

Appendix 4E

Preliminary Final Report

Financial Year Ended – 31 December 2025

10 February 2026



Results for Announcement to the Market

	2025	2024	% Growth
Continuing operations:			
Revenue	\$62.4 million	\$54.1 million	+15.4%
EBITDA	\$26.1 million	\$20.2 million	+29.3%
Net profit	\$7.0 million	\$3.6 million	+93.5%
Net profit attributable to members	\$7.4 million	\$4.4 million	+66.7%

Dividends

A fully franked dividend of 2.5 cents per share was paid in September 2025.

Details of entities over which control has been gained or lost during the period

n/a

Net tangible assets

The net tangible assets per security as at 31 December 2025 is negative 19.8 cents per share (2024: negative 12.6 cents per share).

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Audit

This report is based on accounts which are in the process of being audited.

The independent audit report that is being prepared will not be subject to a modified opinion, emphasis of matter or other matter paragraph.

Other information

Any other information required pursuant to ASX Listing Rule 4.3A not contained in this Appendix 4E is found in the attached announcement and financial statements.

Sam Allert

Director, Group CEO

10 February 2026

For further information, please contact:

Mr. Sam Allert
Group CEO
Reckon Limited
(02) 9134 3310

Mr. Chris Hagglund
Group CFO
Reckon Limited
(02) 9134 3360

Reckon Limited ABN 14 003 348 730 | Level 2, 100 Pacific Highway, North Sydney NSW 2060 Australia
T +61 2 9577 5000 | www.reckon.com

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Consolidated Statement of Profit or Loss

for the year ended 31 December 2025

	Note	Consolidated	
		2025 \$'000	2024 \$'000
Revenue	3, 4	62,418	54,109
Product costs	3	(8,344)	(8,147)
Employee benefits expenses		(19,888)	(18,407)
Marketing expenses		(3,225)	(3,107)
Legal and professional expenses		(718)	(745)
Other expenses		(4,131)	(3,514)
Depreciation and amortisation of other non-current assets	3	(16,332)	(15,652)
Finance costs	3	(339)	(85)
Profit before income tax		9,441	4,452
Income tax expense	5	(2,424)	(826)
Profit for the year		7,017	3,626
Profit attributable to:			
Owners of the parent		7,368	4,420
Non - controlling interest		(351)	(794)
Profit for the year		7,017	3,626
Earnings per share		Cents	Cents
Basic earnings per share	21	6.5	3.9
Diluted earnings per share	21	6.5	3.9

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

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Consolidated Statement of Profit or Loss and Other Comprehensive Income

for the year ended 31 December 2025

	Note	Consolidated	
		2025 \$'000	2024 \$'000
Profit for the year		7,017	3,626
Other comprehensive (loss)/income, net of income tax			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Exchange difference on translation of foreign operations	20	(1,074)	1,104
Total other comprehensive (loss)/income, net of income tax		(1,074)	1,104
Total comprehensive income for the year		5,943	4,730
Total comprehensive income attributable to:			
Owners of the parent		6,294	5,524
Non - controlling interest		(351)	(794)
		5,943	4,730

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

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Consolidated Statement of Financial Position

as at 31 December 2025

	Note	Consolidated	
		2025	2024
		\$'000	\$'000
ASSETS			
Current Assets			
Cash and cash equivalents	25	894	986
Trade and other receivables	7	2,230	2,669
Inventories		250	280
Current tax receivables		55	14
Other assets	8	1,327	1,789
Total Current Assets		4,756	5,738
Non-Current Assets			
Trade and other receivables	7	167	174
Property, plant and equipment	9	452	516
Deferred tax assets	11	3,905	3,581
Intangible assets	12	44,037	33,346
Other assets	8	89	33
Right of use assets	10	2,857	3,010
Total Non-Current Assets		51,507	40,660
Total Assets		56,263	46,398
LIABILITIES			
Current Liabilities			
Trade and other payables		3,120	3,031
Provisions	14	2,141	1,914
Contract liabilities	16	7,147	5,499
Current tax liabilities		1,321	719
Deferred payments	25(c)	1,250	-
Lease liabilities	10	651	599
Total Current Liabilities		15,630	11,762
Non-Current Liabilities			
Trade and other payables		925	914
Borrowings	13	6,322	3,909
Deferred tax liabilities	15	3,658	2,912
Provisions	14	1,137	672
Contract liabilities	16	709	1,155
Lease liabilities	10	2,339	2,454
Total Non-Current Liabilities		15,090	12,016
Total Liabilities		30,720	23,778
Net Assets		25,543	22,620
EQUITY			
Issued capital	19	20,524	20,524
Reserves	20	(49,263)	(48,124)
Retained earnings		54,410	49,849
Total Equity attributable to owners of the parent		25,671	22,249
Non - controlling interest		(128)	371
Total Equity		25,543	22,620

The above consolidated 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 31 December 2025

Consolidated	Issued capital \$'000	Share buyback reserve \$'000	Foreign currency translation reserve \$'000	Share-based payments reserve \$'000	Retained earnings \$'000	Acquisition of non controlling interest reserve \$'000	Non-controlling interest \$'000	Total \$'000
Balance at 1 January 2025	20,524	(42,018)	(246)	292	49,849	(6,152)	371	22,620
Profit for the year	-	-	-	-	7,368	-	(351)	7,017
Other comprehensive income:								
Exchange differences on translation of foreign operations	-	-	(1,074)	-	-	-	-	(1,074)
Total comprehensive income	-	-	(1,074)	-	7,368	-	(351)	5,943
Share based payments expense (note 3)	-	-	-	82	-	-	-	82
Dividends paid (note 26)	-	-	-	-	(2,832)	-	-	(2,832)
Treasury shares acquired	(107)	-	-	-	-	-	-	(107)
Vested shares	107	-	-	(132)	25	-	-	-
Non-controlling interest shares acquired by Reckon Limited	-	-	-	-	-	-	(148)	(148)
Exchange adjustment	-	-	-	(15)	-	-	-	(15)
Balance at 31 December 2025	20,524	(42,018)	(1,320)	227	54,410	(6,152)	(128)	25,543

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

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Consolidated Statement of Changes in Equity (continued)

for the year ended 31 December 2025

Consolidated	Issued capital \$'000	Share buyback reserve \$'000	Foreign currency translation reserve \$'000	Share-based payments reserve \$'000	Retained earnings \$'000	Acquisition of non controlling interest reserve \$'000	Non-controlling interest \$'000	Total \$'000
Balance at 1 January 2024	20,524	(42,018)	(1,350)	414	48,148	(6,152)	58	19,624
Profit for the year	-	-	-	-	4,420	-	(794)	3,626
Other comprehensive income:								
Exchange differences on translation of foreign operations	-	-	1,104	-	-	-	-	1,104
Total comprehensive income	-	-	1,104	-	4,420	-	(794)	4,730
Share based payments expense (note 3)	-	-	-	102	-	-	-	102
Dividends paid (note 26)	-	-	-	-	(2,832)	-	-	(2,832)
Treasury shares acquired	129	-	-	(242)	113	-	-	-
Vested shares	(129)	-	-	-	-	-	-	(129)
Non-controlling interest shares acquired by Reckon Limited	-	-	-	-	-	-	(70)	(70)
Shares issued to non-controlling shareholders	-	-	-	-	-	-	1,177	1,177
Exchange adjustment	-	-	-	18	-	-	-	18
Balance at 31 December 2024	20,524	(42,018)	(246)	292	49,849	(6,152)	371	22,620

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

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Consolidated Statement of Cash Flows

for the year ended 31 December 2025

	Note	Consolidated Inflows/(Outflows)	
		2025 \$'000	2024 \$'000
Cash Flows From Operating Activities			
Receipts from customers		68,742	59,161
Payments to suppliers and employees		(42,044)	(39,789)
Interest (paid) / received		(234)	(61)
Income taxes paid		(2,669)	(1,426)
Net cash inflow from operating activities	25(b)	23,795	17,885
Cash Flows From Investing Activities			
Payment for purchase of business	25(c)	(7,408)	-
Net proceeds from sale of business		74	51
Acquisition of non-controlling interest		(148)	(70)
Payment for capitalised development costs		(15,073)	(14,446)
Payment for property, plant and equipment		(177)	(359)
Net cash outflow from investing activities		(22,732)	(14,824)
Cash Flows From Financing Activities			
Proceeds / (Repayment) of borrowings		2,413	155
Payments for lease liabilities capitalised under AASB 16		(868)	(1,259)
Treasury shares acquired		(107)	(129)
Dividends paid to owners of the parent	26	(2,832)	(2,832)
Proceeds from issue of shares in non-controlling interests		290	989
Net cash outflow from financing activities		(1,104)	(3,076)
Net decrease in cash and cash equivalents		(41)	(15)
Cash and cash equivalents at the beginning of the financial year		986	975
Effects of exchange rate changes on cash and cash equivalents		(51)	26
Cash and cash equivalents at the end of the financial year	25(a)	894	986

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

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Notes to the Financial Statements

for the year ended 31 December 2025

1 Material Accounting Policy Information

The principal accounting policies adopted in the preparation of the financial report are set out below. Unless otherwise stated, the accounting policies adopted are consistent with those of the previous year. The financial report includes the consolidated entity consisting of Reckon Limited and its subsidiaries. For the purposes of preparing the consolidated financial statements, the company is a for-profit entity.

Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards and Interpretations and the Corporations Act 2001, and complies with the other requirements of the law.

Compliance with Australian Accounting Standards ensures that the consolidated financial statements and notes of Reckon Limited comply with International Financial Reporting Standards (IFRSs). Consequently, this financial report has been prepared in accordance with and complies with IFRSs as issued by the International Accounting Standards Board.

The financial report has been prepared in accordance with the historical cost convention, except for the revaluation of certain non-current assets and financial instruments. Historical cost is generally based on the fair values of the consideration given in exchange for assets. The company is a company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, dated 24 March 2016, and in accordance with that Corporations Instrument amounts in the financial report are rounded to the nearest thousand dollars, unless otherwise indicated.

Material Accounting Policies

(a) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries) made up to 31 December each year. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee;
- and has the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, the results of subsidiaries acquired or disposed of during the year are included in profit or loss from the date the company gains control until the date when the company ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by other members of the Group.

All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

Notes to the Financial Statements (continued)

(b) Business Combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value which is calculated as the sum of the acquisition-date fair values of assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred. At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- Deferred tax assets or liabilities and assets or liabilities related to employee benefit arrangements and share-based payment arrangements are recognised and measured in accordance with the relevant accounting standards.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis.

Where the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

Where a business combination involves the issuance of a put option granted to the vendor in respect of an equity interest not owned by the parent, the present value of the put exercise price is recognised as a financial liability in the consolidated accounts of the parent entity. The recognition of this liability effectively treats the option as if it has been exercised, constituting a transaction between owners as owners which is recorded in equity. Any subsequent re-measurement is considered to be part of the equity transaction and is recorded in equity via an "acquisition of non-controlling interest reserve".

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

(c) Depreciation and Amortisation

Depreciation is provided on plant and equipment. Depreciation is calculated on a straight-line basis. Leasehold improvements are amortised over the period of the lease or the estimated useful life, whichever is the shorter, using the straight-line method. The following estimated useful lives are used in the calculation of depreciation and amortisation:

- Plant and equipment 3 - 5 years
- Leasehold improvements 3 - 7 years

Right of use assets are depreciated over the shorter period of the lease term and the useful life of the underlying asset.

(d) Contributed Equity*Transaction Costs on the Issue of Equity Instruments*

Transaction costs arising on the issue of equity instruments are recognised directly in equity as a reduction of the proceeds of the equity instruments to which the costs relate. Transaction costs are the costs that are incurred directly in connection with the issue of those equity instruments and which would not have been incurred had those instruments not been issued.

(e) Foreign Currency Translation*Functional and presentation currency*

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

Transactions and balances

All foreign currency transactions during the financial year have been brought to account in the functional currency using the exchange rate in effect at the date of the transaction. Foreign currency monetary items at reporting date are translated at the exchange rate existing at that date. Exchange differences are brought to account in the profit or loss in the period in which they arise.

Group companies

The results and financial position of all the Group entities (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 of the consolidated entity as follows:

- Assets and liabilities are translated at the closing rate at the date of the statement of financial position;
- Income and expenses are translated at average 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); and
- All resulting exchange differences are recognised in other comprehensive income and accumulated in a foreign exchange translation reserve.

On consolidation, exchange differences arising from the translation of monetary items forming part of the net investment in foreign entities, and of borrowings and other currency instruments designated as hedges of such investments, are taken directly to reserves. When a foreign operation is sold, a proportionate share of such exchange differences are recognised in profit or loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity at the closing rate.

(f) Intangible assets*Goodwill*

Goodwill arising on an acquisition of a business is carried at cost as established at the date of the acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently

Notes to the Financial Statements (continued)

when there is indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss in the consolidated income statement. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Intellectual Property

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Customer contracts are amortised on a straight-line basis over their useful life to the Group of ten years.

Brand names are not amortised but are subject to annual impairment testing. The Group has committed to continually use, invest in and promote acquired brands, therefore brands have been assessed to have an indefinite life.

Research and development costs

Research expenditure is recognised as an expense when incurred.

An internally-generated intangible asset arising from development is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Development costs in respect of enhancements on existing suites of software applications are capitalised and amortised over a 3 to 4-year period. Development costs on technically and commercially feasible new products are capitalised and written off on a straight-line basis over a period of 3 to 4 years commencing at the time of commercial release of the new product.

Development costs include cost of materials, direct labour and appropriate overheads.

At each balance date, a review of the carrying value of the capitalised development costs being carried forward is undertaken to ensure the carrying value is recoverable from future revenue generated by the sale of that software.

(g) Income Tax

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the national income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities, and their carrying amounts in the financial statements, and to unused tax losses.

The current tax payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible.

The provisions are measured at the best estimate of the amount expected to become payable. The assessment is based on the judgement of finance professionals within the Company and on specialist independent tax advice.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantively enacted for each jurisdiction. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or liability. No deferred tax asset or liability is recognised in relation to those temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

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

Current and deferred tax balances attributable to amounts recognised directly in equity are also recognised directly in equity.

The company and its wholly-owned Australian resident entities have formed a tax-consolidated group and are therefore taxed as a single entity from that date. The head entity within the tax-consolidated group is Reckon Limited. The Group uses the standalone approach by reference to the carrying amounts in the separate financial statements of each entity in applying the accounting for tax consolidation.

The tax sharing agreement entered into between members of the tax-consolidated group provides for the determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations or if an entity should leave the tax-consolidated group. The effect of the tax sharing agreement is that each member's liability for tax payable by the tax consolidated group is limited to the amount payable to the head entity under the tax funding arrangement.

(h) Share-based payments

Equity settled share-based payments to employees are measured at the fair value of the equity instruments at the grant date. Details regarding the determination of the fair value of equity settled share-based transactions are set out in note 18.

The fair value determined at grant date of the equity settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of the number of equity instruments that will eventually vest. At each reporting date, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision is recognised in the profit or loss.

(i) Employee Benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of short-term employee benefits, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of long-term employee benefits are measured as the present value of the estimated future cash outflows to be made by the Group in respect of services provided by employees up to reporting date.

The Group recognises a liability and an expense for the long-term incentive plan for selected executives based on a formula that takes into consideration the ranking of total shareholder return measured against a comparator group of companies.

Notes to the Financial Statements (continued)

Contributions are made by the Group to defined contribution employee superannuation funds and are charged as expenses when incurred.

(j) Financial Instruments

Financial assets and financial liabilities are recognised in the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.

See hedge accounting policy regarding the recognition of exchange differences where the foreign currency risk component of a financial asset is designated as a hedging instrument for a hedge of foreign currency risk.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses on trade receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL (expected credit losses) for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument.

(i) Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

1. the financial instrument has a low risk of default;
2. the debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
3. adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

(ii) Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

(iii) Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

(iv) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

(v) Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Notes to the Financial Statements (continued)

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

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Financial liabilities

All financial liabilities are measured subsequently at amortised cost or at fair value through profit or loss (FVTPL).

