,165**	**303,711,653**	286,425,953	30,147,386	316,573,339
Rail Infrastructure	**11,029,594**	**-**	**11,029,594**	10,166,526	-	10,166,526
Industrial Processes	**10,056,136**	**-**	**10,056,136**	11,186,564	-	11,186,564
Other	**9,138,259**	**-**	**9,138,259**	6,622,783	-	6,622,783
Total revenue	**319,570,477**	**14,365,165**	**333,935,642**	314,401,826	30,147,386	344,549,212

Timing of revenue recognition: All revenue from contracts with customers are transferred over time.

(b) Assets and Liabilities Related to Contracts with Customers

	2025 $	2024 $
Asset recognised for costs incurred to fulfil a contract	-	-
Total contract assets	-	-
Advances received for construction contract work	**9,896,817**	-
Deferred services income	**4,526,545**	10,553,859
Total contract liabilities	**14,423,362**	10,553,859

Significant Changes in Contract Assets and Liabilities

Advances received for construction contract work and deferred services income represent customer payments received in advance of performance (contract liabilities) that are expected to be recognised as revenue in FY2024.

(c) Other income

	2024 $	2024 $
Net fair value (loss)/gain on financial instruments	(179,343)	(287,456)
Rental income	282,346	284,394
Sundry income	3,144,508	904,114
Total other income	3,247,511	901,052

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6. Expenses

	2025 $	2024 $
Profit before income tax includes the following specific expenses:		
Depreciation and Amortisation		
Fixtures and fittings	**1,829,415**	1,842,987
Leasehold improvements	**861,262**	625,465
Motor vehicles	**93,531**	43,777
Leased plant and equipment	**7,786**	23,358
Office premises right-of-use assets	**4,088,291**	3,912,578
Computer software	**65,180**	122,843
Total depreciation and amortisation	**6,945,465**	6,571,008
Net foreign exchange gains	**2,417,944**	(730,323)
Finance costs		
Interest and finance charges paid/payable on borrowings	**370,045**	77,831
Interest and finance charges paid/payable on lease liabilities	**832,430**	682,653
Total finance cost	**1,202,475**	760,484
Share based payments	**1,032,469**	741,239
Defined contribution superannuation expense	**6,912,327**	5,891,181

7. Income Tax Expense

(a) Income Tax Expense

	2025 $	2024 $
Current tax on profits for the year	**18,369,075**	20,766,753
Deferred tax on profits for the year	**(1,110,000)**	56,879
Adjustments for current tax of prior periods	**(452,704)**	431,203
Adjustments for deferred tax of prior periods	**1,219,614**	(2,451,742)
	18,025,984	18,803,093
Deferred income tax expense/(benefit) included in income tax expense comprises:		
Increase/(decrease) in deferred tax assets (note 15)	**299,668**	(2,600,092)
Increase/(decrease) in deferred tax liabilities (note 21)	**(190,054)**	205,229
	109,614	(2,394,863)

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(b) Numerical Reconciliation of Income Tax Expense to Prima Facie Tax Payable

	2025 $	2024 $
Profit before income tax expense	**60,505,004**	69,735,639
Tax at the Australian tax rate of 30% (2024: 30%)	**18,151,501**	20,920,692
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Share-based payment	**-**	222,372
Sundry items	**299,092**	59,954
Withholding tax gross-up	**-**	344,530
	18,450,593	21,547,548
Adjustments for current tax of prior periods - under/(over) provision of prior year income tax	**766,910**	(2,020,540)
Difference in overseas tax rates	**(596,229)**	(720,845)
Share of net profit of joint ventures accounted for using the equity method	**(868,692)**	(753,781)
Others	**273,402**	750,711
Total income tax expense	**18,025,984**	18,803,093

(c) Tax Consolidation

The Company and its 100% owned Australian entities formed a tax consolidated group on 1 July 2013. Members of the tax consolidated group have entered into a tax sharing agreement in order to allocate income tax expense to the wholly owned Australian entities on a pro-rata basis. The agreement provides for the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. At balance date, the possibility of default is remote. The head entity of the tax consolidated group is Lycopodium Limited.

Tax Effect Accounting by Members of the Tax Consolidated Group

Members of the tax consolidated group have entered into a tax funding agreement effective from 1 July 2013. The tax funding agreement provides for the allocation of current taxes to members of the tax consolidated group. Deferred taxes are allocated to members of the tax consolidated group in accordance with the group allocation approach, which is consistent with the principles of AASB 112 Income Taxes.

The allocation of taxes under the tax funding agreement is recognised as an increase/(decrease) in the member entities' intercompany accounts with the tax consolidated group head company, Lycopodium Limited. In this regard, the Company has assumed the benefit of tax losses from the member entities as of the balance date. The nature of the tax funding agreement is such that no tax consolidated contributions by or distributions to participant's equity are required.

8. Current Assets – Cash and Cash Equivalents

	2025 $	2024 $
Cash at bank and in hand	**79,035,621**	67,563,528

Risk Exposure

The consolidated entity's exposure to interest rate risk is discussed in note 2. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of cash and cash equivalents mentioned above.

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9. Current Assets – Trade and Other Receivables

	2025 $	2024 $
Trade receivables	**67,763,667**	84,643,689
Allowance for expected credit loss (a)	**(2,471,451)**	(729,813)
	65,292,216	83,913,876
GST and other receivables	**50,046,338**	23,429,323
Cash advanced to employees	**81,237**	34,446
	50,127,575	23,463,769
	115,419,791	107,377,645

(a) Allowance for Expected Credit Loss

Movements in allowance for expected credit loss of trade receivables are as follows:

	2025 $	2024 $
Balance 1 July	**729,813**	760,685
Additional provisions recognised	**1,826,999**	-
Unused amount reversed	**-**	(32,619)
Exchange difference	**(85,361)**	1,747
Balance 30 June	**2,471,451**	729,813

There are no expected credit losses for other classes of Trade and other receivables.

The expected credit loss for trade receivables as at 30 June 2025 and 30 June 2024 are as follows:

30 June 2025	Current $	More than 30 days past due $	More than 60 days past due $	More than 90 days past due $	Total $
Expected credit loss rate	0%	0%	0%	51.3%	-
Gross carrying amount	58,568,153	4,152,120	225,990	4,817,404	67,763,667
Lifetime expected credit loss	-	-	-	2,471,451	2,471,451

30 June 2024	Current $	More than 30 days past due $	More than 60 days past due $	More than 90 days past due $	Total $
Expected credit loss rate	0%	0%	0%	15.4%	-
Gross carrying amount	73,503,584	5,444,802	966,043	4,729,260	84,643,689
Lifetime expected credit loss	-	-	-	729,813	729,813

(b) Risk Exposure

Information about the consolidated entity's exposure to foreign exchange risk and interest rate risk is provided in note 2.

(c) Fair Value and Credit Risk

Due to the short-term nature of these receivables, their carrying amount is assumed to approximate their fair value.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivables mentioned above. The consolidated entity does not hold any collateral as security. Refer to note 2 for more information on the risk management policy of the consolidated entity.

