



Annual Report 2022

Delivering Value – Always!

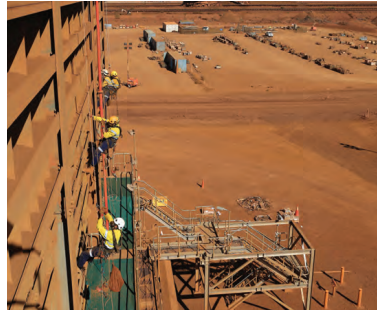
E&A Limited

ABN 22 088 588 425

M&B CIVIL



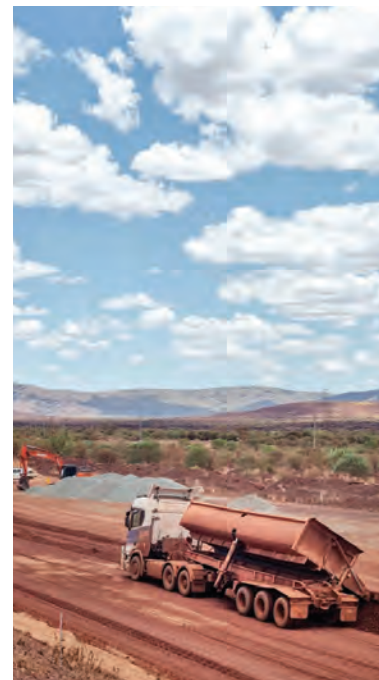
TASMAN ROPE ACCESS



TASMAN POWER



NWMC



E&A Limited

Annual Report 2022



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Annual General Meeting

Date: 30 November 2022 at 3:30pm ACDT
Venue: E&A Limited
Address: Level 2, 170 Fullarton Road, Dulwich SA 5065

MANAGING DIRECTOR'S REPORT



On behalf of the Board of E&A Limited (“EAL” or “the Group”), I am pleased to present the Group’s Annual Report for the year ended 30 June 2022.

RESULTS

Operating revenue for the year was \$244.8 million, up 43.0% from the prior year due to increased activity from mining and industrial customers, and revenue contribution from new acquisitions.

Earnings before interest and tax were \$21.9 million, up 20.8% on prior year results.

The Group reported net profit after tax of \$13.6 million, 39.4% higher than the previous year’s profit after tax of \$9.8 million.

Cash generated from operations was \$26.7 million, 31.1% higher than the previous year.

The Group’s improved trading results reflect the ongoing strategic focus on recurring revenue generated from providing maintenance, shutdown and skilled labour services to “Essential Industry” asset owners.

FINANCIAL POSITION

The Group’s financial position has significantly improved during the year, on the back of the strong financial performance, cash collection and debt repayments.

At 30 June 2022, net debt excluding property leases was \$24.5 million and gearing was 29.4% (as measured by the ratio of net debt to net debt plus shareholder equity).

At 30 June 2022, EAL’s net debt to statutory EBITDA ratio is 0.86x. This is expected to reduce further in FY23 and beyond. The Group is investing heavily in plant and equipment to support the growing operations, enabled by strong operating cash flows, combined with the benefit of a deferred tax asset to offset income tax payable.

ACQUISITIONS

The Group acquired Laptex Systems Pty Ltd and Technical Lubrication Services (Australasia) Pty Ltd in February 2022. These acquisitions increase the Group’s service offerings in the water and fluid service stream.

PEOPLE

The Group’s subsidiaries have managed their direct and indirect employment levels in line with project demands. Recruitment efforts have enabled headcount to increase by 31.9% when compared to prior year, primarily due to increased demand from existing and new customers.

The Group has invested in developing our leadership team, and service delivery teams, to ensure they have the skills required to deliver on our growth strategy.

SAFETY & CARE

Safety remains a key focus for the Group.

EAL’s management and employees share a mutual responsibility to deliver work in a manner which does not harm either the employee or those who work alongside them. The Group’s subsidiary employees maintained their attention to this essential obligation last financial year and once again we are proud to announce another year’s lost time injury free performance with the Group extending its overall LTI free record to now more than nine years.

EAL subsidiaries maintained their workers’ compensation self-insurance status for its South Australian operations.

EXCEPTIONAL SKILL & SERVICE

EAL subsidiaries continue to foster essential skills and harness innovation and experience within their niche service lines.

Acquisition opportunities are strategic with a bias towards maintenance and recurring services to essential asset owners.

EAL continues to achieve high levels of customer satisfaction and maintains a strong pipeline of recurring work.

SYSTEMS AND PROCESSES

A continuous improvement focus has been applied to the back office and the Group has invested in system upgrades, system rollouts and integration of business acquisitions.

Significant improvement has been made in the current year, which will continue into FY23.

MANAGING DIRECTOR'S REPORT



DIVIDENDS

The EAL Board has declared a final fully franked dividend of 1.3 cents per share taking the full year dividend to 2.5 cents per share fully franked (2021: 2.0 cents).

The dividend will be paid on 16 December 2022, with the date for determining entitlements being 31 October 2022.

OUTLOOK FOR FY23

EAL subsidiaries have experienced strong earnings in the first quarter of FY23 as a consequence of:

- (i) increased revenue generated from maintenance and sustaining projects work sourced primarily from its essential asset customers in the resources, energy, oil & gas and infrastructure sectors; and
- (ii) the acquisition of KP Electric Pty Ltd on 1 July 2022 and A Noble & Sons on 1 August 2022.

The favourable market conditions forecast for the resources, energy and infrastructure sectors are expected to continue to provide EAL subsidiaries with strong demand.

EAL continues to assess a number of acquisition opportunities.

On behalf of the Board, I thank our customers, suppliers and employees, who have contributed to the continued success of the Group.

In particular, I thank the senior management team for their ongoing commitment and dedication.

43.0%

Revenue growth

20.8%

EBIT growth

\$26.7m

Cash from operations

\$24.5m

Net debt

0.86x

Net debt to EBITDA

2.5 cents

Fully Franked Dividend

3,540

LTI free days

1,100+

Skilled employees

Stephen Young

Managing Director



E&A Limited Consolidated Group Results Summary	FY22 \$'000	FY21 \$'000	Percentage Change
Revenue from continuing operations	244,808	170,632	43.5%
Earnings before interest, tax and depreciation (EBITDA)	28,401	23,190	22.5%
Earnings before interest and tax (EBIT)	21,892	18,128	20.8%
Interest expense	(3,389)	(4,160)	(18.5%)
Profit before tax	18,503	13,968	32.5%
Income tax expense	(4,871)	(4,190)	16.3%
Net profit after tax	13,632	9,778	39.4%
Cash generated from operations	26,731	20,388	31.1%



* Underlying EBITDA is categorised as non-IFRS financial information and therefore have been presented in compliance with ASIC Regulatory Guide 230 – Disclosing non-IFRS information, issued in December 2011. The non-IFRS information has not been subject to review by the auditor.



DELIVERING VALUE ALWAYS!

ICE ENGINEERING



FABTECH



HEAVYMECH



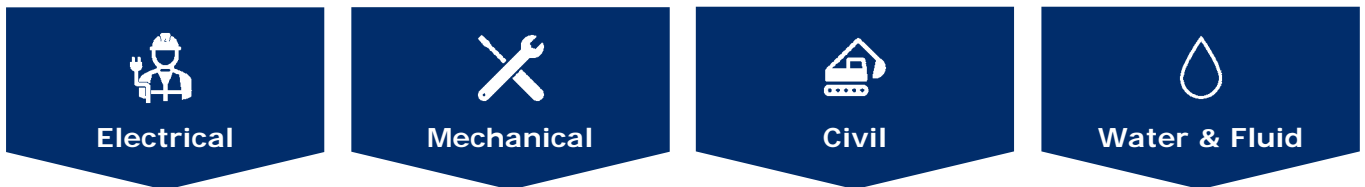
COMPANY OVERVIEW



E&A Limited is an investment company with fourteen wholly owned subsidiaries. We provide essential maintenance, engineering, sustainable capital and specialised project services and solutions across the following four service streams to the mining & resources, oil & gas, waste & water, power & renewable energy and defence & infrastructure industries. The Group serves blue-chip customers in Australian mining and oil & gas regions.



E&A Limited also has a shared services business which holds a 50% interest in Equity & Advisory Pty Ltd, a Corporate Advisory Business.



Acquired 1 July 2022

Acquired 1 August 2022

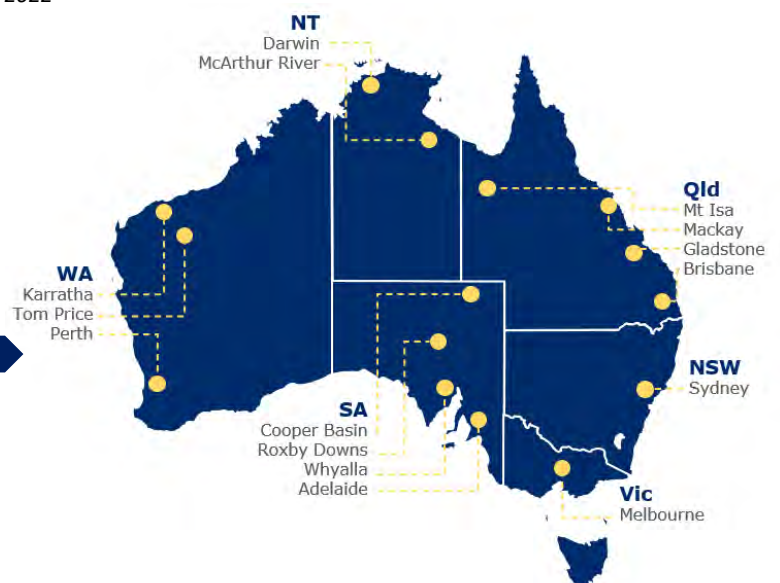
Offices & Workshops



9 Offices



24 Workshops & Site Camps



COMPANY OVERVIEW



Core values

Our values define us, guide our actions, our decisions and our words



- ▶ People are our greatest asset
- ▶ Investing in teams to deliver first class results
- ▶ Culture of teamwork, encouragement and accountability
- ▶ Leading learning organisation to develop our people



- ▶ Safety first in everything we do
- ▶ Disciplined planning and implementation
- ▶ Personal accountability through visible leadership and individual safety contracts



- ▶ Specialist service providers
- ▶ Niche sector knowledge
- ▶ Harness innovation and experience



- ▶ Move fast
- ▶ We listen and truly understand our customers' needs
- ▶ Deliver what we promise



- ▶ Speak through our actions
- ▶ Nurture lasting relationships
- ▶ Outcome focussed while easy to work with



- ▶ Continuous improvement focus
- ▶ Alignment of management reporting
- ▶ Focus on leading indicators of performance



DIRECTOR'S BIOGRAPHIES



INFORMATION ON DIRECTORS

The following persons acted as directors of the Company during the year and up to the date of this report.



MR MICHAEL JOHN TERLET AO, MBA FAIML, FAICD, JP(ret)

Non-Executive Director & Chairman

Michael Terlet is Chairman of E&A Limited. He has undertaken a number of directorships in both private and public companies, and is the current Chairman of Tidswell Financial Services Ltd, Diversa Trustees Limited, Responsible Entity Partners and CCSL Limited.