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the 'other gains and losses' line item in profit or loss (note 3) for financial liabilities that are not part of a designated hedging relationship. For those which are designated as a hedging instrument for a hedge of foreign currency risk, foreign exchange gains and losses are recognised in other comprehensive income and accumulated in a separate component of equity.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Derivative financial instruments

The Group enters into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks, including foreign exchange forward contracts, options and interest rate swaps.

Derivatives are recognised initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

Further details of derivative financial instruments are disclosed in notes 1(t).

(k) Impairment of assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current

market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

(I) Revenue Recognition

Sale of goods and services

The Group applies the following 5-step model for revenue recognition related to contracts with customers:

- a. Identify the contract(s) with customer
- b. Identify the performance obligation in the contract
- c. Determine the transaction price
- d. Allocate the transaction price to the performance obligation in the contract
- e. Recognise revenue when or as the entity satisfied in performance obligations.

The Group recognises sales revenue related to the transfer of promised goods or services when a performance obligation is satisfied and when control of the goods or services passes to the customer, which is when the customer receives the product upon delivery. The amount of revenue recognised reflects the consideration to which the Group is or expects to be entitled in exchange for those goods or services. If the consideration promised includes a variable amount, the Group estimates the amount of consideration to which it will be entitled and only to the extent that it is highly probable that a significant reversal of revenue will not occur.

Contracts with customers can include various combinations of products and services, which are in certain circumstances bundled and in other circumstances are capable of being distinct and accounted for as separate performance obligations. Where a contract with multiple performance obligations that is not bundled, the revenue associated with each obligation is calculated based on its stand-alone selling price.

Revenue is recognised over time if:

- the customer simultaneously receives and consumes the benefits as the entity performs;
- the customer controls the asset as the entity creates or enhances it; or
- the seller's performance does not create an asset for which the seller has an alternative use and there is a right to payment for performance to date.

Where the above criteria is not met, revenue is recognised at a point in time.

The Group recognises revenue predominantly from the following sale of software and services:

Business Group desktop products

Business Group desktop products are sold with post-sale technical support services. These are sold on an annual subscription basis. For all Business Group desktop products contracts that contain the sale of a licence, three

Notes to the Financial Statements (continued)

distinct performance obligations are:

- i. Sale of a software/upgrade licence; and
- ii. The provision of minor maintenance updates which may be made available over the period of the contracts; and
- iii. Post-sale technical support for a specified period of time.

Revenue is recognised for a Business Group desktop licence at the point of sale. This is because customers purchase a specific version of the software that exists at the time the licence is granted.

Revenue is recognised for the customer's entitlement to access additional maintenance updates and the provision of post-sale technical support over the time of the contract with the customer. This is due to the fact that Reckon may provide minor maintenance updates to which the customer may be entitled over the term of the contract. In relation to the post-sale technical support, the customer is deemed to simultaneously receive and consume the benefits provided by Reckon's performance of the post-sale technical support services as it is performed.

The price allocated to the post-sale technical support has been determined on management's assessment by using an expected cost plus margin approach. The price allocated to the sale of the software licence has been determined by using the residual approach.

The revenue stream forms part of "Subscription revenue" as outlined in Note 4.

Reckon One (Business Group)

Reckon One is a cloud software as a service (sold on a monthly subscription basis) that is accessible to a customer through their web browser and is sold with post-sale technical support services. Within these contracts, the contract promises generally are:

- i. Sale of a licence;
- ii. Ongoing maintenance of the cloud platform to ensure that it is accessible; and
- iii. Post-sale technical support for a specified period of time.

As the customer is not able to benefit from the licence if the cloud is not accessible, two distinct performance obligations generally are:

- i. Sale of a licence and ongoing maintenance for access to the cloud; and
- ii. Post-sale technical support.

The transaction price is fixed in the contract entered into by the customer dependent on the specific modules purchased.

Revenue for the licence and ongoing maintenance for the Reckon One product is recognised over the time of the contract with the customer. Reckon is providing a continuous service of making the online portal available during the contract period and the customer simultaneously receives and consumes the benefits provided by Reckon's performance as Reckon delivers the service.

Revenue for the post-sale technical support provided is also recognised over time. This is due to the fact that the customer simultaneously receives and consumes the benefits provided by the Reckon's performance of the post-sale technical support services. The services are made available to the customer throughout the term of the contract.

Although there are two distinct performance obligations, both currently maintain the same contractual billing period and are recognised over time. Accordingly, Reckon have deemed it unnecessary to allocate the transaction price allocated to each performance obligation separately.

The revenue stream forms part of "Subscription revenue" as outlined in Note 4. Subscription revenue relates to streams where customers use the services over the life of the contract.

Reckon Accounts Hosted (Business Group)

Reckon Accounts Hosted is a hosted software where software is accessible via a web browser or through a desktop icon, and allows the customer to store data on the customer's device or an external server. Reckon Accounts Hosted can be sold as on an annual or monthly subscription basis. For all Reckon Accounts Hosted contracts that contain the sale of a licence, the goods and services provided are:

- i. Sale of a software licence;
- ii. The provision of minor maintenance updates which may be made available over the period of the contracts;
- iii. Post-sale technical support for a specified period of time; and
- iv. Hosting services for a specified period of time.

Each of the contract promises are considered as a distinct performance obligation because the customer can benefit from the use of the software without the provision of the technical support and/or hosting services and they are distinct within the context of the contract.

Revenue is recognised for a Reckon Accounts Hosted licence at the point of sale. This is because customers purchase a specific version of the software that exists at the time the licence is granted.

Revenue for the hosting services and ongoing support is recognised over the time of the contract with the customer. Reckon is providing a continuous service of hosting the customer's data and providing post-sale technical support over the contract period and the customer simultaneously receives and consumes the benefits provided by Reckon's performance as Reckon performs. The services are made available to the customer throughout the term of the contract.

The price allocated to the hosting services and post-sale technical support has been determined on management's assessment by using an expected cost plus a margin approach. The price allocated to the sale of the software licence has been determined by using the residual approach.

This revenue stream forms part of "Subscription Revenue" as outlined in Note 4. Subscription revenue relates to streams where customers pay for the services over the life of the contract, rather than upfront at the commencement of the contract.

Membership fees (Business Group)

Membership revenue relates to fees obtained as part of the Reckon's Partner Program. Memberships are sold on an annual basis. For all Membership contracts, the goods and services provided include:

- i. The provision of software licences;
- ii. Access to a dedicated partner support team;
- iii. A partner resource kit;
- iv. Invitations to exclusive events and training;
- v. Marketing tool kits; and
- vi. Annual partner awards.

Each of the contract promises above are considered to be a distinct performance obligations because the customer can benefit from the use the software without the provision of the other contract promises listed above and they are distinct within the context of the contract.

Revenue is recognised for a software licence at the point of sale. This is because customers purchase and obtain a specific version of the software that exists at the time the licence is granted.

Revenue for the remaining benefits of joining the membership is recognised over time. Reckon provides a range of different services which are delivered to the customer over the life of the contract. The nature of the services are such

Notes to the Financial Statements (continued)

that the customer simultaneously receives and consumes the benefits provided by Reckon's performance as Reckon performs.

The price allocated to the performance obligations apart from the software licence has been determined on management's assessment by using an expected cost plus a margin approach. The price allocated to the software licence has been determined based on the residual approach.

This revenue stream forms part of "Other Revenue" as outlined in Note 4.

Legal Group

The Legal Group sells nQ Zebraworks and Zebraworks software and some hardware to the customer. The product includes cost recovery software which allows customers to track the costs associated with printing, photocopying, and other disbursements and allocate these costs to their clients. Legal Group also provides scanning and print solutions to its clients as well as cloud based integration platforms. Legal Group licences are sold with implementation and post-sale technical support services. Legal Group licences are sold either as a bundle including post-technical support services, but with implementation services sold separately (subscription model) or the software, support and implementation services are all sold separately (upfront model).

For Legal Group upfront model, three distinct performance obligations have been identified:

- i. The provision of the software licence; and
- ii. The provision of implementation services; and
- iii. The provision of support services over the life of the contract.

Revenue is recognised for the licence at the point of sale. This is because customers purchase a specific version of the software that exists at the time the licence is granted.