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10. Current Assets – Inventories

	2025 $	2024 $
Consumables	-	319,856

11. Current Assets – Other Current Assets

	2025 $	2024 $
Prepayments	5,400,658	4,072,922
Deposits with licensed banks*	631,240	628,002
Other current assets	98,416	464,652
	6,130,314	5,165,576

* Deposit with licensed banks are security/bonds on the various properties leased by the consolidated entity

12. Non-Current Assets – Property, Plant and Equipment

Year ended 30 June 2025	Fixtures and fittings $	Motor vehicles $	Leasehold improvements $	Leased plant and equipment $	Total $
Opening net book amount	4,016,295	225,805	2,626,353	35,353	6,903,806
Additions	977,725	45,577	927,966	-	1,951,268
Disposals	(811)	(2,428)	-	-	(3,239)
Depreciation charge	(1,829,415)	(93,531)	(861,262)	(7,786)	(2,791,994)
Transfers	-	-	-	-	-
Exchange differences	228,986	(69,787)	243,789	-	402,988
Closing net book amount	**3,392,780**	**105,636**	**2,936,846**	**27,567**	**6,462,829**
30 June 2025					
Cost	17,654,477	433,372	6,615,956	137,738	24,841,543
Accumulated depreciation	(14,261,697)	(327,736)	(3,679,110)	(110,171)	(18,378,714)
Net book amount	**3,392,780**	**105,636**	**2,936,846**	**27,567**	**6,462,829**

Year ended 30 June 2024	Fixtures and fittings $	Motor vehicles $	Leasehold improvements $	Leased plant and equipment $	Total $
Opening net book amount	4,995,877	231,553	3,226,670	58,711	8,512,811
Additions	961,115	45,203	79,872	-	1,086,190
Disposals	(43,767)	-	-	-	(43,767)
Depreciation charge	(1,842,987)	(43,777)	(625,465)	(23,358)	(2,535,587)
Transfers	-	-	-	-	-
Exchange differences	(53,943)	(7,174)	(54,724)	-	(115,841)
Closing net book amount	**4,016,295**	**225,805**	**2,626,353**	**35,353**	**6,903,806**
30 June 2024					
Cost	16,298,562	435,115	5,367,953	137,738	22,239,368
Accumulated depreciation	(12,282,267)	(209,310)	(2,741,600)	(102,385)	(15,335,562)
Net book amount	**4,016,295**	**225,805**	**2,626,353**	**35,353**	**6,903,806**

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13. Non-Current Assets – Right-of-Use Assets

	2025 $	2024 $
Land and buildings – right-of-use	**30,079,007**	24,291,274
Accumulated depreciation	**(17,014,296)**	(13,820,472)
Net book amount	**13,064,711**	10,470,802

	2025 $	2024 $
Right-of-Use Assets		
Balance 1 July	**10,470,802**	13,247,239
Additions	**6,533,249**	1,122,324
Depreciation	**(4,088,291)**	(3,912,578)
Currency translation differences during the year	**148,951**	13,817
Balance 30 June	**13,064,711**	10,470,802

Right of Use Assets includes Office space and Vehicle lease.

Additions to the right-of-use assets during the year were $ 6,533,249 (2024: $1,122,324).

The consolidated entity leases office space under agreements of between three to eight years with, in some cases, the option to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

The consolidated entity leases office equipment and motor vehicles under agreements of between two and five years. These leases are either short-term or low-value, so have been expensed as incurred and not capitalised as right-of-use assets.

14. Non-Current Assets – Intangible Assets

Year ended 30 June 2025	Goodwill $	Software $	Customer contracts $	Total $
Opening net book amount	6,207,274	120,786	-	6,328,060
Additions	-	24,691	-	24,691
Disposals	-	(7,286)	-	(7,286)
Amortisation charge *	-	(65,180)	-	(65,180)
Exchange differences	-	(16,296)	-	(16,296)
Closing net book amount	**6,207,274**	**56,715**	**-**	**6,263,989**
30 June 2025				
Cost	8,885,406	3,042,674	315,000	12,243,080
Accumulated amortisation**	(2,678,132)	(2,985,959)	(315,000)	(5,979,091)
Net book amount	**6,207,274**	**56,715**	**-**	**6,263,989**

Year ended 30 June 2024	Goodwill $	Software $	Customer contracts $	Total $
Opening net book amount	6,207,274	240,614	-	6,447,888
Additions	-	-	-	-
Disposals	-	-	-	-
Amortisation charge *	-	(122,843)	-	(122,843)
Exchange differences	-	3,015	-	3,015
Closing net book amount	**6,207,274**	**120,786**	**-**	**6,328,060**
30 June 2024				
Cost	8,885,406	3,052,960	315,000	12,253,366
Accumulated amortisation**	(2,678,132)	(2,932,174)	(315,000)	(5,925,306)
Net book amount	**6,207,274**	**120,786**	**-**	**6,328,060**

* Consolidated entity amortisation of $65,180 (2024: $122,843) is included in depreciation and amortisation expense in the Statement of Profit or Loss and Other Comprehensive Income

** The accumulated amortisation on goodwill relates to impairment accounted for in prior years

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(a) Impairment Tests for Goodwill

Goodwill is allocated to the consolidated entity cash-generating units (CGUs) identified according to business segment and country of operation.

A segment-level summary of the goodwill allocation is presented below.

2025	Australia $	Africa $	Total $
Minerals	3,622,991	2,465,026	6,088,017
Metallurgical	119,257	-	119,257
	3,742,248	**2,465,026**	**6,207,274**

2024	Australia $	Africa $	Total $
Minerals	3,622,991	2,465,026	6,088,017
Metallurgical	119,257	-	119,257
	3,742,248	**2,465,026**	**6,207,274**

(b) Key Assumptions Used for Value-in-Use Calculations

The recoverable amount of each CGU within the business segment is determined on the basis of value-in-use (VIU). In the Minerals CGU, our experience and strength in the gold sector and opportunities in sustaining capital works projects underpins the forecast growth both internationally and domestically.

The following describes the assumptions on which management has based its cash flow projections when determining value in use:

Growth Rate

The growth rate represents a steady indexation rate which does not exceed management's expectations of the long-term average growth rate for the business in which each CGU operates. The rate applied in the cash flow projection is for Australia 2% (2024: 1.4%) and for Africa 2% (2024: 2%).

Discount Rate

For the Australian CGUs, the pre-tax discount rate applied to cash flow projections is 6.54% (2024: 8.65%) and for the Minerals CGUs in other countries, the pre-tax discount rate is 13.96% (2024: 13.09%).

The discount rates mentioned above reflect management's estimate of the time value of money and the consolidated entity's weighted average cost of capital and the risk-free rate.

Cash Flows

Value-in-use calculations use cash flow projections from approved budgets based on past performance and expectations for the future covering a five-year period.

Revenue

The value-in-use model is based on the budget approved by the Board. The forecast budget process was developed based on revenue expectations for the year built around existing customer contracts along with the potential to develop new markets and sustain growth.

Sensitivities

The Board has performed sensitivities around all key assumptions disclosed above. There are no fluctuations to any of the assumptions that could reasonably occur that would cause the recoverable amount of the CGU to be equivalent to that of the carrying amount of the CGUs assets.

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(c) Cash Flow Assumptions

Minerals and Metallurgical

Apart from the considerations described in determining the value-in-use of the cash-generating units described above, the Board is not currently aware of any other probable changes that would necessitate changes in its key estimates.

15. Non-Current Assets – Deferred Tax Assets

	2025 $	2024 $
The balance comprises temporary differences attributable to:		
Employee benefits	**5,103,690**	4,526,536
Accrued expenses	**19,220**	377,984
Other provisions	**762,495**	970,991
Lease liabilities	**3,796,863**	3,104,359
Employee Share Trust	**881,515**	1,284,245
	10,563,783	10,264,115
Set-off of deferred tax liabilities pursuant to set-off provisions (note 21)	**(4,350,202)**	(4,160,148)
Net deferred tax assets	**6,213,581**	6,103,967
Deferred tax assets expected to be recovered within 12 months	**8,835,171**	8,979,870
Deferred tax assets expected to be recovered after more than 12 months	**1,728,612**	1,284,245
	10,563,783	10,264,115

Movements	Employee benefits $	Accrued expenses $	Other provisions $	Lease liabilities $	Employee Share Trust $	Total $
Balance 1 July 2024	4,526,536	377,984	970,991	3,104,359	1,284,245	10,264,115
Credited/(charged) - to profit or loss	577,154	(358,764)	(208,496)	692,504	(402,730)	299,668
Balance 30 June 2025	**5,103,690**	**19,220**	**762,495**	**3,796,863**	**881,515**	**10,563,783**