Michael was responsible for the formation and growth of Australia's largest private sector defence and aerospace company, AWA Defence Industries, from 1978 to 1992. In 1991, he was recognised and made an officer of the General Order of Australia for contributions to industry and export.

Michael has also served as Chairman of Australia's largest privately owned water company, United Water International Pty Ltd, Workcover, SA Centre for Manufacturing, Defence Manufacturing Council SA (MTIA), South Australian Small Business Advisory Council, SDS Corporation Ltd and International Centre of Excellence in Water Resources Management. Michael has also served as President of the South Australian Employers Chamber of Commerce and Industry, the Engineering Employers Association and as a director of Statewide Super.



MR STEPHEN ELLIOTT YOUNG B. Ec, FCA, FAICD

Managing Director

Stephen Young is the Founder and Managing Director of E&A Limited and is a Director of its subsidiaries. Stephen has a Bachelor of Economics, is a Fellow of the Institute of Chartered Accountants and a Fellow of the Institute of Company Directors. Stephen has more than 35 years' experience involving large corporate advisory, corporate recovery, business turnaround, listed public and private advisory and board engagements.

Stephen was Managing Partner of Arthur Andersen's Adelaide office following their merger with Allert Heard & Co from 1989 to 1997. Stephen was a member of the Arthur Andersen Worldwide Advisory Council and held a number of national and international leadership positions within the firm. Stephen has been retained on a number of listed public company boards often in a "turnaround" capacity, Government business enterprises, sporting and charitable boards.

Stephen founded Equity & Advisory Limited in 1997 and initiated the Initial Public Offering for E&A Limited in 2007.

DIRECTOR'S BIOGRAPHIES



MR MARK GABRIEL VARTULI *M. Comm, B.Com, FCA*

Executive Director

Mark Vartuli is the Managing Director of Equity & Advisory and specialises in providing commercial advice in relation to capital raisings, mergers and acquisitions, divestments, infrastructure projects and corporate restructures.

Mark is an Executive Director of E&A Limited and sits on the board of its subsidiaries. Mark was also the Company Secretary until 1 May 2022.

For more than twenty five years, Mark has acted as the commercial advisor on transactions involving the sale, purchase and valuation of businesses and corporate restructures which have a cumulative value in excess of \$6 billion.

Mark is also a retained advisor to a number of leading Australian private companies. Prior to joining Equity & Advisory in April 1998, Mark worked for Arthur Andersen in their Assurance and Business Advisory Division and is a Fellow of the Institute of Chartered Accountants and holds a Masters in Commerce.



MR JASON FRANK PRYDE

Executive Director

Jason Pryde was appointed as a Director of E&A Limited on 1 September 2021. Jason is the Founder and current Chief Executive Officer of Tasman Power WA and Tasman Rope Access.

A trained electrician, Jason has over 20 years experience providing and leading service delivery, to the mining and construction industry.

Since establishing Tasman Power in 2007, Jason has undertaken a number of directorships in private companies specialising in operational excellence and business sustainability.

Annual Financial Report

For the Financial Year Ended 30 June 2022



E&A Limited

ABN 22 088 588 425

ANNUAL FINANCIAL REPORT

For the Financial Year Ended 30 June 2022

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DIRECTORS' REPORT

For the Financial Year Ended 30 June 2022

The Directors of E&A Limited submit herewith the annual financial report of the consolidated entity (referred to hereafter as the Group or E&A Limited) consisting of E&A Limited and the entities it controlled at the end of, or during, the year ended 30 June 2022 and the independent auditor's report thereon.

Directors

The following persons were Directors of E&A Limited during the financial year ended 30 June 2022 and up until the date of this report.

Name	Particulars	Term
Michael Terlet	Non-executive Director & Chairman	Appointed 16 October 2007
Stephen Young	Managing Director	Appointed 12 July 1999
Mark Vartuli	Executive Director	Appointed 26 July 2007
Jason Pryde	Executive Director	Appointed 1 September 2021

Directors' biographies are contained on pages 7-8.

Company Secretary

Name	Particulars	Term
Mark Vartuli	Executive Director	Appointed 18 January 2016 – Resigned 1 May 2022
Simone Thompson <i>B.Comm, B.Law, CA</i>	Group Chief Financial Officer	Appointed 1 May 2022

Directors' meetings

The following table sets out the number of Directors' meetings (including meetings of committees of directors) held during the financial year and the number of meetings attended by each Director (while they were a Director or Committee member).

Director	BOARD OF DIRECTORS		AUDIT & RISK MANAGEMENT COMMITTEE		NOMINATION, REMUNERATION & DIVERSITY COMMITTEE	
	Attended	Maximum Possible	Attended	Maximum Possible	Attended	Maximum Possible
Stephen Young	7	7	2	2	1	1
Mark Vartuli	7	7	2	2	1	1
Michael Terlet	7	7	2	2	1	1
Jason Pryde (1)	7	7	2	2	1	1

(1) Jason Pryde was appointed as a director on 1 September 2021



DIRECTORS' REPORT

For the Financial Year Ended 30 June 2022

Principal Activities

During the year the principal activities of the Group consisted of the provision of engineering and maintenance services to the:

- Mining and resources industry;
- Oil and gas industry;
- Water industry;
- Defence and infrastructure industry;
- Power and renewable energy industry; and
- the Group also delivered financial advisory services to the corporate sector.

The company overview is on pages 5-6. There have been no significant changes in the nature of these activities during the year.

Significant Changes in State of Affairs

During the year, the following changes occurred within the Group:

- On 5 February 2022, EAL acquired Laptex Systems Pty Ltd and Technical Lubrication Services (Australasia) Pty Ltd, based in WA. The strategic acquisition increases the Group's service offerings. The cost of the acquisition was \$3.50 million and comprises both cash and deferred consideration components.
- On 28 March 2022, EAL drew down on a new term loan facility with Bank SA, a division of Westpac Banking Corporation, for \$37.5 million repayable within 5 years. Proceeds were applied towards the refinance and discharge in full of all amounts owing under the previous facility, the establishment of a Bank Guarantee Facility and acquisition facility. The interest cost associated with the Bank SA facility is materially lower than the previous facility.

There have been no other significant changes in the Group during the year.

Review of Operations and Financial Results

The review of operations and activities is included in the front section of this Report. The Group has recorded a profit after tax for the financial year of \$13.20 million (2021: \$9.78 million). The review of operations is outlined in the front section of this Report.

Likely Developments

The Group will continue to deliver essential engineering and maintenance services to the mining & energy, oil & gas, defence & infrastructure, power & renewable energy and water industries. Further information about the likely developments in the operations of the Group and the expected results of these operations in future financial years has not been included in this report because the disclosure of the information would be likely to result in unreasonable prejudice to the Group.

Environmental Regulation and Performance

The consolidated entity's operations are subject to environmental regulations under Commonwealth and State legislation. The Board believes that the consolidated entity has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the consolidated entity.



DIRECTORS' REPORT

For the Financial Year Ended 30 June 2022

Subsequent Events After the Balance Date

Dividends

The EAL Board has declared a final fully franked dividend of 1.3 cent per share taking the full year dividend to 2.5 cents per share fully franked. The dividend will be paid on 16 December 2022, with the date for determining entitlements being 31 October 2022 (2021: 2.0 cents).

Business Acquisitions

On 1 July 2022, E&A limited acquired KP Electric (Australia) Pty Ltd for \$1.3 million. Upon acquisition, the company name was changed to Tasman Asset Management Services Pty Ltd (“TAMS”). TAMS is an electrical service provider, offering routine and corrective maintenance services to customers in the retail, warehousing, commercial and industrial sectors. The acquisition of TAMS provides a strategic opportunity to diversify our client base and geographical scope of operations.

On 1 August 2022, E&A limited acquired A Noble & Son Limited (“Nobles”) for \$1.7 million. Nobles is a trusted supplier of lifting and rigging equipment, technical services and engineering design to customers throughout Australia. Nobles supply and service a range of industries from 11 locations across all mainland states of Australia and the Northern Territory.

Nobles was placed in voluntary administration in June 2022. EAL and Nobles management worked together on a business continuity and restructuring plan under EAL ownership, which involves:

- Restructuring the merchandise business;
- Continuing to grow the Services and Engineering divisions;
- Reducing overhead costs relating to properties by co-locating with EAL group companies in most instances;
- Achieving further overhead cost reductions through group synergies and cost control.

EAL and Nobles Senior Management Team are confident the restructuring plan represents an exciting opportunity for EAL to broaden our services to new and existing clients by offering end to end solutions for asset owners.

Other than the above, the directors are not aware of any material events occurring subsequent to reporting date that have not otherwise been disclosed or presented in this report. The directors note the disclosures in Review of Operations together with note 33 to the Consolidated Financial Statements.

Indemnification and Insurance of Directors and Officers

During the financial year, E&A Limited paid premiums in respect of Directors' and Officers' liability. The Directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of Directors' and Officers' liability.

The liabilities insured are costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the Directors and Officers in their capacity as Directors and Officers of entities in the consolidated entity.

Indemnification of Auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Grant Thornton, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Grant Thornton during or since the financial year.



DIRECTORS' REPORT

For the Financial Year Ended 30 June 2022

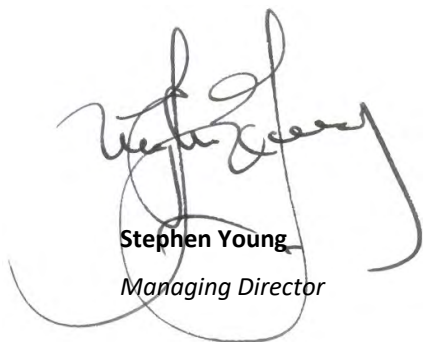
Auditor's Independence Declaration

The auditor's independence declaration is set out on page 14 and forms part of the Directors' Report for the financial year ended 30 June 2022.

Rounding of amounts

The amounts contained in this report and in the financial report have been rounded to the nearest \$1,000 (where rounding is applicable) under the option available to the Company under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Company is an entity to which the legislative instrument applies.

Dated at Adelaide this 7th day of October 2022

A handwritten signature in black ink, appearing to read 'Stephen Young', is written over a large, faint circular watermark or background mark.