Revenue is recognised for the implementation services at point at which the services have been provided. These services are sold on an ad-hoc basis as required by a customer and deemed to have one distinct performance obligation for the services provided.

The support services have been deemed to be a separately distinct performance obligation. These services are provided to customers who have existing contracts with the Legal Group. Customers can choose to purchase the support services on a yearly basis. As such, the customer can benefit from support services on their own. It is noted that support services are all separately identifiable within the context of the contract because support services do not significantly modify the software.

The price allocated to the provision of the software licence and implementation services, and well as the price allocated to the support services is based upon a price list and is separately identifiable.

Revenue for the software licence and implementation services is recognised as and when the performance obligation is transferred which is generally when installation is completed.

Conversely, revenue for the provision of support services is recognised over the life of the contact as the benefits from any support is simultaneously consumed by the customer as it is provided. The services are made available to the customer throughout the term of the contract.

Revenue for the performance obligation related to the subscription model (being the bundled licence and support) is recognised over time. Reckon is providing a continuous service of making the software and support available so long as the customer continues to pay for the service. As the customer is not able to benefit from the software and support if Reckon does not grant continuous access, the performance obligation is transferred over the term of the contract. The customer simultaneously receives and consumes the benefits provided by Reckon's performance as Reckon performs.

This software licence and implementation services revenue above forms part of "other revenue" and revenue from

the sale of subscription products and the provision of support services forms part of “subscription revenue” as described in Note 4.

Cost of obtaining a customer contract

AASB 15 requires that incremental costs associated with acquiring a customer contract, such as sales commissions, are recognised as an asset and amortised over a period that corresponds with the period of benefit.

An assessment of commissions paid by the Group was performed in connection with the sale of all products. The contracts for which commissions are paid vary in length however commissions are expensed over a maximum of 12 months.

There are no other costs incurred that are considered to be incremental.

The following table summarises the revenue recognition of major sale of software and services:

Revenue stream	Performance obligation	Timing of recognition
Business Group desktop products	Sale of a software licence	At the point of sale.
	Maintenance updates	Over the time of the contract with the customer.
	Post-sale technical support for a specified period of time	Over the time of the contract with the customer.
Reckon One	Sale of licence and ongoing maintenance for access to the cloud	Over the time of the contract with the customer.
	Post-sale technical support for a specified period of time	Over the time of the contract with the customer.
Reckon Accounts Hosted	Sale of a software licence	At the point of sale.
	Post-sale technical support for a specified period of time	Over the time of the contract with the customer.
	Hosting services for a specified period of time	Over the time of the contract with the customer.
Membership fees – sale of license	Sale of a software licence	At the point of sale.
Membership fees – support	Additional membership benefits	Over the time of the contract with the customer.
Legal Group	The provision of the software licence and implementation services	At the point of sale.
	The provision of support services (upfront model) and software licence and support services (subscription model) over the life of the contract	Over the time of the contract with the customer.

(m) Contract liabilities

Contract liabilities relate to payments received from customers for performance obligations which have not yet been fulfilled. Contract liabilities arise when payment for performance obligations do not match the timing of when the

Notes to the Financial Statements (continued)

performance obligations are satisfied. Contract liabilities are recognised at the inception of the contract and unwound as the performance obligation is satisfied over the life of the contract.

(n) Earnings per share

Basic earnings per share is determined by dividing net profit after income tax attributable to members of the Company by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year.

Diluted earnings per share adjusts the figures in the determination of basic earnings per share by taking 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 dilutive potential ordinary shares.

(o) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions and bank overdrafts.

(p) Borrowings

Borrowings are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

(q) Provisions

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

(r) Fair Value estimation

The fair value of financial instruments and share based payments that are not traded in an active market is determined using appropriate valuation techniques. The Group uses a variety of methods and assumptions that are based on existing market conditions. The fair value of financial instruments traded on active markets (quoted shares), are based on balance date bid prices.

The Directors consider that the nominal value less estimated credit adjustments of trade receivables and payables approximate their fair values.

(s) Government Grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should continue to develop its range of software products, are offset against development costs in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised as other income in

profit or loss in the period in which they become receivable.

Government assistance which does not have conditions attached specifically relating to the operating activities of the entity is recognised in accordance with the accounting policies above.

(t) Leases

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the Group's incremental borrowing rate. This rate has been determined by considering the nature of the leased assets, the Group's credit rating and the borrowing rate of funds in similar economic environments.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- The lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liabilities is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised leased payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The Group did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies AASB 136 Impairment of Assets to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, plant and equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'premises expenses or other expenses' in the statement of profit or loss.

Notes to the Financial Statements (continued)

(u) Significant accounting judgments, estimates and assumptions

Significant accounting judgments

In applying the Group's accounting policies, management has made the following judgments which have the most significant effect on the financial statements:

Capitalisation of development costs – the Group has adopted a policy of capitalising development costs only for products for which an assessment is made that the product is technically feasible and will generate definite economic benefits for the Group going forward. The capitalised costs are subsequently amortised over the expected useful life of the product.

Revenue recognition – The Group has made judgements in relation to the bundling of contract promises into a single distinct performance obligation by determining whether the contract promises are separately identifiable in the context of the contract. The Group has also used judgement in allocating the transaction price to revenue streams which have more than one performance obligation and where the stand-alone selling price is not directly observable. The Group has applied the expected cost plus a margin approach in estimating these prices as described in Note 1(l) above.

ECL on impairment of financial assets – An allowance for doubtful debts is recognised based on the expected credit loss (ECL) from the time the receivable is initially recognised. The ECL is based on a provision matrix that reflects the Group's historical credit loss experience, adjusted for management's knowledge of specific customers' circumstances, as well as current collection trends and business conditions.

Basis of consolidation – In assessing whether it has control over the nQueue Zebraworks Inc. Group following the acquisition in February 2021, the Group has made some key judgements, including contractual arrangements between the Group and shareholders, which provides the Group with the ability to execute power over the relevant activities of nQueue Zebraworks Inc. Following this assessment, the Group concluded that it has control.

Significant accounting estimates and assumptions

The carrying amount of certain assets and liabilities are often determined based on estimates and assumptions of future events. The key estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of certain assets and liabilities are:

Impairment of goodwill – the Group determines whether goodwill is impaired on an annual basis. This requires an estimation of the recoverable amount of the cash-generating unit to which the goodwill is allocated. The assumptions used in this estimation, and the effect if these assumptions change, are disclosed in Note 12.

Product life and amortisation – the Group amortises capitalised development costs based on a straight-line basis over a period of 3-4 years commencing at the time of commercial release of the new product. This is the assessed useful life.

Cash distribution incentive plan - the Group provides for the potential settlement of cash payments in relation to this plan based on the assumption that returns to shareholders will be similar to previous transactions. Provisions are raised on a pro-rata basis over the life of the plan.

(v) New Accounting Standards

The Group has adopted all of the new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to its operations and effective for the current reporting period.

None of the new standards or revisions that are mandatory for the first time materially affected any of the amounts recognised in the current period or any prior period and are not likely to significantly affect future periods.

The Group has not early adopted any new or revised Accounting Standards and Interpretations issued by AASB which are not yet effective during the year.

(w) Working capital deficiency

The consolidated statement of financial position indicates an excess of current liabilities over current assets of \$10,874 thousand (2024: \$6,024 thousand). This arises partly due to the adoption of AASB 16, whereby the right of use assets are treated as non-current assets, whereas a portion of the lease liabilities are treated as current liabilities. Net cash inflows from operating activities for the year net of payments for capitalised development costs were \$8,722 thousand (2024: \$3,439 thousand). Unused bank facilities at balance date was \$18,020 thousand. Also, included in current liabilities are contract liabilities of \$7,147 thousand (2024: \$5,499 thousand), settlement of which will involve substantially lower cash outflows.

Given the above, the Directors believe that preparation of the financial report on a going concern basis is appropriate.

2 Segment Information

Operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and to assess its performance.

(a) Business segment information

The consolidated entity is organised into two operating divisions:

- Business Group
- Legal Group

These divisions are the basis upon which the consolidated entity reports its financial information to the chief operating decision maker, being the Board of directors.