Movements	Employee benefits $	Accrued expenses $	Other provisions $	Lease liabilities $	Employee Share Trust $	Total $
Balance 1 July 2023	1,020,166	187,998	2,514,386	3,566,227	375,246	7,664,023
Credited/(charged) - to profit or loss	3,506,370	189,986	(1,543,395)	(461,868)	908,999	2,600,092
Balance 30 June 2024	**4,526,536**	**377,984**	**970,991**	**3,104,359**	**1,284,245**	**10,264,115**

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Notes to the Financial Statements

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16. Financial Assets and Financial Liabilities

(a) Categories of Financial Assets and Liabilities

Notes 1(q) and 1(r) provide a description of each category of financial asset and liability and the related accounting policies. The carrying amounts of financial assets and liabilities in each category are as follows:

Financial Assets 2025	Note	Fair value through profit or loss $	Amortised cost $	Total $
Cash and cash equivalents	8	-	79,035,621	79,035,621
Trade and other receivables	9	-	115,419,791	115,419,791
Deposits held with banks	11	-	631,240	631,240
Investment in listed equities	16(c)	2,606,350	-	2,606,350
		2,606,350	**195,086,652**	**197,693,002**

Financial Assets 2024	Note	Fair value through profit or loss $	Amortised cost $	Total $
Cash and cash equivalents	8	-	67,563,528	67,563,528
Trade and other receivables	9	-	107,377,645	107,377,645
Deposits held with banks	11	-	628,002	628,002
Investment in listed equities	16(c)	2,781,415	-	2,781,415
		2,781,415	175,569,175	178,350,590

Financial Liabilities 2025	Note	Fair value through profit or loss $	Amortised cost $	Total $
Trade and other payables		-	39,761,610	39,761,610
Borrowings	16(b)	-	1,459,986	1,459,986
Lease liabilities		-	14,959,096	14,959,096
		-	**56,180,692**	**56,180,692**

Financial Liabilities 2024	Note	Fair value through profit or loss $	Amortised cost $	Total $
Trade and other payables		-	41,301,397	41,301,397
Borrowings	16(b)	-	289,624	289,624
Lease liabilities		-	12,326,375	12,326,375
		-	53,917,396	53,917,396

A description of the consolidated entity's financial instrument risks, including risk management objectives and policies is given in note 2.

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Notes to the Financial Statements

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(b) Borrowings

Borrowings include the following financial liabilities:

	2025			2024		
	Current $	Non-Current $	Total $	Current $	Non-Current $	Total $
Secured						
Other Loans	1,459,986	-	1,459,986	289,624	-	289,624
Total Secured borrowings	**1,459,986**	**-**	**1,459,986**	289,624	-	289,624
Unsecured						
Other Loans	-	-	-	-	-	-
Total Unsecured borrowings	**-**	**-**	**-**	**-**	**-**	**-**
Total borrowings	**1,459,986**	**-**	**1,459,986**	289,624	-	289,624

All borrowings are denominated in AUD.

Bank borrowings are secured by plant and equipment owned by the consolidated entity. Current interest rates are variable and average 7.11% (2024: 4.94%). The carrying amount of bank borrowings is considered to be a reasonable approximation of fair value.

(c) Fair Value Measurement

Financial assets and liabilities measured at fair value in the Statement of Financial Position are grouped into three Levels of a fair value hierarchy. The three Levels are defined based on the observability of significant inputs to the measurement, as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3: unobservable inputs for the asset or liability.

The following table shows the levels within the hierarchy of financial assets and liabilities measured at fair value on a recurring basis at 30 June 2025 and 30 June 2024.

2025	Level 1 $	Level 2 $	Level 3 $	Total $
Financial assets				
Listed Securities	2,606,350	-	-	2,606,350
Net fair value	**2,606,350**	**-**	**-**	**2,606,350**

2024	Level 1 $	Level 2 $	Level 3 $	Total $
Financial assets				
Listed Securities	2,781,415	-	-	2,781,415
Net fair value	2,781,415	-	-	2,781,415

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There were no transfers between Level 1 and Level 2 in 2025 and 2024.

Movements	2025 $	2024 $
Listed Securities		
Balance 1 July	**2,781,415**	3,037,485
Additions	**-**	-
Revaluation	**(175,065)**	(256,070)
Disposals	**-**	-
Balance 30 June	**2,606,350**	2,781,415

Measurement of Fair Value of Financial Instruments

The valuation techniques used for instruments categorised in Level 2 are described below:

Foreign Currency Forward Contracts (Level 2)

The consolidated entity's foreign currency forward contracts are not traded in active markets. These have been fair valued using observable forward exchange rates and interest rates corresponding to the maturity of the contract. The effects of non-observable inputs are not significant for foreign currency forward contracts.

17. Non-Current Assets – Investments Accounted for Using the Equity Method

	2025 $	2024 $
Investment in joint ventures	**928,632**	193,247
Investment in associates	**4,956,928**	3,836,639
	5,885,560	4,029,886

(a) Investment in Joint Ventures

The consolidated entity has the following joint ventures:

Name of Joint Venture	Country of incorporation & principal place of business	Principal activities	Proportion of ownership interest held by the consolidated entity	
			2025	2024
Mondium Pty Ltd ('Mondium')	Australia	Engineering and construction services	**40%**	**40%**
Orway IQ Pty Ltd ('OIQ') Incorporated in May 2019	Australia	Remote optimisation consulting services	**50%**	**50%**

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Summarised financial information of the joint venture that is material to the consolidated entity is set out below.

The consolidated entity's share of the results of its principal joint ventures:	2025 $	2024 $
Profit from continuing operations	**735,385**	236,546
Other comprehensive income	**-**	-
Total comprehensive income	**735,385**	236,546
Carrying amount of the consolidated entity's interest in joint ventures	**928,632**	193,247

Joint ventures summarised Statement of Financial Position	2025 $	2024 $
Cash and cash equivalents	**21,269,646**	14,151,219
Current assets	**29,289,868**	14,236,240
Non-current assets	**1,787,852**	2,323,533
Total assets	**31,077,720**	16,559,773
Current liabilities	**(25,921,187)**	(14,031,736)
Non-current liabilities	**(2,834,954)**	(2,044,919)
Total liabilities	**(28,756,141)**	(16,076,655)
Net assets	**2,321,579**	483,118
Consolidated entity's share of joint ventures net assets	**928,632**	193,247

Included in the carrying amount of the Company's interest in joint venture is dividends received of $ Nil (2024: $1,200,000).

(b) Investment in Associates

Name of Associate	Country of incorporation & principal place of business	Principal activities	Proportion of ownership interest held by the consolidated entity	
			2025	2024
ECG Engineering Pty Ltd	Australia	Electrical engineering services	31%	31%
Kholo Marine & Minerals (Pty) Ltd incorporated July 2019	South Africa	Engineering and consulting services	49%	49%

The consolidated entity's share of the results of its principal associates	2025 $	2024 $
Profit from continuing operations	1,773,813	2,047,871
Other comprehensive income	-	-
Total comprehensive income	1,773,813	2,047,871
Carrying amount of the consolidated entity's interest in associates	**4,326,040**	3,605,978

Included in the carrying amount of the Company's interest in associate is dividends received of $1,053,751 (2024: $1,094,688).

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Associate summarised Statement of Financial Position	2025 $	2024 $
Cash and cash equivalents	8,825,586	2,142,279
Current assets	19,184,459	17,309,717
Non-current assets	1,059,683	1,170,915
Total assets	20,244,142	18,480,632
Current liabilities	(6,289,176)	(6,354,412)
Non-current liabilities	-	(494,034)
Total liabilities	(6,289,176)	(6,848,446)
Net assets	13,954,966	11,632,186
Consolidated entity's share of associate net assets	4,326,040	3,605,978

18. Current Liabilities – Trade and Other Payables

	2025 $	2024 $
Trade payables	4,511,396	4,333,207
Goods and services tax (GST) payable	15,577,614	6,325,953
Sundry creditors and accrued expenses	19,672,600	36,968,190
	39,761,610	47,627,350

Included in the above are financial liabilities of $24,186,996 (2024: $41,301,397).