Stephen Young
Managing Director

Grant Thornton Audit Pty Ltd
Grant Thornton House
Level 3
170 Frome Street
Adelaide SA 5000
GPO Box 1270
Adelaide SA 5001
T +61 8 8372 6666

Auditor's Independence Declaration

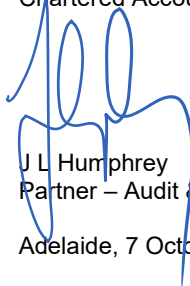
To the Directors of E&A Limited

In accordance with the requirements of section 307C of the *Corporations Act 2001*, as lead auditor for the audit of E&A Limited for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief, there have been:

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



GRANT THORNTON AUDIT PTY LTD
Chartered Accountants



J L Humphrey
Partner – Audit & Assurance

Adelaide, 7 October 2022

www.grantthornton.com.au

ACN-130 913 594

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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the Financial Year Ended 30 June 2022

In thousands of \$AUD

	Note	2022	2021
Continuing operations			
Revenue from Contracts with Customers	4	244,808	170,632
Cost of sales		(192,601)	(130,352)
Gross profit		52,207	40,280
Other income	5	3,367	2,858
Administrative expenses	6	(26,472)	(19,483)
Other operating expenses		(7,210)	(5,527)
Operating profit before net financing expenses		21,892	18,128
Finance income		3	1
Finance expenses		(3,392)	(4,161)
Net finance expense	7	(3,389)	(4,160)
Profit before tax		18,503	13,968
Income tax expense	8	(4,871)	(4,190)
Profit after tax		13,632	9,778
Other comprehensive income		-	-
Total comprehensive income for the year		13,631	9,778

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2022

In thousands of \$AUD

	Note	2022	2021
Current assets			
Cash and cash equivalents	9	22,668	11,400
Trade and other receivables	10	41,795	25,215
Inventories	11	7,200	5,662
Contract assets	4	8,526	10,958
Prepayments	12	3,050	1,563
Other current assets	13	2,012	3,064
Total current assets		85,251	57,862
Non-current assets			
Property, plant and equipment	14	26,533	20,480
Intangible assets	15	56,471	53,271
Deferred tax assets	16	6,712	12,192
Other non-current assets	13	115	365
Investments accounted for using the equity method	25	168	41
Total non-current assets		89,999	86,349
Total assets		175,250	144,211
Current liabilities			
Trade and other payables	17	46,130	29,554
Contract liabilities	4	6,446	7,018
Current tax liability		149	1,304
Provisions	18	5,683	5,068
Loans and borrowings	19	13,713	7,532
Other current liabilities	26	3,050	2,050
Total current liabilities		75,171	52,526
Non-current liabilities			
Trade and other payables	17	23	1,951
Provisions	18	1,101	1,054
Loans and borrowings	19	40,084	39,194
Total non-current liabilities		41,208	42,199
Total liabilities		116,379	94,725
Net assets		58,871	49,485
Equity			
Issued share capital	21	83,466	83,446
Accumulated losses		(24,595)	(33,961)
Total equity attributable to equity holders of the Company		58,871	49,485

The above Consolidated Statement of Financial Position should be read in conjunction with the accompanying notes.



CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2022

In thousands of \$AUD

	Note	2022	2021
Cash flows from operating activities			
Cash receipts from customers		259,485	181,149
Cash paid to suppliers and employees		(232,751)	(160,761)
Cash generated from operations		26,734	20,388
Interest paid		(3,389)	(4,159)
Income tax paid		(1,241)	-
Net cash from operating activities	9	22,104	16,229
Cash flows from investing activities			
Payments for acquisition of property, plant and equipment		(3,719)	(724)
Proceeds from disposal of property, plant and equipment		207	430
Acquisition of controlled entity, net of cash received	26	(1,553)	(580)
Payment of deferred consideration for acquisition	26	(2,337)	(1,875)
Receipt of government grants		-	1,413
Net cash used in investing activities		(7,402)	(1,336)
Cash flows from financing activities			
Proceeds from borrowings		40,000	-
Repayment of borrowings		(35,964)	(5,275)
Repayment of lease liabilities		(3,740)	(3,363)
Dividends paid		(3,730)	(621)
Net cash used in financing activities		(3,434)	(9,259)
Net increase in cash and cash equivalents		11,268	5,634
Cash and cash equivalents at 1 July		11,400	5,766
Cash and cash equivalents at 30 June	9	22,668	11,400

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 30 June 2022

In thousands of \$AUD

	Share Capital	Accumulated Losses	Total Equity
Balance at 1 July 2020	83,446	(41,800)	41,646
Profit for the year	-	9,778	9,778
Other comprehensive income	-	-	-
Total comprehensive income	-	9,778	9,778
Dividends paid	-	(1,939)	(1,939)
Balance at 30 June 2021	83,446	(33,961)	49,485
Balance at 1 July 2021	83,446	(33,961)	49,485
Profit for the year	-	13,632	13,632
Other comprehensive income	-	-	-
Total comprehensive income	-	13,632	13,632
Share based payments	20	-	20
Dividends paid	-	(4,266)	(4,266)
Balance at 30 June 2022	83,466	(24,595)	58,871

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

1. Reporting Entity

E&A Limited (the “Company”) is a company domiciled in Australia. The address of the Company’s registered office is 75 Verde Drive, Jandakot, WA 6164.

The consolidated financial statements of the Company as at and for the year ended 30 June 2022 comprise the Company and its subsidiaries (together referred to as the “Group” and individually as “Group entities”). The Group is a for-profit consolidated entity and is primarily involved in providing engineering and maintenance services to the mining and resources, water and defence industries and financial advisory services to the corporate sector.

2. Basis of Preparation of the Financial Report

Statement of Compliance

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AAS) (including Australian Interpretations) adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The consolidated financial report of the Group complies with International Financial Reporting Standards (IFRS) and interpretations adopted by the International Accounting Standards Board (IASB).

The consolidated financial statements were approved by the Board of Directors on 7 October 2022.

Basis of Presentation

These consolidated financial statements are presented in Australian dollars, which is the Company’s functional currency.

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors’ Reports) Instrument 2016/19 and in accordance with that legislative instrument, amounts in the financial report and directors’ report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Basis of Measurement

The consolidated financial statements for the year end 30 June 2022 have been prepared on a going concern basis which contemplates the realisation of assets and settlement of liabilities in the normal course of business at they fall due.

The consolidated financial statements have been prepared under the historical cost convention.

Accounting estimates and judgements

The preparation of consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

2. Basis of Preparation of the Financial Report (continued)

Accounting estimates and judgements (continued)

In preparing these consolidated financial statements, the significant judgements and estimates made by management in applying the Group's accounting policies and the key sources of estimation uncertainty related to:

- Construction, services and mining contracting projects:
 - determination of the stage of completion and project completion date;
 - estimation of the total contract costs;
 - estimation of total contract revenue, including recognising revenue on contract variations and claims only to the extent it is highly probable that a significant reversal in the amount recognised will not occur in the future; and
 - assumed level of project execution productivity.
- The recoverability of trade and other receivables, and estimation of allowance for expected credit losses on financial assets (note 10).
- Goodwill and property, plant and equipment and the key assumptions underlying the discounted cash flows that are used to support carrying values (note 14 and 15).
- Estimation of the useful life of property, plant and equipment.
- Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Management judgement is required to determine the amount of deferred tax asset that can be recognised, based on the likely timing and the level of future taxable profits, together with future tax planning strategies. Further details on deferred tax balances are disclosed in note 16.
- Lease liabilities are determined based on an evaluation of the terms and conditions of the arrangements, including the lease term. Judgements made in respect of options to extend leases beyond the initial term.

COVID-19 Pandemic

In March 2020, the World Health Organisation declared the outbreak of a novel coronavirus (COVID-19) as a pandemic. The spread of COVID-19 caused significant volatility in Australian and International markets, and uncertainty around the breadth and duration of business disruptions related to COVID-19.

EAL has taken, and continues to take, proactive measures to preserve the financial performance, financial position and cash flows of the Group during this period.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies

The principal accounting policies adopted in the presentation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented unless otherwise stated.

(a) Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 30 June 2022. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee,

including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

Where necessary, comparative figures have been adjusted to conform with changes in presentation in these financial statements. Prior year administrative expenses and other operating expenses have been reclassified within the Consolidated Statement of Comprehensive Income to reflect changes in internal reporting and ensure consistent comparability.

The Group re-assesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Statement of Comprehensive Income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of the subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(a) Basis of Consolidation (continued)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- De-recognises the assets (including goodwill) and liabilities of the subsidiary;
- De-recognises the carrying amount of any non-controlling interests;
- De-recognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss; and
- Reclassifies the parent's share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

A list of all subsidiaries appears in Note 24.

(b) Revenue Recognition

The Group have three primary categories of revenue: Maintenance and Sustainability, Major Projects and Investment & Advisory services.

Maintenance and Sustainability Services

Rendering of Services

Services revenue is primarily generated from maintenance and other services supplied to infrastructure assets and facilities across different sectors as well as from contract mining services, mining assets and maintenance services.

The Group performs maintenance and other services for a variety of different industries. Contracts entered can cover servicing of related assets which may involve various processes. These processes and activities tend to be highly inter-related and the Group provides a significant service of integration for these assets under contract. Where this is the case, these are taken to be one performance obligation. The total transaction price is allocated across each performance obligation.

The transaction price is allocated to each performance obligation based on contracted prices and revenue is recognised over time as the performance obligation is satisfied using an input method of actual costs incurred as a proportion of total anticipated contract costs as the most appropriate measure for progress towards satisfaction of the performance obligation. Payment is generally due within 30 – 90 days from providing the service.

Sale of goods

Revenue is recognised when the customer obtains control of goods which is deemed to satisfy the performance obligation at a point in time at a fixed price and payment is generally due within 30 – 90 days of delivery. Some contracts provide customers with a right of return, which give rise to variable consideration subject to constraint.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(b) Revenue Recognition (continued)

Major Projects

Construction Revenue

The Group derives revenue from the construction and engineering of infrastructure projects. Contracts entered may be for the construction of one or several separate inter-linked pieces of infrastructure. The construction of each individual piece of infrastructure is generally taken to be one performance obligation. Where contracts are entered for the building of several projects the total transaction price is allocated across each project based on stand-alone selling prices. The transaction price is normally fixed at the start of the project. It is normal practice for contracts to include bonus and penalty elements based on timely construction or other performance criteria known as variable consideration.

The performance obligation is fulfilled over time and as such revenue is recognised over time using an input method of actual costs incurred as a proportion of total anticipated contract costs as the most appropriate measure for progress towards satisfaction of the performance obligation. As work is performed on the assets being constructed, they are controlled by the customer and generally have no alternative use to the E&A Group, with the Group having a right to payment for performance to date. Generally, contracts identify various inter-linked activities required in the construction process.

Revenue is recognised on the measured output of each process based on appraisals that are agreed with the customer on a regular basis. Revenue earned is typically invoiced monthly or in some cases on achievement of milestones or to match major capital outlay. Invoices are paid on normal commercial terms, which may include the customer withholding a retention amount until finalisation of the construction and payment is generally due within 30 – 90 days of invoicing. Certain construction projects entered into receive payment prior to work being performed in which case revenue is deferred on the balance sheet

Investment and Corporate Advisory services

Services revenue

Services revenue is generated from provision of transaction and other advisory services to customers. For contracts where the performance obligation is the delivery of advisory services usually on an agreed hourly or daily rate. Revenue is recognised at the point in time when the services are provided and payment is generally due within 30 – 90 days from providing the service. For contracts with fixed or success fee, revenue is recognised over time using an input method of actual costs incurred as a proportion of total anticipated contract costs as the most appropriate measure for progress towards satisfaction of the performance obligation. Success fees are treated as variable consideration.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(b) Revenue Recognition (continued)

Other

Contract Modifications

When a modification or variation to an existing contract is made, the Group considers whether the modification shall be accounted for as a separate contract, or as part of the existing unsatisfied performance obligations. This consideration includes whether the variation requires additional goods and services that are distinct and at the Group's stand-alone selling prices.