The principal activities of these divisions are as follows:

- Business Group - development, distribution and support of business accounting and personal financial software, as well as related products and services. Products sold in this division include Reckon Accounts, Reckon One and Cashflow Manager.
- Legal Group - development, distribution and support of cost recovery, cost management, scan and cloud-based integration platforms under the nQ ZebraWorks and ZebraWorks brands predominantly to the legal market.

Notes to the Financial Statements (continued)

2 Segment Information (continued)

	Business Group \$'000	Legal Group \$'000	Consolidated Group \$'000
2025			
Operating revenue	48,643	13,775	62,418
Segment results			
EBITDA ¹	25,367	3,296	28,663
Depreciation and amortisation	(10,960)	(5,372)	(16,332)
Segment profit before tax	14,407	(2,076)	12,331
Central administration costs			(2,551)
Finance costs			(339)
Profit before income tax			9,441
Income tax expense			(2,424)
Profit for the year			7,017
2024			
Operating revenue	41,824	12,285	54,109
Segment results			
EBITDA ¹	21,310	1,061	22,371
Depreciation and amortisation	(10,108)	(5,544)	(15,652)
Segment profit before tax	11,202	(4,483)	6,719
Central administration costs			(2,182)
Finance costs			(85)
Profit before income tax			4,452
Income tax expense			(826)
Profit for the year			3,626

¹ EBITDA means earnings before interest, tax, depreciation and amortisation.

The revenue reported above represents revenue generated from external customers. Segment profit represents the profit earned by each segment without allocation of central administration costs, new market expenditure, finance costs and income tax expense, all of which are allocated to Corporate head office. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessing performance.

No single customer contributed 10% or more of Group revenue for either 2025 or 2024

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2 Segment Information (continued)

Segment assets and liabilities	Assets		Liabilities		Additions to non-current assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Business Group	35,075	23,055	14,231	10,178	22,600	9,885
Legal Group	16,193	17,510	5,187	6,060	5,302	8,082
Corporate Division	4,995	5,833	11,302	7,540	-	-
	56,263	46,398	30,720	23,778	27,902	17,967

(b) Geographical information

	Revenue from external customers		Non-current assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Australia	46,055	39,600	33,830	22,364
United States of America	11,462	10,354	14,661	15,020
Other countries (i)	4,901	4,155	3,016	3,276
	62,418	54,109	51,507	40,660

(i) No other individual country outside of Australia and the United States of America are considered to generate revenues which are material to the group.

Notes to the Financial Statements (continued)

3 Profit for the Year

	Consolidated	
	2025	2024
	\$'000	\$'000

Profit before income tax includes the following items of revenue and expense:

Revenue

Sales revenue

Subscription revenue	59,241	50,370
Other recurring revenue ⁽¹⁾	-	180
Loans revenue ⁽¹⁾	-	72
Other revenue	3,177	3,487
Sale of goods and rendering of services	62,418	54,109

Expenses

Product costs	8,344	8,147
Expected credit losses:		
Other Entities	4	95
Depreciation of non-current assets:		
Property, plant and equipment	233	282
Amortisation of non-current assets:		
Leasehold improvements	36	176
Right of use assets	544	662
Development costs	15,519	14,532
Total depreciation and amortisation	16,332	15,652
Foreign exchange losses / (gains)	254	(46)
Employee benefits expense:		
Post employment benefits – defined contribution plans	2,254	2,022
Termination benefits	181	131
Equity settled share based payments	82	102
Finance costs/(income):		
Loans/overdrafts	397	147
Leases	105	24
Other	(163)	(86)
	339	85
Operating lease rental expenses:		
Minimum lease payments	297	145

(1) 2025 included in other revenue.

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4 Revenue

Primary segments	Product Description	Revenue recognition	Busines Group \$'000	Legal Group \$'000	Consolidated Group \$'000
2025					
Subscription revenue	Licence, support and hosting	Over time	20,191	13,139	33,330
	Licence	Point in time	25,911	-	25,911
Other revenue	Membership support	Over time	538	-	538
	Membership fees - license	Point in time	1,599	-	1,599
	Licence and implementation	Point in time	-	636	636
	Other	Point in time	363	-	363
	Other	Over time	41	-	41
Total revenue for continuing operations			48,643	13,775	62,418
2024					
Subscription revenue	Licence, support and hosting	Over time	13,312	11,413	24,725
	Licence	Point in time	25,645	-	25,645
Other recurring revenue	Support	Over time	6	-	6
	Licence	Point in time	174	-	174
Loan income	Commission	Over time	72	-	72
Other revenue	Membership support	Over time	336	-	336
	Membership fees - license	Point in time	1,689	-	1,689
	Licence and implementation	Point in time	-	872	872
	Other	Point in time	590	-	590
Total revenue for continuing operations			41,824	12,285	54,109

Notes to the Financial Statements (continued)

5 Income Tax

	Consolidated	
	2025 \$'000	2024 \$'000

(a) Income tax expense recognised in profit and loss

Current tax	3,221	2,160
Deferred tax	(806)	(1,296)
Under/(Over) provided in prior years	9	(38)
	<u>2,424</u>	<u>826</u>

(b) The prima facie income tax expense on pre-tax accounting profit reconciles to the income tax expense in the financial statements as follows:

Profit before income tax	9,441	4,452
Income tax expense calculated at 30% of profit	2,832	1,336
Tax Effect of:		
Effect of lower tax rates on overseas income	56	108
Tax effect of non-deductible/non-taxable items:		
Research and development claims	(482)	(579)
Sundry items	9	(1)
	<u>2,415</u>	<u>864</u>
Under/(Over) provided in prior years	9	(38)
Income tax expense attributable to profit	<u>2,424</u>	<u>826</u>

The tax rate used for the 2025 and 2024 reconciliations above is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian tax law. The tax rate for USA entities is 27% for 2025 and 2024.

(c) Future income tax benefits not brought to account as an asset:

Tax losses:		
Revenue	469	506
Capital	-	-
	<u>469</u>	<u>506</u>

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6 Remuneration of Auditors

	Consolidated	
	2025	2024
	\$	\$

(a) BDO Audit Pty Ltd

During the year, the auditors of the parent entity earned the following remuneration:

Auditing and reviewing of financial reports	246,300	218,000
Tax compliance	79,500	70,000
	<u>325,800</u>	<u>288,000</u>

(b) Other Auditors

Auditing and reviewing of financial reports	73,425	23,219
Tax compliance and other consulting services	15,123	3,576
	<u>88,548</u>	<u>26,795</u>

Notes to the Financial Statements (continued)

7 Trade and Other Receivables

	Consolidated	
	2025 \$'000	2024 \$'000
Current:		
Trade receivables (i)	2,135	2,138
Allowance for Expected Credit Loss (ECL)	(68)	(27)
	<u>2,067</u>	<u>2,111</u>
Receivables from non-controlling interests(ii)	127	417
Other receivables	36	141
	<u>2,230</u>	<u>2,669</u>

Non-current:		
Other receivables	167	174

(i) The ageing of past due receivables at year end is detailed as follows:

Past due 0 – 30 days	986	998
Past due 31 – 60 days	86	375
Past due 61+ days	222	166
Total	<u>1,294</u>	<u>1,539</u>

The movement in the ECL in respect of trade receivables is detailed below:

Balance at beginning of the year	27	65
Amounts written off during the year	(4)	(95)
Increase in ECL recognised in the profit and loss	45	57
Balance at end of year	<u>68</u>	<u>27</u>

(ii) In March 2023 and in December 2024 Reckon announced that it, together with minority shareholders, had committed to provide growth capital for the Legal Group. The capital to be provided by Reckon and Legal Group CEO Bill Bice is staggered based upon requirements. This receivable represents the remaining contribution from Bill Bice.

7 Trade and Other Receivables (continued)

To determine the expected credit loss of trade receivables, a provision matrix is determined based on historic credit loss rates for each group of customers, adjusted for any material expected changes to the customers' future credit risk. On that basis, the credit loss allowance as at 31 December 2025 was determined as follows:

2025

Receivables	Business Group \$'000	Legal Group \$'000	Group \$'000
Current	370	471	841
Past due 1 to 30 days	65	921	986
Past due 30 to 60 days	3	83	86
Past due over 60 days	34	188	222
Total receivables	472	1,663	2,135
Allowance based on historic credit losses	(1)	(5)	(6)
Adjustment for expected changes in credit risk ¹	(11)	(51)	(62)
Credit loss allowance	(12)	(56)	(68)
Net carrying amount	460	1,607	2,067

¹ Adjustment to reflect the expected change in the probability of default relating to customers that are over 60 days past due and those customers specifically identified.