Details of the consolidated entity's exposure to foreign exchange risk is provided in note 2.

19. Current Liabilities – Employee Benefits

	2025 $	2024 $
Employee benefit obligations	10,761,631	7,973,442
	10,761,631	7,973,442

Amounts not Expected to be Settled Within the Next 12 Months

Employee benefit obligations include accruals for annual leave and unconditional entitlements of long service leave. The entire obligation is presented as current, since the consolidated entity does not have an unconditional right to defer settlement. However, based on past experience, the consolidated entity does not expect all employees to take the full amount of accrued leave within the next 12 months.

The following amounts reflect leave that is not expected to be taken within the next 12 months:

	2025 $	2024 $
Annual leave obligation expected to be settled after 12 months	2,130,007	2,100,440
Long service leave obligation expected to be settled after 12 months	2,273,111	1,879,692
	4,403,118	3,980,132

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Notes to the Financial Statements

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20. Current Liabilities – Provisions

	2025 $	2024 $
Service and equipment warranties	**3,490,611**	1,730,284

(a) Movements in Provisions

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Movements	Service and equipment warranties $	Total $
Balance 1 July	1,730,284	**1,730,284**
Provisions recognised	1,745,203	**1,745,203**
Exchange differences	15,124	**15,124**
Balance 30 June	3,490,611	**3,490,611**

The consolidated entity recognises service and equipment warranty provisions in accordance with its current policy. The amount provided takes into account the percentage completion of the project, forecast to complete costs plus any close-out obligations and potential contractual liabilities during the warranty period.

21. Non-Current Liabilities – Deferred Tax Liabilities

	2025 $	2024 $
The balance comprises temporary differences attributable to:		
Other assets	**929,944**	530,378
Depreciation & amortisation	**916,120**	972,277
Right-of-use assets	**2,504,138**	2,657,493
	4,350,202	4,160,148
Set-off of deferred tax liabilities pursuant to set-off provisions (note 15)	**(4,350,202)**	(4,160,148)
Net deferred tax liabilities	**-**	-
Deferred tax liabilities expected to be settled within 12 months	**239,037**	469,621
Deferred tax liabilities expected to be settled after more than 12 months	**4,111,165**	3,690,527
	4,350,202	4,160,148

Movements	Depreciation & amortisation	Accrued income $	Other provisions $	Right-of-use assets $	Total $
Balance 1 July 2024	972,277	-	530,378	2,657,493	4,160,148
Charged/(credited) - profit or loss	(42,333)	-	385,742	(153,355)	190,054
Balance 30 June 2025	**929,944**	-	**916,120**	**2,504,138**	**4,350,202**

Movements	Depreciation & amortisation	Accrued income $	Other provisions $	Right-of-use assets $	Total $
Balance 1 July 2023	627,197	170,241	17,945	3,139,536	3,954,919
Charged/(credited) - profit or loss	345,080	(170,241)	512,433	(482,043)	205,229
Balance 30 June 2024	**972,277**	**-**	**530,378**	**2,657,493**	**4,160,148**

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22. Non-Current Liabilities – Employee Benefits

	2025 $	2024 $
Employee benefits - long service leave	**2,273,111**	3,758,773

23. Issued Capital

(a) Share Capital

	2025 Shares	2024 Shares	2025 $	2024 $
Ordinary shares				
Fully paid	**39,740,226**	39,740,226	20,854,574	20,854,574
Less: Treasury shares held by Employee Share Trust	**(890,313)**	(626,070)	(6,638,838)	(4,343,985)*
Add: Exercise of shares through Employee Share Trust	**408,556**	287,848	1,775,352	1,283,129
Less: Loan funded shares to senior management	**(375,000)**	(350,000)	(2,030,950)	(1,906,627)**
Balance at the end of the period	**38,883,469**	39,052,004	13,960,138	15,887,091

* Movement in treasury shares held by Employee Share Trust during the year ended 30 June 2025 amounted to $2,294,853 (2024: $3,311,902)

** Movement in Loan Funded Shares to Senior management during the year ended 30 June 2025 amounted to $124,323 (2024: $238,700)

Refer note 1 (ah) for accounting policy on accounting for Employee Share Trust. Refer note 36(b) for further details on loan funded shares.

(b) Ordinary Shares

On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

(c) Capital Risk Management

The consolidated entity's objectives when managing capital are to safeguard its ability to continue as a going concern, to continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the consolidated entity may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the consolidated entity monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'borrowings' and 'trade and other payables' as shown in the Consolidated Statement of Financial Position) less cash and cash equivalents. Total capital is calculated as 'equity' as shown in the Consolidated Statement of Financial Position (including non-controlling interests) plus net debt.

During 2025, the consolidated entity's strategy was to maintain a gearing ratio of less than 40%. The gearing ratio at 30 June 2025 and 30 June 2024 was as follows:

	2025 $	2024 $
Total borrowings (including payables)	**41,221,596**	66,444,274
Less: cash and cash equivalents	**(79,035,621)**	(67,563,528)
Net assets	**(37,814,025)**	(1,119,254)
Total equity	**150,472,687**	127,440,186
Total capital	**112,658,662**	126,320,932
Gearing ratio	**(34%)**	(1%)

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24. Reserves

	2025 $	2024 $
Share-based Payment Reserve	**3,747,353**	2,858,764
Foreign currency translation reserve	**(5,981,003)**	(8,472,000)
	(2,233,650)	(5,613,236)

Movements	2025 $	2024 $
Share-based Payments Reserve		
Balance 1 July	**2,858,764**	1,794,716
Performance rights plan expense	**918,296**	741,239
Loan funded shares	**114,173**	-
Transfer to share capital - exercise of rights	**(492,223)**	(408,936)
Tax effect of transfer to cash to employee share trust	**348,343**	731,745
Balance 30 June	**3,747,353**	2,858,764
Foreign Currency Translation Reserve		
Balance 1 July	**(8,472,000)**	(5,367,407)
Currency translation differences arising during the year	**2,490,997**	(3,104,593)
Balance 30 June	**(5,981,003)**	(8,472,000)

(a) Nature and Purpose of Reserves

(i) Share-based Payments Reserve

The Share-based Payment Reserve is used to recognised the fair value of rights issued to certain Directors or employees during the year. This also includes reserve for other share-based payments.

(ii) Foreign Currency Translation Reserve

Exchange differences arising on translation of foreign controlled entities are recognised in other comprehensive income as described in note 1 (e) and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed of.

25. Retained Earnings

	2025 $	2024 $
Balance 1 July	**117,791,094**	99,663,882
Profit for the year	**42,217,709**	50,714,197
Dividends paid or payable	**(19,870,113)**	(32,586,985)
Balance 30 June	**140,138,690**	117,791,094

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26. Non-Controlling Interests

	2025 $	2024 $
Share capital	**13,264**	13,264
Reserves	**4,003**	4,003
Non-controlling interest on acquisition	**(288,240)**	(288,240)
Retained earnings	**(1,121,518)**	(353,790)
	(1,392,491)	(624,763)

27. Dividends

(a) Ordinary Shares

	2025 $	2024 $
Final dividends for year ended 30 June 2024 of 40.0 cents (2023: 45.0 cents) per fully paid share paid on 4 October 2024 (2023: 6 October 2023) Fully franked based on tax paid at 30% (2023: 30%)	**15,896,090**	17,883,102
Interim dividend for the year ended 30 June 2025 of 10.0 cents (2024: 37.0 cents) per fully paid share paid on 3 April 2025 (2024: 4 April 2024) Fully franked based on tax paid at 30% (2024: 30%)	**3,974,023**	14,703,883
Total dividends provided for or paid	**19,870,113**	32,586,985

(b) Dividends Not Recognised at the End of the Reporting Period

	2025 $	2024 $
In addition to the above dividends, since year end the Directors have recommended the payment of a final dividend of 25.0 cents per fully paid ordinary share (2024: 40.0 cents), fully franked based on tax paid at 30%. The aggregate amount of the proposed dividend expected to be paid on 3 October 2025 out of retained earnings at 30 June 2025, but not recognised as a liability at year end, is:	**9,935,057**	15,896,090

(c) Franked Dividends

	2025 $	2024 $
Franking credits available for subsequent reporting periods based on a tax rate of 30% (2024: 30%)	**18,066,233**	14,974,007

The above amounts are calculated from the balance of the franking account as at the end of the reporting year, adjusted for franking credits and debits that will arise from the settlement of liabilities or receivables for income tax and dividends after the end of the year:

(a) Franking credits that will arise from the payment of the amount of the provision for income tax

(b) Franking debits that will arise from the payment of dividend recognised as a liability at the reporting date, and

(c) Franking credits that will arise from the receipt of dividend recognised as receivables at the reporting date.