Contract costs (Tender costs)

Costs incurred during the tender / bid process are expensed, unless they are incremental to obtaining the contract or where they are explicitly chargeable to the customer regardless of whether the contract is obtained. The Group applies the practical expedient available under AASB 15 and does not capitalise incremental costs of obtaining contracts if the amortisation period is one year or less.

Variable consideration

Variable consideration that is contingent on the Group's performance, including key performance payments, liquidated damages and abatements that offset revenue under the contract, is included in the transaction price only to the extent it is highly probable that a significant reversal in the amount of cumulative revenue will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

Contract assets and liabilities

AASB 15 uses the terms 'contract asset' and 'contract liability' to describe what is commonly known as 'accrued revenue' and 'deferred revenue'. Contract receivables represent receivables in respect of which the Group's right to consideration is unconditional subject only to the passage of time. Contract receivables are non-derivative financial assets accounted for in accordance with the Group's accounting policy for non-derivative financial assets. Contract assets represent the Group's right to consideration for services provided to customers for which the Group's right remains conditional on something other than the passage of time. Contract liabilities arise where payment is received prior to work being performed. Contract assets and contract liabilities are recognised and measured in accordance with this accounting policy.

Financing components

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer represents a financing component. As a consequence, the Group does not adjust any of the transaction prices for the time value of money. The Group applies the practical expedient available under AASB 15 and does not adjust the promised amount of consideration for the effects of a significant financing component if deemed, at contract inception, to be one year or less between transfer of promised good or service to a customer and when the customer pays for that good or service.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(b) Revenue Recognition (continued)

Warranties and defect periods

Generally, construction and services contracts include defect and warranty periods following completion of the project. These obligations are not deemed to be separate performance obligations and therefore estimated and included in the total costs of the contracts. Where required, amounts are recognised accordingly in line with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Loss-making contracts

Loss-making contracts continue to be recognised under AASB 137 as onerous contracts. A provision is made for the difference between the expected cost of fulfilling a contract and the expected unearned portion of the transaction price where the forecast costs are greater than the forecast revenue.

(c) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

j) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as measured at amortised cost and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under AASB15.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(c) Financial Instruments (continued)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost
- Financial assets at fair value through profit or loss
- Equity instruments at fair value through other comprehensive income
- Debt instruments at fair value through other comprehensive income

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables, and loan to an associate and loan to a director included under other non-current financial assets

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(c) Financial Instruments (continued)

Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

- The rights to receive cash flows from the asset have expired or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset
- When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.
- Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(c) Financial Instruments (continued)

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

- Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by AASB 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in AASB 9 are satisfied. The Group has not designated any financial liability as at fair value through profit or loss.

- Loans and borrowings

This is the category most relevant to the Group. This category generally applies to interest-bearing loans and borrowings. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(d) Income Tax

Income tax expense comprises of current and deferred tax. Income tax expense is recognised in profit or loss except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries and jointly controlled entities to the extent that they probably will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that is no longer probable that the related tax benefit will be realised.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different taxable entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously. Additional income taxes that arise from the distribution of dividends are recognised at the same time as the liability to pay the related dividend is recognised.

E&A Limited and its wholly owned Australian subsidiaries have formed an income tax consolidated group (“the Group”) under the tax consolidation regime. E&A Limited is the head entity of the tax consolidated group. Each entity in the Group recognises its own current and deferred tax liabilities, except for any deferred tax balances resulting from unused tax losses and tax credits which are immediately assumed by the parent entity.

(e) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST unless the GST incurred is not recoverable from the taxation authority, in this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Balance Sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the Australian Taxation Office (ATO), are presented as operating cash flows.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(f) Foreign Currency Transactions and Balances

Foreign currency transactions are initially translated into Australian dollars at the rate of exchange at the date of the transaction. At balance date amounts receivable and payable in foreign currencies are translated into Australian dollars at the rates of exchange current at that date. Resulting exchange variances are brought to account in determining the profit or loss for the year.

(g) Business Combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interest is re-measured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss. It is then considered in the determination of goodwill.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of AASB 9 *Financial Instruments*, is measured at fair value with changes in fair value recognised either in either profit or loss. If the contingent consideration is not within the scope of AASB 9, it is measured in accordance with the appropriate AASB. Contingent consideration that is classified as equity is not re-measured and subsequent settlement is accounted for within equity.

(h) Goodwill and Intangibles

(i) Goodwill

The Group measures goodwill as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date.

Consideration transferred includes the fair value of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (Continued)

(h) Goodwill and Intangibles (continued)

Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination. If a business combination results in the termination of pre-existing relationships between the Group and the acquiree, then the lower of the termination amount, as contained in the agreement, and the value of the off-market element is deducted from the consideration and recognised in other expenses.

(ii) Other Intangible Assets

Other intangible assets that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses.

Other intangible assets that are acquired by the Group, which have indefinite useful lives, are tested for impairment annually either individually or at the cash-generating unit level consistent with the methodology outlined for goodwill. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed each reporting period. If there is a change in the useful life assessment from indefinite to finite is accounted for as a change in an accounting estimate and is thus accounted for on a prospective basis.

(i) Impairment of Non-Financial Assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The recoverable amount of goodwill and indefinite life intangible assets are reviewed at each reporting date irrespective of an indication of impairment.

An impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount. An asset's recoverable amount is the greater 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. The recoverable amount for an asset that does not generate largely independent cash flows is determined for the cash-generating unit to which the asset belongs.

Impairment losses are recognised in the statement of profit or loss unless the asset has been previously revalued, in which case the impairment loss is recognised as a reversal to the extent of that previous revaluation with any excess recognised in the statement of profit or loss. Reversals of impairment losses, other than in respect of goodwill are recognised in the statement of profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(j) Impairment of Financial Assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

(k) Property, Plant and Equipment

Property, plant and equipment has been recorded at cost, less accumulated amortisation and accumulated impairment losses. The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use. Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised net within other income in profit or loss.

Depreciation is calculated on a diminishing value and straight-line basis to write off the net cost of each item of property, plant and equipment over their expected useful lives, as follows:

Asset class	Useful life
Plant and Equipment	5 – 20 years
Office Furniture, Fittings and Equipment	5 – 20 years
Motor Vehicles	4 – 10 years

Useful Lives consistent with prior years.

Depreciation on Right Of Use assets is calculated on a straight-line basis to write off the net cost of each item over the term of the lease, as this represents the pattern of benefits derived from the leased assets. Further information on AASB 16 Leases is in note 3(w) and note 20.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(l) Cash and Cash Equivalents

For cash flow statement presentation purposes, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(m) Trade and Other Payables

Trade and other payables are carried at amortised cost. These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid.

(n) Employee Entitlements

(i) Wages and Salaries and Annual Leave

Liabilities for wages and salaries and annual leave expected to be paid within twelve months of the reporting date are recognised and are measured at the amounts expected to be paid when the liabilities are settled in respect of employees' services up to that date.

(ii) Long Service Leave

A liability for long service leave is recognised and is measured as the present value of expected future payments to be made in respect of employees' services up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high-quality corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(iii) Superannuation

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

(iv) Share-based payment transactions

The grant date fair value of options granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees become unconditionally entitled to the options. The amount recognised as an expense is adjusted to reflect the actual number of share options that vest, except for those that fail to vest due to market conditions not being met.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(o) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(p) Inventories

Raw materials, work in progress and finished goods are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. In the case of manufactured items, cost comprises materials, labour and an appropriate proportion of fixed and variable factory overhead expenses.

(q) Finance Income and Expenses

Finance income comprises interest income on funds invested, dividend income, gains on the disposal of financial assets, changes in the fair value of financial assets at fair value through profit or loss, and gains on hedging instruments that are recognised in profit or loss. Interest income is recognised as it accrues in profit or loss, using the effective interest method.

Finance expenses are recognised as an expense in the period in which they are incurred. Borrowing costs include:

- interest on bank overdrafts and short-term and long-term borrowings;
- amortisation of line fees, discounts or premiums relating to borrowings;
- amortisation of ancillary costs incurred in connection with the arrangement of borrowings;
- finance lease interest; and
- bank charges.

Borrowing costs are capitalised into the asset cost when they relate specifically to a qualifying asset.

(r) Contributed Equity

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

(s) Dividends

Provision is made for the amount of dividends declared, being appropriately authorised and no longer at the discretion of the entity, before the end of the financial year but not distributed at balance date.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(t) Government Grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as an expense offset over the periods that the costs, which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

(u) Changes in Accounting Policy, Disclosures, Standards and Interpretation

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 30 June 2021.

The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

(v) Joint Venture and Associates

The Group's investment in its joint venture and associates is accounted for using the equity method on a quarterly basis.

Under the equity method the investment in a joint venture and associates is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the joint venture and associates since the acquisition date. Goodwill relating to the joint venture and associates is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the Group's share of the results of operations of the joint venture and associates. Unrealised gains and losses resulting from transactions between the Group and the joint venture and associates are eliminated to the extent of the interest in the joint venture and associates.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its joint venture and associates. At each reporting date, the Group determines whether there is objective evidence that the investment in the joint venture and associates is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the joint venture and associates and its carrying value, and then recognises the loss as "Share of profit of a joint venture and associates" in the statement of profit or loss.

Upon loss of significant influence over the joint venture and associates, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the joint venture and associates upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(w) Leases

The Group assesses whether a contract is or contains a lease, at inception of the contract.

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 rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

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

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

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 asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability 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 a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged 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 based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

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, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

3. Significant Accounting Policies (continued)

(w) Leases (Continued)

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.

Short-term leases, defined as leases with a lease term of 12 months or less, and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones), are recognised 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 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 (as outlined in note 3(k)).

(x) New Standards and Interpretations (Issued but Not Yet Effective)

The AASB has issued new accounting standards, amendments to standards and interpretations which may impact the entity in the period of initial application. Early adoption at 30 June 2022 has not been applied in preparing this financial report. The company is in the process of assessing the impact of the above Standards.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

4. Revenue from Contracts with Customers

In thousands of \$AUD

Sales revenue

	2022	2021
Sales revenue	244,808	170,632

Key information relating to the Group's financial performance, and disaggregated revenue, is detailed below.

For the year ended 30 June 2022

In thousands of \$AUD

Type of service	Maintenance and Sustainability	Contracts / Projects	Professional services	Total
Timing of Revenue Recognition				
Revenue recognised at a point of time	53,627	37,635	448	91,710
Revenue recognised over time	137,037	16,061	-	153,098
Total revenue from contracts with customers	190,664	53,696	448	244,808

For the year ended 30 June 2021

In thousands of \$AUD

Type of service	Maintenance and Sustainability	Contracts / Projects	Professional services	Total
Timing of Revenue Recognition				
Revenue recognised at a point of time	17,347	7,422	-	24,769
Revenue recognised over time	107,644	37,092	1,127	145,863
Total revenue from contracts with customers	124,991	44,514	1,127	170,632

The Group has one customer which contributes approximately 28% of total revenue and falls within the Engineering Services segment (2021: 28%).

The Group applies the practical expedient available under AASB 15 and does not disclose the amount of transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) at balance date, on the basis that they are part of a contract with an original expected duration of one year or less.