Notes to the Financial Statements (continued)

7 Trade and Other Receivables (continued)

2024

Receivables	Business Group \$'000	Legal Group \$'000	Group \$'000
Current	421	178	599
Past due 1 to 30 days	136	862	998
Past due 30 to 60 days	17	358	375
Past due over 60 days	17	149	166
Total receivables	591	1,547	2,138
Allowance based on historic credit losses	(1)	(5)	(6)
Adjustment for expected changes in credit risk ¹	(10)	(11)	(21)
Credit loss allowance	(11)	(16)	(27)
Net carrying amount	580	1,531	2,111

¹ Adjustment to reflect the expected change in the probability of default relating to customers that are over 60 days past due and those customers specifically identified.

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8 Other Assets

	Consolidated	
	2025 \$'000	2024 \$'000
Current:		
Prepayments	1,318	1,778
Other	9	11
	<u>1,327</u>	<u>1,789</u>
Non current:		
Prepayments	83	19
Other	6	14
	<u>89</u>	<u>33</u>

Notes to the Financial Statements (continued)

9 Property, Plant and Equipment

	Consolidated	
	2025 \$'000	2024 \$'000
Leasehold Improvements		
At cost	484	526
Less: Accumulated amortisation	(463)	(506)
Total leasehold improvements	21	20

Plant and equipment		
At cost	2,507	2,535
Less: Accumulated depreciation	(2,076)	(2,039)
Total plant and equipment	431	496
	452	516

	Leasehold Improvements \$'000	Plant and Equipment \$'000	Total \$'000
Consolidated			
Carrying amount at 1 January 2025	20	496	516
Additions net of disposals	22	155	177
Acquisition of Cashflow Manager	-	27	27
Effect of foreign currency exchange differences	-	(14)	(14)
Capitalised lease incentive reallocated	15	-	15
Depreciation/amortisation expense	(36)	(233)	(269)
Balance at 31 December 2025	21	431	452

Consolidated			
Carrying amount at 1 January 2024	104	395	499
Additions net of disposals	-	359	359
Effect of foreign currency exchange differences	1	12	13
Capitalised lease incentive reallocated	91	-	91
Depreciation/amortisation expense	(176)	(270)	(446)
Balance at 31 December 2024	20	496	516

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10 Right of Use Assets/Lease liabilities

	Consolidated	
	2025 \$'000	2024 \$'000
Right of use assets		
At cost	3,470	9,211
Less: Accumulated amortisation	(613)	(6,201)
	2,857	3,010
Lease liabilities		
Current	651	599
Non-current	2,339	2,454
	2,990	3,053
Lease liabilities maturity profile		
Year 1	651	599
Year 2	734	481
Year 3	713	546
Year 4	760	616
Year 5	132	691
Year 6	-	120
	2,990	3,053
Consolidated Right of Use Assets		
Carrying amount at 1 January	3,010	1,192
Additions	659	2,811
Effect of foreign currency exchange differences	-	9
Depreciation/amortisation expense	(812)	(1,002)
Balance at 31 December	2,857	3,010

Leases relate to office premises with lease terms of between 1 to 5 years.

Notes to the Financial Statements (continued)

11 Deferred Tax Assets

	Consolidated	
	2025 \$'000	2024 \$'000
The balance comprises temporary differences attributable to:		
Expected credit loss	-	1
Employee benefits	-	1
Recoverable losses	3,905	3,579
	<u>3,905</u>	<u>3,581</u>
Details of unrecognised deferred tax assets can be found in Note 5(c)		
Reconciliation:		
Opening balance at 1 January	3,581	1,979
Acquisition of Cashflow Manager	33	-
Effect of foreign currency exchange differences	(281)	-
Credited to profit or loss	572	1,602
Balance at 31 December	<u>3,905</u>	<u>3,581</u>

12 Intangibles

Intellectual property – at cost	9,901	9,901
Accumulated amortisation	(9,901)	(9,901)
	<u>-</u>	<u>-</u>
Software – at cost	1,032	-
Accumulated amortisation	(258)	-
	<u>774</u>	<u>-</u>
Customer contracts – at cost	2,236	-
Accumulated amortisation	(280)	-
	<u>1,956</u>	<u>-</u>
Development costs – at cost	143,576	130,066
Accumulated amortisation	(113,865)	(100,150)
	<u>29,711</u>	<u>29,916</u>
Goodwill – at cost	11,596	3,430
	<u>44,037</u>	<u>33,346</u>

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12 Intangibles (continued)

Consolidated movements in intangibles	Note	Goodwill	Software	Customer	Development	Total
		\$'000	\$'000	Contracts	Costs	
				\$'000	\$'000	\$'000
At 1 January 2025		3,430	-	-	29,916	33,346
Additions		-	-	-	15,398	15,398
Acquisition of Cashflow Manager		8,373	1,032	2,236	-	11,641
Effect of foreign currency exchange differences		(207)	-	-	(622)	(829)
Amortisation charge		-	(258)	(280)	(14,981)	(15,519)
At 31 December 2025		11,596	774	1,956	29,711	44,037
At 1 January 2024		3,140	-	-	28,948	32,088
Additions		-	-	-	14,797	14,797
Effect of foreign currency exchange differences		290	-	-	703	993
Amortisation charge		-	-	-	(14,532)	(14,532)
At 31 December 2024		3,430	-	-	29,916	33,346

	Consolidated	
	2025	2024
	\$'000	\$'000

Impairment test for goodwill

Goodwill is allocated to the Group's cash generating units (CGUs) identified based on how the businesses are managed and reported on and taking into account the use of shared resources, as follows

Business Group	8,373	-
Legal Group	3,223	3,430
	11,596	3,430

The recoverable amount of a CGU is the higher of its fair value less costs of disposal or its value in use. The Group has used the value in use assessment method in the current year.

In assessing impairment using value in use for the Business Group, the estimated future cash flows are discounted to their present value using a pre-tax discount rate of 13.52% (2024:13.52%) which reflects current market assessments of the time value of money and the risks specific to the CGU for which the estimates of future cash flows have not been adjusted. Value in use calculations utilise the most recently completed approved budgets for the forthcoming year. Subsequent cash flows are projected using constant long term average growth rates of 2.5% per annum (2024:2.5%).

In assessing impairment using value in use for the Legal Group, the estimated future cash flows are discounted to their present value using a pre-tax discount rate of 12.6% (2024:12.6%), which reflects current market assessments of the time value of money and the risks specific to the CGU for which the estimates of future cash flows have not been adjusted. Value in use calculations utilise the most recently completed approved budgets for the forthcoming year and forecasts for a further 3 years. Subsequent cash flows are projected using constant long term average growth rates of 3% per annum (2024:3%).

Sensitivity analysis performed indicates that if a change in profit and associated development costs reflected in the models were to decrease by up to 15% for the respective CGU's there would be no impairment.

Notes to the Financial Statements (continued)

13 Borrowings

	Consolidated	
	2025 \$'000	2024 \$'000
Current:		
Bank overdraft (i)	-	-
Non-current		
Bank borrowings (i)	6,322	3,909

(i) The consolidated entity has bank facilities of \$25 million (2024:\$25 million). The facility comprises variable rate bank overdraft facilities, loan facilities, and bank guarantee and transactional facilities. The facilities expire in September 2027. The facility is secured over the Australian and New Zealand net assets. All covenants have been complied with.