The consolidated amounts include franking credits that would be available to the parent entity if distributable profits of subsidiaries were paid as dividends.

The impact on the franking account of the dividend recommended by the Directors since year end, but not recognised as a liability at year end, will be a reduction in the franking account of $4,257,882 (2024: $6,812,610).

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28. Remuneration of Auditors

During the year the following fees were paid or payable for services provided by the auditor of the parent entity, its related practices and non-related audit firms:

(a) RSM Australia

	2025 $	2024 $
Audit and other assurance services		
Audit and review of financial reports	**318,000**	269,470
Total remuneration	**318,000**	269,470

Non-RSM Australia

	2025 $	2024 $
Audit and other assurance services		
Audit and review of financial reports	**118,115**	122,815
Taxation services		
Tax compliance services (including income tax returns)	**126,506**	132,128
Other services		
Other services	**118,390**	59,997
Total remuneration of non-RSM Australia audit firms	**363,011**	314,940
Total remuneration	**681,011**	584,410

29. Contingencies

The consolidated entity had contingent liabilities at 30 June 2025 and 30 June 2024 in respect of:

(a) Contingent Liabilities

(i) Guarantees

Guarantees are given in respect of rental bonds for $6,229,687(2024: $2,688,829)

These guarantees may give rise to liabilities in the event that the consolidated entity defaults on its obligations under the terms of the lease agreement for its premises at 1 Adelaide Terrace, East Perth, 60 Leichhardt Street, Spring Hill, 253-269 Wellington Road, Mulgrave, 138-140 Beaumont Street, Hamilton, Centennial Place, Century Boulevard, Century City, Cape Town, South Africa and Golf Park, Cape Town, South Africa.

Insurance bonds of $14,797,847 are provided in respect of performance and defects warranty as at 30 June 2025 (2024: $27,549,100).

No material losses are anticipated in respect of any of the above contingent liabilities (2024: Nil).

30. Commitments

(a) Capital Commitments

There was no capital expenditure contracted for at the reporting date which has not be recognised as a liability (2024: Nil).

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31. Related Party Transactions

(a) Parent Entity

The parent entity within the consolidated entity is Lycopodium Limited, which is incorporated in Australia.

(b) Subsidiaries

Interests in subsidiaries are set out in note 32.

(c) Key Management Personnel

	2025 $	2024 $
Short-term employee benefits	**3,353,635**	3,280,897
Post-employment benefits	**124,894**	144,204
Share-based payments	**351,476**	308,912
	3,830,005	3,734,013

Detailed remuneration disclosures are provided in the Remuneration Report on pages 16 to 21.

(d) Transactions with Other Related Parties

The following transactions occurred with related parties:

	2025 $	2024 $
Sales of goods and services Sales to associates and joint ventures	**7,863,117**	2,393,362
Purchases of goods and services Purchases from associates	**31,932,743**	24,515,567

(e) Outstanding Balances Arising from Sales/Purchases of Goods and Services

The following balances are outstanding at the end of the reporting year in relation to transactions with related parties:

	2025 $	2024 $
Current receivables Associates and joint ventures	**774,255**	330,498
Current payables Associates	**1,523,539**	8,059,412

(f) Loans to/from Related Parties

Movements	2025 $	2024 $
Loans to Joint ventures		
Balance 1 July	-	56,433
Loans advanced	-	-
Repayments made	-	(56,433)
Balance 30 June	-	-
Loans from Joint ventures		
Balance 1 July	-	-
Loans advanced	**4,800,000**	-
Repayments received	**(4,800,000)**	-
Balance 30 June	-	-

There is no allowance account for impaired receivables in relation to any outstanding balances, and no expense has been recognised in respect of impaired receivables due from related parties.

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(g) Terms and Conditions

Purchases and sales of goods and services with statutory joint ventures are made at cost.

Purchases and sales of goods and services with the associate are made at arms-length.

Loans advanced to the joint venture is repayable within 12 months. Interest is payable on the loan at a rate of 2.05% per annum.

Outstanding balances are unsecured and are repayable in cash.

32. Subsidiaries

(a) Material Subsidiaries

The consolidated financial report incorporates the assets, liabilities and results of the following principal subsidiaries in accordance with the accounting policy described in note 1(b).

Name of Entity	Country of incorporation / principal activity	Class of shares	Equity holding	
			2025 %	2024 %
Lycopodium Minerals Pty Ltd	Australia(1)	Ordinary	**100**	100
Lycopodium Process Industries Pty Ltd	Australia(1)	Ordinary	**100**	100
Orway Mineral Consultants (WA) Pty Ltd	Australia(1)	Ordinary	**100**	100
Lycopodium Ghana Ltd	Ghana(2)	Ordinary	**100**	100
Lycopodium Burkina Faso SARL	Burkina Faso(2)	Ordinary	**100**	100
Lycopodium Cote D'Ivoire SARL	Cote D'Ivoire(2)	Ordinary	**100**	100
Lycopodium Infrastructure Pty Ltd	Australia(1)	Ordinary	**100**	100
Lycopodium Minerals Canada Ltd	Canada(1)	Ordinary	**100**	100
Lycopodium Philippines Pty Ltd	Australia(1)	Ordinary	**100**	100
Orway Mineral Consultants (Canada) Ltd	Canada(1)	Ordinary	**100**	100
Lycopodium Africa Holdings (Pty) Ltd	South Africa(1)	Ordinary	**100**	100
Lycopodium Asset Management Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium Minerals QLD Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium Rail Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium Management Consulting Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium Share Plan Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium Americas Pty Ltd	Australia	Ordinary	**100**	100
Lycopodium (Ghana) Pty Ltd	Australia	Ordinary	**100**	100
Orway Mineral Consultants Americas Pty Ltd	Australia	Ordinary	**100**	100

(1) Engineering, procurement, construction management services
(2) Offshore project support services

33. Events Occuring After the Reporting Period

SAXUM Acquisition

On 1 July 2025, Lycopodium Limited completed its acquisition of a majority interest in SAXUM Ingenieria S.A., SAXUM Consultoria e Engenharia Ltda, SAXUM Engineering Pty Ltd, and SAXUM Engineering LLC (collectively, 'SAXUM'), an Argentinian-headquartered engineering group.

This acquisition represents Lycopodium Limited's key strategic growth initiative to further geographically expand its global presence in the Americas and diversify our services into the cement industry. SAXUM operates with no debt and maintains strong profit margins, enabling it to contribute immediately to the Consolidated Entity's revenue and profitability.

The acquisition was executed through the signing of a head of agreement under which Lycopodium Limited acquired 60% of the issued ordinary shares in SAXUM for a total cash consideration of US$7,085,326.

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Notes to the Financial Statements

30 June 2025

In addition, Lycopodium Limited will acquire the remaining shares in two tranches:

- 25% on the fifth anniversary of the completion date.
- 15% on the seventh anniversary of the completion date.

The purchase consideration for the subsequent tranches will be within a capped range of valuation multiples and determined based on the normalised average EBITDA over the three years preceding each purchase.

Consideration Transferred to SAXUM's Shareholders

- Cash consideration: US$7,085,326

The acquisition has been funded from cash reserves.