Contract Balances

In thousands of \$AUD

Trade Receivables

Contract Assets

Contract Liabilities

	2022	2021
Trade Receivables	38,039	24,425
Contract Assets	8,526	10,958
Contract Liabilities	(6,446)	(7,018)
	40,119	28,365



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

5. Income

In thousands of \$AUD

	2022	2021
Net foreign exchange gains / (losses)	(2)	(1)
Net gain on sale of plant and equipment	58	430
Share of profits from associate	1,524	341
Other income	1,787	2,088
Total other income	3,367	2,858

6. Expenses

6a. Gross profit includes the following expenses:

In thousands of \$AUD

	2022	2021
Employee benefits expense	81,225	47,363
Superannuation contributions	3,724	3,038
Impairment of trade receivables	1	1
Total	84,950	50,402

6b. Administration Expenses

Indirect Labour	16,996	12,455
Office & IT	2,127	1,995
Insurance	2,571	1,894
Consulting & Compliance	2,041	1,100
Motor vehicle expenses	383	398
Business and asset acquisition costs	-	55
Impairment of trade receivables	19	16
Other administrative costs	2,335	1,570
Total	26,472	19,483

6c. Other Operating Expenses

Rental expense		
Premises	499	366
Motor vehicles	121	98
Office equipment	2	2
Total rental expense	622	466



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

6. Expenses (continued)

In thousands of \$AUD

Depreciation

Plant and equipment

1,577

765

Motor vehicles

2,835

2,663

Office equipment, furniture and fittings

355

411

Leasehold improvements

109

178

Right of use assets

1,632

1,043

Depreciation expense

6,508

5,060

Software amortisation expense

1

1

7. Finance Income and Expenses

In thousands of \$AUD

Finance Income

Interest income on bank deposits

3

1

Finance Expenses

Interest on bank overdrafts and loans

(2,388)

(3,426)

Interest on plant and equipment leases

(375)

(382)

Interest on property leases

(301)

(238)

Other interest expense

(328)

(115)

Total Finance Expense

(3,392)

(4,161)

Net Finance Expense

(3,389)

(4,160)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

8. Income Tax Expense

(a) Income Tax Expense

In thousands of \$AUD

Current Tax Expense

Current period

Adjustment for prior periods

Deferred Tax Expense

Origination and Reversal of Temporary Differences

Utilisation of Deferred Tax Asset on tax losses

Total income tax expense

	2022	2021
Current period	-	-
Adjustment for prior periods	-	-
Current Tax Expense	-	-
Origination and Reversal of Temporary Differences	(636)	177
Utilisation of Deferred Tax Asset on tax losses	5,507	4,013
Deferred Tax Expense	4,871	4,190
Total income tax expense	4,871	4,190

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

Profit for the year before tax

Tax at the domestic tax rate of 30% (2021: 30%)

Non-deductible expenses

Tax on entity profits before joining the tax consolidated group

Prior Year Adjustment

Income tax expense

	2022	2021
Profit for the year before tax	18,503	13,968
Tax at the domestic tax rate of 30% (2021: 30%)	5,551	4,190
Non-deductible expenses	(102)	-
Tax on entity profits before joining the tax consolidated group	(456)	-
Prior Year Adjustment	(122)	-
Income tax expense	4,871	4,190



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

9. Cash and Cash Equivalents

In thousands of \$AUD

Cash at bank and in hand

Balance per Statement of Cash flows

	2022	2021
Cash at bank and in hand	22,668	11,400
Balance per Statement of Cash flows	22,668	11,400

Reconciliation of Profit for the Period to Net Cash Flows from Operating Activities

In thousands of \$AUD

Net profit for the year after tax

Depreciation and amortisation

Net gain on disposal of assets

Non-cash debt reduction

Government grant income

Other non-cash expenses

	2022	2021
Net profit for the year after tax	13,632	9,778
Depreciation and amortisation	6,509	4,018
Net gain on disposal of assets	29	(430)
Non-cash debt reduction	-	(470)
Government grant income	-	(178)
Other non-cash expenses	20	46
<i>Changes in operating assets and liabilities, net of effects from acquisition of businesses:</i>		
<i>(Increase) / decrease in assets:</i>		
Trade receivables and other assets	(15,094)	(6,214)
Contract assets and liabilities	1,859	(761)
Inventories	(1,533)	(327)
Prepayments	(1,472)	(173)
Current and deferred tax	4,215	4,410
<i>Increase / (decrease) in liabilities:</i>		
Trade payables and other liabilities	13,515	6,053
Other provisions	426	477
Net cash provided by operating activities	22,104	16,229



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

10. Trade and Other Receivables

In thousands of \$AUD

Current

	2022	2021
Trade receivables	38,039	23,031
Provision for impairment of receivables	(371)	(371)
	37,668	22,660
Other receivables	4,127	2,555
Total Current Trade and Other Receivables	41,795	25,215

Trade receivables are non-interest bearing and are generally on terms of 30 to 60 days.

Provision for impairment of receivables

In thousands of \$AUD

	2022	2021
Opening provision for impairment of receivables	(371)	(356)
Charge for the year	(20)	(16)
Utilised	20	1
Closing provision for impairment of receivables	(371)	(371)

During the year ended 30 June 2022, write-downs of trade receivables to their recoverable amount were \$19,711 (2021: \$1,009).

The Group's exposure to credit and currency risks and impairment losses related to trade and other receivables are disclosed in Note 30.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

11. Inventories

In thousands of \$AUD

	2022	2021
Raw materials	626	590
Finished goods	6,836	5,334
Provision for impairment of inventory	(262)	(262)
Total	7,200	5,662

12. Prepayments

In thousands of \$AUD

	2022	2021
Insurance	625	153
Other prepayments	2,425	1,410
Total prepayments	3,050	1,563

13. Other Assets

In thousands of \$AUD

	2022	2021
Other assets	2,109	2,964
Related party loan	18	465
Total other assets	2,127	3,429
Current	2,012	3,064
Non-current	115	365
Total other assets	2,127	3,429



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

14. Property Plant and Equipment

Reconciliation of carrying amounts at the beginning and end of the period

<i>In thousands of \$AUD</i>	Plant & Equipment	Office Furniture & Equipment	Commercial Vehicles & Trucks	Property & Leasehold Improvements	Leases – Plant, equipment & Vehicles	Leases – Properties	Total
Carrying Amounts							
As at 30 June 2021	5,241	712	851	503	9,939	3,234	20,480
As at 30 June 2022	7,011	941	925	1,384	11,826	4,446	26,533
<i>In thousands of \$AUD</i>	Plant & Equipment	Office Furniture & Equipment	Commercial Vehicles & Trucks	Property & Leasehold Improvements	Leases – Plant, equipment & Vehicles	Leases – Properties	Total
At cost							
Balance at 1 July 2021	13,444	2,965	4,271	1,576	14,633	5,308	42,197
Additions – Business combination	300	-	-	-	-	-	300
Additions	2,550	608	601	1,060	4,767	3,418	13,004
Transfers	258	7	(258)	(7)	143	(143)	-
Disposals	(186)	(123)	(136)	(347)	(55)	(431)	(1,278)
Balance at 30 June 2022	16,366	3,457	4,478	2,282	19,488	8,152	54,223
Accumulated Depreciation and Impairment							
Balance at 1 July 2021	8,203	2,253	3,420	1,073	4,694	2,074	21,717
Disposals	-	(123)	(48)	(347)	(17)	-	(535)
Depreciation expense	1,122	382	211	176	2,985	1,632	6,508
Balance at 30 June 2022	9,325	2,512	3,583	902	7,662	3,706	27,690
As at 30 June 2022	7,041	945	895	1,380	11,826	4,446	26,533



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

14. Property Plant and Equipment (continued)

Reconciliation of carrying amounts at the beginning and end of the period (continued)

<i>In thousands of \$AUD</i>	Plant & Equipment	Office Furniture & Equipment	Commercial Vehicles & Trucks	Leasehold Improvements	Leases – Plant, equipment & Vehicles	Leases – Properties	Total
At cost							
Balance at 1 July 2020	12,623	2,565	5,556	1,502	8,146	5,035	35,427
Changes to prior business combination	(665)	16	(707)	-	2,821	-	1,465
Additions – Business combination	-	-	101	-	-	-	101
Additions	2,012	385	255	74	3,222	347	6,295
Transfers	(248)	-	(541)	-	789	(74)	(74)
Disposals	(278)	(1)	(393)	-	(345)	-	(1,017)
Balance at 30 June 2021	13,444	2,965	4,271	1,576	14,633	5,308	42,197
Accumulated Depreciation and Impairment							
Balance at 1 July 2020	7,594	1,842	3,326	895	2,350	1,031	17,038
Disposals	(156)	-	(183)	-	(42)	-	(381)
Depreciation expense	765	411	277	178	2,386	1,043	5,060
Balance at 30 June 2021	8,203	2,253	3,420	1,073	4,694	2,074	21,717
As at 30 June 2021	5,241	712	851	503	9,939	3,234	20,480

Property Plant and Equipment are pledged as a security to loans.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

15. Intangible Assets

<i>In thousands of \$AUD</i>	Goodwill		Intangibles		Total	
	2022	2021	2022	2021	2022	2021
Carrying amount at 1 July	53,269	52,401	2	2	53,271	52,403
Adjustment to provisional values (note 26)	-	(30)	-	-	-	(30)
Additions	3,200	898	-	-	3,200	898
Carrying amount at 30 June	56,469	53,269	2	2	56,471	53,271

At 30 June 2022, goodwill and other indefinite life intangibles are allocated for impairment testing purposes to cash generating units ('CGUs') as follows:

<i>In thousands of \$AUD</i>	2022	2021
Investment & Corporate Advisory	1,060	1,060
Engineering Services	40,446	40,446
Water and Fluid	14,963	11,763
Total Goodwill and other Intangibles	56,469	53,269

The Group performs its impairment test at each reporting date. The cash generating units are consistent with those in the prior comparative period.

The recoverable amount of each CGU has been determined based on a value in use ('VIU') calculation using five-year cash flow projections based on actual and forecast operating results. The FY23 and FY24 financial forecast is prepared on the basis of the successful integration of acquisitions and no further one-off items. After taking into account the FY23 and FY24 forecasts, these earnings were extrapolated for all CGUs using real annual growth rates of 2.5% (2021: 2.50%), consistent with the growth prospects of each CGU, and a 1.00% terminal value growth rate (2021: 1.00%), which is less than the historical Australian 20 year real growth rate of 3.2% (2021: 3.2%).

A post-tax discount rate of 8.8% (2021: 8.4%) has been applied to each CGU in determining the VIU and is based on the target gearing level for E&A Limited (post-tax real WACC).