2025	Bank overdraft and bank guarantee	
	Loan facility \$'000	\$'000

The available, used and unused components of the facility at year end is as follows:

Available	22,000	3,000
Used	6,322	658
Unused	15,678	2,342

The remaining contractual maturity for the facility is as follows:

2-5 years	6,322	658
Weighted average interest rate	5.55%	5.79%

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14 Provisions

	Consolidated	
	2025 \$'000	2024 \$'000
Current:		
Employee benefits – annual leave	718	682
Employee benefits – long service leave	1,423	1,232
	<u>2,141</u>	<u>1,914</u>
Non-current:		
Employee benefits – incentive plans	847	407
Employee benefits – long service leave	290	265
	<u>1,137</u>	<u>672</u>

15 Deferred Tax Liabilities

	Consolidated	
	2025 \$'000	2024 \$'000
The temporary differences are attributable to:		
Expected credit loss	(4)	(3)
Employee benefits	(975)	(644)
Contract liabilities	(421)	(389)
Difference between book and tax value of non-current assets	5,162	4,192
Other provisions	(104)	(244)
	<u>3,658</u>	<u>2,912</u>
Reconciliation:		
Opening balance at 1 January	2,912	2,606
Acquisition of Cashflow Manager	980	-
(Credited) / charged to profit or loss	(234)	306
Balance at 31 December	<u>3,658</u>	<u>2,912</u>
Details of unrecognised deferred tax assets can be found in Note 5(c)		

Notes to the Financial Statements (continued)

16 Contract liabilities

	Consolidated	
	2025 \$'000	2024 \$'000

The unsatisfied performance obligations are as set out below:

Current		
Subscription revenue	7,028	5,374
Other revenue	119	125
	<hr/>	<hr/>
	7,147	5,499
Non-current		
Subscription revenue	709	1,155

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17 Parent Entity Disclosures

	Parent	
	2025 \$'000	2024 \$'000
Financial position		
Assets		
Current assets	1,242	1,712
Non-current assets	62,134	48,484
	<u>63,376</u>	<u>50,196</u>
Liabilities		
Current liabilities	11,000	6,696
Non-current liabilities	14,347	11,117
	<u>25,347</u>	<u>17,813</u>
Equity		
Share capital	20,524	20,524
Share buyback reserve	(42,018)	(42,018)
Share based payments reserve	-	78
Acquisition of non-controlling interest reserve	(1,657)	(1,657)
Foreign currency translation reserve	(476)	(476)
Retained earnings	61,656	55,932
	<u>38,029</u>	<u>32,383</u>
Financial performance		
Total comprehensive income	<u>8,532</u>	<u>6,402</u>
Capital commitments for the acquisition of property, plant and equipment		
Not longer than 1 year	<u>-</u>	<u>-</u>
Other		

Reckon Limited assets have been used as security for the bank facilities set out in note 13.

The parent entity has no contingent liabilities.

Working capital deficiency - refer note 1(w).

Notes to the Financial Statements (continued)

18 Employee Benefits

Long-term incentive plan

The long-term incentive plan previously comprised the grant of equity under a performance share plan. The board had discretion to make offers to applicable employees to participate in these plans. Performance shares offered (all in respect of the company's ordinary shares) do not vest before three years after their grant date and are conditional on the participant remaining employed at vesting date, subject to board discretion. Vesting is also conditional upon the company achieving defined performance criteria. Participation in this plan is no longer offered and final settlement of vested shares occurred during 2025.

Share based payments are expensed over the vesting period for each tranche offered.

No options were issued during the year (2024: Nil).

At the 2023 AGM shareholders approved a cash based long-term incentive plan for the CEO and CFO, replacing the previous share based payment plans. Similarly, cash based incentive plans also replaced share based payment plans for senior executives, hence nil performance shares (2024: nil), were issued during the year. The expense recognised in 2025 for the rights/performance shares was \$53 thousand (2024: \$39 thousand). Remaining share based payments of \$29 thousand (2024: \$163 thousand) relates to nQueue Zebraworks Inc.

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18 Employee Benefits (continued)

Senior Executive Rights								
Grant Date	Expiry Date	Rights Granted	Rights lapsed during the year		Rights vested during the year		Rights available at the end of the year	
			2025	2024	2025	2024	2025	2024
Jan'21	Dec'23	595,000	-	-		200,000	-	-
Jan'22	Dec'24	475,000	-	206,666	206,666	-	-	103,334

Short-term incentive plan

Each annual budget fixes a pool of cash representing a total potential amount in which the relevant employees can share if short term performance conditions are met.

The performance period for the short-term incentive plan is one-year.

The performance conditions for the year were budgeted targets set for Reckon One revenue and net debt. Actual performance is the measured on a sliding scale from 90% to 110% against the budgeted performance of the group to determine the extent to which incentives are paid. The incentive is paid on a sliding scale. Below 90% no incentive is paid. Between 90% and 120% a pro rata increase is paid, capped at 120%.

Notes to the Financial Statements (continued)

19 Issued Capital

	2025		2024	
	No.	\$'000	No.	\$'000
Fully Paid Ordinary Share Capital				
Balance at beginning of financial year	113,294,832	20,524	113,294,832	20,524
Dividend re-investment plan	-	-	-	-
Balance at end of financial year	113,294,832	20,524	113,294,832	20,524
Less Treasury shares				
Balance at beginning of financial year	-	-	-	-
Shares purchased in current period	-	-	-	-
Shares vested	-	-	-	-
Balance at end of financial year	-	-	-	-
Balance at end of financial year net of treasury shares	113,294,832	20,524	113,294,832	20,524

Fully paid ordinary shares carry one vote per share and carry the right to dividends.

Changes to the then Corporations Law abolished the authorised capital and par value concepts in relation to share capital from 1 July 1998. Therefore, the company does not have a limited amount of authorised capital and issued shares do not have a par value.

During the year nil shares were bought back.

No options were exercised during the year.

The Group implemented a dividend re-investment plan in 2016.

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20 Reserves

Nature and purpose of reserves

(a) Foreign currency translation reserve

Exchange differences arising on translation of the financial reports of foreign subsidiaries are taken to the foreign currency translation reserve, as described in note 1(e).

(b) Share buyback reserve

The value of shares bought back are allocated to this reserve.

(c) Share-based payments reserve

The share-based payments reserve is for the fair value of options granted and recognised to date but not yet exercised, and treasury shares purchased and recognised to date which have not yet vested.

(d) Acquisition of non-controlling interest reserve

The acquisition of non-controlling interest reserve represents an equity account to record transactions between equity holders.

21 Earnings per Share

	Consolidated	
	2025 cents	2024 cents
Basic earnings per share – continuing operations	6.5	3.9
Diluted earnings per share – continuing operations	6.5	3.9
Weighted average number of ordinary shares used in the calculation of basic earnings per share	113,294,832	113,294,832
Weighted average number of ordinary shares and potential ordinary shares (in relation to employee performance shares) used in the calculation of diluted earnings per share	113,294,832	113,398,166

Earnings used in the calculation of earnings per share is \$7,368 thousand (2024: \$4,420 thousand).

22 Contingent Liabilities

There are no material contingent liabilities as at 31 December 2025 (2024: Nil).

Notes to the Financial Statements (continued)

23 Commitments for Expenditure

(a) Capital Expenditure Commitments

The consolidated entity has capital expenditure commitments of \$nil as at 31 December 2025 (2024: \$nil).

	Consolidated	
	2025 \$'000	2024 \$'000
(b) Other Commitments		
Within 1 year	202	189
Later than 1 year and not longer than 5 years	701	854
	<u>903</u>	<u>1,043</u>

24 Subsidiaries

Name of Entity	Country of Incorporation	Ownership Interest	
		2025 %	2024 %
Parent Entity			
Reckon Limited	Australia		
Subsidiaries			
Reckon Australia Pty Limited	Australia	100	100
Reckon Limited Performance Share Plan Trust	Australia	100	100
Reckon New Zealand Limited	New Zealand	100	100
Reckon Accountants Group Pty Limited ²	Australia	0	100
Reckon Holdings NZ Pty Limited	New Zealand	100	100
Reckon One Limited	United Kingdom	100	100
Reckon Docs Pty Limited ²	Australia	0	100
nQueue Zebraworks Pty Limited ¹	Australia	78	78
nQueue Zebraworks Limited ¹	United Kingdom	78	78
nQueue Zebraworks Inc	United States of America	78	78
nQueue Zebraworks LLC ¹	United States of America	78	78

¹ Wholly owned subsidiaries of nQ Zebraworks Inc.

² Deregistered in 2025.

All shares held are ordinary shares, except for NQueue Zebraworks Inc, where preference shares are also held.