While commercial terms for the transaction were agreed earlier in the financial year and referenced in the Consolidated entity's 31 December 2024 interim financial report, completion was subject to regulatory approvals in multiple jurisdictions. These approvals took longer than initially expected and were finalised on 1 July 2025, at which point both the cash consideration was paid and legal title to the shares was transferred. Lycopodium obtained control of the SAXUM entities on this date.

As the acquisition was completed after the Consolidated entity's reporting date of 30 June 2025, it has been classified as a non-adjusting subsequent event and has not been reflected in the FY2025 financial results.

At the time of this report, the Consolidated entity is in the process of converting the acquired entities' financial statements to IFRS-compliant accounting policies and assessing the fair value of assets acquired and liabilities assumed. As this process remains ongoing, Lycopodium is not yet in a position to disclose the provisional fair value of the net assets acquired or the amount of goodwill or other identifiable intangible assets. These will be presented in the Consolidated entity's interim financial report for the half-year ending 31 December 2025, in line with the permitted measurement period.

Subsequent to year end the Directors have recommended the payment of a final dividend on ordinary shares in respect of the 2025 financial year. The total amount of the dividend is $9,935,057 (2024: $15,896,090), which represents a fully franked dividend of 25.0 (2024: 40.0) cents per fully paid ordinary share.

With the exception of the above, no other matter or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect:

(a) The consolidated entity's operations in future financial years, or

(b) The results of those operations in future financial years, or

(c) The consolidated entity's state of affairs in future financial years.

34. Reconciliation of Profit After Income Tax to Net Cash Inflow from Operating Activities

	2025 $	2024 $
Profit for the year	**42,479,020**	50,932,546
Depreciation and amortisation	**6,945,465**	6,571,008
Non-cash employee benefits expense - share-based payments	**1,032,469**	741,239
Share of net profit of associate and joint venture accounted for using the equity method	**(2,895,639)**	(2,512,602)
Net fair value (gains)/loss from financial instruments	**(175,064)**	287,455
Other non-cash items (includes warranty expenses for the period)	**3,179,869**	(7,454,197)
Change in operating assets and liabilities:		
Increase in trade debtors and other receivables	**(7,089,070)**	(20,347,269)
Decrease/(increase) in inventories	**532,676**	(44,227)
Increase in deferred tax assets	**(109,614)**	(2,394,863)
Increase/decrease in other operating assets	**(2,130,634)**	2,143,102
Increase/(decrease) in trade creditors	**(15,839,182)**	17,570,014
Increase/(decrease) in contract liabilities	**3,869,503**	(14,612,463)
Decrease in tax liabilities	**(1,863,996)**	(7,565,157)
Increase in other provisions	**9,275,969**	2,232,066
Net cash inflow/(outflow) from operating activities	**37,211,772**	25,546,652

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Notes to the Financial Statements

30 June 2025

(a) Non-Cash Investing and Financing Activities

	2025 $	2024 $
Additions to the right-of-use assets – note 13	6,533,249	1,122,324
Leasehold improvements - lease make good – note 12	927,966	79,872
Shares issued under employee share plan – note 24	(492,223)	(408,936)

(b) Changes in Liabilities Arising From Financing Activities

Consolidated	Borrowings $	Lease Liability $	Total $
Balance as at 1 July 2024	289,624	12,326,375	12,615,999
Net Cash used in Financing Activitiies	1,170,362	(3,301,980)	(2,131,616)
Acquisition of leases	-	6,533,249	6,533,249
Finance costs for the period	-	(832,430)	(832,431)
Exchange differences	-	233,882	233,882
Balance as on 30 June 2025	1,459,986	14,959,096	16,419,082

35. Earnings Per Share

(a) Basic Earnings Per Share

	2025 Cents	2024 Cents
Basic earnings per share attributable to the ordinary equity holders of the consolidated entity	106.23	127.61

(b) Diluted Earnings Per Share

	2025 Cents	2024 Cents
Diluted earnings per share attributable to the ordinary equity holders of the consolidated entity	106.23	127.61

(c) Reconciliation of Earnings used in Calculating Earnings Per Share

	2025 $	2024 $
For Basic Earnings Per Share		
Profit attributable to the ordinary equity holders of the consolidated entity used in calculating basic earnings per share	42,217,709	50,714,197
For Diluted Earnings Per Share		
Profit attributable to the ordinary equity holders of the consolidated entity used in calculating diluted earnings per share	42,217,709	50,714,197

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Notes to the Financial Statements

30 June 2025

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(d) Weighted Average Number of Shares Used as Denominator

	2025 Shares	2024 Shares
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	**39,740,226**	39,740,226
Adjustments for calculation of diluted earnings per share: Performance rights	**-**	-
Weighted average number of ordinary and potential ordinary shares used as the denominator in calculating diluted earnings per share	**39,740,226**	39,740,226

36. Share-Based Payments

(a) Incentive Performance Rights Plan

Performance rights were granted to certain employees and Executive Directors during the year under the Lycopodium Group Performance Rights Plan as approved at the Annual General Meeting on 12 November 2024. The rights were designed to give incentive to the employees and Executive Directors to provide dedicated and ongoing commitment and effort to the consolidated entity and aligning the interest of both employees and shareholders.

Set out below are summaries of rights granted under the plan:

Grant date 2025	Expiry date	Exercise price	Balance at start of the year	Granted during the year	Exercised during the year	Forfeited during the year	Balance at end of the year
			Number	Number	Number	Number	Number
19 November 2021	18 November 2026	$0.00	127,139	-	(120,104)	-	7,035
16 November 2022	15 November 2027	$0.00	194,355	-	-	-	194,355
14 November 2023	13 November 2028	$0.00	147,822	-	-	-	147,822
12 November 2024	11 November 2029	$0.00	-	132,544	-	-	132,544
			469,316	**132,544**	**(120,104)**	**-**	**481,756**

Grant date 2024	Expiry date	Exercise price	Balance at start of the year	Granted during the year	Exercised during the year	Forfeited during the year	Balance at end of the year
			Number	Number	Number	Number	Number
11 December 2020	10 December 2025	$0.00	86,639	-	(86,639)	-	-
19 November 2021	18 November 2026	$0.00	127,139	-	-	-	127,139
16 November 2022	15 November 2027	$0.00	194,355	-	-	-	194,355
14 November 2023	13 November 2028	$0.00	-	147,822	-	-	147,822
			408,133	**147,822**	**(86,639)**	**-**	**469,316**

Rights exercised during the financial year 120,104 (2024: 86,639).

The weighted average remaining contractual life of rights outstanding at the end of the financial year was 2.9 years (2024: 3.4).

For the rights granted during the current financial year, the valuation model inputs used to determine the fair value at the grant date, are as follows:

Grant date	Expiry date	Share price at grant date	Exercise price	Expected volatility	Dividend yield	Risk-free interest rate	Fair value at grant date
12 November 2024	11 November 2029	$11.50	$0.00	35%	7.34%	4.1%	$7.97

Notes to the Financial Statements

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(b) Loan funded shares

During FY2025, 25,000 limited recourse loan funded shares were issued (2024: Nil shares). The transaction of limited recourse loan was accounted as share based payments in accordance with AASB 2. The term of the grant was considered as 5 years. Under the terms of the arrangement, dividends are assumed to be automatically applied towards repayment of the loan, effectively reducing the exercise price. Therefore, to reflect the impact on the assessed value of the loan funded shares, no dividend yield has been included in the valuation model.

Grant date	Expiry date	Share price at grant date	Exercise price	Expected volatility	Dividend yield	Risk-free interest rate	Fair value at grant date
27 September 2024	26 September 2029	$12.20	$12.20	35%	0.00%	3.91%	$4.57

The share-based payments expense recognised on account of this grant is $ 114,173 (2024: $ Nil).