At 30 June 2022, whilst the modelling shows a range of possible outcomes the recoverable amount of all CGUs exceeds the carrying amount. The calculation of VIU for each CGU is most sensitive to assumptions in relation to forecast earnings and discount rates.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

16. Deferred Tax Assets and Liabilities

(a) Deferred tax assets and liabilities are attributable to the following:

<i>In thousands of \$AUD</i>	Assets		Liabilities		Net	
	2022	2021	2022	2021	2022	2021
Property, plant and equipment	63	-	(501)	(236)	(438)	(236)
Employee provisions	1,998	1,773	-	-	1,998	1,773
Other provisions and accrued expenses	193	310	-	(242)	193	68
Leases	1,980	1,433	(1,865)	(1,296)	115	137
Carried forward tax losses	4,720	10,227	-	-	4,720	10,227
Other items	198	286	(74)	(63)	124	223
Tax assets (liabilities)	9,152	14,029	(2,440)	(1,837)	6,712	12,192

(b) Movement in temporary differences during the year:

<i>In thousands of \$AUD</i>	Balance 1 July 2021	Recognised in Profit or Loss	Recognised in Equity	Balance 30 June 2022
Property, plant and equipment	(236)	(202)	-	(438)
Employee provisions	1,773	225	-	1,998
Other provisions and accrued expenses	68	125	-	68
Leases	137	(22)	-	115
Carried forward tax losses	10,227	(5,507)	-	4,720
Other items	223	(99)	-	124
Tax assets (liabilities)	12,192	(5,480)	-	6,712

The Group has tax losses that are available for offsetting against future taxable profits of the Group. Deferred tax assets have been recognised in respect of these losses as it is probable that future taxable profit will be available against which the Group can utilise the benefits therefrom. Management has reviewed the recoverability of the deferred tax asset based on board-approved budgets and the forecasts used for the purpose of impairment testing.

The deferred tax asset value at 30 June 2022 attributed to tax losses is \$4.7 million (2021 - \$10.2 million).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

17. Trade and Other Payables

In thousands of \$AUD

Current

	2022	2021
Trade payables	23,128	10,462
Other payables and accrued expenses	22,981	17,300
Related parties	21	1,792
Total current trade and other payables	46,130	29,554

Non-Current

Other payables and accrued expenses	23	1,951
Total non-current trade and other payables	23	1,951

The Group's exposure to currency and liquidity risk related to trade and other payables is disclosed in Note 30.

18. Provisions

In thousands of \$AUD

Employee benefits

	2022	2021
Opening Provision recognised at 1 July	5,575	4,518
Net movement	492	1,057
Closing Provision at 30 June	6,067	5,575

Workers' Compensation Self-Insurance Provision

Opening provision recognised at 1 July:	547	696
Charge for the year	170	-
Utilised	-	(149)
Closing provision at 30 June	717	547

Total provisions

Opening Provision recognised at 1 July	5,068	5,214
Net movement	1,716	908
Closing Provision at 30 June	6,784	6,122
Current	5,683	5,068
Non-Current	1,101	1,054



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

18. Provisions (continued)

Workers' Compensation Self-Insurance

EAL was awarded workers' compensation self-insurance status in South Australia by Return To Work SA on 1 July 2014. As part of the self-insurance requirements, Return To Work SA engaged an independent actuary to estimate the liability for outstanding claims in relation to South Australian workers' compensation claims against the Group. This estimate is updated annually and the liability includes consideration of EAL's claims history and a review of specific case estimates for current individual claims.

19. Loans and Borrowings

The following loans and borrowings at their carrying amounts are disclosed below:

<i>In thousands of \$AUD</i>	AS AT 30 JUNE 2022			AS AT 30 JUNE 2021		
	Total facility	Drawn facilities	Undrawn amount	Total facility	Drawn facilities	Undrawn amount
Current						
Term loan	6,600	6,600	-	3,000	3,000	-
Lease liabilities – Bank	4,229	4,229	-	3,311	3,311	-
Lease liabilities – Non-bank	1,889	1,889	-	1,087	1,087	-
Credit cards / other finances	375	-	375	375	-	375
Government loan	-	-	-	134	134	-
Other loans	995	995	-	-	-	-
Total current borrowings	14,088	13,713	375	7,907	7,532	375
Non-current						
Term loan	29,123	29,123	-	29,500	29,500	-
Lease liabilities – Bank	6,249	6,249	-	5,957	5,957	-
Lease liabilities – Non-bank	4,712	4,712	-	3,691	3,691	-
Government loan	-	-	-	46	46	-
Total non-current borrowings	40,084	40,084	-	39,194	39,194	-
Total borrowings	54,172	53,797	375	47,101	46,726	375

Lease liabilities – Bank represents leases where title transfers to the Group on expiry of the lease. Lease liabilities – Non-bank represents amounts recognised in respect of property leases and equipment leases for which title does not transfer.

The Weighted Average Interest Rate (WAIR) for current and non-current borrowings was 6.61% (2021: 8.01%).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

19. Loans and Borrowings (continued)

E&A Limited's various finance facilities include both fixed and floating interest rates depending on the nature of the facility. The maturity terms of the various finance facilities are reflected in the Current / Non-current split shown above.

E&A Limited's banking facilities require a number of standard representations, warranties and undertakings (including financial and reporting obligations) from E&A Limited and E&A Limited Group companies in favour of the respective lenders. The facilities also include a cross-guarantee between the parent and the majority of Group companies with staged security enforcement rights and obligations. Further details of security arrangements are outlined in Note 30. Fixed and floating security has been placed over all Group assets.

On 28 March 2022, EAL drew down on a new term loan facility with Bank SA, a division of Westpac Banking Corporation, for \$37.5 million repayable within 5 years. Proceeds were applied towards the refinance and discharge in full of all amounts owing under the previous facility, the establishment of a Bank Guarantee Facility and acquisition facility. The interest cost associated with the Bank SA facility is materially lower than the previous facility.

Movement in the loans and borrowings (non-current and current) during the year ended 30 June 2022 is outlined below:

<i>In thousands of \$AUD</i>	1 July 2021	Cash flow	New Funding	Other	30 June 2022
Term loan	32,500	(34,277)	37,500	-	35,723
Lease liabilities – Bank	9,268	(3,203)	4,450	(37)	10,478
Lease liabilities - Other	4,778	(819)	3,536	(894)	6,601
Government loan	180	(180)	-	-	-
Credit cards	-	-	-	-	-
Other loans	-	(1,495)	2,490	-	995
Total borrowings	46,726	(39,974)	47,976	(931)	53,797

<i>In thousands of \$AUD</i>	1 July 2020	Cash flow	New Funding	Other	30 June 2021
Term loan	36,500	(4,000)	-	-	32,500
Lease liabilities – Bank	8,791	(3,530)	4,007	-	9,268
Lease liabilities - Other	5,378	(947)	347	-	4,778
Government loan	314	(134)	-	-	180
Credit cards	40	(40)	-	-	-
Other loans	184	(184)	-	-	-
Total borrowings	51,207	(8,835)	4,354	-	46,726



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

20. Lease liabilities

The Group leases properties, plant & equipment and motor vehicles used in its operations.

Lease liabilities

In thousands of \$AUD

	2022	2021
Property, plant & equipment leases – Bank finance	10,478	9,268
Property leases – Non-bank	6,601	4,778
Total lease liabilities	17,079	14,046
Current	6,118	4,398
Non-current	10,961	9,648
Total lease liabilities	17,079	14,046

Amounts recognised in the statement of comprehensive income

In thousands of \$AUD

	2022	2021
Interest on lease liabilities	676	620
Depreciation of leased assets	4,617	3,429
Lease payments relating to leases of short term leases, not included in lease liabilities	622	465

Amounts recognised in the statement of cash flows

In thousands of \$AUD

	2022	2021
Total cash outflow for leases	3,740	3,363

The Group leases various properties and office equipment under non-cancellable operating leases. The leases have varying terms and renewal rights. On renewal, the terms of the leases are renegotiated.

The Group leases various plant and motor vehicles with a carrying amount of \$11.83 million (2021: \$9.94 million) under financed bank leases expiring within one to five years. Under the terms of the leases, the Group acquires the assets following the final payment.

Refer to Note 14 for the asset recognised in respect of leases.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

21. Issued Capital and Reserves

	2022		2021	
	Shares	Total \$'000	Shares	Total \$'000
Ordinary shares issued and fully paid:				
Balance as at 1 July	193,884,638	83,446	193,884,638	83,446
Share issue	100,000	20	-	-
Balance as at 30 June	193,984,638	83,466	193,884,638	83,446

22. Share based payments

Shares issued under share based payment arrangements

The share-based compensation expense recognised in the current year was \$20,000 (2021: nil).

Shares Issued on the Exercise of Options/Warrants

There were no shares issued on the exercise of options during the year (2021: nil).

23 Franking Account Balance

In thousands of \$AUD

Franking credits available for subsequent financial years based on a tax rate of 30% (2021: 30%)

	2022	2021
	5,126	5,665

The above amounts represent the balance of the franking account as at the end of the financial year.

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



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

24. Subsidiaries

Name of Entity	Country of Incorporation	Ownership interest (%)	
		2022	2021
Parent entity			
E&A Limited	Australia		
Subsidiaries			
AusPress Holdings Pty Ltd	Australia	100	100
AusPress Systems Pty Ltd	Australia	100	100
AusPress MEI Pty Ltd	Australia	100	100
E&A Group Pty Ltd	Australia	100	100
E&A Corporate Services Ltd	Australia	100	100
Fabtech Holdings Pty Limited	Australia	100	100
Fabtech Australia Pty Ltd	Australia	100	100
Heavymech Pty Ltd	Australia	100	100
ICE Engineering & Construction Holdings Pty Ltd	Australia	100	100
ICE Engineering & Construction Pty Ltd	Australia	100	100
ICE USG Mining & Civil Pty Ltd	Australia	100	100
Laptek Systems Pty Ltd	Australia	100	-
Louminco Pty Ltd	Australia	100	100
M&B Civil Pty Ltd	Australia	100	100
NWMC Mining & Civil Pty Ltd	Australia	100	100
Quarry & Mining Manufacture (QLD) Pty Ltd	Australia	100	100
Quarry & Mining Manufacture (USG) Pty Ltd	Australia	100	100
Starboard Tack Pty Ltd	Australia	100	100
Tasman Power Holdings Pty Ltd	Australia	100	100
Tasman Power WA Pty Ltd	Australia	100	100
Tasman Recruitment WA Pty Ltd	Australia	100	100
Tasman Mechanical WA Pty Ltd	Australia	100	100
Tasman Rope Access Pty Ltd	Australia	100	100
Technical Lubrication Services (Australasia) Pty Ltd	Australia	100	-
Yura Yarta Services Pty Ltd	Australia	49	49
ACN 125 531 428 Pty Ltd	Australia	100	100
ACN 126 470 942 Pty Ltd	Australia	100	100
ACN 135 269 859 Pty Ltd	Australia	100	100



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

25. Investment in an associate

The Group has a 50% interest in Equity & Advisory Pty Ltd. Equity & Advisory Pty Ltd provides a range of corporate advisory services to external parties and E&A Limited subsidiaries. The Group's interest in Equity & Advisory Pty Ltd is accounted for using the equity method in the consolidated financial statements.

The Group has recognised \$1,524,000 in other income representing its share of profit for the year.