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25 Notes to the Statement of Cash Flows

	Consolidated	
	2025 \$'000	2024 \$'000

(a) Reconciliation of Cash

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

Cash (i)	894	986
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(i) Cash balance is predominantly in the form of short-term money market deposits, which can be accessed at call.

(b) Reconciliation of Profit After Income Tax To Net Cash Flows From Operating Activities

Profit after income tax	7,017	3,626
Depreciation and amortisation of non-current assets	16,332	15,652
Non-cash interest	105	24
Non-cash employee benefits expense – share based payment	82	102
Increase in current tax liability/asset	561	378
Increase in deferred tax balances	(806)	(978)
Unrealised foreign currency translation amount	84	(219)
(Increase)/decrease in assets:		
Current receivables	75	(336)
Current inventories	30	24
Other current assets	447	(106)
Non-current receivables	7	(23)
Non-current other	(56)	(1)
Increase/(decrease) in liabilities:		
Current trade payables	62	111
Other current liabilities	(621)	(222)
Other non-current liabilities	476	(147)
Net cash inflow from operating activities	23,795	17,885

Notes to the Financial Statements (continued)

25 Notes to the Statement of Cash Flows (continued)

(c) Acquisition of Cashflow Manager

Reckon Limited acquired the Cashflow Manager and OKKE businesses from Money Management Limited and its UK subsidiary Money Management Group (UK) Limited effective 1 January 2025.

The businesses are Adelaide based accounting and payroll businesses. Cashflow Manager flagship product is its namesake desktop software solution. The purchase also included OKKE, a startup SaaS accounting product, whose users Reckon has since migrated to Reckon One. Reckon acquired complete ownership of both products.

	2025 \$'000
Consideration:	
Cash paid	7,408
Deferred payment - payable in 2026	1,250
	8,658
Comprising:	
Intangible assets - Goodwill	8,373
Intangible assets - Software	1,032
Intangible assets - Customer contracts	2,236
Plant and equipment	27
Future income tax benefit	33
Trade creditors	(13)
Deferred revenue	(1,938)
Deferred tax liability	(980)
Leave provisions	(112)
	8,658

The Cashflow Manager business contributed revenue of \$6,093 thousand, EBITDA of \$3,344 thousand and NPAT of \$1,656 thousand.

(d) Assets and liabilities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

Note	Cash		Non-cash	Balance at 31 Dec 2025 \$'000
	Balance at 1 Jan 2025 \$'000	Financing cash flows (i) \$'000	Fair value adjustment \$'000	
Borrowings	3,909	2,413	-	6,322

(i) The cash flows from bank loans, and other borrowings make up the net amount of proceeds from borrowings and repayments of borrowings in the statement of cash flows.

Note	Cash		Non-cash	Balance at 31 Dec 2024 \$'000
	Balance at 1 Jan 2024 \$'000	Financing cash flows (i) \$'000	Fair value adjustment \$'000	
Borrowings	3,754	155	-	3,909

(i) The cash flows from bank loans, and other borrowings make up the net amount of proceeds from borrowings and repayments of borrowings in the statement of cash flows.

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26 Dividends – Ordinary Shares

	Consolidated	
	2025 \$'000	2024 \$'000
A fully franked dividend for the year ended 31 December 2025 of 2.5 cents (2024: 2.5 cents) per share was paid on 2 September 2025.	2,832	2,832
Franking credits available for subsequent financial years based on a tax rate of 30% (2024: 30%)	1,898	497

27 Financial Instruments

(a) Financial Risk Management Objectives

The Board of Directors has overall responsibility for the establishment and oversight of the company and group's financial management framework.

The Board of Directors oversees how Management monitors compliance with risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks. The main risk arising from the company and group's financial instruments are currency risk, credit risk, liquidity risk and cash flow interest rate risk.

(b) Interest Rate Risk

The group is exposed to interest rate risk on the cash held in bank deposits and on bank borrowings. Cash deposits of \$894 thousand (2024: \$986 thousand) were held by the consolidated entity at the reporting date, attracting an average interest rate of 3.29% (2024: 3.85%). Interest bearing borrowings by the consolidated entity at the reporting date were \$6,322 thousand (2024: \$3,909 thousand). Interest rate risk is not considered material, and so is not hedged. Variable rate borrowings during the year attracted an average interest rate of 5.79% (2024: 6.35%) on overdraft facilities and 5.55% on loan facilities (2024: 5.65%). If interest rates had been 50 basis points higher or lower (being the relevant volatility considered relevant by management) and all other variables were held constant, the group's net profit would increase/decrease by \$27 thousand (2024: \$15 thousand).

Hedging activities are evaluated to align with interest rate views and defined risk appetite, ensuring the most cost-effective hedging strategies are applied.

The maturity profile for the consolidated entity's cash (\$894 thousand) that is exposed to interest rate risk is one year, and interest-bearing borrowings (\$6,322 thousand) that are exposed to interest rate risk, is 1 to 2 years. On the assumption that interest bearing borrowings and variable interest rates remain at the current level, the annual interest costs are expected to be \$351 thousand.

Further details are set out in note 13.

(c) Credit Risk

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in financial loss to the consolidated entity. The consolidated entity has adopted the policy of only dealing with creditworthy counterparties and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The consolidated entity does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

Notes to the Financial Statements (continued)

27 Financial Instruments (continued)

The carrying amount of financial assets recorded in the financial statements, net of any provisions for losses, represents the consolidated entity's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

The average credit period on sale of goods is 45 days. Interest is generally not charged. The group has assessed the expected credit loss on receivables and have used a provision matrix to measure the Group's estimated impairment losses (refer note 7).

(d) Foreign Currency Risk

The consolidated entity includes certain subsidiaries whose functional currencies are different to the consolidated entity presentation currency. The main operating entities outside of Australia are based in New Zealand, United States of America and the United Kingdom. These entities transact primarily in their functional currency and, aside from inter-group loan balances, do not have significant foreign currency exposures due to outstanding foreign currency denominated items. The consolidated entity's future reported profits could therefore be impacted by changes in rates of exchange between the Australian Dollar and the New Zealand Dollar, and the Australian Dollar and the US Dollar and the Australian Dollar and the UK Sterling. The Group had assessed that any reasonable change in rates of exchange would not result in a material impact to the consolidated entity.

(e) Liquidity

The Group manages liquidity risk by maintaining adequate cash reserves and banking facilities by continuously monitoring forecast and actual cash flows.

The credit period for the majority of goods purchased is 30 days. No interest is charged. The Group has policies in place to ensure payables are paid within the credit periods.

Further details are set out in notes 1 and 13.

(f) Capital risk management

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern. The capital structure of the Group consists of cash, other financial assets, debt and equity attributable to equity holders of the parent. The Board reviews the capital structure on a regular basis. Based upon this review, the Group balances its overall capital structure through borrowings, the payment of dividends, issues of shares, share buy-backs and returns of capital. This strategy remains unchanged since the prior year.

(g) Fair Value

The carrying amount of financial assets and financial liabilities recorded in the financial report approximates their respective fair values, determined in accordance with the accounting policies disclosed in note 1 to the financial statements.

28 Subsequent events

No events have occurred since 31 December 2025 and to the date of this report that would require disclosure in the financial statements if they had occurred in the financial year.

Consolidated Entity Disclosure Statement

as at 31 December 2025

Name of Entity	Country of Incorporation and Tax Residency	Ownership Interest %
Parent Entity		
Reckon Limited	Australia	
Subsidiaries		
Reckon Australia Pty Limited ²	Australia	100
Reckon Limited Performance Share Plan Trust ¹	Australia	100
Reckon New Zealand Limited	New Zealand	100
Reckon Accountants Group Pty Limited ³	Australia	0
Reckon Holdings NZ Pty Limited	New Zealand	100
Reckon One Limited	United Kingdom	100
Reckon Docs Pty Limited ³	Australia	0
nQueue Zebraworks Pty Limited	Australia	78
nQueue Zebraworks Limited	United Kingdom	78
nQueue Zebraworks Inc	United States of America	78
nQueue Zebraworks LLC	United States of America	78

1 All entities are body corporates apart from Reckon Limited Performance Share Plan Trust.

2 Trustee company for the Reckon Limited Performance Share Plan Trust.

3 Deregistered during 2025.

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