(c) Expenses Arising from Share-Based Payment Transactions

Total expenses arising from share-based payment transactions recognised during the period as part of employee benefit expenses were as follows:

	2025 $	2024 $
Rights issued under the Incentive Performance Rights Plan	**918,296**	741,239
Share-based expense relating to loan funded shares	**114,173**	-
	1,032,469	741,239

37. Parent Entity Information

(a) Summary Financial Information

The individual financial report for the parent entity shows the following aggregate amounts:

	2025 $	2024 $
Statement of Financial Position		
Current assets	**6,626,427**	12,171,073
Non-current assets	**52,169,066**	47,278,458
Total assets	**58,795,493**	59,449,531
Current liabilities	**(457,698)**	13,815,650
Non-current liabilities	**-**	-
Total liabilities	**(457,698)**	13,815,650
Net assets	**59,253,191**	45,633,881
Retained earnings	**41,545,700**	26,888,026
Contributed equity	**13,960,138**	15,887,091
Share-based payment reserve	**3,747,353**	2,858,764
Shareholders' equity	**59,253,191**	45,633,881
Profit after income tax	**28,008,344**	17,456,995
Total comprehensive income	**28,008,344**	17,456,995

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Notes to the Financial Statements

30 June 2025

(b) Guarantees Entered into by the Parent Entity

In 2018, the parent entity entered an arrangement with an insurer for a standby insurance bond facility of $80.0m. In return, the parent entity and Lycopodium Minerals Pty Ltd jointly executed a cross guarantee and indemnity as security for the facility.

(c) Contingent Liabilities of the Parent Entity

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

(d) Contractual Commitments for the Acquisition of Property, Plant or Equipment

The parent entity did not have any contractual commitments for the acquisition of property, plant and equipment as at 30 June 2025 or 30 June 2024.

(e) Significant accounting policies

The accounting policies of the parent entity are consistent with those of the consolidated entity, as disclosed in note 1, except for the following:

- Investments in subsidiaries are accounted for at cost, less any impairment, in the parent entity.
- Investments in associates are accounted for at cost, less any impairment, in the parent entity.
- Dividends received from subsidiaries are recognised as other income by the parent entity and its receipt may be an indicator of an impairment of the investment

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Consolidated Entity Disclosure Statement

30 June 2025

Name of entity	Type of entity	Trustee, partner or participant in JV	Percentage of share capital held	Country of incor-poration	Australian resident or foreign tax resident	Countries of residence for tax purposes
Lycopodium Minerals Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Foundation Pty Ltd	Body Corporate		100	Australia	Australia	Australia
Lycopodium Minerals QLD Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Americas Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Process Industries Pty Ltd	Body corporate		100	Australia	Australia	Australia
Orway Mineral Consultants (WA) Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Infrastructure Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Rail Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Asset Management Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Share Plan Pty Ltd	Body corporate	Trustee	100	Australia	Australia	Australia
Lycopodium Employee Share Trust	Trust		n/a	Australia	Australia	Australia
Lycopodium Management Consulting Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Africa Holdings (Pty) Ltd	Body corporate		100	South Africa	Foreign	South Africa
Lycopodium Cote D'Ivoire SARL	Body corporate		100	Cote D'Ivoire	Foreign	Cote D'Ivoire
Lycopodium Energy Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Minerals Peru S.A.C.	Body corporate		100	Peru	Foreign	Peru
Lycopodium SL ltd	Body corporate		100	Sierra Leone	Foreign	Sierra Leone
POD Equipment Company Pty Ltd	Body corporate		100	Australia	Australia	Australia
LMP (Pvt) Ltd	Body corporate		100	Pakistan	Foreign	Pakistan
Lycopodium Senegal SUARL	Body corporate		100	Senegal	Foreign	Senegal
Lycopodium Projects DMCC	Body corporate		100	UAE	Foreign	UAE
Lycopodium OMN SPC	Body corporate		100	Oman	Foreign	Oman
Lycopodium Tanzania Ltd	Body corporate		100	Tanzania	Foreign	Tanzania
Lycopodium Minerals Tanzania Ltd	Body Corporate		80	Tanzania	Foreign	Tanzania
Lycopodium Burkina Faso SARL	Body corporate		100	Burkina Faso	Foreign	Burkina Faso
Lycopodium (Philippines) Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium (Ghana) Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Madagascar SARL	Body corporate		100	Madagascar	Foreign	Madagascar
Lycopodium Minerals Canada Ltd	Body corporate		100	Canada	Foreign	Canada
Lycopodium Minerals USA Inc	Body Corporate		100	USA	Foreign	USA
Orway Mineral Consultants Canada Ltd	Body corporate		100	Canada	Foreign	Canada
Orway Mineral Consultants Americas Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Marine & Modular (Pty) Ltd	Body corporate		100	South Africa	Foreign	South Africa
SUPL Pty Ltd	Body corporate		100	Australia	Australia	Australia
Process Design and Fabrication Pty Ltd	Body corporate		100	Australia	Australia	Australia
Lycopodium Minerals Africa (Pty) Ltd	Body corporate		100	South Africa	Foreign	South Africa
Lycopodium Minerals Namibia (Pty) Ltd	Body corporate		69	Namibia	Foreign	Namibia
ADP Africa (Pty) Ltd	Body corporate		100	South Africa	Foreign	South Africa
LDN Dry Mining Services (Pty) Ltd	Body corporate		100	Namibia	Foreign	Namibia
ADP Lesotho (Pty) Ltd	Body corporate		100	Lesotho	Foreign	Lesotho
ADP Kukama (Pty) Ltd	Body corporate		49.3	Botswana	Foreign	Botswana
Underwater Mining Solutions (Pty) Ltd	Body corporate		50	South Africa	Foreign	South Africa
LADP Mocambique Limitada	Body corporate		100	Mozambique	Foreign	Mozambique
ADP Namibia Namibianisation Trust	Trust		n/a	Namibia	Foreign	Namibia
The Kholo Employee Empowerment Trust	Trust		n/a	South Africa	Foreign	South Africa
Lycopodium (Ghana) Ltd	Body corporate		100	Ghana	Foreign	Ghana
Lycopodium Infrastructure Ghana Ltd	Body corporate		100	Ghana	Foreign	Ghana

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Kiaka Gold Project, Burkina Faso

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Directors' Declaration

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In the Directors' opinion:

(a) the financial statements and notes set out on pages 31 to 73 are in accordance with the Corporations Act 2001, including:

  (i) complying Australian Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and

  (ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2025 and of its performance for the financial year ended on that date, and

(b) the financial statements and notes thereto are in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board.

(c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and

(d) the information disclosed in the attached consolidated entity disclosure statement on page 74 is true and correct.

The Directors have been given the declarations by the Managing Director and Chief Financial Officer required by section 295A of the *Corporations Act 2001*.

Signed in accordance with a resolution of Directors made pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the Directors



Peter De Leo
Managing Director & Chief Executive Officer
Lycopodium Limited

Perth
19 August 2025

Independent Auditor's Report

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Independent Auditor's Report

30 June 2025

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INDEPENDENT AUDITOR'S REPORT

To the Members of Lycopodium Limited

Opinion

We have audited the financial report of Lycopodium Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

(i) 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; and

(ii) Complying with Australian Accounting Standards and the Corporations Regulations 2001.

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 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 and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (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.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

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Independent Auditor's Report

30 June 2025

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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 of the current period. These 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.

Key Audit Matter	How our audit addressed this matter
Revenue Refer to Note 5 in the financial statements	

The Group has recognised a total revenue of $333,935,642 from contracts with customers. As disclosed in note 1(d), these revenues are recognised over time as performance obligations are fulfilled.
 	
The Group's construction, engineering and related services contracts comprise both lump sum and cost plus arrangements.
 	
For lump sum arrangements, the Group recognises construction contracts, engineering and related services revenue after assessing all factors relevant to each contract, including specifically the following as applicable:
 	
• Determination of the stage of completion and measurement of progress towards performance obligations;
• Estimation of total contract revenue and costs, including the estimation of cost contingencies;
• Determination of contractual entitlement and assessment of the probability of customer approval of variations and acceptance of claims; and
• Estimation of project completion date.
 	
For cost plus contracts, the Group recognises construction contracts, engineering and related services revenue after assessing the cost of work provided, together with the appropriate profit margin.
 	