Interests in associates are accounted for using the equity method of accounting. Information relating to associates that are material to the consolidated entity are set out below:

Name	Ownership interest	
	2022	2021
	%	%
Equity & Advisory Pty Ltd	50.00%	50.00%

Summarised financial information

In thousands of \$AUD

Summarised statement of financial position

	Equity & Advisory Pty Ltd	
	2022	2021
Current assets	4,009	895
Current liabilities	640	427
Net assets	3,369	468

Summarised statement of profit or loss and other comprehensive income

Revenue	5,838	2,323
Expenses	(2,470)	(1,397)
Operating Profit	3,368	926

Reconciliation of the consolidated entity's carrying amount

Opening carrying amount	41	-
Share of profit after income tax	1,650	454
Distributions received	(1,523)	(413)
Closing carrying amount	168	41



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

26. Business Combinations

Provisional accounting - Acquisition in 2022

On 4 February 2022, the Group acquired two WA based businesses Laptek Systems Pty Ltd (Laptek) and Technical Lubrication Services (Australasia) Pty Ltd (TLS). The acquisition was made to enhance the Group's position in the niche lubrication services market offering both system design and maintenance.

The provisional details of the business combination are as follows:

<i>In thousands of \$AUD</i>	4 February 2022
Fair value of consideration transferred	
Amount settled cash	2,000
Deferred consideration	1,500
Total consideration	3,500
Recognised amounts of identifiable net assets	
Cash	447
Prepayments	15
Property, plant and equipment	300
Trade and other creditors	(146)
Employee benefits provisions	(78)
Current tax liability	(238)
Total identifiable net assets acquired	300
Goodwill on acquisition	3,200
Consideration transferred, settled in cash	(2,000)
Cash acquired	447
Net cash inflow/(outflow) on acquisition	(1,553)

Deferred consideration

<i>In thousands of \$AUD</i>	30 June 2022	4 February 2022
Other current liabilities	750	1,500
Total deferred consideration	750	1,500



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

26. Business Combinations (continue)

Laptek contribution to the Group results

Laptek contributed \$4.0 million of revenue for the five months from 4 February to 30 June 2022. If Laptek had been acquired on 1 July 2021, revenue contribution to the Group for the year would have been \$9.5 million.

Consideration transferred

The acquisition of Laptek was settled in cash of \$2,000,000.

The purchase agreement included an additional consideration of \$1,500,000 payable within 12 months of Completion occurs, and do not require discounting.

Acquisition-related costs have been recognised as an expense in the consolidated statement of profit or loss and other comprehensive income, as part of other expenses.

Goodwill

Goodwill of \$3,200,000 is primarily related to growth expectations, expected future profitability, and expected cost synergies. Goodwill has been allocated to the Water and Fluid cash-generating unit at 30 June 2022.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

26. Business Combinations (continue)

Final accounting – Acquisition in 2021

On 1 October 2020, the Group acquired M&B Civil, a Cooper Basin, SA based business. The acquisition was made to enhance the Group's position as preferred service provider in the Cooper Basin region.

The details of the business combination are as follows:

<i>In thousands of \$AUD</i>	1 October 2020
Fair value of consideration transferred	
Amount settled cash	1,270
Deferred consideration	513
Total consideration	1,783
Recognised amounts of identifiable net assets	
Cash	690
Trade debtors	575
Prepayments	150
Other current assets	140
Property, plant and equipment	101
Intangible assets	50
Other non-current assets	70
Trade and other creditors	(304)
Employee benefits provisions	(432)
Loans and borrowings	(155)
Total identifiable net assets acquired	885
Goodwill on acquisition	898
Consideration transferred, settled in cash	(1,270)
Cash acquired	690
Net cash inflow/(outflow) on acquisition	(580)

Contingent consideration

<i>In thousands of \$AUD</i>	30 June 2021	1 October 2020
Other current liabilities	250	300
Other non-current liabilities	213	213
Total contingent consideration	463	513



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

26. Business Combinations (continue)

M&B Civil contribution to the Group results

M&B Civil contributed \$ 3.2 million of revenue for the nine months from 1 October to 30 June 2021. If M&B Civil had been acquired on 1 July 2020, revenue contribution to the Group for the year would have been \$4.3 million.

Consideration transferred

The acquisition of M&B Civil was settled in cash of \$1,270,000.

The purchase agreement included an additional consideration of \$550,000, with \$50,000 payable subject to transfer of the Quarry Licences, \$250,000 payable subject to M&B Civil business performance for the 9 month period ended 30 June 2021, and \$250,000 payable subject to M&B Civil business performance for the financial year ended 30 June 2022. The earnout amounts are based on M&B Civil's earnings targets, and are payable to the vendors.

Acquisition-related costs, outside of the consolidated Group, amounting to \$55,000 are not included as part of consideration transferred and have been recognised as an expense in the consolidated statement of profit or loss and other comprehensive income, as part of other expenses.

Goodwill

Goodwill of \$898,000 is primarily related to growth expectations, expected future profitability, and expected cost synergies. Goodwill has been allocated to the Engineering cash-generating unit at 30 June 2021.

Reconciliation of deferred consideration balance

<i>In thousands of \$AUD</i>	2022	2021
Deferred consideration		
Opening balance at 1 July	3,887	4,081
Increase due to new acquisitions	1,500	1,681
Payments made to vendors	(2,337)	(1,875)
Closing balance at 30 June	3,050	3,887
Current	3,050	2,050
Non-current	-	1,837
Total	3,050	3,887



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

27. Parent Entity Disclosures

As at, and throughout the financial year ending 30 June 2022, the parent company of the group was E&A Limited.

In thousands of \$AUD

	Company	
	2022	2021
Results of the Parent Entity		
Profit for the year	4,504	2,754
Total comprehensive income for the year	4,504	2,754
Financial position of parent entity at year end		
Current assets	2,153	1,869
Non-Current assets	90,399	86,953
Current liabilities	(2,612)	(4,873)
Non-Current liabilities	(82,388)	(77,569)
Total equity of the parent entity comprising of:		
Share capital	81,336	81,316
Accumulated Losses	(73,784)	(74,937)
Total Equity	7,552	6,379

Parent Entity Contingencies

The parent entity has no contingent liabilities and no capital commitments for property, plant and equipment for the years ended 30 June 2022 and 30 June 2021.

The Company as part of financing facilities has provided a number of standard representations, warranties and undertakings (including financial and reporting obligations) in favour of the respective lenders. The facilities also include a cross-guarantee between the parent and all group companies with staged security enforcement rights and obligations.

28. Related Parties

(a) Parent and Ultimate Controlling Party

The ultimate controlling entity of the Group is E&A Limited.

(b) Subsidiaries

Interests in subsidiaries are set out in Note 24.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

28. Related Parties (continued)

(c) Key Management Personnel

Key management of the Group include the Executive Directors and Non-Executive Directors

Key Management Personnel Compensation

The key management personnel compensation included in employee benefits expense (see Note 6a) are as follows:

	2022	2021
Short-term employee benefits	2,391,079	1,524,200
Share-based payments	-	-
Total	2,391,079	1,524,200

Loans to Directors and Key Management Personnel

As at 30 June 2022, the balance of unsecured loans receivable from directors and key management personnel was nil. Interest is payable on non-current amounts owing.

	Balance at Beginning of Period	Advancement/ (Repayment) of Loans	Balance Outstanding
	30 June 2021		30 June 2022
S Young	-	-	-
M Vartuli	112,000	(112,000)	-
Total	112,000	(112,000)	-

(d) Other Related Party Transactions

Port Tack is an entity controlled by Stephen Young, the Managing Director of E&A Limited. In addition, Regent Street Pty Ltd (Regent Street) is an associated entity of Stephen Young. The following related party transactions have been entered into as at 30 June 2022.

(i) Regent Street lease of Northfield premises

Regent Street entered into a lease agreement with Heavymech to lease the Heavymech premises 15 February 2020 for \$126,000 per annum a period of 5 years to 14 February 2025.

(ii) Regent Street lease of Mt Isa premises

Regent Street entered into a lease agreement with Ottoway Fabrication to lease the Mount Isa premises for \$71,456 per annum (exclusive of GST) for a period of 5 years, which was assigned to Heavymech on 1 January 2018. The lease expired on 31 July 2022, and Heavymech renewed the lease for an additional 5 years to 31 July 2027 on the same terms.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

28. Related Parties (continued)

(d) Other Related Party Transactions (continued)

(iii) Regent Street lease of Duncan Court premises

Regent Street entered into a lease agreement dated 1 June 2015 with Quarry & Mining Manufacture Pty Ltd with initial expiry on 31 January 2020, and three five year extension clauses. The first renewal period commenced on 1 February 2020 for \$150,221 per annum (exclusive of GST). Regent Street sold this property on 28 February 2022, and the lease agreement transferred to the purchaser. The purchaser is not a related party.

Pryde Corporation Pty Ltd is an associated entity of Jason Pryde. The following related party transactions have been entered into as at 30 June 2022.

(i) Pryde Corporation Pty Ltd lease of Jandakot premises

Pryde Corporation Pty Ltd entered into a five year lease agreement dated 6 June 2016 with Tasman Power WA Pty Ltd with initial expiry on 5 June 2021, and two three year extension clauses. The first renewal period commenced on 6 June 2021 for \$195,000 per annum (exclusive of GST).

29. Remuneration of Auditors

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

Audit Services	2022	2021
<i>Grant Thornton</i>		
Audit of financial reports	144,432	167,500
Review of financial reports	61,280	56,000
	205,712	223,500
Non-audit Services		
<i>Grant Thornton</i>		
Tax	69,371	32,000
Valuation services	23,250	-
Accounting advice	2,500	-
	95,121	32,000



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments

In thousands of \$AUD

Financial Assets

Financial assets at amortised cost

	2022	2021
Trade receivables	41,090	25,216
Loan to an associate	18	193
Loan to a director	-	271
Total Financial Assets	41,108	25,680
Total Current	41,090	25,680
Total Non-Current	18	-

Financial Liabilities

Other Financial Liabilities at fair value

Trade and other payables	42,915	29,552
Other liabilities	1,899	4,001
Interest bearing loans and borrowings	47,571	41,145
Total Financial Liabilities	92,385	74,698
Total Current	56,990	33,553
Total Non-Current	35,395	41,145

The Group is exposed to the following financial risks throughout the normal course of business:

- Credit risk;
- Liquidity risk;
- Currency risk; and
- Interest rate risk.

The Board reviews and agrees policies for managing each of these risks and the Audit and Risk Management Committee is responsible for monitoring compliance with risk management strategies throughout the Group. The Group uses basic financial instruments to manage financial risk. The Group uses derivative financial instruments, such as forward currency contracts to economically hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value through profit and loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

Credit Risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables and contract assets) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

The credit policy under which each new and existing customer is assessed for creditworthiness is determined separately by each operating subsidiary of the Group and accordingly reflects the different nature of each business's industry, customers and associated risks. Generally, however, customer credit reviews include external ratings, when available, and in some cases bank references. Customers that fail to meet the relevant benchmark creditworthiness may transact with the Group only on a prepayment basis. Credit quality of a customer is assessed based on a credit rating review and individual credit limits are defined in accordance with this assessment. The Group holds insurance policies to protect the recoverability of trade receivables where economically viable or insurance is available against the debtor.

Goods are, where possible, sold subject to retention of title clauses, so that in the event of non-payment the Group may have a secured claim. The Group does not require collateral in respect of trade and other receivables. The letters of credit and other forms of credit insurance are considered integral part of trade receivables and considered in the calculation of impairment. At 30 June 2021, over 80% of the Groups trade receivables are covered by letters of credit and other forms of credit insurance (2020: >80%).