This area is a key audit matter due to the number and type of estimation events throughout the contract life, the unique nature of individual contract conditions, leading to complex and judgmental revenue recognition from contracts.
	Our audit procedures included:
	• Assessing the appropriateness of the revenue recognition policies applied by the Group against the criteria in the accounting standards;
	• Assessing contractual terms with customers and testing project revenues and costs incurred against underlying supporting documents;
	• For lump sum arrangements:
	  ○ Assessing management's assumptions in determining the stage of completion, total transaction price and total budgeted cost estimate for construction contracts;
	  ○ Testing the mathematical accuracy of revenue and profit recognised during the year based on the stage of completion for construction contracts;
	  ○ Reading customers' and subcontractors' correspondence and discussing the progress of projects with project managers for any potential disputes, variation order claims, known technical issues or significant events that would impact the estimated contract costs;
	  ○ Agree progress billings to invoice issued and receipts;
	  ○ Verify completion certificates for completed projects; and
	  ○ Discussing with project personnel and management the rationale for revisions made to budgeted costs and checking supporting documentation;
	• For cost plus arrangements:
	  ○ Agree invoices issued to timesheets other relevant documentation and bank receipts;
	  ○ Reading customers' correspondence for any dispute on invoices issued; and
	  ○ Assessing the completeness of revenue recognised by comparison to project listings; and
	• Assessing disclosures in the financial report against the results of our testing and the requirements of the accounting standards.

Independent Auditor's Report

30 June 2025

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Impairment of goodwill Refer to Note 14 in the financial statements	
The carrying amount of goodwill at 30 June 2025 was $6,207,274. Management performs an annual impairment test on the recoverability of goodwill as required by Australian Accounting Standards. We determined this area to be a key audit matter as management's assessment of the value in use of the cash generating unit (CGU) involves judgement about the future cash flow projections, expected revenue growth rates and the discount rate.	Our audit procedures included: • Considering the appropriateness of the value in use model applied by the Group against the criteria in the accounting standards; • Assessing management's determination of how goodwill is allocated to each CGU; • Challenging the reasonableness of key assumptions, including future cash flow projections, expected revenue growth rates and the discount rate; • Assessing management's sensitivity analysis over the key assumptions used in the model; • Testing the mathematical accuracy of the model and reconciliation of input data to supporting evidence, such as approved budgets, and considering the reasonableness of the budget; and • Assessing disclosures in the financial report against the results of our testing and the requirements of the accounting standards.

Other Information

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

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, 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:

a. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and

b. the consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001, and

for such internal control as the directors determine is necessary to enable the preparation of:

i. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and

ii. The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

Independent Auditor's Report

30 June 2025

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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 this 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://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf>. This description forms part of our auditor's report.

Report on the Remuneration Report

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 Lycopodium 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.

RSM

RSM AUSTRALIA

AWhyte

ALASDAIR WHYTE
Partner

Perth, WA
Dated: 19 August 2025



Ahafo North Project, Ghana

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Shareholder Information

The shareholder information set out below was applicable as at 30 July 2025.

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A. Distribution of Equity Securities

Analysis of numbers of equity security holders by size of holding:

Holding	Total Holders
1 - 1000	1,958
1,001 - 5,000	1,324
5,001 - 10,000	332
10,001 - 100,000	295
100,001 and over	32
	3,941

There were 104 holders of less than a marketable parcel of ordinary shares.

B. Equity Security Holders

The names of the twenty largest holders of quoted equity securities are listed below:

Holding		Ordinary Shares	
		Number Held	Percentage of Units
1	REESH PTY LTD <THE M J CARATTI FAMILY A/C>	9,046,221	22.76%
2	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	3,046,736	7.67%
3	CITICORP NOMINEES PTY LIMITED	2,827,773	7.12%
4	UBS NOMINEES PTY LTD	2,801,784	7.05%
5	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	1,299,650	3.27%
6	CADDY FOX PTY LTD <THE LEONARD FAMILY A/C>	902,930	2.27%
7	GOTTERDAMERUNG PTY LIMITED <GOTTERDAMERUNG FAMILY A/C>	550,561	1.39%
8	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	518,900	1.31%
9	CPU SHARE PLANS PTY LTD <LYL EST UNALLOCATED A/C>	481,757	1.21%
10	MR PETER DE LEO + MRS TIANA DE LEO <DE LEO SUPER FUND A/C>	432,314	1.09%
11	CHIMAERA CAPITAL LIMITED	371,062	0.93%
12	MR DAVID JAMES TAYLOR	317,000	0.80%
13	DE LEO NOMINEES PTY LTD <THE DE LEO FAMILY A/C>	253,557	0.64%
14	BOTECH PTY LTD <BOTTECCHIA SUPER FUND A/C>	232,401	0.58%
15	JOHN O'SULLIVAN PTY LTD <J C O'SULLIVAN P/L S/F A/C>	230,000	0.58%
16	MR PETER ROBERT LEMON	210,000	0.53%
17	DE LEO NOMINEES PTY LTD <THE DE LEO INVESTMENT A/C>	201,749	0.51%
18	NANCRIS PTY LTD	175,000	0.44%
19	MR DAMIEN JOHN SMITH <SMITH FAMILY A/C>	170,000	0.43%
20	SELSO PTY LTD <THE OSMETTI FAMILY A/C>	158,000	0.40%
		24,227,395	60.96%

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C. Substantial Shareholders

Analysis of numbers of equity security holders by size of holding:

Holding		Number Held	Percentage of Units
1	REESH PTY LTD <THE M J CARATTI FAMILY A/C>	9,046,221	22.76%
2	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	3,046,736	7.67%
3	CITICORP NOMINEES PTY LIMITED	2,827,773	7.12%
4	UBS NOMINEES PTY LTD	2,801,784	7.05%
5	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	1,299,650	3.27%

D. Voting Rights

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

(a) Ordinary Shares

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.



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Corporate Directory

Board of Directors

Rodney Lloyd Leonard
Non-Executive, Independent Chairman

Peter De Leo
Managing Director & CEO

Bruno Ruggiero
Executive Director

Karl Anthony Cicanese
Executive Director

Michael John Caratti
Non-Executive Director

Louise Bower
Non-Executive, Independent Director

Robert Radici
Non-Executive, Independent Director
(Appointed 20 May 2025)

Steven John Micheil Chadwick
Non-Executive, Independent Director
(Resigned 12 November 2024)

Audit Committee

Louise Bower
Peter De Leo
Rodney Leonard

Remuneration Committee

Rodney Leonard
Louise Bower
Michael Caratti

Risk Committee

Rodney Leonard
Peter De Leo
Bruno Ruggiero

Company Secretary

Justine Campbell

Notice of Annual General Meeting

The details of the Annual General Meeting of Lycopodium Limited are:

Lycopodium
Level 5, 1 Adelaide Terrace
East Perth, Western Australia 6004
10.30am on Thursday 13 November 2025

Registered and Principal Office

Level 5, 1 Adelaide Terrace
East Perth, Western Australia 6004
+61 8 6210 5222

Share Registry

Computershare Investor Services Pty Limited
Level 17, 221 St Georges Terrace
Perth, Western Australia 6000
+61 8 9323 2000

Lawyers to the Company

Steinepreis Paganin
Level 4, The Read Buildings
16 Milligan Street
Perth, Western Australia 6000
+61 8 9321 4000

Auditors

RSM Australia Partners
Level 32, Exchange Tower
2 The Esplanade
Perth, Western Australia 6000
+61 8 9261 9100

Principal Banker

Australia and New Zealand Bank
Level 10, 77 St Georges Terrace
Perth, Western Australia 6000

Stock Exchange Listing

Lycopodium Limited shares are listed on the Australian Securities Exchange (ASX code: LYL)

Website

www.lycopodium.com
www.lycopodium.com/investor-relations/

Corporate Governance Statement

www.lycopodium.com/investor-relations/corporate-governance/

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