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Exposure to credit risk

The Group's maximum exposure to credit risk for the components of the statement of financial position at 30 June 2022 and 2021 is the carrying amounts as illustrated in the table above except for derivative financial instruments. The Group's maximum exposure relating to financial derivative instruments is noted in the liquidity table below.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

The Group manages its credit risk by maintaining strong relationships with a broad range of quality clients. There are no significant concentrations of credit risk within the Group.

The Group's maximum exposure to credit risk for trade receivables and contract assets at the reporting date by type of customer was:

In thousands of \$AUD

	2022	2021
Industrial (oil & gas, mining, defence, water)	42,562	32,669
Corporate (advisory clients)	608	1,319
Total trade receivables and contract assets	43,170	33,988

Set out below is the information about the credit risk exposure on the Group's trade receivables and contract assets using a provision matrix:

	Trade Receivables						
	Days past due						
	Contract Assets	Current	<30 days	30-60 days	61-90 days	>91 days	
30 June 2022							
Expected credit loss rate	0.0%	0.5%	3.1%	4.3%	4.2%	87.9%	-
Estimated total gross carrying amount at default	2,080	22,153	9,025	3,897	1,034	1,877	40,066
Expected credit loss	-	4	11	15	15	326	371
	Trade Receivables						
	Days past due						
	Contract Assets	Current	<30 days	30-60 days	61-90 days	>91 days	
30 June 2021							
Expected credit loss rate	0.0%	0.6%	1.7%	6.1%	5.8%	86.6%	-
Estimated total gross carrying amount at default	10,957	9,807	8,767	2,041	906	1,490	27,651
Expected credit loss	-	26	55	43	17	230	371



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

Impairment losses

The ageing of the Group's trade receivables at the reporting date was:

In thousands of \$AUD

	Gross Impairment		Gross Impairment	
	2022	2022	2021	2021
Not past due	17,439	-	9,804	-
Past due 0 – 30 days	10,212	-	8,787	-
Past due 31 – 121 days	9,550	(189)	3,911	-
Past due 121 days to one year	182	(182)	526	(371)
Past due more than one year	-	-	-	-
	37,383	(371)	23,028	(371)

Liquidity Risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation. Furthermore, the Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and financial liabilities.

Available cash and trade receivables used to manage liquidity risk are outlined in Notes 9 & 10 respectively. The maturity profile of trade receivables is outlined under the credit risk disclosure above.

The Group's credit facilities are outlined in Note 19 to this financial report.

Guarantees

The provision of E&A Limited's finance facilities requires a number of standard representations, warranties and undertakings (including financial and reporting obligations) from E&A Limited and E&A Limited Group companies in favour of the respective lenders. The facilities also include a cross-guarantee between the parent and all Group companies. Fixed and floating security has been placed over all Group assets.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

Exposure to liquidity risk

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting arrangements:

		AT 30 JUNE 2022					
<i>In thousands of \$AUD</i>	Note	Carrying Amount	Contractual Cash Flows	Less than 1 year	1 – 2 years	2 – 5 years	More Than 5 years
Non-Derivative Financial Liabilities							
Secured bank loans	19	35,723	35,723	6,601	7,443	21,679	-
Lease liabilities – Bank	19	10,478	10,929	4,495	3,932	2,502	-
Lease liabilities - Other	19	6,601	6,601	1,889	1,965	2,610	137
Other loans	19	995	995	995	-	-	-
Trade and other payables	17	44,814	44,814	44,791	23	-	-
		98,611	99,062	58,771	13,363	26,791	137

		AT 30 JUNE 2021					
<i>In thousands of \$AUD</i>	Note	Carrying Amount	Contractual Cash Flows	Less than 1 year	1 – 2 years	2 – 5 years	More Than 5 years
Non-Derivative Financial Liabilities							
Secured bank loans	19	32,500	35,735	5,447	30,288	-	-
Lease liabilities – Bank	19	9,268	10,533	3,895	3,606	3,032	-
Lease liabilities - Other	19	4,778	6,177	1,489	1,558	2,757	373
Government loan	19	180	180	180	-	-	-
Trade and other payables	17	31,505	31,505	29,554	1,951	-	-
		78,231	84,130	40,565	37,403	5,789	373



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

Currency Risk

The Group, through its subsidiaries Fabtech and AusPress Systems, is exposed to currency risk on purchases that are denominated in a currency other than the Australian dollar (AUD), primarily the US dollar (USD), euro (EUR) and Sterling (GBP).

Fabtech and AusPress Systems use forward exchange contracts to hedge its currency risk with its foreign suppliers, most with a maturity of less than one year from the reporting date. When necessary, forward exchange contracts are rolled over at maturity.

Total purchase transactions denominated in foreign currency account for less than 10% of total Group purchases.

The Group uses forward exchange contracts to minimise the risk of currency movements.

Exposure to currency risk

The Group's exposure to foreign currency risk at balance date was as follows, based on notional amounts:

<i>In thousands of \$AUD</i>	AUD	USD	GBP	Euro	AUD	USD	GBP	Euro
	30 June 2022				30 June 2021			
Trade receivables	37,383	-	-	-	23,031	-	-	-
Trade payables	(23,128)	-	-	-	(10,462)	(121)	-	(327)
Net exposure	14,255	-	-	-	12,569	(121)	-	(327)

The following significant exchange rates applied during the year:

	Average Rate		Reporting Date Spot Rate	
	2022	2021	2022	2021
USD	0.726	0.715	0.688	0.750
Euro	0.644	0.627	0.659	0.633

Currency risk sensitivity analysis

A 10% strengthening of the Australian dollar against the following currencies at the reporting date would have increased / (decreased) profit or loss by the amounts shown below. This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2021.

A 10% weakening of the Australian dollar against the above currencies at reporting date would have had an equal but opposite effect on the following currencies to the amounts shown below, on the basis that all other variables remain constant.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

30. Financial Instruments (Continued)

In thousands of \$AUD

	30 JUNE 2022		30 JUNE 2021	
	Equity	Profit or loss	Equity	Profit or loss
USD	-	2	-	1
Euro	-	-	-	-

Interest Rate Risk

The Group has limited exposure to interest rate risk by entering into fixed rate facilities.

At the reporting date the interest rate profile of the Group's interest-bearing financial instruments was:

In thousands of \$AUD

	2022	2021
Fixed Rate Instruments		
Term loan	-	32,500
Lease liabilities – Bank	10,929	9,268
Variable Rate Instruments		
Term loan	35,723	-
Financial liabilities	-	-

Capital Management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital, which the Group defines as net operating income before interest divided by total shareholder equity, excluding minority earnings and outstanding executive options. The Board of Directors also monitors the level of dividends to ordinary shareholders.

The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

Fair Values

Fair values versus carrying amounts

The fair values of all financial assets and liabilities are equivalent to their carrying amount as at balance sheet date.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

31. Commitments

Capital expenditure contracted for at balance date but not recognised as liabilities is as follows:

In thousands of \$AUD

	2022	2021
Total	-	-

32. Contingent Liabilities

The Group had contingent liabilities in respect of:

In thousands of \$AUD

Guarantee Facilities

	2022	2021
Amount used	2,236	315
Amount available	6,220	626

In the normal course of business certain E&A Limited Companies are required to enter into contracts that include performance obligations. These commitments only give rise to a liability where the respective entity fails to perform its contractual obligations. Claims of this nature arise in the ordinary course of construction contracting. Where appropriate a provision is made for these issues.

The Directors are not aware of any material claims that are considered probable, which have not been appropriately provided for in the financial statements at 30 June 2022.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Financial Year Ended 30 June 2022

33. Subsequent Events

Business Acquisitions

On 1 July 2022, E&A limited acquired KP Electric (Australia) Pty Ltd for \$1.3 million. Upon acquisition, the company name was changed to Tasman Asset Management Services Pty Ltd (“**TAMS**”). TAMS is an electrical service provider, offering routine and corrective maintenance services to customers in the retail, warehousing, commercial and industrial sectors. The acquisition of TAMS provides a strategic opportunity to diversify our client base and geographical scope of operations.

On 1 August 2022, E&A limited acquired A Noble & Son Limited (“**Nobles**”) for \$1.7 million. Nobles is a trusted supplier of lifting and rigging equipment, technical services and engineering design to customers throughout Australia. Nobles supply and service a range of industries from 11 locations across all mainland states of Australia and the Northern Territory.

Nobles was placed in voluntary administration in June 2022. EAL and Nobles management worked together on a business continuity and restructuring plan under EAL ownership, which involves:

- Restructuring the merchandise business;
- Continuing to grow the Services and Engineering divisions;
- Reducing overhead costs relating to properties by co-locating with EAL group companies in most instances;
- Achieving further overhead cost reductions through group synergies and cost control.

EAL and Nobles Senior Management Team are confident the restructuring plan represents an exciting opportunity for EAL to broaden our services to new and existing clients by offering end to end solutions for asset owners.

Other than the above, the directors are not aware of any material events occurring subsequent to reporting date that have not otherwise been disclosed or presented in this report.



E & A LIMITED

Directors' Declaration

1. In the opinion of the directors of E&A Limited ("the Company"):
 - (a) The consolidated financial statements and notes are in accordance with the Corporations Act 2001, including:
 - (i) Giving a true and fair view of the Group's financial position as at 30 June 2022 and of its performance for the financial year ended on that date; and
 - (ii) Complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001; and
 - (b) There are reasonable grounds to believe the Company will be able to pay its debts as and when they become due and payable.

2. The directors draw attention to Note 2 to the consolidated financial statements, which includes a statement of compliance with International Financial Reporting Standards.

Signed in accordance with a resolution of the directors:

Dated at Adelaide this 7th day of October 2022



Stephen Young
Managing Director

Independent Auditor's Report

To the Members of E&A Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of E&A Limited (the Company) and its subsidiaries (the Group), which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

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

- a giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year ended on that date; and
- b complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Information other than the financial report and auditor's report thereon

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2022, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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

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

Responsibilities of the Directors for the financial report

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

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

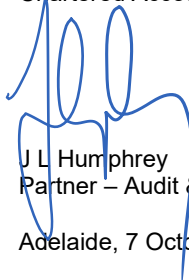
Auditor's responsibilities for the audit of the financial report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.



GRANT THORNTON AUDIT PTY LTD
Chartered Accountants



J L Humphrey
Partner – Audit & Assurance

Adelaide, 7 October 2022



E&A Limited - Corporate Directory

Directors	Mr Michael Terlet Mr Stephen Young Mr Mark Vartuli Mr Jason Pryde	Non-executive Director & Chairman Managing Director Executive Director Executive Director
Company secretary	Ms Simone Thompson	
Registered Office	75 Verde Drive Jandakot WA 6164 Phone: 08 8212 2929 Web: www.ealimited.com.au Email: admin@ealimited.com.au	
Solicitors	Various	
Auditors	Grant Thornton Audit Pty Ltd	
Share Register	Link Market Services Limited Level 9, 333 Collins Street Melbourne, Victoria 3000 Phone: 1300 554 474 Web: www.linkmarketservices.com.au	
ACN	088 588 425	
ABN	22 088 588 425	

